حكومة دبي
GOVERNMENT OF DUBAI

هيئة كهرباء ومياه دبي
Dubai Electricity & Water Authority

DEWA SUSTAINABILITY REPORT

2024

In achieving climate neutrality in the UAE by 2050, we aim to develop an approach that both drives sustainable economic growth and is an exemplar of working together to achieve a better future for humanity

His Highness

Sheikh Mohamed bin Zayed Al Nahyan

President of the United Arab Emirates

The UAE has a clear vision to transform itself into one of the world's most sustainable nations. Our journey towards sustainability is comprehensive, encompassing advanced clean energy projects across diverse renewable sources, and innovative solutions integrated into various spheres of the economy and society

His Highness

Sheikh Mohammed bin Rashid Al Maktoum

Vice President and Prime Minister of the UAE and Ruler of Dubai

MD & CEO MESSAGE

HE SAEED MOHAMMED AL TAYER
MD & CEO,
Dubai Electricity and Water Authority (DEWA)

We are committed to the high standards of excellence and sustainability inspired by His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, and the directives of His Highness Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, Crown Prince of Dubai, Deputy Prime Minister and Minister of Defence of the UAE, and Chairman of The Executive Council of Dubai, and His Highness Sheikh Maktoum bin Mohammed bin Rashid Al Maktoum, First Deputy Ruler of Dubai, Deputy Prime Minister and Minister of Finance of the UAE. With their guidance, Dubai Electricity and Water Authority (DEWA PJSC) looks forward to playing a decisive role in Dubai's continued progress.

2024 was a remarkable year for DEWA in terms of efficiency, sustainability and financial results. Group revenues exceeded AED 30 billion for the first time, EBITDA reached AED 15.7 billion and Operating profit was AED 9.3 billion. Demand for our electricity, water and cooling services is growing consistently, reflecting a robust growth in the Emirate. At the end of 2024, electricity & water accounts exceed 1.27 million, which is nearly 5% more than the previous year.

Sustainability and good corporate governance are the cornerstone of our operations and processes. Our installed capacity grew to 17,179 MW in 2024 out of which 3,060 MW (18%) is clean energy and we are firmly on track to realise Dubai's Net Zero carbon emission by 2050 goal, when 100% of the Emirate's energy production will be from clean sources. In this context, the prestigious Mohammed bin Rashid Al Maktoum Solar Park with planned capacity of 7260 MW by 2030 and the world's largest single site solar park, has an outstanding role. DEWA has also installed MENA region's first green hydrogen project that uses solar energy and promotes sustainable transport and reduces greenhouse emissions. DEWA built 40 MIGD capacity seawater reverse osmosis (SWRO) plant and commenced construction of 180 MIGD SWRO under IWP model, which are both efficient and green.

In 2024, we invested over AED 11 billion to expand the infrastructure in Dubai built over the years at a cumulative cost of over AED 225 billion. The resilience of our network is demonstrated by world benchmarks set for Electricity Line Losses (2%), Water Line Losses (4.5%) and Customer Minutes Lost (CML) of less than a minute per customer per year. Our investments in AI, Smart Grid and Digitalisation have contributed to deliver these outstanding results.

In all, DEWA is ranked first globally in 12 key utility operating benchmarks.

A total dividend of AED 1.34 billion was declared for 2024 in favor of DEWA by several subsidiary companies, which operate in sectors allied to our core activity. These companies are performing successfully and demonstrate promising growth prospects. We look ahead with determination and optimism to deliver on all our strategic initiatives, generate strong earnings, promote Dubai's image as a global hub of sustainability and excellence and enhance the wellbeing of our community and all stakeholders.

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SUSTAINABILITY HIGHLIGHTS

Economic Highlights:

AED 30.98 billion
total revenue

AED 7.23 billion
net profit

AED 22.25 billion
operational cost

AED 7 billion
investment in Smart Grid initiatives between 2014 and 2035

AED 64.69 million
Revenue from scrap/waste materials sold

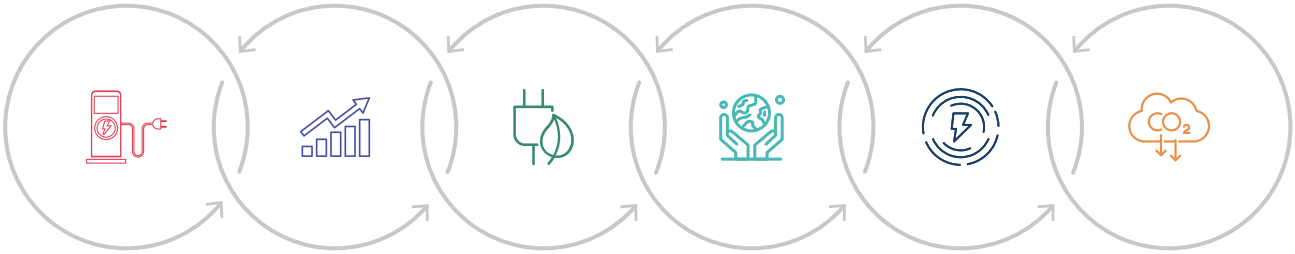
AED 4.10 billion
employee wages & benefits

Environmental Highlights:

700 charging stations installed across the Emirates of Dubai

Total of **59,191,667 MWh** generated in 2024

2% losses from electricity transmission and distribution networks

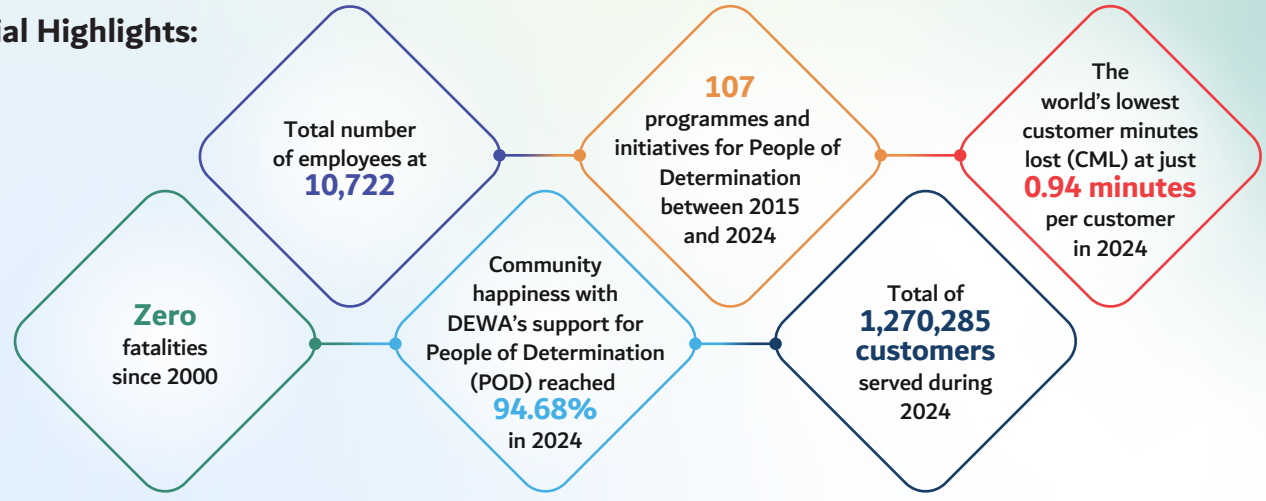


Cumulative efficiency improvement of **43.61%** in 2024, compared with 2006

Total installed capacity of the Mohammed bin Rashid Al Maktoum Solar Park stands at **3,060 MW**

Carbon emission reduction of **11.47 million tonnes**

Social Highlights:



KEY HIGHLIGHTS IN 2024

- Carbon emissions reduced by 11.47 million tonnes between 2006 and 2024 due to improvements in production efficiency.
- World's lowest electricity customer minutes lost (CML) of 0.94 minutes per customer, as well as the lowest line losses in electricity (2%) and water (4.5%).
- Over 1.1 million smart water meters installed by the end of 2024, enhancing water network resilience.
- Highest annual power generation of 59.19TWh and desalinated water production of 150.48 BIG.
- Clean power generation of 6.62 TWh in 2024, which was DEWA's highest.
- Growth in demand for electricity (5.4%), water (5%), cooling services (7.4%) over the previous year.
- Electricity peak demand (10,763MW) and desalinated water daily peak demand (455.1 BIG) were 3.4% & 4.9% higher respectively, over the previous year.
- 52,296 new water connections and 48,746 new electricity connections implemented in 2024.
- Commissioned 30 MIG reservoir in Hatta at a cost of around AED 86 million.
- Potable water storage increased to 1.01 BIG.
- Twelve new 132 kV transmission substations commissioned in 2024.
- Financial close achieved for the 1,800MW Shuaa-4 Solar PV plant, now under construction. First energisation of Phase A completed, with the first 200MW connected to the grid.
- Financial close achieved for 180 MIGD reverse-osmosis plants, being built under IWPP model.
- IPP advisory service tender launched for Phase VII of the Mohammed bin Rashid Al Maktoum Solar Park (1,600MW from PV plus 1,000 MW/6-hours from BESS).
- Electric Vehicle (EV) charger network expanded to 408, with more than 700 charging stations across Dubai.
- Regulation & licensing framework established for EV charging infrastructure.
- MOU signed with Parkin to increase the number of 'EV Green Charger' stations in Dubai.
- Winner of the Smart Water Project of the Year Award 2024 at the Global Water Awards.
- AED 225 million saved over 10 years through DEWA's smart management of its water network.
- Winner of the prestigious Platts Global Energy award for the Mohammed bin Rashid Al Maktoum Solar Park.
- Winner of the Solar PACES Award for innovative implementation in Phase IV of the Mohammed bin Rashid Al Maktoum Solar Park.
- Winner of the Golden Peacock for excellence in governance.
- Winner of the Business Agility award from Agile Business Consortium.
- 100% score in International Digital Customer Experience (IDCXS).
- 33 international, regional and national awards in excellence.
- Winner of six awards at Dubai Government Excellence Awards 2024 (DGEP), maintaining its status in the 'Elite' category.
- Awarded a 10/10 score in smart app accessibility by the Dubai Digital Authority.
- Maintained zero cyber security breaches by strengthening cyber security infrastructure and capabilities.
- First Government entity in the country to obtain ISO/IEC TR 24028:2020 certification for trustworthiness in AI.
- Awarded the Sword of Honour (5 star) for health & safety by the British Safety Institute, as well as the Globe of Honour for Environmental compliance.
- More than 14 million online transactions completed in 2024 through DEWA's digital integrations and digital channels.
- Digital-first approach developed by DEWA's Research and Development (R&D) Centre to assess the condition of critical assets such as power transformers and overhead lines (OHL).
- Strategic collaboration agreement signed with ENOC for sale of green hydrogen gas.
- Revenue of AED 30.98 billion and EBITDA of AED 15.73 billion reported in DEWA's consolidated financial results for 2024.
- Dividend of AED 1.34 billion contributed by DEWA subsidiaries to parent company in 2024.

01 About DEWA PJSC

DEWA (PJSC) & ITS REPORTING PRACTICES

ABOUT DEWA

(GRI 2-1, GRI 2-6, EU3)

Dubai Electricity and Water Authority (DEWA) was established in January 1992 through a decree issued by the late Sheikh Maktoum bin Rashid Al Maktoum, following the merger of Dubai Electricity Company and Dubai Water Department. These two entities, initially founded in 1959 by the late Sheikh Rashid bin Saeed Al Maktoum, operated independently to meet the electricity and water needs of Dubai's citizens and residents, with full support from the Dubai Government.

Over the years, DEWA has achieved numerous milestones, positioning itself as one of the world's leading utilities. A significant achievement was recorded in April 2022 when DEWA was listed on the Dubai Financial Market (DFM), becoming the largest listed company by market value at AED 124 billion (USD 33.8 billion). This milestone was accomplished through the sale of 9 billion shares, representing 18% of its capital.

As Dubai's exclusive provider of electricity and water, as well as the primary supplier of cooling services, DEWA serves all people of Dubai and the daytime population across all consumption categories, including residential, commercial and industrial. As Dubai continues to grow, DEWA remains committed to meeting the increasing demand, as both resident and daytime population figures expected to rise substantially by 2040. As of the end of 2024, DEWA managed 1,270,285 customer accounts, with 58,810 new accounts added during the year.

Vision

A globally leading sustainable innovative corporation committed to achieving Net-Zero by 2050.

Mission

We are committed and aligned to Dubai's 8 Guiding Principles and 50-Year Charter supporting the UAE's directions through the delivery of global leading services and innovative energy and potable water solutions enriching lives and ensuring the happiness of our stakeholders, for a sustainable Net-Zero carbon 2050.

Motto

For generations to come

Values

- Stakeholder Happiness
- Sustainability
- Innovation
- Excellence
- Good Governance

Purpose

Providing globally leading sustainable, efficient, and reliable power and water services, and related innovative smart solutions towards Net-Zero future.

SUSTAINABILITY REPORTING AT DEWA

(GRI 2-2, 2-3)

Since 2013, DEWA has published 12th sustainability reports aligned with the Global Reporting Initiative (GRI) Standards. These reports are also prepared in accordance with the Sustainable Development Goals (SDGs). DEWA remains dedicated to sustainability and transparency, as demonstrated by its active membership in the GRI Gold Community. Notably, DEWA is among the first 100 organisations globally to adopt the new GRI Standards, beginning with the 2016 reporting cycle under the core option.

In its previous report, DEWA showcased its forward-thinking approach by aligning its disclosures with the revised Universal Standards. Building on this progress, DEWA's 12th sustainability report incorporates the latest updates to the GRI standards, ensuring all relevant disclosure requirements are met.

This report rigorously adheres to the GRI Reporting Principles, including Accuracy, Balance, Clarity, Comparability, Completeness, Sustainability Context, Timeliness, and Verifiability. DEWA's unwavering commitment to these principles underscores its dedication to transparency, accountability and maintaining the highest standards of sustainability reporting.

The report serves as a comprehensive resource, synthesising insights from DEWA's continuous stakeholder engagement efforts. It provides a concise overview of the economic, environmental and social aspects relevant to the year 2024. Unless otherwise specified, all data included reflects the status from 1 January 2024 to 31 December 2024.

Additionally, the report highlights DEWA's sustained efforts towards achieving its long-term sustainability objectives. By clearly articulating these commitments, DEWA aims to effectively communicate its sustainability initiatives to stakeholders, fostering meaningful dialogue and strengthening its engagement with them.

Note: *for any questions about the report or the reported information, you may contact* ***sustainability@dewa.gov.ae***

MATERIALITY ASSESSMENT

(GRI 2-2, 2-3)

The foundation for developing a sustainability report lies in identifying its material topics. To achieve this, DEWA engaged with relevant internal and external stakeholders, including DEWA's top management, DEWA's employees, government entities, partners, suppliers, customers, society and investors.

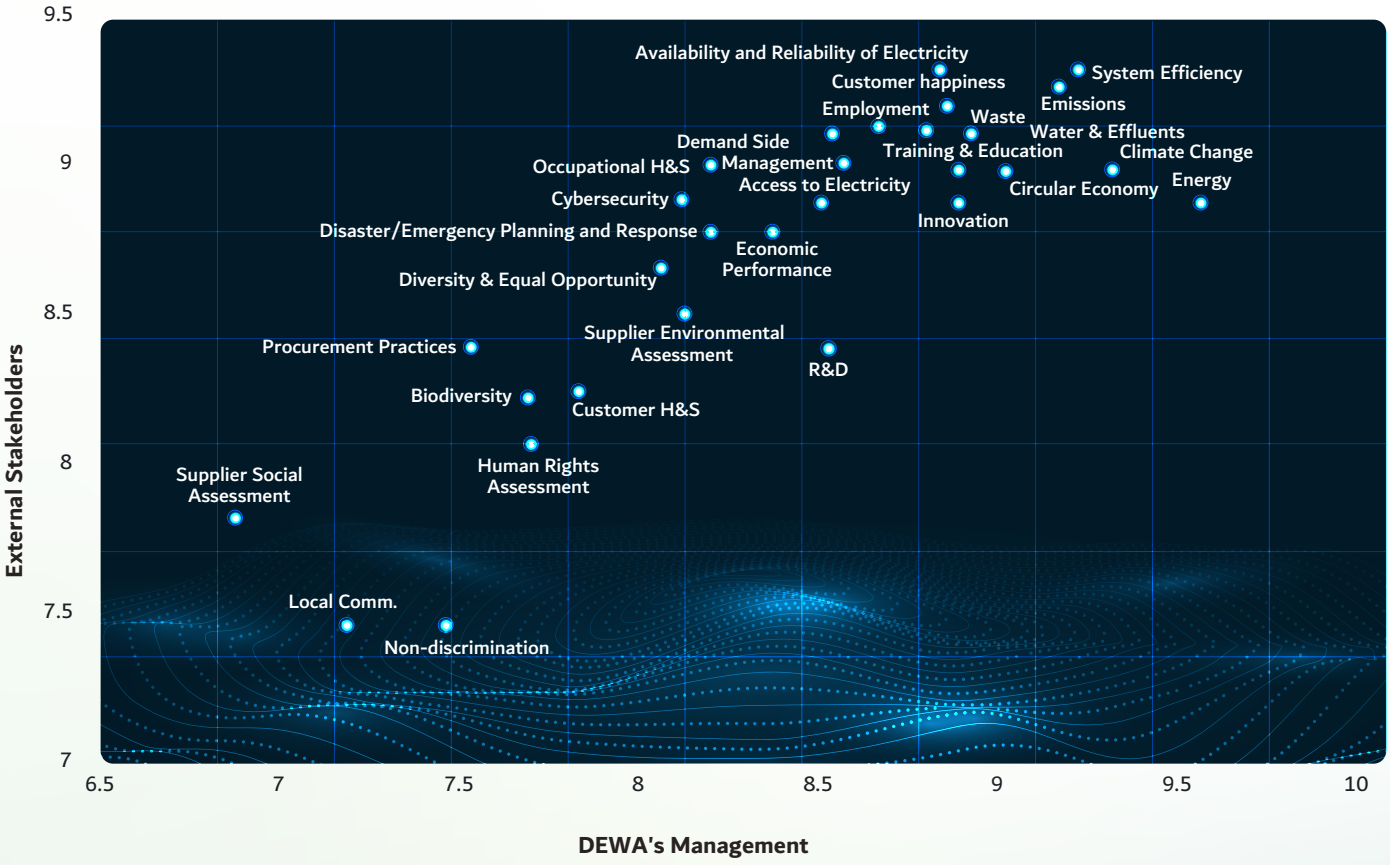
In November 2024, DEWA organised three stakeholder engagement workshops to evaluate 47 material topics. The purpose was to assess and prioritise these topics, determining their significance for the 2024 sustainability reporting cycle.

Beyond the GRI material topics, DEWA's 2024 materiality analysis incorporated key global megatrends such as the circular economy, climate change, innovation, customer happiness and cybersecurity.

In line with GRI Standards, the sustainability report must disclose the organisation's most significant impacts on the economy, environment and people, including human rights implications resulting from DEWA's activities or business relationships. The outcomes of the 2024 materiality assessment process are presented in the materiality matrix below.

This matrix, approved by DEWA's management, has been a cornerstone for developing this sustainability report. The X-axis reflects DEWA management's prioritisation of material topics, while the Y-axis represents stakeholders' perspectives. This collaborative process ensures that the report comprehensively addresses both organisational and stakeholder priorities.

MATERIALITY MATRIX 2024 RESULTS



FINANCIAL PERFORMANCE SCOPE

Starting in 2022, DEWA began publishing its financial statements as part of its Integrated Report, which combines DEWA's Sustainability Report, Corporate Governance disclosures and financial statements. This comprehensive report is also made available on the Dubai Financial Market (DFM) website.

For a detailed overview of DEWA's financial performance and results for 2024, please refer to the financial statement. All financial data presented in the statement adheres to the International Financial Reporting Standards (IFRS).

VALUE CHAIN & OTHER BUSINESS RELATIONSHIPS

(GRI 2-6)

SERVICES

In 2024, DEWA conducted a comprehensive review and update of its services catalogue in alignment with Dubai Government directives. The updated catalogue includes 22 public services, organised into six main categories:

1. Electricity & Water Management Services
2. Billing Services
3. Sustainability & Consumption Management Services
4. No Objection Certificate Services
5. Electricity Network Services
6. Water Network Services

For further details on DEWA services, please scan the QR code.

SUPPLIERS

In 2024, DEWA collaborated with a wide range of local and international suppliers to support its operations, including project procurement, material and equipment supply, maintenance, consultancy and other services for electricity and water generation, transmission and distribution.

This engagement encompassed 1,733 suppliers, categorised into 17 strategic, 167 core, and 1,549 basic suppliers. Geographically, DEWA partnered with 1,627 local and 173 global suppliers, completing 13,863 transactions with 90.04% of products and services sourced locally.

DEWA places a strong emphasis on sustainable environmental practices in its supplier collaborations. The organisation employs assessment criteria and green procurement standards to evaluate suppliers' environmental performance. Supplier selection considers the environmental impact of products and services, and DEWA actively encourages suppliers to improve their environmental, ethical and social practices.

DEWA'S CUSTOMERS

(EU3)

In 2024, DEWA served a total of 1,270,285 customers with 58,810 new customers added since Q4 2023. During the year, DEWA generated 59.19 TWh of electricity, reflecting a 5.42% increase, and produced 150,478 MIG of desalinated water, marking a 5% growth compared to 2023.

By the end of 2024, DEWA's electricity accounts totalled 1,225,639, up from 1,173,631 in 2023. Similarly, water accounts reached 1,103,245 compared to 1,048,913 in the previous year.

These increases highlight Dubai's economic prosperity and the rising demand for DEWA's electricity and water services. This growth aligns with DEWA's commitment to sustainable development and supports the Dubai Economic Agenda (D33), which seeks to double the size of Dubai's economy between 2023 and 2033 and establish the Emirate as one of the top three economic hubs globally.

Number of Customer Accounts as of 31 December 2024

	Electricity		Water	
Description	No. of customer accounts	%	No. of customer accounts	%
UAE Nationals	74,847	6.11	70,248	6.37
Expatriates	880,643	71.86	866,820	78.56
Commercial	240,395	19.61	160,714	14.57
Government Organisations	6,451	0.53	2,180	0.20
Industrial	3,226	0.26	1,695	0.15
Electric Vehicles (EV)	17,810	1.45	0	0.00
Port Sales	0	0.00	424	0.04
Exempted	2,267	0.18	1,164	0.11
Total	**1,225,639**	**100.00**	**1,103,245**	**100.00**

BUSINESS RELATIONSHIPS

DEWA strives to maximise positive impacts on the economy, environment and society through its business activities while minimising negative impacts by fostering strong partnerships with stakeholders. In power generation, DEWA maintains continuous engagement with original equipment manufacturers to stay updated on advancements and cost-effective technologies. For instance, DEWA actively explores and adopts new, efficient technologies throughout the lifecycle of installed assets. This approach has led to increased power generation capacity, enhanced efficiency and reliability, as well as extended asset lifespans beyond their expected useful life.

In alignment with the UAE Circular Economy Policy, DEWA adopts sustainable practices such as Reduce, Reuse, Refuse, Recover & Recycle - the 5R principle for managing the natural resources. This long-term approach reflects DEWA's commitment to sustainable business relationships with strategic suppliers across its supply chain.

DEWA introduced the OWNEK initiative (Arabic for "Your Help") to support contractors and consultants in obtaining DEWA's approval for electricity connections on their first attempt. This initiative aims to streamline workflows, save time and reduce effort. Awareness sessions and detailed instructional videos in Arabic and English are available on DEWA's website, offering guidance on key pillars, requirements, instructions and best practices.

Since its launch, the initiative has fostered direct and constructive communication with consultants and contractors, thereby speeding up project completion. The initiative has facilitated 2,201 preliminary technical discussions before project applications were submitted, and 34,741 online technical discussions during the project submission and approval phase. Additionally, the awareness sessions and instructional videos available on the platform have benefited 6,395 consultants and contractors.

DEWA provides a dynamic, competitive, and supportive business environment that enhances stakeholders' experience and make them happier. This fosters fruitful cooperation and effective communications with our partners, ensuring the mutual prosperity of its business. This also enables DEWA to keep pace with the growing number of infrastructure projects in Dubai, alongside the increasing demand for electricity and water services. Furthermore, it contributes to Dubai's economic growth and supports its expanding population. DEWA remains committed to supporting the Dubai Economic Agenda (D33), which aims to double the size of Dubai's economy over the next decade and maintain its status among the top three global cities.

To enhance efficiency and satisfaction, DEWA encourages its partners to utilise its digital services, simplifying processes and improving their overall experience.

SOQOOR PROGRAMME

The Soqoor programme is the first government initiative of its kind to evaluate consultants and contractors in Dubai. It assesses their compliance with DEWA's requirements, standards, terms and conditions and guidelines when submitting their applications. The programme accelerates the time for obtaining DEWA's approvals, reduces or avoids violations, damages and fines, saves time and effort and improves field operations, in addition to protecting DEWA's assets. Consultants and contractors who achieve the best performance according to the highest international standards win the 'Soqoor' awards in the project and service categories, such as "No Objection Certificate Services for Infrastructure Projects," "Electricity Network Services" and "Water Network Services."

DEWA approved 127,268 NOC applications in 2024 as part of the Soqoor programme. This initiative supports DEWA's efforts to keep pace with the urban expansion in Dubai. The Soqoor programme makes it easier for consultants and contractors to obtain DEWA's approval from the first time when submitting NOC applications and field operations services for their projects.

DEWA is committed to achieving the directives of HH Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, to enhance Dubai's leadership in serving people, simplify and reduce government procedures, accelerate the completion and provision of services and ease of doing business. This advances efficiency and productivity and elevates the competitiveness of economic sectors and the business environment in Dubai to world-leading levels, raising society's quality of life and enhancing our future readiness. This also supports the Dubai Economic Agenda D33 and the Dubai 2040 Urban Master Plan.

In line with its efforts to stimulate business practices, DEWA has launched the second edition of its Infrastructure NOC Technical

Manual (Flipbook) to serve as a reference for contractors, consultants and developers accredited by DEWA. This is part of DEWA's efforts to promote business in the Emirate. This Manual helps facilitate and accelerate the acquisition of electricity and water services according to the best international standards and practices regarding reliability, quality and efficiency.

DEWA offers consultants and contractors a package of innovative programmes and services, including Al Namoos service, Marafeq smart feature and the Ownek awareness initiative, to enrich their experience. It also allows them to conduct transactions anytime, anywhere, with ease and security, via DEWA's smart app or website without the need to visit DEWA's customer happiness centres.

DEWA'S PORTFOLIO

DEWA's portfolio of subsidiaries encompasses a range of business interests that support its revenue diversifications goals and complement its core activity of producing and supplying electricity and water.

CORE PORTFOLIO

Empower is the world's largest district cooling services provider by connected capacity. It is 56% owned by DEWA and owns, manages, operates and maintains district cooling plants and affiliated distribution networks across Dubai.

Mai Dubai is a water bottling, manufacturing and distribution company, selling water within the UAE and other markets abroad. Mai Dubai, wholly owned by DEWA, commenced operations in 2014 and is currently the leading water-bottling company in the UAE for both distribution and sales.

Etihad ESCO is a wholly owned subsidiary of DEWA. It was established under a mandate from the Dubai Supreme Council of Energy to implement energy efficiency projects in Dubai. Etihad ESCO is a commercial energy services company, and its activities have been expanded to include solar PV projects, as well as electromechanical and facility management services. The company has successfully completed several significant building-retrofit projects for major public and private sector clients in the UAE.

Digital DEWA was created as a holding company to group several subsidiaries established by DEWA to align with and implement the Dubai 10X vision of HH Sheikh Mohammed bin Rashid Al Maktoum. Three companies currently operate under the Digital DEWA umbrella:

- **Moro (Data Hub Integrated Solutions)** is the backbone and core entity of Digital DEWA. The company provides data centre services, cloud solutions, hosting services, managed business solutions and managed IT services for DEWA and other external public and private organisations.
- **Digital X** was formed in October 2019 to offer digital services, resource augmentation, intelligent automation solutions, robotics and advanced data analytics solutions for optimal decision-making and mission-critical analytical modelling systems. Digital X supports companies in designing, implementing and managing technologies to enhance their business capabilities. It also accelerates digital transformation by building cutting-edge and easy-to-use systems powered by AI.
- **Infra X** was founded in October 2019. It focuses on connecting Digital DEWA's value-added services, such as data centres and cloud services, to customers. Infra X leverages DEWA's infrastructure to offer a secure, reliable and independent super-fast network to meet the future digital transformation demands. Infra X is the first non-telecom company in the UAE to receive a special-purpose IoT license from the Telecommunications and Digital Government Regulatory Authority (TDRA) to commercialise IoT networks and services. Additionally, Infra X partners with local service providers to provide 5G technologies.

IWPP PORTFOLIO

- **Shuaa Energy 1** is a solar photovoltaic independent power plant project with a contracted electricity generation capacity of 200 MW. Located in and constituting the second phase of the Mohammed bin Rashid Al Maktoum Solar Park, the project reached financial close in 2015 and is currently in the operation phase of its 25-year Power Purchase Agreement (PPA).

- **Shuaa Energy 2** is a solar photovoltaic independent power plant project with a contracted electricity generation capacity of 800 MW. It is located in and constitutes the third phase of the Mohammed bin Rashid Al Maktoum Solar Park. The project reached financial close in June 2017 and is currently in the operation phase of its 25-year PPA.

- **Shuaa Energy 3** is a solar photovoltaic independent power plant project with a contracted electricity generation capacity of 900 MW. Located in and constituting the fifth phase of the Mohammed bin Rashid Al Maktoum Solar Park, the project reached financial close in 2020 and is currently in the operation phase of its 25-year PPA.

- **Shuaa Energy 4** is a solar photovoltaic independent power plant project with a contracted electricity generation capacity of 1,800 MW, located in and constituting the sixth phase of the Mohammed bin Rashid Al Maktoum Solar Park. The project reached financial close in February 2024 and is currently in the construction phase of its 30-year PPA.

- **Noor Energy 1** is an independent power plant project with a 700 MW CSP and 250 MW PV contracted electricity generation capacity. Located in and constituting the fourth phase of the Mohammed bin Rashid Al Maktoum Solar Park, it is the world's largest single-site CSP plant using a combination of central tower and parabolic through CSP technologies. The project reached financial close in 2019 and commenced commercial operation in 2024.

- **Hassyan Energy 1** is an independent power producer project with a total electricity generation capacity of 2,400 MW. Initially designed to operate on dual fuel, DEWA as the Offtaker, decided in early 2022 that the plant would operate using exclusively on natural gas as the primary fuel. The project reached financial close in 2016 and is currently in the operation phase of its 25- year PPA.

- **Hassyan Water A** is a seawater reverse osmosis water desalination plant project with a contracted desalination capacity to deliver 180 MIGD. Designed to significantly enhance Dubai's water supply framework, the facility Utilising cutting-edge reverse osmosis technology, the facility is set to operate with high efficiency and a minimal ecological footprint by using renewable energy supplied by DEWA. The project is now in the construction phase, with a 25-year Water Purchase Agreement (WPA).

FINANCIAL COMPANIES PORTFOLIO

- **Dubai Green Fund Investments** is the first specialised green impact investment fund in the MENA region, 100% owned by DEWA. Its mandate is to invest in green projects and support Dubai's position as a global hub for the green economy. Dubai Green Fund's current portfolio of green investments is expected to save approximately 8.5 million metric tonnes of CO_2 emission annually over the next 30 years.

- **Forward Investments** is DEWA's corporate venture capital unit, established in 2020 to invest in renewable energy, distributed generation, energy storage, utility digitisation, smart technology and security, cleantech and other diversification opportunities aligned with DEWA's strategy. The company has made several successful investments across the United States and Asia.

- **Etihad Clean Energy Development Company** is a specialised investment vehicle established with the main objective of financing solar build-operate-transfer (BOT) projects executed by Etihad ESCO.

DEWA'S GOOD GOVERNANCE

(GRI 2-9, 2-10, 2-11, 2-12, 2-14, 2-15, 2-16, 2-17, 2-18)

DEWA (PJSC) is a leading utility provider that plays a pivotal role in delivering sustainable, reliable and innovative energy and water services to the Emirate of Dubai. As part of its commitment to excellence, DEWA places a strong emphasis on governance practices that ensure transparency, accountability and alignment with international best practices.

DEWA's governance framework is designed to enhance its operational efficiency, promote culture of governance and foster long-term sustainability. DEWA adheres to a robust system of internal controls, compliance standards and ethical guidelines that support its mission to provide world-class services while contributing to Dubai's development as a smart, sustainable city.

At the core of DEWA's governance is a strategic focus on corporate responsibility, stakeholder engagement and environmental stewardship. Its governance structure is built on clear roles and responsibilities, ensuring efficient and transparent decision-making processes in line with the organisation's objectives of innovation, sustainability and customer satisfaction.

Through its comprehensive governance approach, DEWA not only meets regulatory and industry requirements but also sets a high standard for corporate leadership, delivering value to stakeholders and reinforcing its reputation as a trusted provider of essential public services. This enables DEWA to adhere to governance guidance and requirements of ISO 37000 (Governance of Organisations), BS 13500 (Effective Governance Management Systems) the Securities and Commodities Authority (SCA) and Dubai Financial Market (DFM).

To serve stakeholders' interests, DEWA's corporate governance system undergoes regular reviews, assessments and improvements. The Board proactively adopts governance policies and practices that align the interests of the Board and Management with those of stakeholders, promoting the highest standards of ethical behaviour across the organisation.

See DEWA's Governance details for full details: ***Corporate Governance & Strategy (dewa.gov.ae)***

DEWA'S ECOSYSTEM

The DEWA ecosystem represents a dynamic and interconnected framework designed to ensure the organisation's sustainable success and adaptability in an ever-evolving environment. It is structured around five essential components that collectively support DEWA's strategic objectives and operational excellence:

1. **Core Business and Support Activities**: These elements form the operational backbone, enabling efficient service delivery and high standards of customer satisfaction.
2. **Extended Enterprises (Subsidiaries):** Subsidiaries expand DEWA's operational and innovative capabilities, allowing the organisation to diversify and adapt to emerging opportunities.
3. **Stakeholders:** Engagement with a wide range of stakeholders - customers, partners, regulators and employees - ensures alignment with their expectations and promotes mutual success.
4. **The Local Environment:** DEWA integrates its efforts with Dubai's priorities, contributing to local community development and sustainability while aligning with the Emirate's broader vision.
5. **The Global Environment and Megatrends:** By staying attuned to global trends and challenges, DEWA incorporates forward-looking strategies that address sustainability, innovation and transformation.

This ecosystem is more than a structural framework-it serves as a strategic enabler that facilitates the seamless integration of business processes, from planning to execution. Feedback mechanisms embedded within the ecosystem promote continuous improvement and foster a culture of innovation.

DEWA's management plays a pivotal role in harmonising these components, ensuring that they align with the organisation's vision and goals. This transformative leadership approach positions DEWA as a benchmark for excellence, enabling it to navigate complex challenges while delivering sustainable value to stakeholders and maintaining long-term relevance and success.

STRATEGY, POLICIES, & PRACTICES

(GRI 2-23, 2-24, 2-25)

STRATEGY

Strategically Driven

As UAE and Dubai continue to impress the world with sky-high aspirations and achievements, DEWA updates its strategy on an annual basis and continuously aligns itself with major global developments and national strategies, to ensure its effective and sustainable contribution to the long-term prosperity of Dubai and the UAE.

DEWA has an agile strategy that is always ready to coop with the internal and external factors/ changes, as it closely tracks emerging trends and gathers facts and figures to increase the understanding of the macro-environment it operates. It considers several corporate scenarios based on the emerging trends and underlying drivers.

In addition to that, stakeholders' engagement is one of the key components of DEWA's strategy formulation process, as it continuously gathers and analyses their inputs through different tools to ensure it exceeds their needs and expectations.

DEWA Strategy Framework

DEWA's Strategy Framework consists of three consecutive phases, enriched by strategic intelligence and powered by continuous learning, communication and innovation

Strategy Formulation: Define the overall strategic direction and design the corporate strategy, leveraging strategic insights and foresight

Organization Alignment: Align divisions and employees with DEWA's overall strategy and plan strategic initiatives for its achievement

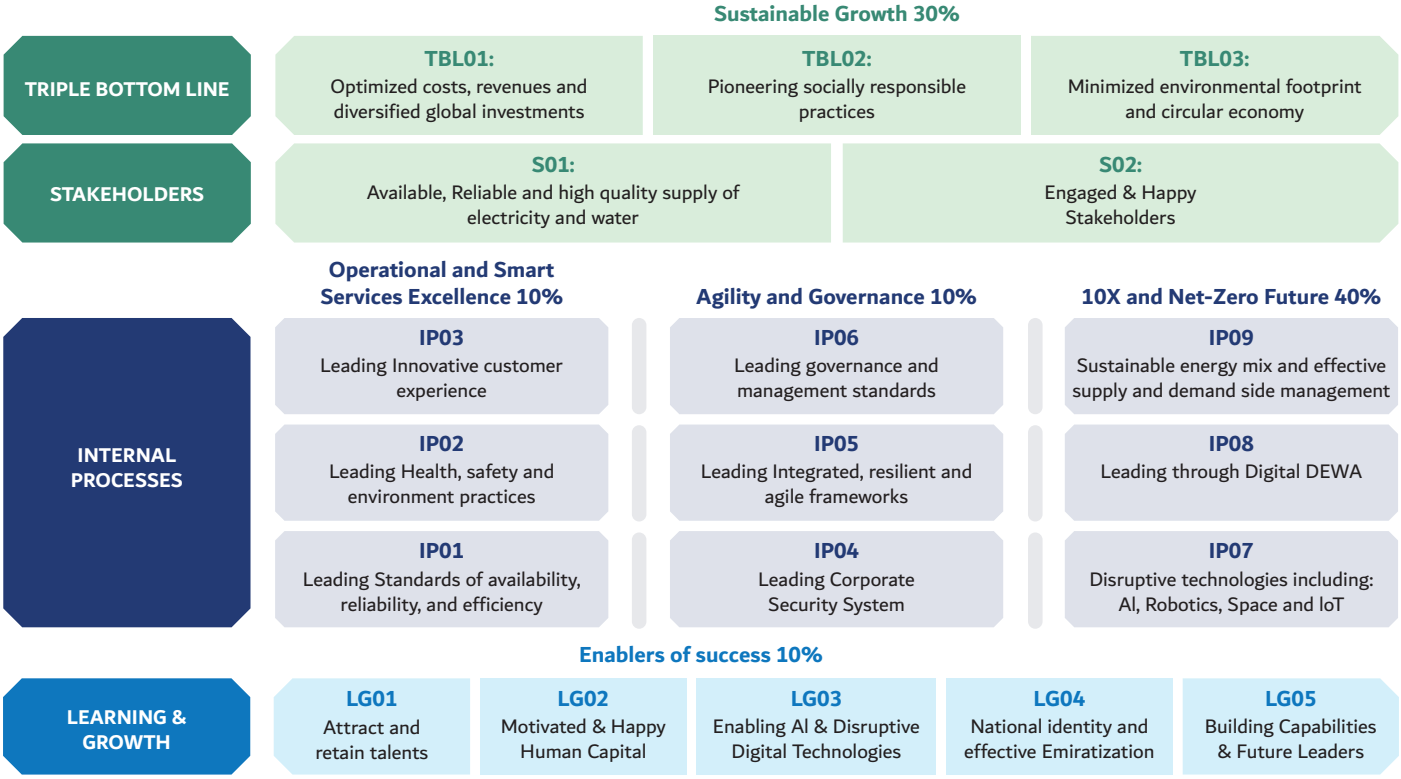
Execution & Assessment: Implement corporate and divisional strategies and assess implementation progress, including both performance (KPIs) and strategic initiatives

STRATEGY FOCUSED ORGANISATION

DEWA is proud to be the first organisation in the MENA region to receive the Hall of Fame Award in 2008 for implementing the third-generation Balanced Scorecard. It was also the first organisation to score 4.3, higher than the global average, in the Execution Premium Assessment (XPA) for strategic planning and execution practices conducted by Palladium Group, the international authority for Balanced Scorecard framework.

DEWA Strategy Map

A globally leading sustainable innovative corporation committed to achieving Net-Zero by 2050



DEWA Strategic Priorities

The United Nations Sustainable Development Goals 2030

DEWA has taken proactive steps to recognise the importance of the United Nations Sustainable Development Goals (UNSDGs) 2030 since their announcement in 2015. It actively supports international and local initiatives and efforts that aim to achieve the UNSDGs. DEWA created an award-winning approach to the SDGs based on five essential pillars:

- Acknowledge and affirm the importance of the SDGs
- Identify the SDGs of greatest relevance
- Align DEWA's strategy to the SDGs
- Build capacity and embed SDGs into decision-making processes
- Report publicly on progress

Prioritising the SDGs

The Sustainable Development Goals (SDGs) have been prioritised by DEWA into three main tiers. These tiers are based on the goals' relevance to DEWA as a stakeholder in Dubai and globally, as well as their business criticality as a successful electricity and water utility, and DEWA's management commitments as a leading sustainable innovative global corporation.

Some examples of DEWA's contribution to the priority goals are:

Goal 6: Ensure access to water and sanitation for all

- DEWA provides a high reliability of water supply, decreasing the unaccounted-for water (UFW) year on year where it recorded 4.5% water line losses in 2024. DEWA meets 100% of customer demand for water in Dubai.
- The UAE Water Aid Foundation (Suqia UAE), an entity under the Mohammed bin Rashid Al Maktoum Global Initiatives Foundation and annexed to DEWA, provides humanitarian aid around the world and helps communities that suffer from water scarcity by providing them with access to clean and safe water through sustainable and innovative solutions, including:
  - Providing human resources and volunteers to support operations, marketing and project management.
  - Collaborating on research and development.

Suqia has positively influenced the lives of over 14.9 million people in 37 countries.

Goal 7: Affordable and clean energy for all

- DEWA meets 100% of customer demand for electricity in Dubai.
- The availability and reliability of electricity supply is of top priority for DEWA, where it achieved 2% electricity line losses in 2024.
- In 2015, the Mohammed bin Rashid Al Maktoum Solar Park Phase II tender achieved world record electricity price of 5.84c/kWh while the global average was above 10c/kWh. A second world-record was registered in 2017 as the first below 3c/kWh project for Phase III. A third near-world record was achieved for Phase V tender at 1.69c/kWh. These projects demonstrated that unsubsidised solar power can compete even with low-cost domestic fossil fuels.

Goal 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

- DEWA has a number of subsidiaries which contribute to greater economic diversity, including MORO Hub, Etihad ESCO, Mai Dubai, Empower, Digital DEWA, InfraX and others.
- DEWA's pumped-storage hydroelectric power plant in Hatta is the first of its kind in the

GCC region. The 250MW station will generate electricity by making use of the water stored in Hatta Dam and an upper reservoir built in the mountain. In 2024, DEWA inaugurated the Hatta Sustainable Waterfalls, which features the world's largest mosaic mural, paying tribute to the late Sheikh Zayed bin Sultan Al Nahyan and the late Sheikh Rashid bin Saeed Al Maktoum. The project is expected to become a major tourist attraction in the UAE. Overall, the projects being implemented in Hatta are expected to create about 2,000 job opportunities.

- DEWA has a policy for happiness and engagement of POD ensuring inclusivity in its recruitment practices and the accessibility of its facilities.
- DEWA offers equal pay for employees at the same level/grade.

Goal 9: Build a resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation

- DEWA provides reliable power and water supply to businesses and households in Dubai.
- The first Green Hydrogen project was launched at the Mohammad bin Rashid Al Maktoum Solar Park
- Building-Integrated Photovoltaics technology for the R&D Centre.
- DEWA's Water & Civil Division had a significant role in researching and developing new technologies, including solar technologies and AMI metering systems using battery systems. This reduces the commercial costs of energy systems and helps suppliers expand their sales to developing countries at lower costs. This indirect support helps in reducing sustainable energy costs.
- DEWA has an active role in reinforcing the electrical interconnection with UAE utilities through the Emirates National Grid (ENG)

Goal 12: Ensure sustainable consumption and production patterns

- DEWA issues a Sustainability Report on an annual basis
- Safe handling of chemicals to minimise release to atmosphere and ensure the availability of suitable PPEs for chemical handling staff.
- DEWA increases plant efficiency and decreases fuel consumption
- DEWA supports the implementation of the Dubai Demand Side Management Strategy (DSM) 2050. It plays an active role in contributing to several pillars of the DSM Strategy, including Consumer Behaviour, Distributed Energy and Efficient Mobility & Smart Charging.
- DEWA has developed various systems to ensure that people everywhere have the relevant information and support environmental sustainability, such as Smart Office application, Smart Correspondences, Climate Change & Sustainability Awareness tile within its Smart Office application and the Rammas Virtual Agent powered by AI, available 24/7.

Goal 13: Take urgent action to combat climate change and its impacts

- DEWA plays an essential role in achieving the targets set by the Dubai Clean Energy Strategy 2050 by working to generate 100% of Dubai's total power capacity from clean energy by 2050 and achieving Net-Zero by 2050.
- DEWA shares the global response to climate change by reducing or avoiding greenhouse gas emissions through initiatives such as: Diversification of Fuel Mix, Supply Side Energy Efficiency, Demand Side Management and the CO_2 Emissions Reduction Programme.

POLICIES

Over the years, DEWA has developed a range of policies to reinforce its commitments and guide its business activities in alignment with national and global strategies, objectives, laws and regulations. These policies address various economic, environmental, social and human rights aspects. For more information, please refer to DEWA's policies available on its website.

PRACTICES

EMPLOYEE GRIEVANCES AND COMPLAINTS

(GRI 2-25)

DEWA is committed to implementing fair, consistent and prompt administrative measures to address and discourage negative workplace behaviour. The organisation has established comprehensive regulations and mechanisms to manage grievances and complaints from all employees, including those directly employed or seconded to DEWA.

Through its internal portal, **Freejna**, DEWA provides employees with detailed information and guidance on administrative procedures and complaints policies. The portal also includes an electronic form for submitting complaints. To ensure impartial resolution, DEWA has formed the **Grievances & Complaints Committee,** which is responsible for reviewing and deciding on referred employee grievances and complaints.

CUSTOMER FEEDBACK PROCESS

"04 Unified Interactive Platform between Dubai Government and its Customers" provides a streamlined system for customers to submit suggestions, comments and complaints through an omnichannel and seamless experience.

This platform aligns with Dubai's '360 Services' policy, which prioritises customer-centric development of government services. It offers a unified space for customers to share their feedback, propose suggestions and raise concerns or challenges.

In addition to the centralised 04 platform, customers can provide their feedback through various channels, all of which are tracked via the 04 platform:

- Website: **www.dewa.gov.ae**
- Email: **customercare@dewa.gov.ae**
- Customer Care Centre: **Tel: 04-6019999**
- Smart Devices at **Customer Happiness Centres**

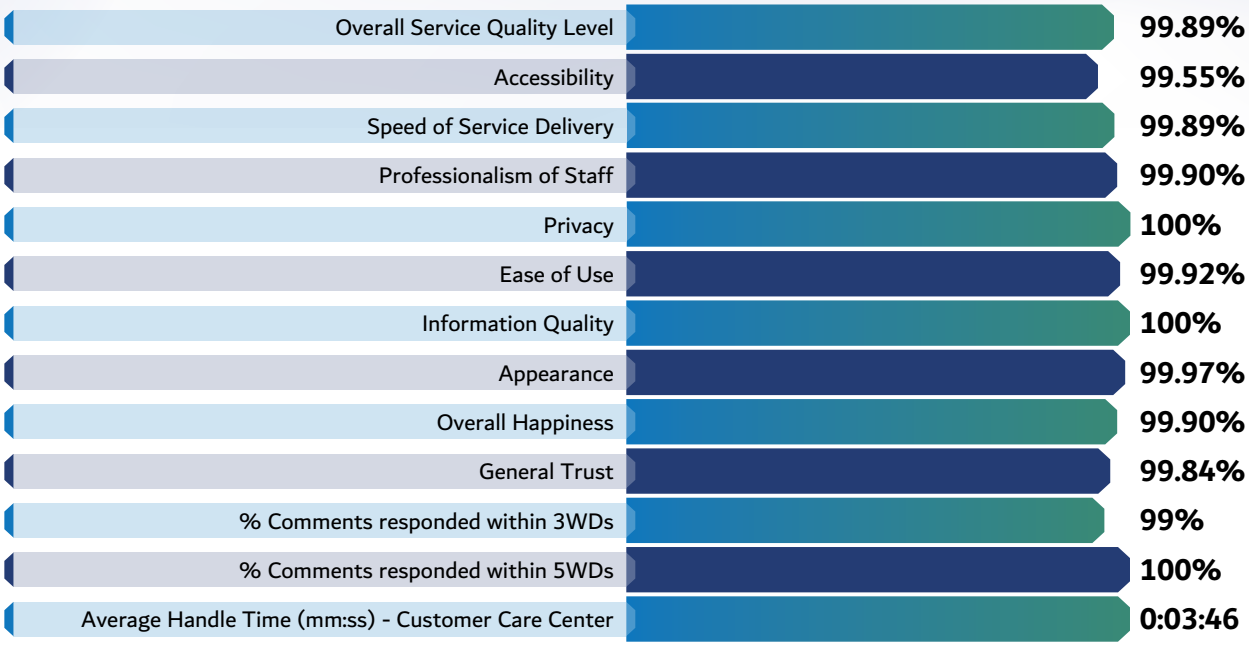
CUSTOMER CARE CENTRE

DEWA has transformed its Customer Care Centre into a cutting-edge digital hub, enhancing the customer experience across multiple channels for seamless interactions. Operating 24/7, the centre leverages an AI-powered Interactive Voice Response (IVR) system to provide advanced services, including procedural and informational support for electricity and water requests, EV Green Charger services and access to the Smart Living dashboard for detailed insights into DEWA's offerings.

The centre's continuously updated digital database prioritises calls based on customer segments, ensuring a high level of professionalism and service quality. AI is utilised to identify customer accounts, adjust options based on account status, and efficiently direct calls to the most relevant solutions. The system also analyses calls, keywords and customer satisfaction metrics, enabling DEWA to gain valuable insights, improve services and make swift decisions to enhance customer happiness.

This transformation has positioned the Customer Care Centre as one of Dubai's top three Best Contact Centres in 2021, as recognised by the Dubai Model Centre. Additionally, in 2024 DEWA's Customer Care Centre achieved a Service Quality Level of **97.45%,** with an abandoned rate of just **0.95%,** reflecting its commitment to excellence in customer service.

% Happiness Centers - Customer Experience Survey



UNIVERSAL SERVICE CENTRE

The Universal Service Centre offers a fully digital experience, ensuring customers access comprehensive, reliable and secure services. Utilising advanced AI technologies, the centre facilitates seamless transaction completion for customers. It also incorporates interactive digital solutions, allowing customers to communicate remotely with the relevant team efficiently.

THE CUSTOMER HAPPINESS CHARTER

DEWA has established the Customer Happiness Charter to define its quality standards and outline customer service expectations, promoting active stakeholder engagement to enhance the excellence of government services. The Charter specifies the key responsibilities of both DEWA and its customers to ensure an exceptional customer experience.

The Charter includes a set of commitments, such as providing fair and equal services to all customers, addressing customer needs with transparency, safeguarding the privacy of customer information, providing services through digital channels, adhering to high standards in service delivery, and offering innovative solutions including other essential responsibilities. Reviewed and updated annually, the Charter is actively communicated to all stakeholders.

Please scan to the following QR code for further deta

MECHANISMS FOR SEEKING ADVICE AND RAISING CONCERNS

(GRI 2-26)

DEWA acknowledges the importance of avoiding misconduct, including violation of laws, in its operations and business connections. We are dedicated to conducting our business with honesty and ethics. DEWA is dedicated to maintaining transparency and integrity in all business transactions and relationships by implementing effective systems to prevent, detect and address any offences across its operations.

DEWA has adopted a robust Ethics and Compliance management system, supported by a comprehensive set of policies and procedures, including to the Code of Conduct, Anti-Bribery, Corruption and Fraud Policy, Anti-Money Laundering Policy and Whistleblowing Policy.

DEWA adopts a zero-tolerance approach towards any instances of fraud, bribery or corruption across its business activities and operations. DEWA recognises that the prevention of fraud, bribery and corruption is an integral component of good governance. It affirms its commitment to conducting its business and operations in an honest, transparent and ethical manner and as per the applicable UAE federal laws and the Emirate of Dubai legislations.

For full details of mechanisms for seeking advice and raising concerns, please scan the QR code.

MEMBERSHIP ASSOCIATIONS

(GRI 2-28)

DEWA plays an active role in numerous national and international organisations, councils and committees. These include, but are not limited to:

1. Dubai Council
2. The Executive Council of Dubai
3. The Dubai Supreme Council of Energy
4. Dubai Future Council on Energy
5. Strategic Affairs Council
6. United Nations Global Compact
7. World Green Economy Organization
8. The Carbon Abatement Committee
9. The Dubai Demand Side Management Committee
10. Dubai Supreme Fiscal Committee

Committees

The management team is supported by a number of committees comprised of members of the management team or representatives from other DEWA divisions. These include the Complaints & Grievances Committee; Women's Committee; DEWA Youth Council; Investment Committee; Takaful and Theqa Committee; Administration Violation Committee; Scrap Verification Committee; DEWA Excellence Award Committee; Crisis Management Committee; Group Risk and Resilience Committee; Health, Safety & Environment Committee; Corporate Governance Committee; IT Security Response Team, Drones Robotics Committee, ISO 50001 Energy Management System-Top Management Committee, Cyber Emergency Response Committee, Tender Opening Committee and Digital Transformation Committee.

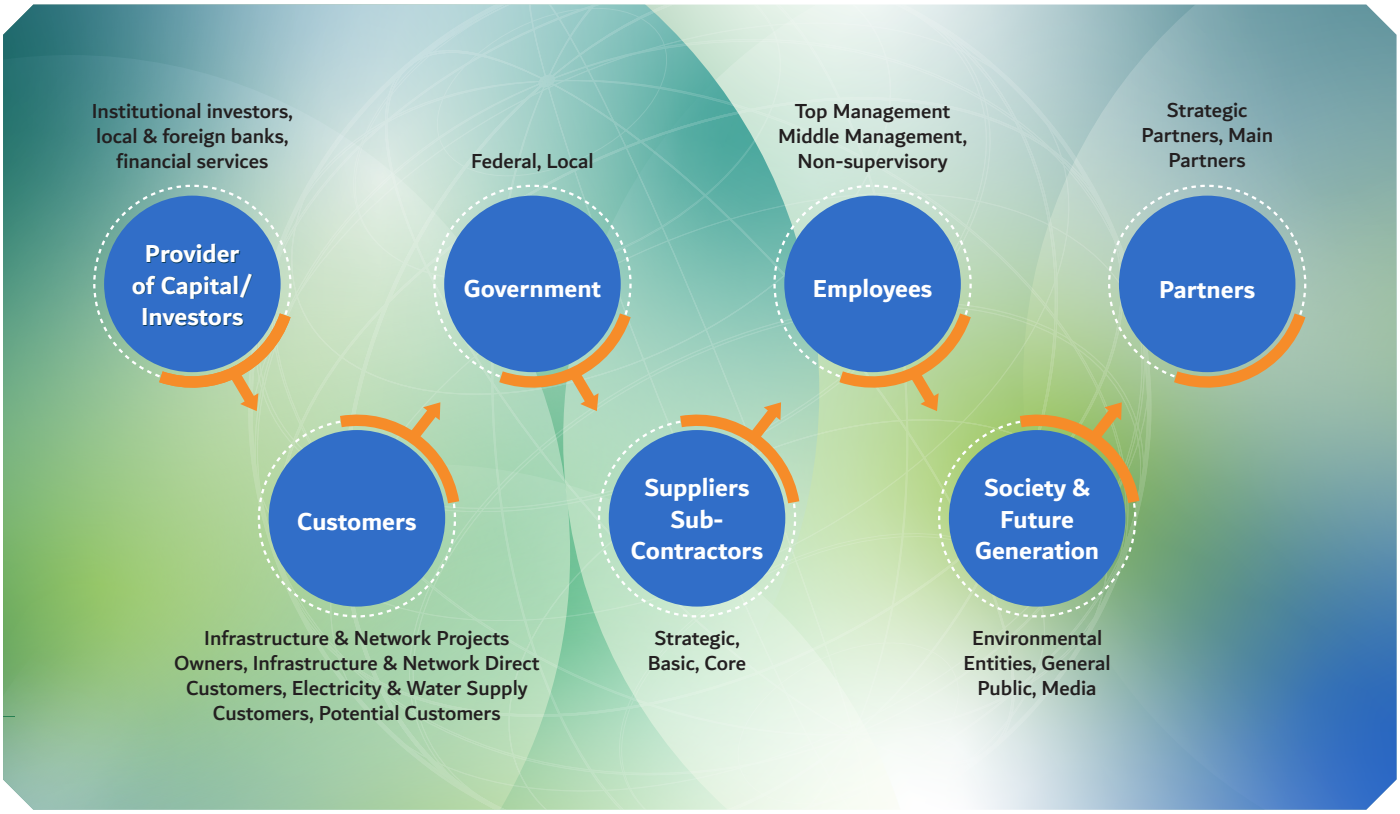
STAKEHOLDER ENGAGEMENT
(GRI 2-29)

Stakeholders are central to every strategy, playing a vital role in ensuring its success, sustainability and effectiveness. DEWA places stakeholders at the heart of its strategic framework, promoting ongoing communication and collaboration. As a result, stakeholder engagement is crucial in identifying and meeting their needs and expectations. This approach enables DEWA to continuously enhance its performance, services and initiatives, delivering optimal happiness outcomes and exceptional service quality.

DEWA's stakeholder management framework defines effective methods for fostering inclusive and impactful engagement, aligned with the Global Reporting Initiative's Sustainability Reporting Standards. DEWA's strategic initiatives related to stakeholders are derived from the strategic objective "S02 – Engaged and Happy Stakeholders" and are regularly evaluated. These initiatives include:

- Hosting stakeholder engagement workshops for key stakeholder groups.
- Developing a compelling and unified value proposition for each stakeholder group.
- Addressing and fulfilling stakeholders' needs and expectations.
- Exploring opportunities through multi-stakeholder partnerships to drive sustainable development.
- Implementing community-focused initiatives that benefit Dubai and the UAE.

DEWA's Corporate Strategy Department, in collaboration with the Stakeholder Department, conducts an annual review of the stakeholder list, updating it as needed. They also ensure that DEWA's strategic plan addresses the needs and expectations of prioritised stakeholder groups.



DEWA STAKEHOLDER ENGAGEMENT ACTIVITIES

DEWA has established a dedicated Stakeholder Happiness Department to oversee and coordinate stakeholder management efforts across all divisions, ensuring stakeholder expectations are effectively met. The implementation of the Happiness Strategy enables DEWA to understand the needs of its diverse stakeholder groups, including Customers, Employees, Government, Capital Investors, Partners, Suppliers and Society. DEWA remains committed to not only meeting but exceeding stakeholder expectations, while proactively anticipating their future needs.

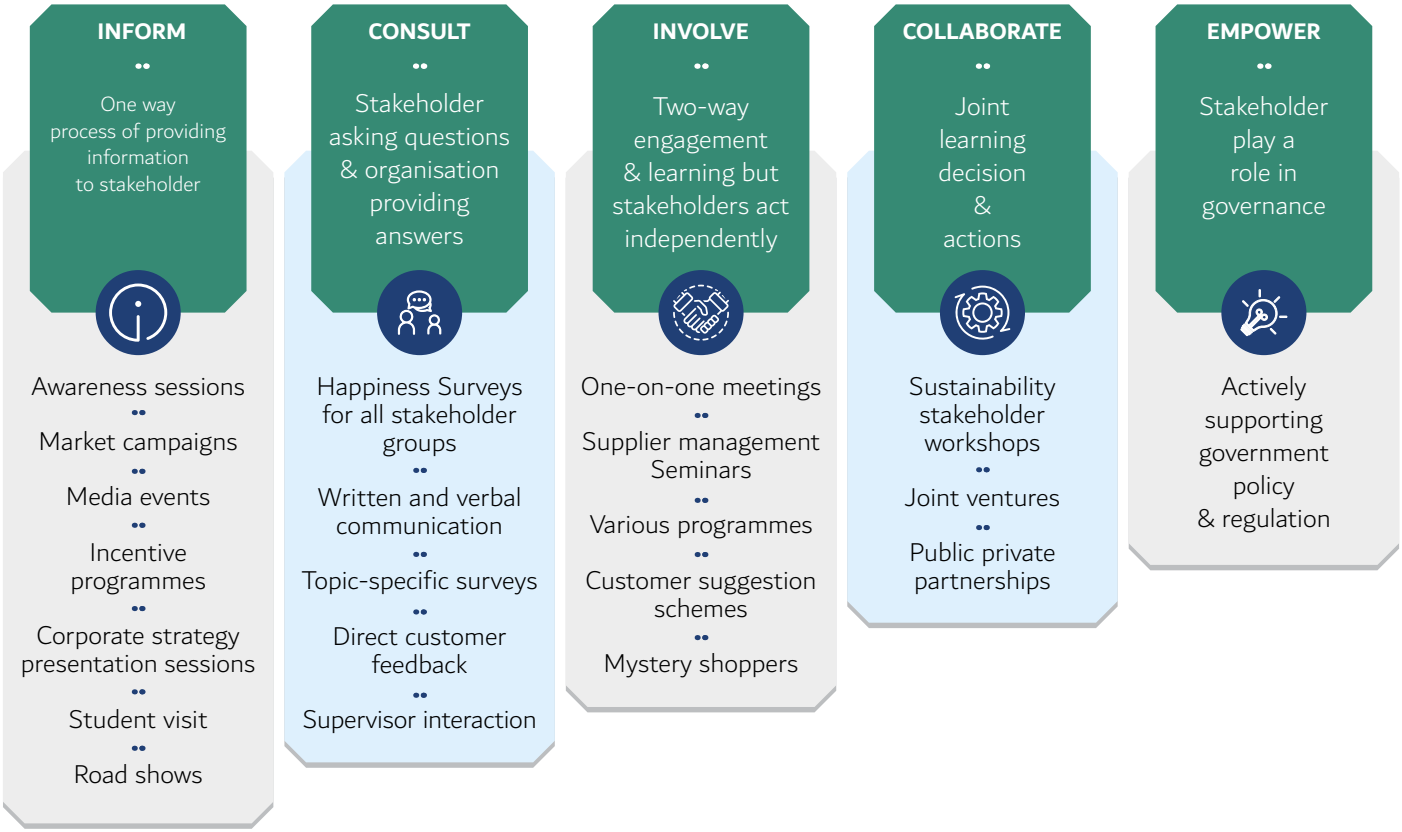
This commitment is reinforced through continuous measurement of stakeholder happiness levels, allowing DEWA to make timely and responsive improvements. Together, these efforts support DEWA's mission to represent the UAE globally and create sustainable value for all stakeholders.

As part of this commitment, the Stakeholder Happiness Department has designated key divisions within DEWA as 'Happiness Champions.' These champions are responsible for managing stakeholder happiness, as well as monitoring and reporting on the outcomes of related projects and initiatives.

To further strengthen stakeholder engagement, DEWA has introduced a registry form that outlines stakeholder definitions, sub-categories, preferred communication channels, factors influencing DEWA's relationships with each stakeholder and the most effective engagement methods.

DEWA also conducts an annual engagement lab with each stakeholder group. During these sessions, DEWA highlights its latest achievements, while designated champions share relevant updates and information specific to each group. These meetings provide a platform for direct feedback and collaborative brainstorming on new ideas with stakeholders.

Additionally, DEWA maintains regular engagement with stakeholders through various initiatives and communication channels, including satisfaction surveys, roadshows, joint ventures and partnerships with government agencies on regulatory matters, as illustrated below.



STAKEHOLDER NEEDS & EXPECTATIONS

DEWA is committed to maintaining a transparent and consistent communication approach, ensuring direct engagement with stakeholders in the most effective manner. This commitment is captured in the stakeholders' registery form, which documents available and preferred communication methods for each category, ensuring accessibility for all.

DEWA engages with its stakeholder groups through diverse approaches. In 2024, the Stakeholders' Happiness Department, in collaboration with the future shaping team, organised a Happiness Workshop titled "Future Shaping Workshop – Stakeholders Happiness" for Stakeholder Champions and Agents. The event, held in May 2024, introduced future trends and signals designed to support the creation of forward-looking initiatives.

Another key engagement event was the Stakeholders Hackathon which is an engagement tool to capture the challenges that our stakeholders face in order to create a tailored action plan that suits the needs of our seven stakeholders. Another key engagement initiative involved the Stakeholders' Happiness Department's participation in Agility Week, held in September 2024. During this event, the team shared valuable insights into DEWA's stakeholders and emphasised the connection between stakeholder engagement and organisational agility.

Stakeholder	Needs & Expectations
Government	• Aligning with national development plans & programmes • Commitment to good citizenship • Regulatory compliance
Customers	• Quality safety and cost - effectiveness of service • Ethical business • Reducing the environmental impact of organisation activities
Employees	• Secure working environment • Competetive salaries • Ethical behaviour • Non-discrimination & recognition • Investment in professional developments • Career progression & recognition
Partners	• Sharing best practices • Continuous and systematic dialogue and engagement • MoUs to collaborate on issues
Society and Future generation	• Transparency and effective communicaton • Raising awareness on sustainability issues • Supporting social and cultural initiatives • Management of environmental impacts of organisation activities
Suppliers	• Supplier qualification based on cost and quality including environmental and social assessment • Transparent procurement processes • Profitability
Providers of capital/Investors	• Creating value in the short and long term • Reliability, profitability and transparency

STAKEHOLDER HAPPINESS RATE

DEWA acknowledges the vital role of stakeholder management in achieving its business objectives. It places significant emphasis on listening to stakeholders' voices, actively seeking their input and feedback through diverse channels, methodologies and frequencies. By engaging with all stakeholders, DEWA leverages their insights to drive its journey towards excellence.

To maintain the effectiveness of its stakeholder management framework, DEWA systematically evaluates stakeholder experiences, captures perceptions and continuously monitors happiness levels across both relationship and transactional dimensions.

A cornerstone of this approach is DEWA's annual Stakeholder Happiness Survey, which gauges stakeholder expectations and assesses the effectiveness of DEWA's efforts. The survey addresses key issues, incorporating targeted questions for each stakeholder group. Insights from the survey are used to identify gaps in DEWA's approach, measure stakeholder happiness and highlight areas for improvement. Additionally, ongoing benchmarking of key performance indicators (KPIs) ensures continuous progress and alignment with best practices.

Stakeholders Happiness Results 2024	Result
Instant Customer Happiness Score - Digital Dubai Authority	98.6%
Employee Happiness Rate	89.91%
Partner Happiness Rate	95.15%
Supplier Happiness Rate	93.39%
Society Happiness Rate	94.51%
Government Happiness Rate	96.07%
Provider of Capital Happiness Rate	94.86%

DEWA is committed to engaging with its stakeholders and assessing their perceptions regarding DEWA's contributions to sustainability:

Topic	Rate
I understand DEWA's efforts in contributing to the United Nations Sustainable Development Goals 2030	88.5%
DEWA has clearly communicated its commitment to a circular economy as part of its sustainability journey	89.7%
Happiness with DEWA acting as a pioneer for sustainable solutions - Providers of Capital	92.54%
Readiness to supply DEWA with more sustainable and environmentally friendly products and/or services - Suppliers	95.43%

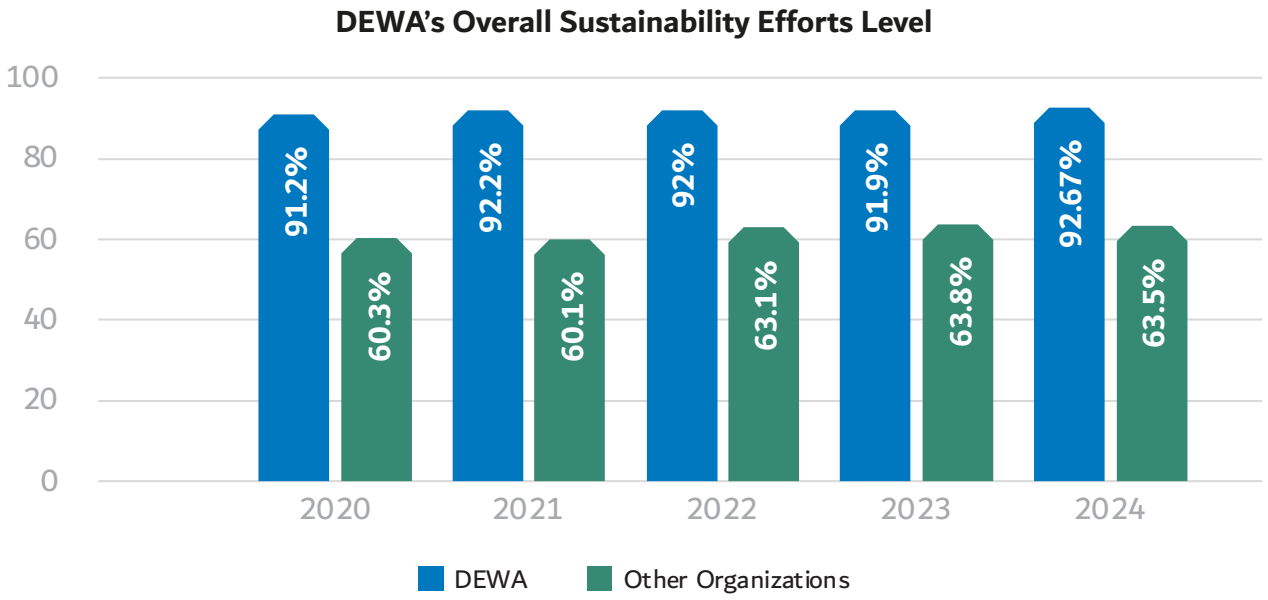
SUSTAINABILITY CULTURE INDICATOR (SCI)

DEWA is committed to embedding sustainability into its strategic directions, strategy map and objectives. It measures its sustainability culture through a comprehensive tool, the Sustainability Culture Indicator (SCI), and benchmarks its sustainability engagement success against global standards.

The SCI is an employee survey designed to measure attitudes towards sustainability and identify factors that either enable or hinder DEWA staff in achieving sustainability goals. The survey focuses on various aspects contributing to a culture of sustainability, including individual factors (such as psychological and attitudinal elements) and organisational factors (such as support mechanisms).

By evaluating these enablers within DEWA, the survey helps prioritise and target activities aimed at integrating sustainability into the organisation's culture. DEWA conducted the SCI for the 11th consecutive time, with 3,989 employees completing a customised version of the survey in December 2024. DEWA's sustainability performance stands at 92.67%, surpassing the results of all other participating organisations in the survey.

DEWA will continue its efforts to raise awareness and reinforce its sustainability commitments within its culture, transactions and activities across all divisions to ensure that sustainability measures achieve their targets and align with its strategic directives.



Economic Perspective

02

ECONOMIC PERSPECTIVE

ECONOMIC PERFORMANCE
(GRI 2-1, 201-1)

DUBAI FINANCIAL MARKET (DFM)

DEWA was successfully listed on the DFM in April 2022. The listing was a landmark achievement, underpinned by DEWA's robust business profile, which attracted demand amounting to USD 85 billion and an oversubscription of 37 times.

DEWA is responsible for generating, transmitting and distributing electricity and water to end users across Dubai. The company holds a 56% stake in Empower, one of the world's largest district cooling services providers by connected capacity. Empower owns, manages, operates and maintains district cooling plants and associated distribution networks throughout Dubai.

In addition to its core utilities operations, DEWA's portfolio includes several subsidiaries, such as Mai Dubai, a bottled water manufacturing and distribution company; Digital DEWA, a provider of digital business solutions; and Etihad ESCO, a company specialising in energy efficiency solutions. For DEWA's portfolio, refer to page 15 of this report.

Since its listing, DEWA has continued to maintain the confidence of investors, supported by its strong balance sheet, consistent operational performance, financial prudence and environmental, social and governance (ESG) commitments. The Group remains dedicated to Dubai's ambitious target of achieving net-zero emissions by 2050. The Initial Public Offering (IPO) demonstrated significant confidence from local and international investors in Dubai's capital markets and the Emirate's business-friendly environment.

FINANCIAL PERFORMANCE

In alignment with Dubai's long-term sustainability goals, the UAE Vision 2071 and the net zero emission target by 2050, DEWA has continued its pursuit of operational and technical excellence, comparable to the world's leading utilities, while maintaining a strong financial foundation.

DEWA achieved record-breaking results, delivering its strongest financial performance to date. The organisation fulfilled its strategic objectives, centred on sustainable growth, operational excellence through smart and innovative practices, shareholder value optimisation and carbon footprint reduction. Investments in AI and digitalisation further streamlined internal operations, reduced costs and enhanced operating efficiency across all business lines, contributing to an exceptional customer experience.

DEWA reported a 6.17% increase in consolidated revenue, reaching AED 30.98 billion, primarily driven by higher demand for electricity, water and cooling services.

The consolidated net profit for 2024 stood at AED 7.23 billion, slightly lower than the AED 7.93 billion reported in 2023, reflecting a decline of 8.82% while maintaining sustainable growth. Consolidated Earnings Per Share declined by 9.10%, from AED 0.154 in 2023 to AED 0.140 in 2024. For the year, DEWA provided a sector-leading dividend yield of 5%, based on its IPO price of AED 2.48.

In addition to its financial success, DEWA set global benchmarks in operational and technical performance. It achieved the world's lowest electricity line losses at 2.0% and water line losses at 4.5%, along with the CML time of 0.94 minutes, reinforcing its position as a global leader in utility excellence.

KEY FACTS ABOUT DEWA'S FINANCIAL PERFORMANCE

Year	2022	2023	2024
Total Revenues - Consolidated	AED 27.34 billion	AED 29.18 billion	**AED 30.98 billion**
Net Profit - Consolidated	AED 8.04 billion	AED 7.93 billion	**AED 7.23 billion**
Operating Costs - Consolidated	AED 19.524 billion	AED 21.07 billion	**AED 22.25 billion**
Employee Wages and Benefits - Consolidated	AED 3.659 billion	AED 4.029 billion	**AED 4.10 billion**
Payment to Providers of Capital - Consolidated	AED 16.155 billion	AED 8.248 billion	**AED 6.585 billion**
Units Sold - Water	127.041 billion Imperial Gallons	133.028 billion Imperial Gallons	**139.817 billion Imperial Gallons**
Units Sold - Electricity	47.312-Terawatt Hour	50.785-Terawatt Hour	**53.335-Terawatt Hour**
Debt to Equity - Consolidated	44.07%	41.95%	**38.08%**
Return on Equity - Consolidated	8.71%	8.56%	**7.62%**
Capital Expenditure - Consolidated	AED 10,120 million	AED 8,120 million	**AED 11,163 million**

Year 2024	Q1	Q2	Q3	Q4	Total
Revenue	AED 5.80 billion	AED 7.86 billion	AED 9.87 billion	AED 7.45 billion	**AED 30.98 billion**
Net Profit	AED 650.90 million	AED 1,906.51 million	AED 2,916.87 million	AED 1,759.91 million	**AED 7,234.19 million**

AVAILABILITY & RELIABILITY OF ELECTRICITY

(GRI 3-3, EU2, EU10)

As the sole provider of electricity and water services in Dubai, DEWA is dedicated to delivering its services with industry-leading efficiency, availability and reliability. This commitment is maintained through continuous enhancements to power generation and desalination infrastructure, ensuring the capacity to meet customer demand with adequate reserves.

In 2024, DEWA produced a total of 59,191,667 megawatt-hours (MWh) of electricity. While natural gas remains the primary fuel source for power generation and water desalination, DEWA has made significant investments in renewable energy, particularly solar power.

Aligned with the Dubai Clean Energy Strategy 2050 and the Dubai Net Zero Carbon Emissions Strategy 2050, DEWA is actively working towards achieving 100% of Dubai's total power production from clean energy sources by 2050, supporting the Emirate's transition to a sustainable energy future.

Source of Energy			2022	2023	2024
DEWA Gas Plants	Natural Gas	Generation (MWh)	44,322,308	44,541,222	45,425,306
		% of total generation	83.80	79.33	76.74
	Diesel Fuel Oil (DFO)	Generation (MWh)	13,651	25,450	66,649
		% of total generation	0.03	0.05	0.11
	Medium Fuel Oil (MFO)	Generation (MWh)	45	46	2
		% of total generation	0.00008	0.00008	0.000003
Solar Energy		Generation (MWh)	4,645,350	6,164,517	6,625,023
		% of total generation	8.78	10.98	11.19
Waste to Energy (Warsan Waste Management Company)		Generation (MWh)	-	174,377	1,040,920
		% of total generation	-	0.31	1.76
Hassyan Power Plant (HPP)	HPP-Total	Generation (MWh)	3,910,945	5,241,543	6,033,768
		% of total generation	7.39	9.34	10.19
DEWA Gas Plant & HPP-NG		Generation (MWh)	48,076,450	48,833,101	50,090,580
		% of total generation	90.89	86.97	84.62
Total Generation (MWh)			**52,892,299**	**56,147,155**	**59,191,667**

Gross generation by DEWA gas-fired plants and DEWA solar & net electricity sent to DEWA network by solar IPP, HPP & Waste to Energy (WWMC)

DEWA primarily relies on natural gas and solar energy for electricity generation. To ensure uninterrupted operations, DEWA maintains emergency reserves of alternative fuels such as Diesel Fuel Oil (DFO) and Medium Fuel Oil (MFO), which are utilised for testing and commissioning purposes.

With the annual growth in electricity demand, DEWA has correspondingly increased power generation from its primary energy sources, natural gas and solar energy. In 2024, DEWA expanded its energy mix by increasing the solar energy capacity through the completion of the Mohammed bin Rashid Al Maktoum Solar Park Phase 4 & Phase 5. By the end of 2024, the solar park's capacity reached 3,060 MW.

ACCESS TO ELECTRICITY

(GRI 3-3, EU28, EU29, EU30)

DEWA is responsible for the generation, transmission and distribution of electricity across Dubai, ensuring reliable access for residential, commercial and industrial consumers. This is achieved through a comprehensive network of power plants, substations and distribution network. DEWA's power generation portfolio includes natural gas, solar energy and co-generation plants, reflecting significant investments in renewable energy to reduce reliance on fossil fuels and lower carbon emissions.

Aligned with the Dubai Plan 2030 and the UAE Vision 2071, DEWA's Corporate Strategy Map focuses on objectives such as "Engaged & Happy Stakeholders" and "Leading Innovative Customer

Experience" (IP03). Customer happiness surveys are conducted regularly to monitor satisfaction and ensure service quality, enhancing the overall quality of life for consumers.

DEWA has implemented several initiatives to improve electricity accessibility and reliability:

- **Smart Grid Technology:** Real-time monitoring and control across transmission and distribution grids enhance system reliability and efficiency.
- **Shams Dubai Initiative:** Customers can install solar PV systems to generate renewable energy for personal use, with surplus fed into the grid under a net metering scheme.
- **Advanced Metering Infrastructure (AMI):** Smart meters have replaced traditional ones, offering accurate billing and insights to customers.
- **EV Charging Stations:** DEWA has installed over 408 EV Green Chargers, providing 700 charging stations across the Emirate.
- **Dubai EV Community Hub:** A dedicated website provides centralised information on EV developments, promoting EV adoption in the Emirate.
- **Customer Services:** DEWA offers multiple channels, including its website and mobile app, for reporting power outages, requesting service connections, and accessing other utilities.

DEWA's adherence to global standards is reflected in its ISO certifications for customer service (ISO 10001:2018, ISO 10002:2018, ISO 10003:2018 and ISO 10004:2018), underscoring its commitment to providing exceptional service and continuously improving customer satisfaction.

OPERATIONAL EXCELLENCE

DEWA has achieved a world record in major inspection outage duration for the overhaul of F-Class gas turbines in 2019 and sustained this remarkable accomplishment. DEWA has reduced the maintenance outages for major inspection operations from 58 days to 11 days, marking an impressive 81% decrease in maintenance down time compared to 2006. This contributed to DEWA achieving availability rates of 99.38% for its E-Class gas turbines and 99.63% for its F-Class gas turbines during the summer of 2024, placing them among the highest availability rates globally.

DEWA also sustained its global record in desalination unit maintenance, reducing outage durations from 21 days to 10 days and further from 10 days to 8 days in Plant-2 MSF units in 2024. These advancements resulted in increased availability of the F-Class gas turbines, saving an average of AED 3.55 million per turbine per major inspection. Beyond operational improvements, these achievements support DEWA's environmental goals, reducing carbon dioxide emissions by 49,329 tonnes annually and lowering operational and maintenance costs.

In 2024, DEWA achieved a world-leading milestone in customer service reliability by recording the lowest global electricity Customer Minutes Lost (CML) at just 0.94 minutes per customer, breaking its 2023 record of 1.06 minutes. This performance far surpasses the average of 15 minutes recorded by leading utility providers in the European Union.

This success is underpinned by DEWA's adoption of disruptive technologies from the Fourth Industrial Revolution, including artificial intelligence (AI), blockchain, energy storage and the Internet of Things (IoT). These technologies contribute to the development of DEWA's smart grid, enhancing the reliability, efficiency and sustainability of electricity and water services while strengthening the resilience and agility needed to meet Dubai's growing demand for electricity and water. DEWA remains committed to implementing innovative solutions and sustainable practices to provide world-class utility services, supporting Dubai's vision to become the best city in the world.

Increasing the operational efficiency of separating the desalination process from electricity production will save approximately AED 13 billion by 2030, while reducing 44 million tonnes of carbon emissions. DEWA also restricts its new water desalination projects to the more efficient reverse osmosis technology using clean energy. DEWA has also raised fuel consumption efficiency in production units to about 90%, competing with the best international levels.

THE SAIDI (CUSTOMER MINUTES LOST):

Year	Target	Actual
2020	1.66	1.66
2021	1.6	1.43
2022	1.40	1.19
2023	1.15	1.06
2024	**1**	**0.94**

SYSTEM AVERAGE INTERRUPTION FREQUENCY INDEX (SAIFI):

Year	Target	Actual
2020	0.064	0.064
2021	0.062	0.059
2022	0.057	0.039
2023	0.038	0.040
2024	**0.038**	**0.046**

AVAILABILITY FACTOR (AF), TARGET & ACTUAL 2019 – 2024

Year	Availability Factor (Summer) Target	Availability Factor (Summer) Actual	Availability Factor (Annual) Target	Availability Factor (Annual) Actual
2020	98.50%	99.73%	92.00%	92.28%
2021	98.50%	99.66%	92.00%	92.35%
2022	98.50%	98.39%	90.00%	90.09%
2023	98.50%	98.34%	91.00%	91.15%
2024	**98.50%**	**98.37%**	**91.00%**	**91.25%**

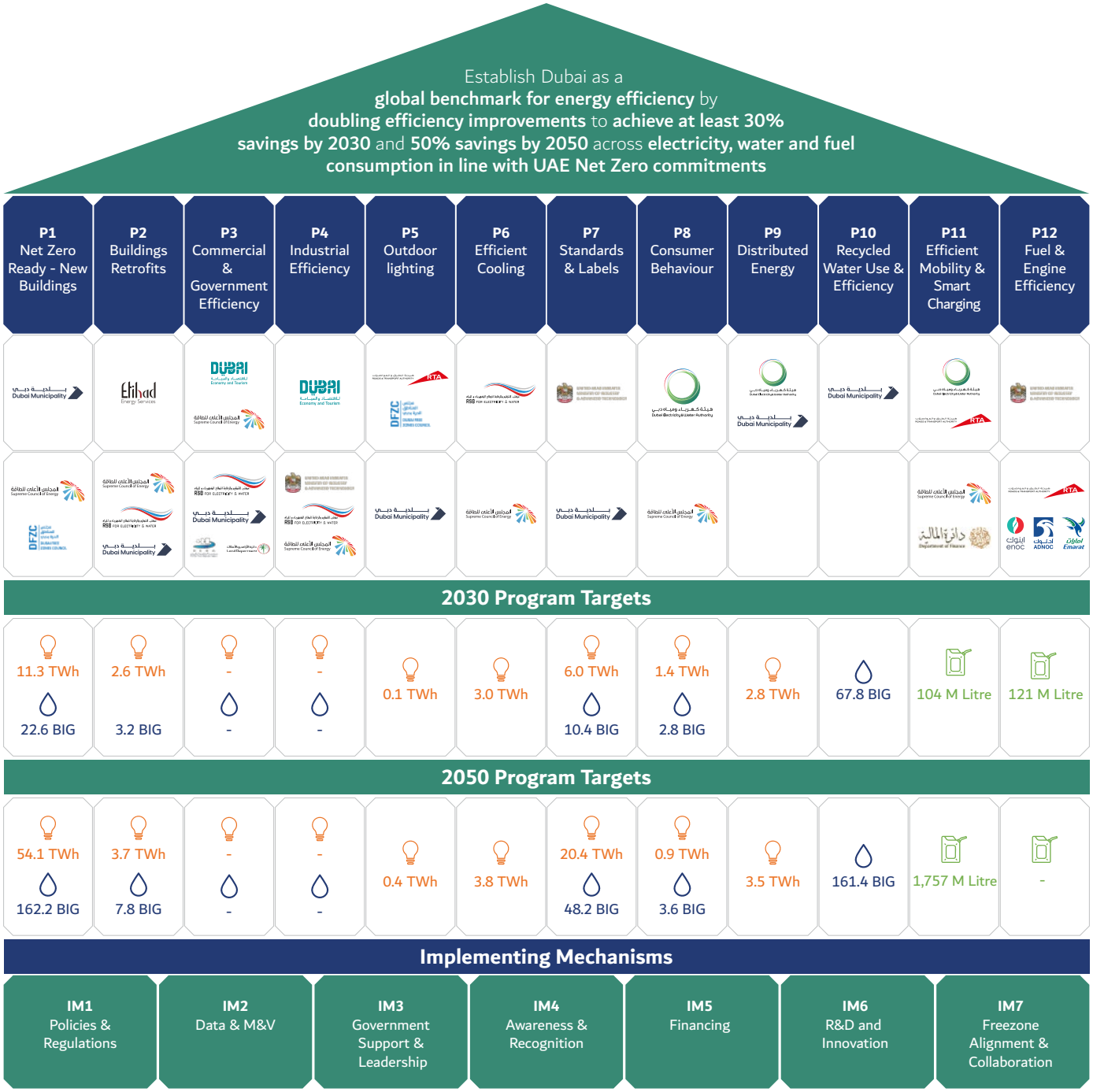
DEMAND SIDE MANAGEMENT

(GRI 3-3)

In 2013, the Dubai Supreme Council of Energy (DSCE) introduced, formulated and released the Demand Side Management (DSM) Strategy with the primary objective of positioning Dubai as a frontrunner in effectively controlling electricity and water demand. The strategy sets an ambitious target of achieving energy and water consumption savings by the year 2030. To expedite the realisation of its primary targets, the DSCE updated the DSM Strategy in 2020, and the second update of the DSM strategy was completed in 2024, extending the saving target to 2050.

The DSM Strategy 2050 aims to establish Dubai as a global benchmark for energy efficiency by doubling efficiency improvements to achieve savings of at least 30% by 2030 and 50% by 2050 across electricity, water and fuel consumption in line with UAE Net Zero Commitments.

Comprising 12 key programmes, ten of which are directly aligned with DEWA's core business and scope of work, the DSM Strategy encompasses various facets of demand-side management. Additionally, the strategy integrates seven implementation mechanisms designed to propel Dubai into the realm of a smart city and a trailblazer in electricity and water efficiency management. The DSM components include:



The DSM programmes are implemented and managed by ten different entities member entities assigned by the DSCE. DEWA is the champion for three programmes, which are as follows:

1. Consumer Behaviour programme.
2. Distributed Energy programme.
3. Efficient Mobility & Smart Charging programme.

Under DEWA's DSM programmes, there are three initiatives that contribute to electricity and water savings, which are as follows:

1. Consumer Behaviour Programme (My Sustainable Living Programme – MSLP).
2. Electricity & Water Tariffs.
3. Shams Dubai Initiative.

	2022		2023		2024*	
Initiative	**Electricity**	**Water**	**Electricity**	**Water**	**Electricity**	**Water**
Consumer Behaviour programme	82 GWh	416 MIG	106 GWh	496 MIG	116 GWh	523 MIG
Shams Dubai	668 GWh	-	813 GWh	-	963 GWh*	-
Electricity & Tariffs	1,161 GWh	2,248 MIG	1,252 GWh	2,221 MIG	1,285 GWh	2,250 MIG

*Preliminary Data

DEWA continues to be recognised as a global leader in operational efficiency and reliability within the utilities sector. In 2024, the company increased its electricity generation capacity to 17,179 MW, while maintaining a desalinated water production capacity of 495 million imperial gallons (MIG) per day. Notably, electricity transmission and distribution losses remained at 2%, while the water network losses were reduced to 4.5% compared to 4.6% in 2023.

The rise in energy demand highlights the strong performance across all economic sectors in Dubai, driven by ongoing population growth and extensive development across various key activities in the Emirate.

MY SUSTAINABLE LIVING PROGRAMME

"My Sustainable Living" programme for residential customers in Dubai aims to enhance the efficiency of their electricity and water consumption and promote a sustainable lifestyle. It is the first of its kind in the Middle East and aligns with the Demand Side Management Strategy 2050, which aims to reduce demand for electricity & Water by 50% by 2050. In 2024, the programme won multiple awards, including the Best Sustainable Process/Product category at the Best Business Awards 2024 in the UK.

"My Sustainable Living" programme allows the customers to regularly check, compare and monitor their electricity and water consumption against efficient similar homes in their area.

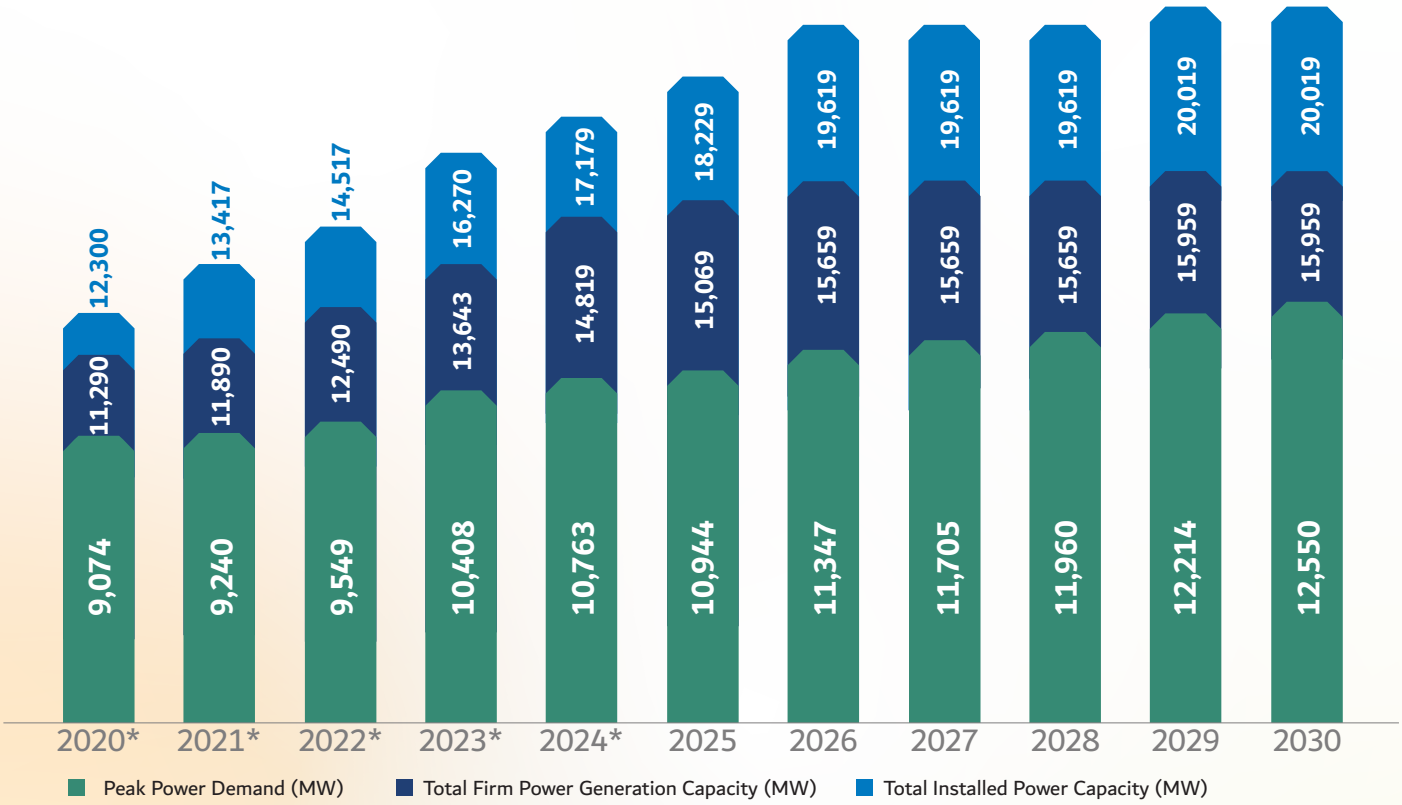
The programme incorporates AI and behavioural science and includes unique features to help customers improve the efficiency of their electricity and water consumption. These features include a dashboard that enables customers to compare their consumption with efficient similar homes in their area; a consumption profile survey, allowing customers to update their home profile for a more accurate comparison; a monthly report on their electricity and water consumption; and tips to help customers take positive steps towards more efficient electricity and water use.

MEETING FUTURE DEMAND
(EU10)

DEWA adopts a meticulous approach to forecasting electricity and water demand across short-, medium-, and long-term periods and accordingly develops capacity expansion plans extending up to 2030 and beyond. Utilising internationally recognised methodologies and advanced tools, DEWA incorporates demographic and economic growth projections to assess their impact on electricity and water demands.

To ensure preparedness for future requirements, DEWA uses scenario planning to evaluate and quantify the potential impact of uncertainties. Additionally, it conducts annual reviews and updates of its demand forecasts and capacity expansion plans, ensuring continuous alignment with key strategies while maintaining the reliability and sustainability of its services.

PEAK POWER DEMAND AND GENERATION CAPACITY (2020 - 2030)



*2020-2024 values are actual peak recorded, while 2025-2030 figures are based on the Generation & Desalination Capacity Plan (GDCP) - Update 2024.

RESEARCH & DEVELOPMENT (R&D) CENTRE
(GRI 3-3, EU10)

DEWA's R&D Centre at the Mohammed bin Rashid Al Maktoum Solar Park develops and tests innovative solutions to enhance the efficiency and reliability of DEWA's operations and reduce its carbon footprint in line with DEWA's decarbonisation targets. The Centre's research areas include solar power, water, smart grid integration and energy efficiency. These core areas of the R&D are supported by three Enablers: Fourth Industrial Revolution technologies, including AI, IoT, Robotics & Drones, 3D Printing & Advanced Materials, Energy System Analyses, and Space.

RESEARCH INFRASTRUCTURE

The R&D Centre infrastructure includes:

- Solar indoor testing and accelerated ageing lab
- Outdoor testing facility for continuous monitoring of solar photovoltaic module performance in actual conditions, a building-integrated photovoltaics testing facility and a cleaning test field for robotic solutions
- Labs to support Robotics and Drones, Advanced Materials and Characterisation and IoT
- Several types of 3D printers (metal, plastic PLA, ABS, nylon, composites, clay, etc)
- High-Performance Computing Cluster
- Energy Storage Testing and Validation Field

- Green Hydrogen Pilot and a Hydrogen Refuelling Station
- Photovoltaic-driven Reverse Osmosis (RO) and Trans-Membrane Distillation system
- Satellite ground station for DEWA's space initiative (Space-D)

RESEARCH AREAS & ACTIVITIES

SOLAR RESEARCH AREA

The Solar Research Area studies ways to improve solar photovoltaic technologies to mitigate the effects of soiling and extreme desert conditions on the performance of solar photovoltaic panels. It leverages data from long-term PV module testing to develop desert-ready PV modules and appropriate standards. The Solar Resource Assessment and Forecasting programme develops methods to accurately forecast solar irradiance and power output in order to improve the overall solar integration in DEWA's grid.

WATER RESEARCH AREA

The Water Research Area assesses and develops sustainable solutions for desalination, purification and leakage detection in water transmission. Research areas include solar-power desalination, detecting and reducing water transmission losses, and minimising brine effluent in water systems.

SMART GRID INTEGRATION RESEARCH AREA

The Smart Grid Integration Research Area evaluates and develops systems to facilitate and optimise the integration of renewables into the grid, maintaining power quality standards, and further improving overall performance and reliability of grid operations. This includes the use of electricity storage systems (chemical, thermal, and mechanical technologies) and the aggregation of distributed energy and storage resources, such as Virtual Power Plants and EV chargers.

ENERGY EFFICIENCY RESEARCH AREA

The Energy Efficiency Research Area fosters smart and sustainable development, reduces energy waste by improving the efficiency of energy systems (with a focus on cooling), and accelerates the clean energy transition. Its research work identifies, develops and validates innovative solutions that enable smart and efficient energy use in the built environment, guides demand response measures, provides detailed building energy forecasting models and improves the efficiency of energy conversion processes.

SPACE RESEARCH AREA

The Space Research Area aims to support DEWA with high-efficiency, low-cost remote sensing and operations using satellites and ground station capabilities. Its developed solutions are designed specifically to address utility needs, including substation feeder monitoring, asset integrity and enhancing weather forecasting services. DEWA is the world's first utility to launch nanosatellites to enhance the maintenance and planning of electricity and water networks. DEWA launched its first IoT nanosatellite, DEWASAT-1, in 2022 and the remote sensing DEWASAT-2 in 2023.

FOURTH INDUSTRIAL REVOLUTION (4IR)

4IR enables the effective development of solutions that support the core research areas mentioned earlier. Its robotics and drone solutions are used to provide inspection and maintenance services using unmanned/autonomous operations across the whole utility value chain (e.g. photovoltaic plants, transmission line inspection and maintenance). The AI team develops, tests and integrates AI technologies for the optimisation of grid operations, short-term solar forecasting, etc. IoT enables remote monitoring diagnostics, and power and asset management using smart sensors and analytics with AI and cloud capabilities. The advanced materials team provides expertise in the form of forensic analysis of materials to detect failures and develops advanced energy storage systems (batteries and supercapacitors). Finally, the 3D printing team is developing 3D printing capabilities for addressing DEWA's spare parts and rapid prototyping needs. The facility currently operates 16 3D printing systems that can utilise more than 20 materials, which can cover a wide range of applications and use cases within DEWA.

ENERGY SYSTEMS ANALYSIS RESEARCH AREA

Energy System Analysis Research develops and applies advanced capabilities for the joint technical and economic assessment of energy-related technologies, systems and policies. The area develops energy models, lifecycle assessment models and business strategy assessments to support DEWA's future readiness. This area models and assesses new energy system configurations and technologies at the macro level, with a focus on cost-optimal integration of renewable energy systems and strategies for the deployment of new energy technologies.

SUSTAINABILITY-ORIENTED DEWA R&D PROJECT HIGHLIGHTS IN 2024

In 2024, the following sustainability-oriented projects have matured and are being considered for further advancement towards deployment. In addition, the R&D Centre has achieved 292 Scopus indexed publications, 43 patent applications and 10 granted patents since 2017.

- Completed the Failure Mode and Effect Analysis (FMEA) matrix and long-term accelerated ageing testing of several current technologies in climatic and UV chambers as steps towards developing custom Desert Standards to improve reliability of PV installations in the region.
- Developed and validated a diagnostic tool for PV systems along with an improved thermal model, SUNS-VPMS, that uses PV and inverter data to assess the condition of PV modules in the field without the need to dismount and ship the module to a test centre. Implemented a hybrid satellite and numerical simulation model WRF-Chem for intraday and day-ahead solar irradiance and PV ensemble forecast at the Mohammed bin Rashid Al Maktoum Solar Park.
- Completed the development of an innovative Vanadium Flow Redox Battery stack at the 1kW demonstration level to showcase a number of design innovations that improve round-trip efficiency and reduce material requirements.
- Continued the real-world performance analysis of utility-scale battery energy storage systems (BESS) to support the grid and reduce disruptions. Conducted a comprehensive study of the optimal role and integration of BESS in the transition towards the high adoption of Renewable Energy (RE) systems. Developed a versatile communication gateway, Omnihub, to enable communication with any DEWA asset to improve its reliability and preventive maintenance. It has already been installed in several substations with demonstrated success.
- Developed a water quality composite index as an alternative to the Silt-Density-Index (SDI) that allows greater insight into membrane fouling prevention and real-time monitoring of desalination feedwater conditions.
- Leveraged advanced machine learning and deep learning techniques in Non-Intrusive Load Monitoring (NILM) to accurately identify appliance-level energy usage. By incorporating weather data, holiday information, and historical consumption patterns, this has enhanced prediction reliability, empowering consumers to better manage their energy consumption. In-house developed IoT devices, D-Wise and D-Sense, enabled real-time monitoring of energy usage. Completed one year of operation and comparison of different robotic cleaning systems on module abrasion and overall performance under realistic conditions at the dedicated Cleaning Test Field.
- Applied generative AI to develop advanced, tailored energy-saving recommendations, enhancing the effectiveness of DEWA's "My Sustainable Living Programme" (MSLP) and fostering greater consumer engagement while contributing to the program's sustainability objectives
- The ISO/IEC 17025:2017 certification for DEWA's R&D Solar Laboratory is being finalised.

SYSTEM EFFICIENCY

(GRI 3-3, EU4, EU12)

POWER TRANSMISSION & DISTRIBUTION

In alignment with its goal of enhancing electricity generation to meet the rising demand for power in Dubai, DEWA is expanding investments in Transmission & Distribution (T&D) substations. This strategic initiative ensures consistent and reliable electricity delivery to customers while maintaining the highest levels of reliability.

POWER TRANSMISSION

To support Dubai's growth, prosperity and increasing population, DEWA has prioritised developing a robust and advanced infrastructure to address the rising demand for electricity and water. In 2024, DEWA successfully commissioned 13 new 132 kV transmission substations; however, one old 132 kV transmission substation was decommissioned. Hence, the net increase is 12 number 132 kV transmission substations in 2024. This achievement is part of a broader infrastructure enhancement programme with a total investment of AED 14.5 billion for the period 2022–2027.

Of this amount, AED 7.4 billion was allocated to projects completed in 2022–2024, while

AED 7.1 billion is committed to ongoing projects under execution. In 2024, Dubai's electricity demand surged to 59,594 GWh due to a significant population increase.

In response, DEWA extended the transmission network with a net increase of 101 kilometres of 132 kV transmission lines; however, there was no change in 400 kV transmission lines in 2024. This expansion underscores DEWA's commitment to building a resilient and advanced infrastructure capable of meeting the Emirate's growing electricity and water requirements.

Transmission Substations (EU12)

Type	2020	2021	2022	2023	2024
132 kV (Nos.)	307	319	334	348	360
400 kV (Nos.)	23	25	27	27	27

Length of Transmission Lines (EU4)

Type		2020	2021	2022	2023	2024
Overhead Lines (KM)*	**132 kV**	402	369	367	331	317
	400 kV	1,168	1,386	1,388	1,388	1,388
Underground Lines (KM)*	**132 kV**	2,249	2,335	2,552	2,668	2,783
	400 kV	24	25	25	26	26

*kilometres

Power Distribution

As of the end of 2024, DEWA's distribution network has 69 33 kV substations and 45,317 11-6.6 kV substations in service across the Emirate of Dubai. Additionally, the network includes underground cables totalling 1,843.91 km and overhead lines totalling 83.75 km under the 33 kV voltage level. In addition, there are 36,892.97 km of underground cables and 597.51 km of overhead lines under the 11-6.6 kV voltage level as well.

The table below provides details about the distribution substations and lines:

Type	2020	2021	2022	2023	2024
33 kV	85	81	73	75	69
11-6.6 kV	40,588	41,814	42,771	44,015	45,317

Type		2020	2021	2022	2023	2024
Overhead Lines (KM)*	33 kV	104.33	100.1	99.75	99.75	83.75
	11-6.6 kV	608.26	606.4	613.28	607.29	597.51
Underground Lines (KM)*	33 kV	2,119.49	2,108	2,000.44	1,965.71	1,843.91
	11-6.6 kV	34,475	35,001	35,541	36,174.45	36,892.97

*kilometres

DEWA SMART GRID

DEWA remains committed to optimising operational efficiency across its Transmission and Distribution network. In 2014, DEWA developed its first Smart Grid Strategy, and in 2021, it launched an updated Smart Grid Strategy up to 2035. The six smart grid themes cover 19 globally leading smart grid capabilities that support DEWA's strategic objectives.

The smart grid that DEWA is implementing with total investments of AED 7 billion, is one of the tools to ensure seamlessness and round-the-clock integrated and connected services. As of December 2024, DEWA deployed 1,202,411 smart electricity meters and 1,103,901 smart water meters across Dubai. With 100% of DEWA's customers using smart meters, this enables smart grids for DEWA's electricity and water networks.

DEWA ensures the confidentiality, integrity and availability of information, assets and facilities in smart grid infrastructure by implementing world-class security standards and best practices. This also improves the reliability and security of transmission and distribution substations, with enhanced substation control and monitoring capabilities that comply with cybersecurity requirements.

For further insights into DEWA's Smart Grid, kindly scan the QR code.

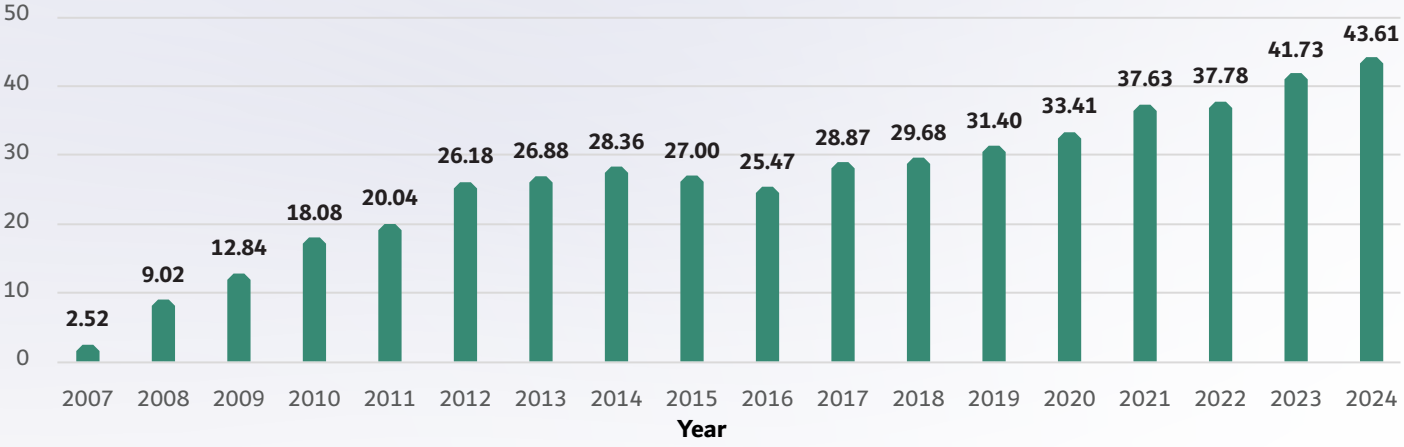
SUPPLY SIDE

(GRI 3-3, EU11)

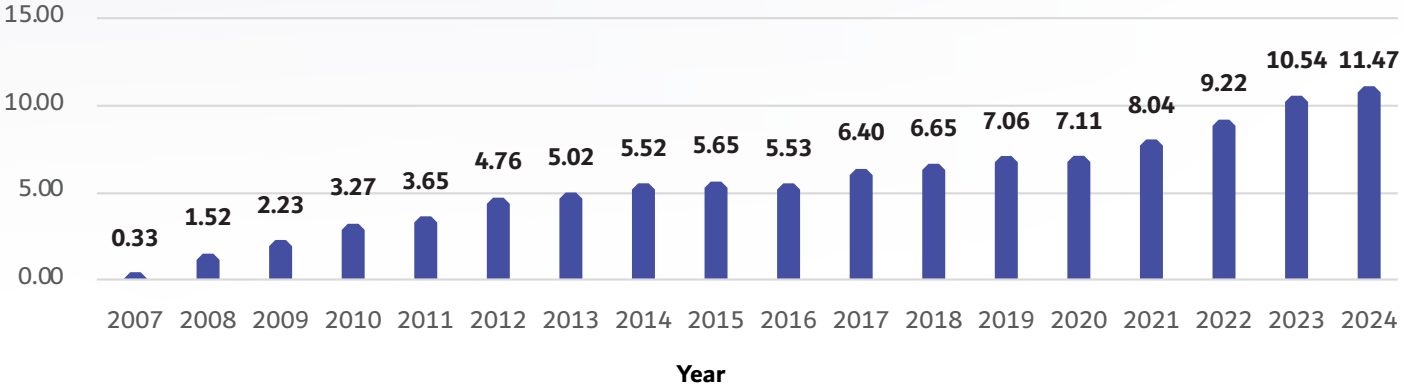
DEWA leverages co-generation technology to optimise the production of electricity and water. By utilising Heat Recovery Steam Generators, waste heat from gas turbines is converted into additional electricity and supplies energy for the Multi-Stage Flash (MSF) water desalination process.

DEWA employs a hybrid system in its desalination plants, integrating technologies such as MSF and Reverse Osmosis (RO) to achieve maximum efficiency and cost-effectiveness over the plants' life cycles. Furthermore, DEWA actively upgrades its gas turbines in collaboration with original equipment manufacturers, implementing innovative technologies and cost-efficient enhancements to improve capacity, efficiency, and reliability throughout the turbines' operational lifespan.

Efficiency Improvement compared to 2006 (%)



Carbon Reduction (Million Tonnes of CO_2e) due to efficiency improvement compared to 2006



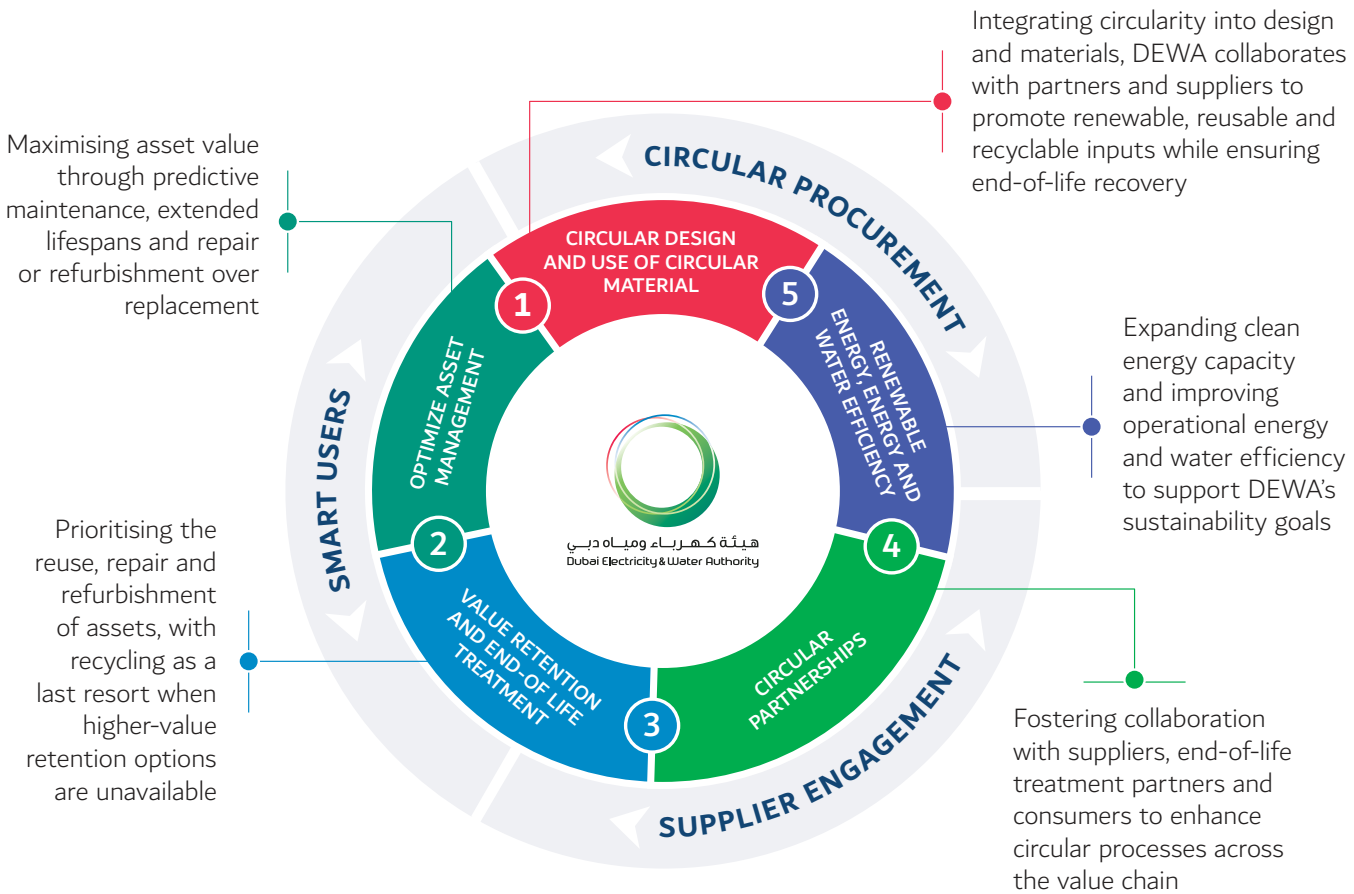
TOWARDS A CIRCULAR ECONOMY

(GRI 3-3)

DEWA has a strong commitment to sustainability, deeply embedded in its purpose, vision and mission. At DEWA, we believe that circularity plays a pivotal role in advancing our corporate sustainability goals, enabling a more integrated and impactful approach to resource management and environmental stewardship.

Building on the momentum of our sustainable business and operations, DEWA continues to advance its vision through DEWA's Circular Economy Strategy and Framework, one of the first of its kind in the region, established in 2023. This strategy aims to accelerate DEWA's transition to a circular economy while contributing to Dubai's vision for sustainable development. By embedding circular practices across our operations, DEWA seeks to ensure optimal resource utilisation, minimise waste and maximise value retention across its value chain. DEWA's circular economy model is designed to contribute towards many of the strategies and objectives set in global, federal and local frameworks. These include the United Nations Sustainable Development Goals 2030, the UAE Net Zero 2050 Strategy, the UAE Circular Economy Policy 2021-2031 and the Dubai Clean Energy Strategy 2050.

DEWA's ambition is clear: to lead the region's circular economy practices by focusing on optimal resource use and creating social, economic and environmental value. Our circular economy is structured around five core pillars that guide the adoption of circular practices across DEWA's operations:



DEWA's success in transitioning to a circular economy relies on active engagement with stakeholders across the value chain. Our key focus areas include:

Smart Users	Supporting customers in optimising energy consumption and reducing resource use through real-time data and smart solutions
Supplier Engagement	Advocating for circular materials and asset reuse while fostering collaboration to accelerate the transition
Circular Procurement	Applying circular procurement criteria for assets and equipment to uphold sustainability throughout the supply chain

By embedding circularity into its strategy and operations, DEWA reaffirms its leadership in advancing its sustainability goals by ensuring optimal resource use, minimising environmental impacts and creating long-term value. These efforts reflect DEWA's commitment to building a resilient sustainable future for generations to come.

DEWA'S SMART RECYCLING BIN

DEWA remains steadfast in its commitment to adopting sustainable practices and fostering a culture of sustainability among its employees. Aligning with the UAE Circular Economy Policy and DEWA's Circular Economy Strategy, the organisation has installed two smart recycling machines at its premises.

The initiative primarily aims to encourage the recycling of plastic bottles and aluminum cans, raise awareness about environmental challenges, and emphasise the importance of adopting sustainable behaviours. In partnership with a local company, DEWA ensures that the value of the collected plastic bottles and aluminum cans is retained and transformed into products through sustainable manufacturing solutions. As a result, a total of 864,076 plastic bottles and aluminum cans have been collected, diverting 12,230 kg of plastic from landfills.

The Smart Recycling Bin machines are integrated with DEWA's Smart Office app, enabling employees to track their recycling contributions. To further incentivise participation, employees are entered into monthly and mega raffle draws based on their engagement. Since its launch in October 2022, the initiative has seen active involvement from 742 employees, with 96 participants rewarded.

INNOVATION
(GRI 3-3)

FOSTERING INNOVATION THROUGH PEOPLE, PROCESSES AND SYSTEMS

Innovation is central to DEWA's pursuit of excellence and sustainability, guided by the vision of HH Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai. Through its Imagine, Design, execute framework, DEWA drives innovation across Core, Adjacent, and Beyond business areas, improving reliability, efficiency, stakeholder satisfaction and revenue. This supports DEWA's strategic goals, including a 10x transformation, a net-zero future and contributions to AI, robotics, space exploration and IoT. DEWA's innovation efforts align with Dubai's vision to be the world's most innovative city, reinforcing its leadership in technology, sustainability and global utility standards. This report explores DEWA's integrated approach to innovation through its people, processes and systems.

PEOPLE: EMPOWERING DEWA'S WORKFORCE FOR INNOVATION

DEWA promotes knowledge sharing through policies, frameworks and training, guided by ISO 56002:2019 and ISO 30401:2018. Structured training and collaborative platforms support this approach including Innovation week, Innovation Sprints, Innovation and Future Shaping workshops, awareness sessions, Reading & Knowledge Days, Share an Hour, Communities of Practice (CoP) and Expert Knowledge Sessions.

Employees have access to a diverse range of resources including Six Knowledge Centres, six Knowledge Chairs, three Digital Reading Trees, Future Signals Catalogue, Trends Platform, Future Wave Report, D Labs and Focus Area Report. Both online and in-person programmes, such as KM Training and LinkedIn Learning, are also available.

ENGAGING EMPLOYEES IN IDEATION

DEWA's AFKARI Ideation Platform empowers employees to submit ideas that enhance operations and deliver cost savings. Since its launch in 2015, a total of 67,371 ideas have been received. In 2024 alone, employees submitted 6,288 ideas, resulting in annual cost savings of AED 10.457 million. A total of 422 ideas were implemented in 2024, with 684 ideas currently in progress for future development.

AFKARI	2020	2021	2022	2023	2024
Ideas Submitted	7,053	7,845	7,631	6,235	6,288
Participants who used the AFKARI platform	7,645	7,740	6,516	6,516	3,149
Proposed Ideas (Accumulative Cost Savings)	AED 225.72 million	AED 247.078 million	AED 258.603 million	AED 272.962 million	AED 283.419 million
Number of Ideas with Cost Saving	596	819	888	959	1,018
Cost Savings (Per Year)	AED 171.24 million	AED 21.358 million	AED 11.525 million	AED 14.359 million	AED 10.457 million
Number of Implemented Ideas	616	893	519	537	422
Number of Ideas in Progress	2,622	1,820	759	441	684

PROTECTING INTELLECTUAL PROPERTY

With over 125 innovations protected nationally and internationally, including 73 patents, 11 utility models, industrial designs and 43 trademarks, DEWA demonstrates its commitment to protecting its employees' ideas. DEWA maintains a grant rate of 90% for its intellectual property (IP) applications, showcasing the effectiveness of its IP strategies.

PROCESSES: STRUCTURED PATHWAYS FOR DRIVING INNOVATION

DEWA achieved ISO 56002:2019 certification, becoming the first organisation globally to receive this recognition. This framework enables DEWA to institutionalise innovation. It integrates innovation into DEWA's corporate strategy, ensuring that initiatives align with the National Innovation Strategy and the Dubai Innovation Strategy.

Knowledge Management Processes: To promote knowledge sharing and collaboration, DEWA employs structured processes such as KM Awareness and Practices, where employees are trained to use KM tools like the Ma'rifa Collaboration Platform and DEWA SMART Library. Collaboration and Sharing are facilitated through Communities of Practice and knowledge-sharing sessions that connect employees across divisions.

Ideation Processes: The AFKARI platform follows a structured approach to collect submitted ideas through the platform, review and evaluate feasibility and cost-saving potential, and finally select viable employee ideas and implement them. This process has led to cumulative cost savings of AED 283.419 million by the end of 2024, highlighting its effectiveness.

Future Shaping Processes: DEWA uses key tools and processes to anticipate and respond to emerging trends, including the Future Signals Catalogue (recognised with the Golden Bridge Awards in 2021 and the I&TF Division Excellence Award in the category of "Innovative Management Initiative" in 2022). Employees log signals that indicate potential future changes, which are then transformed into actionable initiatives. The Future Trends Platform allows employees to explore global trends in areas such as digitalisation, cybersecurity and sustainability. Trends are aligned with DEWA's strategy to ensure the organisation remains future-ready.

Concept Designing and Executing Processes: Innovation Sprints bring experts and employees together to develop solutions and inventions aligned with DEWA's focus areas. Over 13 sprints have been held in collaboration with various divisions. Building Prototype involves testing and refining concepts through an iterative

approach, leveraging different resources like robotics, drones and Disruptive Labs. Conducting Proof of Concepts (POCs) allows DEWA to build prototypes and test innovative concepts to validate ideas before full implementation, driving efficiency and aligning with strategic goals.

SYSTEMS: TECHNOLOGICAL FOUNDATIONS FOR INNOVATION

DEWA leverages advanced systems to support its innovation initiatives, ensuring efficiency, scalability and alignment with strategic goals. The Innovation Management Systems provide employees with access to a wide range of tools and resources such as the DEWA SMART Library and Knowledge Corner, which allow employees to access digital knowledge resources. The iAsk Reference & Research Service enables employees to find answers and insights quickly. The AFKARI Platform serves as a digital system for submitting and tracking ideas. The Future Signals Catalogue integrates seamlessly with DEWA's digital transformation efforts, offering scalability and flexibility. The Future Trends Platform connects employees with the latest global trends.

ISO-CERTIFIED SYSTEMS

DEWA's ISO 56002:2019 certification in Innovation Management and ISO 30401:2018 certification in Knowledge Management highlights its commitment to adopting globally recognised standards and systems.

IMPACT OF INNOVATION ON DEWA'S STRATEGY (DRIVING SUSTAINABILITY)

DEWA's innovative initiatives contribute to Dubai's sustainability goals. By enabling the employees with different platforms such as AFKARI, the Future Signals Catalogue and the Future Trends Platform, DEWA remains proactive in addressing environmental and technological challenges.

DIGITALISATION

In 2024, DEWA made significant strides in its digital transformation journey, focusing on enhancing operational efficiency, security and user experience. A key highlight was the migration to SAP S4/ Hana, which marked a major milestone in DEWA's strategy to modernise its ERP system. This migration facilitated improved business processes, real-time reporting and enhanced system performance, thereby boosting overall productivity and cost optimisation.

Additionally, DEWA implemented several impactful projects. The Big Data & Analytics, Smart Grid Asset Health Center project improved the monitoring and management of grid assets, enhancing reliability and reducing downtime. The Smart Grid Automation initiative further optimised grid operations through advanced automation technologies. The implementation of Microsoft 365 enhanced collaboration and productivity across the organization, providing employees with modern tools and capabilities. As well as the migration to SAP HEC, which successfully transitioned DEWA's systems to the SAP HANA Enterprise Cloud, ensuring scalability, security and continuous innovation.

These initiatives, among others, have further solidified DEWA's commitment to digital transformation and sustainability, positioning it as a leader in the industry.

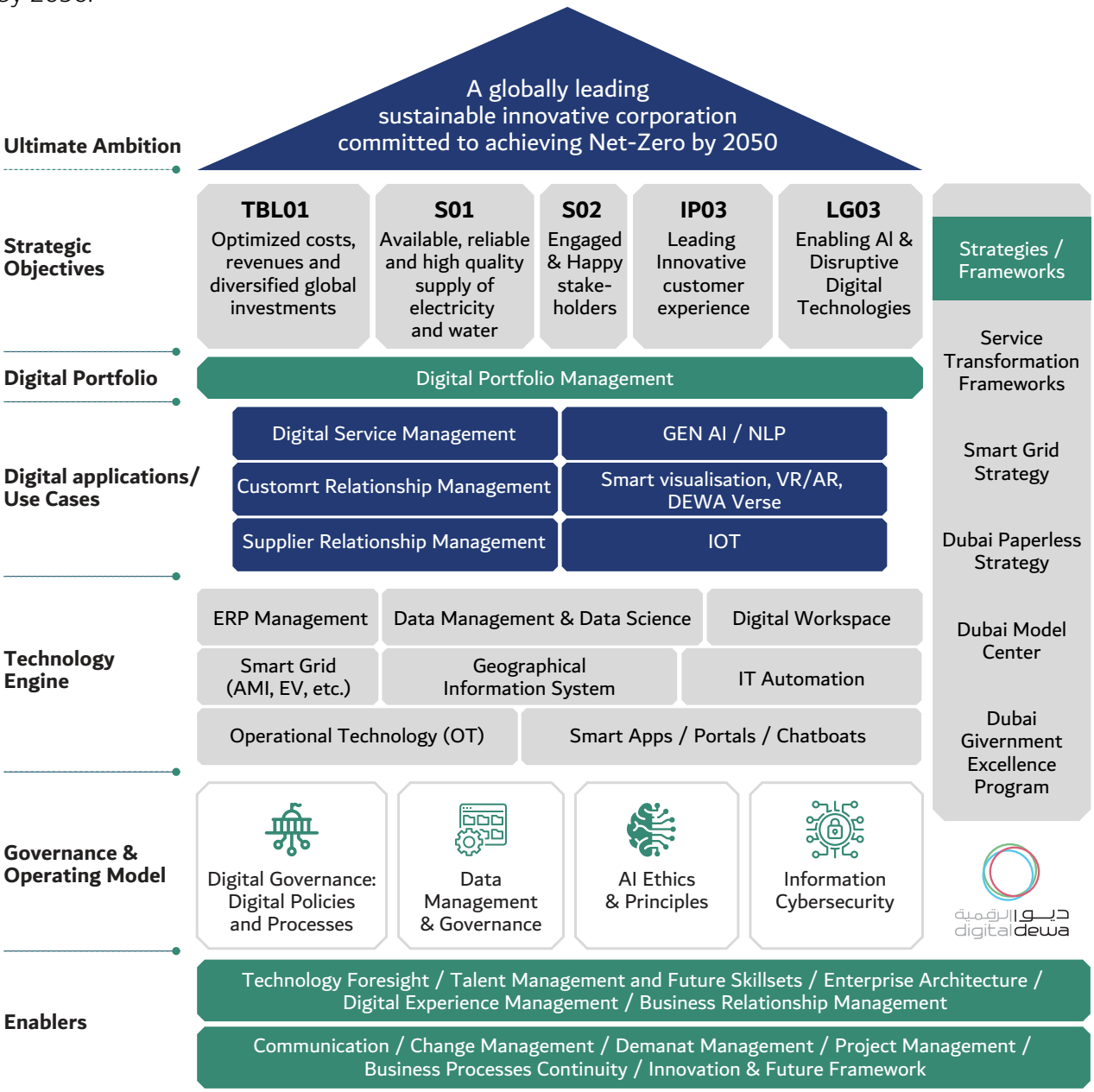
GENERATIVE AI

DEWA has provided its employees with the smart assistants Microsoft 365 Copilot, making it the first government entity in the UAE to adopt this advanced technology from Microsoft. DEWA is among the first utilities in the world to adopt Microsoft's Copilot. Copilot's features are powered by generative Artificial Intelligence technology. It enriches the employee experience, facilitates the performance of their tasks, automates workflow and strengthens cooperation between work teams, in addition to saving effort and time. Copilot's features can be modified to suit each individual employee and to meet their growing needs while ensuring smoother operations. This also helps to keep pace with new and accelerating requirements, anticipate challenges and turn them into promising opportunities. These features align with the highest standards of privacy and security followed by DEWA as it implements AI service protection technologies.

DEWA has successfully obtained the ISO/IEC TR 24028:2020 certification for trustworthiness in artificial intelligence (AI), becoming the first government entity in the UAE to achieve this distinction. The certification highlights the confidence in DEWA's AI systems, which are integrated across its various operations. This milestone underscores DEWA's commitment to adopting the highest standards of transparency and credibility in its digital services and solutions. ISO/IEC TR 24028:2020 covers various aspects of AI adoption in enterprise information systems, including transparency, integrity and ethical considerations, to ensure reliable and accountable AI deployment.

DEWA DIGITAL TRANSFORMATION STRATEGY

DEWA's Digital House of Strategy demonstrates its commitment to digitalisation and digital transformation. The strategy integrates leading digital technologies, robust governance and organisational enablers to enhance customer experience, optimize costs and ensure high-quality service delivery. Key components include smart grids, AI, IoT, digital service management and cybersecurity. DEWA's ultimate ambition is to be a globally leading sustainable innovative corporation, aligned with Dubai's strategic frameworks and committed to achieving net-zero by 2050.



RAMMAS

DEWA is the first government organisation to launch Rammas virtual assistant to serve customers and answer their enquiries in both Arabic and English around the clock.

Rammas is designed to simulate a live agent to assist different types of DEWA customers while continuing to learn and understand their needs based on their enquiries, offering transactional and informational services, and providing two ways of interaction, either by menu selection or direct questions.

Rammas is available to respond to customers instantly on DEWA's smart app (iOS and Android platforms), DEWA's website and Amazon's Alexa. Rammas is also available on DEWA's social media channels like Facebook, Instagram and WhatsApp.

Year	Total Payment Transaction	Total cost Saving (AED)	Total Trees Saved	CO_2 emissions reduction (Tonnes)
2020	5,882	48,301	17,455	3,491
2021	6,875	18,153,428	7,054	1,402
2022	7,284	15,281,151	11,897	2,365
2023	7,761	14,023,956	10,921	2,171
2024	8,026	12,037,531	9,027	1,790

DEWA'S Smart Document System

The Smart Document Platform is a comprehensive system designed to manage various types of documents and correspondence, including memos, circulars, quality procedures and certificates. The platform aligns with Dubai's strategy towards a paperless government workflow. DEWA'S Smart Document System significantly contributes by reducing environmental impact and promoting efficient resource usage. By digitalising the records and managing them electronically, it helps move a step forward towards reducing carbon footprints.

Smart Document Savings in 2024

Number of Procedures (Completed)	**4,809,869** documents archived (completed the workflow process).
Number of Services (Provided)	**75** process automations (excluding the sub-processes or systems integrations).
Savings (AED)	**AED 123,176,275** (estimated).
Dubai Paperless Strategy	**100%** achieved.

Digital Integrations

DEWA completed the digital integration of more than 95 projects with more than 65 government and private organisations. These organisations include Digital Dubai Authority, Dubai Municipality, Dubai Roads and Transport Authority, Dubai Land Department, Dubai Economy and Tourism, more than 20 banks, Etisalat, EPPCO/ENOC, Noqodi and Western Union.

This is part of its continuous efforts to enrich the customer experience in Dubai and enhance happiness of its stakeholders.

Through the digital integrations and the digital channels, more than 14 million online transactions have been completed in 2024, which contributed to reducing more than 48,000 tonnes of CO_2. This is equivalent to planting over 54,000 trees across an area equivalent to 103 football pitches until December 2024. DEWA provides its services through its website and smart app, allowing customers to complete their transactions anytime, anywhere. This is in addition to protecting the environment and preserving natural resources.

DEWA'S SUSTAINABILITY & INNOVATION CENTRE

DEWA's Sustainability and Innovation Centre positions Dubai as a global hub for clean energy and sustainable technologies. The Centre plays a pivotal role in advancing the Dubai Clean Energy Strategy 2050 and the Dubai Net Zero Carbon Emissions Strategy 2050, which aim to achieve 100% clean energy production capacity by 2050. By empowering

professionals, enhancing their skills and developing future talent, the centre contributes to shaping the future of renewable energy.

KEY PROGRAMS AND EXHIBITION

Professional Certification Programme:
This programme offers comprehensive training aligned with emerging trends and addresses the accelerating challenges in clean energy. It bridges the gap between theoretical knowledge and practical application, preparing the next generation of professionals to drive positive change. To date, the centre has launched nine training courses, graduating over 220 participants with accredited certificates.

CleanTech Youth Programme:
This program is dedicated to nurturing a new generation of clean energy and sustainability leaders. Over four cycles, it has graduated 105 young professionals, combining both theoretical and practical training in renewable energy.

CleanTech Connect Programme:
This initiative brings together innovators, achievers and experts in clean energy to share knowledge, raise awareness and showcase advancements in the field. The programme has hosted 37 symposiums with more than 2,000 participants, fostering collaboration and innovation in clean energy.

Exhibition:
The centre offers a unique experience to raise awareness within the community about sustainability and clean energy. Through interactive exhibits, including DEWA Museum and a dedicated visual space for solar technology, visitors gain insights into renewable energy. The exhibition highlights innovative drone and hologram shows, along with Metaverse tours of the Mohammed bin Rashid Al Maktoum Solar Park. It aims to educate and engage the public on the importance of clean energy in shaping a sustainable future. The Centre is open from Saturday to Wednesday (9:00 am – 4:00 pm) and Thursday (9:00 am – 12:00 pm), with discounts for children and students, and free access for People of Determination. Tickets are available through the centre's website and smart app.

For more information about DEWA's Sustainability & Innovation Centre, scan the QR code below.

Environmental Perspective

03

ENVIRONMENTAL PERSPECTIVE

ENERGY

INSTALLED CAPACITY

To address population growth and increasing energy demand in Dubai, DEWA has upheld its commitment to deliver electricity and water services at globally recognised standards. Central to DEWA's strategy is the transformation of Dubai into a global hub for clean energy, with an ambitious target of ensuring that clean energy accounts for 100% of the Emirate's total power capacity by 2050.

Since its establishment in 1992, DEWA has made significant advancements, achieving a total system installed capacity of 17,179MW. This includes 3,060MW from renewable energy sources, predominantly solar power, underscoring its dedication to sustainable energy development.

DEWA's System Installed Capacity

Generation Plant	Capacity (MW)
Jebel Ali & Al Aweer	**11,519**
Mohammed bin Rashid Al Maktoum Solar Park	**3,060**
Hassyan Power Station	**2,400**
Waste to Energy (Warsan Waste Management Company)	**200**
Total	**17,179**

MOHAMMED BIN RASHID AL MAKTOUM SOLAR PARK

The Mohammed bin Rashid Al Maktoum Solar Park, which DEWA is implementing, is the largest single-site solar park in the world, using the independent power producer (IPP) model. It will have a production capacity of more than 5,000MW by 2030, with a total investment of AED 50 billion. Upon completion, the solar park will reduce more than 8 million tonnes of carbon emissions annually. The total capacity of solar energy projects commissioned at the solar park has reached 3,060 MW from photovoltaic (PV) solar panels and concentrated solar power (CSP), with an additional 1,800MW from PV technology under construction. The solar park supports the Dubai Clean Energy Strategy 2050 and the Dubai Net Zero Carbon Emissions Strategy 2050 to provide 100% of its energy production capacity from clean energy sources by 2050.

First Phase

On 22 October 2013, HH Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, inaugurated the 13MW first phase of the solar park. The project uses 152,880 photovoltaic cells connected to 13 step-up transformers in inverter buildings. The output voltage is transformed to 33 kilovolts and generates over 28 million kilowatt-hours of electricity annually. The first phase reduces carbon emissions by 15,000 tonnes annually.

Second Phase

On 20 March 2017, HH Sheikh Mohammed bin Rashid Al Maktoum inaugurated the 200MW second phase of the solar park. It is the first and largest project of its kind in the region, based on the IPP model. The second phase generates clean energy for 50,000 residences in Dubai and reduces 214,000 tonnes of carbon emissions each year. This phase installed 2.3 million PV panels over 4.5 square kilometres. DEWA set a world record, obtaining the lowest price globally for the second phase of the solar park, at USD 5.6 cents per kilowatt hour at the time of the bid.

Third Phase

On November 2020, HH Sheikh Mohammed bin Rashid Al Maktoum inaugurated the 800MW third phase of the solar park. This phase is the first of its kind in the Middle East and North Africa, with an advanced solar tracking system that increases generation by 20% to 30%, compared to fixed installations. The project has three million modules with advanced PV technologies. The third phase generates clean energy for more than 240,000 residences in Dubai and reduces around 1.055 million tonnes of carbon emissions a year.

Fourth Phase

On December 2023, HH Sheikh Mohammed bin Rashid Al Maktoum inaugurated the 950MW fourth phase of the solar park. Based on the IPP model and built at an investment of AED 15.78 billion, the fourth phase features the world's tallest solar tower, at 263.12 metres, and the largest thermal energy storage capacity of 5,907 megawatt hours (MWh), according to the Guinness World Records. The fourth phase uses three hybrid technologies to produce clean energy: 600MW from a parabolic basin complex (three units of 200MW each), 100MW from the world's tallest CSP tower (based on molten salt technology) and 250MW from PV panels. The project integrates 70,000 mirrors (heliostats) that track the sun's movement.

The molten salt receiver (MSR) on top of the solar power tower is the most important part of the CSP plant. It receives solar radiation and turns it into thermal energy. The MSR contains over 1,000 thin tubes that enable the absorption of sun rays and their transfer to the molten salt within these tubes. This project provides approximately 320,000 residences with clean and sustainable energy. It will reduce carbon emissions by about 1.6 million tonnes annually.

Fifth Phase

On June 2023, HH Sheikh Mohammed bin Rashid Al Maktoum inaugurated the AED 2 billion 900MW fifth phase of the solar park. This phase uses PV panels to provide clean energy to around 270,000 residences in Dubai and reduces carbon emissions by 1.18 million tonnes. DEWA achieved a world record by receiving the lowest bid of USD 1.6953 cents per kilowatt hour (kWh) for the fifth phase.

Sixth Phase

The total capacity of the sixth phase, which used PV panels and is based on the IPP model, is 1800MW. This phase will reduce around 2.36 million tonnes of carbon emissions annually and provide clean energy to 540,000 residences in Dubai. DEWA achieved the lowest levelised cost of energy (LCOE) of USD 1.6215 cents per kilowatt hour (kWh) for the sixth phase, which will become operational in stages between 2024 and 2026.

The table below summarises progress and achievements at the Mohammed bin Rashid Al Maktoum Solar Park:

Phases	Phase 1	Phase 2	Phase 3	Phase 4	Phase 5	Phase 6
Status	**Completed**	**Completed**	**Completed**	**Completed**	**Completed**	**Partially completed**
Date of Completion	2013	2017	2020	2023	2023	2026
Power Generation Capacity	13MW	200MW	800MW	950MW	900MW	1,800MW
Technologies	Photovoltaic	Photovoltaic	Photovoltaic	Photovoltaic & CSP	Photovoltaic	Photovoltaic
# Solar Cells Used	152,880	2.3 million	3 million	791,560	2.2 million	3.7 million
Emission Reduction	15,000 tonnes	214,000 tonnes	1.055 million tonnes	1.6 million tonnes	1.18 million tonnes	2.36 million tonnes
Investment	AED 82.7 million	AED 1.2 billion	AED 3.47 billion	AED 15.78 billion	AED 2.06 billion	AED 5.51 billion
Land Used	0.3 sq km	4.5 sq km	18 sq km	44 sq km	10.17 sq km	20 sq km
Partners & Shares	DEWA (100%)	DEWA (51%) ACWA Power (24.99%) TSK (24.01%)	DEWA (60%) Masdar (24%) EDF Renewables (16%)	DEWA (51%) ACWA Power (25%) Silk Road Fund (24%)	DEWA (60%) ACWA Power (24%) Gulf Investment (16%)	DEWA (60%) Masdar (40%)
End Users (Residents)	3,900	50,000	240,000	320,000	270,000	540,000

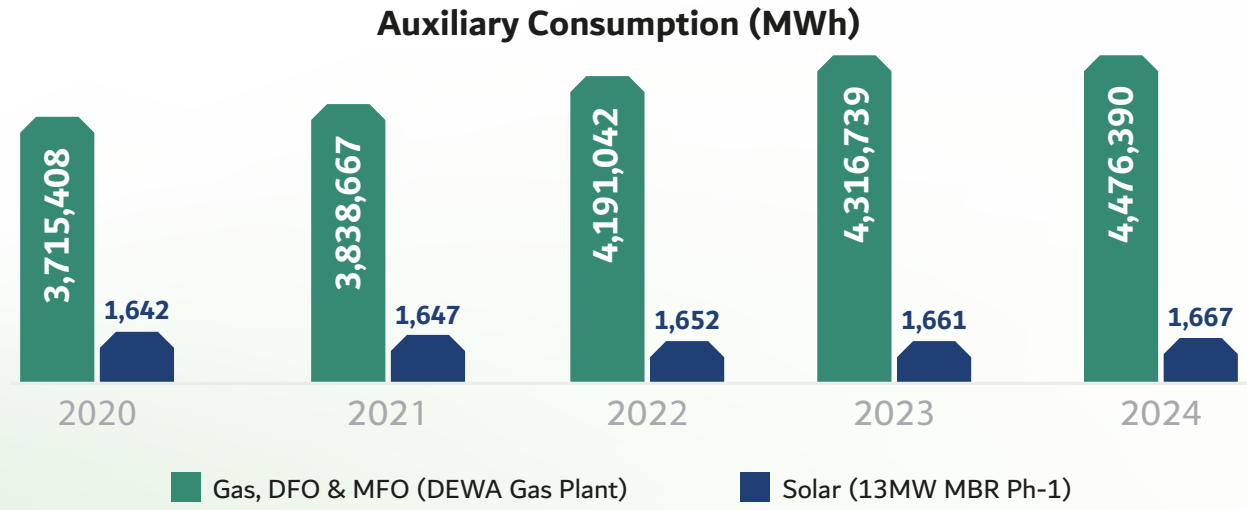
ENERGY MANAGEMENT REPORT FOR DEWA PREMISES AND ASSETS

(GRI 302-4)

DEWA is committed to fostering a sustainable built environment by prioritising energy, water and material resource efficiency. This commitment is reflected in the adoption of both national and international green building standards across all DEWA assets. The development of sustainable and efficient buildings aligns with the UAE's objectives of advancing a green economy, achieving its Nationally Determined Contributions (NDCs) under the Paris Agreement and supporting the Dubai Digital Authority initiative.

DEWA's dedication to energy management is exemplified by the implementation of an energy management system across its facilities, including power generation plants, substations, administrative buildings and its vehicle fleet. The recently expanded system enables precise monitoring of energy performance and identification of energy-saving opportunities. These initiatives not only enhance environmental sustainability but also generate cost savings for the organisation.

A detailed summary of auxiliary energy consumption across DEWA's facilities - including the Jebel Ali and Al Aweer power and water production plants, and Phase 1 of the Mohammed bin Rashid Al Maktoum Solar Park - highlights DEWA's commitment to efficiency and conservation.



DEWA has demonstrated consistent progress in enhancing energy production efficiency, reducing auxiliary power consumption, lowering carbon emissions and achieving significant fuel savings. Key achievements recorded from 2006 to 2024 include:

1. **Efficiency Improvement:** DEWA achieved a remarkable 43.61% improvement in energy production efficiency in 2024, compared to 2006.
2. **Reduction in Auxiliary Power Consumption:** A substantial reduction of 277,504 MWh in auxiliary power consumption was recorded in 2024, compared to 2006.
3. **Carbon Emissions Reduction:** Carbon emissions were reduced by an impressive 11.47 million tonnes in 2024, compared to 2006, demonstrating DEWA's commitment to sustainability.
4. **Fuel Savings:** Efficiency improvements led to fuel savings amounting to 214,997,490 million British Thermal Units (MMBtu) in 2024, compared to 2006.

These achievements highlight DEWA's unwavering commitment to advancing sustainability and operational excellence in energy production, contributing to Dubai's broader sustainability goals.

Year	Efficiency improvement percentage (compared to 2006)	Auxiliary power consumption reduction (MWh) (compared to 2006)	Carbon reduction (million tonnes of CO_2) due to efficiency improvement (compared to 2006)	Fuel saving due to efficiency improvement MMBTU (compared to 2006)
2020	33.41%	293,385	7.1	133,309,503
2021	37.63%	314,781	8.0	150,786,454
2022	37.78%	225,873	9.2	172,973,272
2023	41.73%	279,023	10.5	197,567,687
2024	43.61%	277,504	11.5	214,997,490

EV GREEN CHARGING STATIONS

In 2014, DEWA launched the EV Green Charger Initiative to promote sustainable mobility and encourage the adoption of electric vehicles (EVs) in Dubai. As part of this effort, DEWA, in collaboration with stakeholders, has installed more than 700 charging stations across the Emirate, including 408 EV Green Chargers installed by DEWA.

This expansion supports the rapid growth of registered EVs in the city, which exceeded 37,000 vehicles by December 2024.The initiative provides a seamless experience for all EV users, whether registered or one-time visitors, through the guest-mode feature on DEWA's smart mobile application. This feature allows visitors to access charging services effortlessly, enhancing convenience and accessibility.

To support this momentum, DEWA introduced the Dubai EV Community Hub, an online platform designed to centralise information about EV adoption in Dubai. This resource serves as a comprehensive guide for individuals and organisations interested in electric mobility.

DEWA establish its comprehensive regulatory and licensing framework for electric vehicle (EV) charging infrastructure by 2024, marking a key advancement in the Emirate's journey toward net-zero carbon emissions by 2050. This framework continues DEWA's legacy as a pioneer in electric mobility by not only reinforcing the development of its first public EV charging network but also by empowering independent charge point operators through a licensing regime designed to safeguard both the grid and customer interests. By employing a dual approach that combines DEWA's direct investment in public charging infrastructure with licensed private sector participation, the new initiative ensures the deployment of charging stations that will support Dubai's rapid growth and sustainable mobility goals.

For more details about the EV Green Charger initiative, scan the below QR code:

CLIMATE CHANGE

(GRI 3-3, 305-1, 305-4, 305-5, EU5)

THE GLOBAL CHALLENGE OF CLIMATE CHANGE

Climate change is one of the major challenges of our time, adding significant stress to societies and the environment. From changing weather patterns to rising sea levels, the effects of climate change are global, unprecedented in scale and require urgent action. At DEWA, we recognise the importance of addressing these challenges proactively to protect the future of our communities and ecosystems. The urgent need to mitigate these effects is clear, as the cost of inaction grows exponentially with time. We are committed to taking impactful actions today to mitigate future risks for generations to come.

DEWA'S COMMITMENT & GOVERNANCE TOWARDS CLIMATE ACTION

As a cornerstone of Dubai's energy and water infrastructure, we recognise our vital role in driving sustainable solutions to combat climate change. Our vision – "A globally leading sustainable innovative corporation committed to achieving Net-Zero by 2050" – is built on a foundation of accountability, resilience and forward-thinking strategies. We have firmly pledged to achieve net zero by 2050, and this commitment is underpinned by clear strategies and action plans to decarbonise our operations across the value chain. DEWA continuously works to innovate and adopt best practices, ensuring that sustainability is at the heart of everything we do.

DEWA's top management plays a pivotal role in fostering a culture of accountability and transparency, ensuring that the organisation remains at the forefront of regional and global climate action. To institutionalise climate action, DEWA's Climate Change & Sustainability Department drives corporate sustainability programmes, oversees climate-related initiatives and ensures compliance with national and international frameworks. DEWA's Climate Change & Sustainability governance framework reflects its leadership and accountability, with clear structures in place to address ESG topics and climate challenges and deliver on its commitments.

DEWA'S STRATEGIC ALIGNMENT

At DEWA, we recognise that we have an integral role in helping to achieve the objectives set by international, national and local climate change-related strategies and policies. We ensure our strategies and road maps are well aligned to climate agendas, agreements and strategies set on global, national and local actions. Internationally, we support the Paris Agreement and the United Nations Sustainable Development Goals (SDGs). On the federal level, DEWA contributes to the UAE Net Zero by 2050 Strategic Initiative, the UAE National Climate Change Plan and the UAE Energy Strategy 2050. On the emirate level, our initiatives drive numerous frameworks and strategies that include Dubai Net Zero Carbon Emissions Strategy 2050 targeting 100% clean energy production, the Dubai Demand Side Management Strategy 2030 and the Dubai Carbon Abatement Strategy 2030. These efforts highlight DEWA's pivotal role in achieving Dubai's sustainability ambitions and reinforcing its global leadership in climate action.

DEWA'S CLIMATE CHANGE ACTIONS

DEWA adopts a comprehensive and strategic approach to addressing climate change through targeted initiatives aimed at reducing greenhouse gas emissions, enhancing energy efficiency and fostering resilience. Our efforts are multifaceted, reflecting our commitment to climate change mitigation, adaptation and resilience in alignment with global, federal and emirate level climate goals.

GLOBAL AND LOCAL COLLABORATION

DEWA actively participates in the UAE Climate Change Task Force since 2012, contributing to pre-COP and COP negotiations, and leading technical discussions on the Clean Development Mechanism (CDM) and Article 6 under the Paris Agreement.

AMBITIOUS CARBON REDUCTION TARGETS

DEWA aims to exceed targets set under the Dubai Carbon Abatement Strategy 2030 (CAS 2030) and is committed to reducing its GHG emissions by 35% compared to business as usual (BAU) levels by 2030 as part of Dubai's Carbon Abatement Strategy 2030.

CLEAN ENERGY LEADERSHIP

Aligned with Dubai's Clean Energy Strategy 2050, DEWA is investing heavily in renewable energy infrastructure, including the Mohammed bin Rashid Al Maktoum Solar Park, to achieve 100% clean energy production by 2050.

SUPPLY-SIDE EFFICIENCY

DEWA drives resource efficiency through supply-side energy efficiency improvements and optimisation projects, ensuring operational excellence and reduced emissions.

DEMAND-SIDE EFFICIENCY

Through the Dubai Demand Side Management Strategy, DEWA targets a 30% reduction in electricity and water consumption by 2030. This is being achieved through innovative demand-side programmes and active public awareness and engagement.

TECHNOLOGY AND INNOVATION

Leveraging advanced technologies such as AI, the IoT and smart grids, DEWA optimises energy use, reduces emissions and enhances operational efficiency.

RESILIENCE AND ADAPTATION

To ensure reliable service and efficient delivery under different weather conditions, DEWA implements measures to strengthen the resilience of infrastructure and operations, including a comprehensive climate change resilience plan, diversification of generation and desalination sites, and advanced asset management practices.

MONITORING AND REPORTING

DEWA's Carbon Dioxide (CO_2) Emission Reduction Programme is supported by a robust monitoring, reporting and verification (MRV) framework compliant with ISO 14064, ensuring transparency and accountability in emissions management.

DEWA'S OFFSETTING PROGRAMME

DEWA implements offsetting initiatives through market mechanisms, including the Voluntary Carbon Markets via the Clean Development Mechanism (CDM) and International Renewable Energy Certificates (i-RECs) to support decarbonisation efforts.

Through these initiatives, DEWA demonstrates leadership in tackling climate change, delivering sustainable energy solutions and fostering a resilient, low-carbon future for Dubai and its residents. The following sections delve deeper into specific areas, including our CO_2 ERP, Greenhouse Gas Emissions Inventory, Climate Change Resilience Plan, offsetting programmes and forward-looking perspective to address emerging climate challenges.

EMISSIONS AND MITIGATION EFFORTS

(GRI 3-3, 305-1, 305-4, 305-5, EU5)

CO_2 EMISSION REDUCTION PROGRAMME

DEWA is committed to reducing its carbon footprint while ensuring a secure, reliable and affordable supply of power and water. Since the launch of the award-winning Carbon Dioxide ERP in 2012, DEWA has systematically worked to abate emissions through a long-term strategy that analyses current greenhouse gas (GHG) emissions, sets reduction targets through 2030 and integrates these objectives into business decisions and growth strategies. These efforts have significantly contributed to Dubai's carbon reduction, achieving the targets of the Dubai Carbon Abatement Strategy 2021.

The ERP is built on three strategic pillars: a climate change functional strategy, long-term emission reduction targets and forecasting, and a robust MRV system aligned with DEWA's performance management framework. The programme addresses reductions across both the demand and supply sides, considering Dubai's energy and water growth needs, rationalisation initiatives, supply-side efficiency improvements and energy mix diversification. ERP targets were developed to measure emissions intensity in terms of tonnes of carbon dioxide equivalent emitted per megawatt-hour (tCO_2e/MWh) and absolute emissions such as tonnes of carbon dioxide equivalent (tCO_2e) for short, medium and long-term actions leading to 2030, using 2010 as the baseline. DEWA is committed to reducing the power and water sector's GHG emissions as part of the Dubai Carbon Abatement Strategy 2030 that sets a 30% GHG emissions reduction by 2030, in comparison to 2018 baseline emissions. Additionally, DEWA remains steadfast in providing 100% of energy production capacity from clean energy sources by 2050 as part of the Dubai Clean Energy Strategy 2050 and the Dubai Net Zero Carbon Emissions Strategy 2050.

GREENHOUSE GAS EMISSIONS OVERVIEW

Since 2012, DEWA has maintained a comprehensive MRV framework for reporting GHG emissions, setting a benchmark for transparency and accuracy in the region. This framework supports the preparation of DEWA's annual Carbon Footprint report in accordance with the GHG Protocol and ISO 14064-1:2018, ensuring compatibility with national and international GHG registries requirements.

DEWA annually reports its Carbon Footprint Report which provides a detailed quantification of its greenhouse gas emissions, categorised into direct and indirect GHG emission reports:

Category 1
Direct GHG Emissions

DEWA's Category 1 emissions encompass all direct emissions resulting from its operations. These include fuel combustion during power generation and water desalination, which represents the largest share of direct emissions. Additionally, emissions are generated from sulphur hexafluoride (SF_6) usage in circuit breakers, fuel combustion in DEWA-owned vehicles and leased vehicles, and refrigerants used for air conditioning and maintenance activities. Additionally, smaller emission sources – such as CO_2 used in fire protection systems and laboratories, diesel consumption for back-up generators, acetylene for maintenance works, LPG used in cable termination and process emissions from desalination – are also included in this category. DEWA covers all required greenhouse gases as per the Intergovernmental Panel on Climate Change (IPCC), which include carbon dioxide (CO_2), methane (CH_4), nitrous oxide (N_2O), hydrofluorocarbons (HFCs), perfluorocarbons (PFCs) sulphur hexafluoride (SF_6) and nitrogen trifluoride (NF_3). DEWA's comprehensive monitoring framework ensures accurate reporting and alignment with international standards. In 2024, DEWA's total category 1 emissions were 26.95 million tonnes of carbon dioxide equivalent ($MtCO_2e$), compared to the BAU scenario of 36.98 $MtCO_2e$. While the Carbon intensity based on Grid Emission Factor for Electricity is 0.4045 tCO_2e/MWh.

Category 2
Indirect GHG Emissions from Imported Energy

Category 2 emissions include indirect GHG emissions from the consumption of purchased electricity or steam. For DEWA, this specifically refers to emissions from imported electricity integrated into its operations. As DEWA is both the producer of electricity and water, emissions from its own energy consumption, such as auxiliary power for generation and desalination or operational site usage, are already accounted for under Category 1 (Direct

Emissions). This ensures alignment with GHG Protocol standards and prevents double counting.

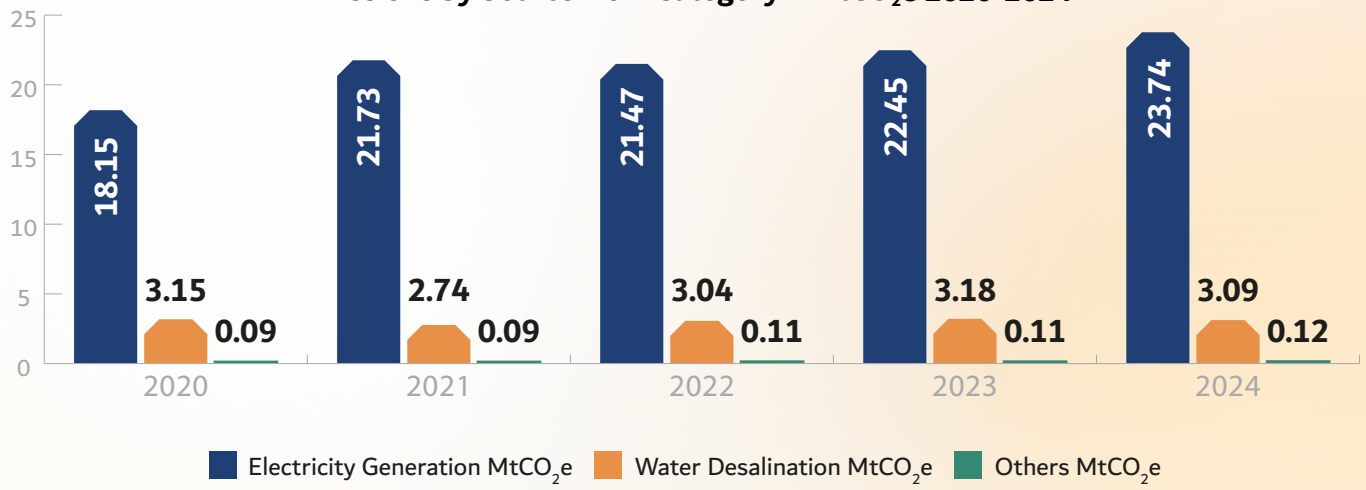
Since 2023, DEWA has been reporting emissions from imported electricity generated by the Warsan Waste-to-Energy (WTE) Project, managed by Dubai Municipality. This facility processes municipal solid waste to produce electricity, which is integrated into DEWA's power grid. By separately accounting for these emissions, DEWA maintains transparency in its reporting. In 2024, Category 2 emissions were 562,096.61 tCO_2e from imported electricity.

Category 3
Indirect GHG Emissions from Transport

DEWA's Category 3 emissions include indirect emissions associated with transport activities not directly controlled by DEWA but linked to its operations, which cover emissions from the transport of employees for business-related activities, as well as emissions from the transportation of employees between their homes and their worksites. By incorporating Category 3 emissions into its reporting framework, DEWA takes a holistic approach to managing its carbon footprint and addressing all relevant sources of GHG emissions. In 2024, Category 3 reported emissions were 40,915.00 tCO_2e, covering emissions from both business travel and employee commuting activities.

DEWA consolidates and monitors its GHG emissions using an operational control approach, quantifying them in terms of CO_2 equivalents. The quantification methodology multiplies GHG activity data by relevant emission factors, ensuring accuracy, completeness and transparency.

Emissions by Source from Category 1 $MtCO_2e$ 2020-2024

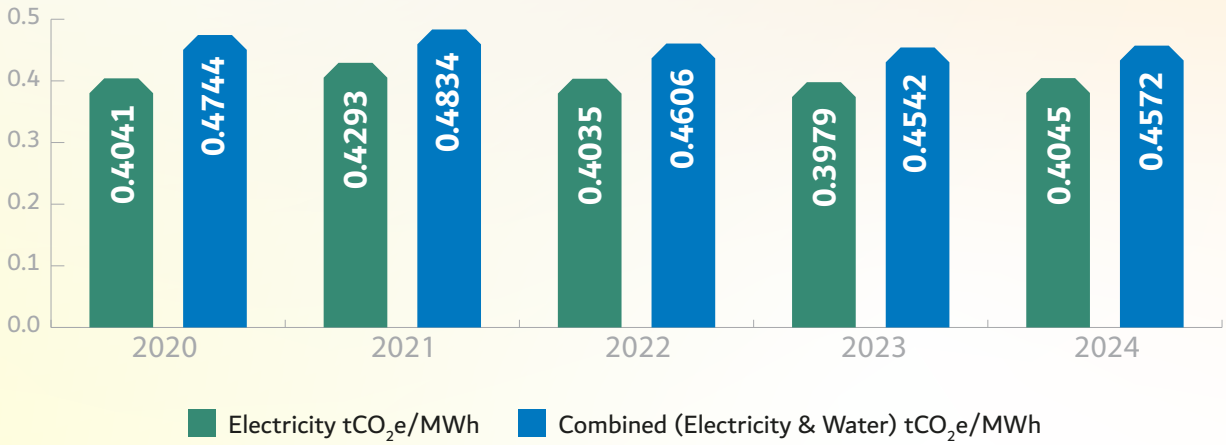


GHG sinks have not been considered and therefore GHG removals have not been quantified or reported.

Exclusions: No emission sources have been excluded from the inventory.

Figures in this report have been updated following the ISO14064-3 certification.

Carbon Intensity tCO_2e/MWh 2020-2024



Figures in this report have been updated following the ISO14064-3 certification.

By implementing the ERP, adopting circular economy practices and leveraging innovative and sustainable technology, DEWA continues to lead climate mitigation efforts, driving sustainable energy solutions and reducing its overall carbon footprint while contributing to Dubai's low-carbon economy and long-term climate goals.

MINIMISATION OF AIR EMISSIONS

(GRI 305-7)

In line with its commitment to reducing carbon emissions, DEWA prioritises the mitigation of air pollutants by minimising and controlling harmful substances such as sulphur dioxide (SO_2), nitrogen oxide (NO_X) and sulphur hexafluoride (SF_6), which have significant environmental effects.

In 2024, SO_2 emissions were recorded at 0.53 parts per million (ppm). Additionally, DEWA achieved a reduction in NO_X emissions across all units, including those using various fuel types, including gas turbines and boilers, bringing levels down to 16.42 ppm in 2024. The accompanying graphs illustrate the average annual emissions of NO_X and SO_2.

Emission Type	2020	2021	2022	2023	2024
Nitrogen oxide (NO_x) in ppm	18.91	17.55	17.36	16.69	16.42
Sulphur dioxide (SO_2) in ppm	0.55	0.54	0.52	0.49	0.53

CLIMATE RESILIENCE AND ADAPTATION

DEWA'S CLIMATE CHANGE RESILIENCE PLAN

Climate change has become a critical global priority, posing significant challenges to communities and industries worldwide. It drives extreme weather events such as heatwaves, floods, droughts and storms, which also affect the power and water sectors in the UAE. At DEWA, we recognise climate change as a multifaceted risk with physical, economic, regulatory and reputational implications for our business. In response, DEWA has developed a comprehensive Climate Change Resilience Plan to evaluate, understand and address these risks across our assets and operations.

As one of the first entities in the region to establish such a plan, DEWA's Climate Change Resilience Plan identifies existing mitigation measures, preventive controls and future resilience actions. Guided by a clear vision and principles, the plan ensures the resilience of the power and water sectors, aligning with global best practice. It is integrated into DEWA's Enterprise Risk Management (ERM) system and strategic planning to deliver a structured, forward-thinking approach.

DEWA's Climate Change Resilience Plan Framework

Vision	To be a climate-resilient utility, ensuring sustainable, innovative and robust operations and infrastructure capable of withstanding the effects of climate change.
Guiding principles	**Robustness:** Strengthening systems to endure climate-related disruptions **Resourcefulness:** Optimising resources to adapt to changing conditions **Rapid Recovery:** Ensuring swift restoration of services after climate impacts **Adaptability:** Continuously evolving to address new climate challenges
Approach	Conduct comprehensive **Risk Assessments** Implement effective **Prevention and Management** strategies Adopt **Adaptive Practices** to build resilience Foster **Stakeholder Engagement** to drive collaborative action

Goals	1. Integrate climate change considerations into core business practices 2. Align with local, national and international climate resilience plans 3. Maintain a robust, evidence-based resilience plan 4. Ensure safe and sustainable operations across all activities 5. Build and sustain resilient infrastructure to withstand climate effects 6. Develop a business model aligned with global strategies and policies 7. Enhance DEWA's overall adaptive capacity to respond to climate risks

IDENTIFYING CLIMATE-RELATED RISKS

To prepare for an uncertain future, DEWA analysed global and regional climate trends and projections using advanced climate models. This comprehensive analysis provided insights into climatic trends at both global and local levels, enabling the identification of physical and transitional risks posed by climate change. DEWA classified these risks into two key drivers:

- **Policy Drivers:** Risks stemming from global, national and regional climate policies and strategies that could affect DEWA's operations and strategic goals.
- **Climate Drivers:** Risks associated with specific climate variables, such as temperature, precipitation and extreme weather events, based on regional trends and projections aligned with the Dubai Climate Change Adaptation Strategy.

DEWA's risk assessments consider variations in geography, climate conditions across the UAE and facility-specific factors such as location, age and design. These assessments are vital for identifying vulnerabilities and shaping effective resilience measures.

GOVERNANCE AND BUILDING RESILIENCE FOR THE FUTURE

In 2020, DEWA introduced "Climate Change Risk" into its ERM system, governed by the Group Risk & Resilience Committee and monitored annually. This risk captures the potential impact from both policy and climate drivers on DEWA's strategy and operations, with financial and non-financial implications. DEWA's governance framework includes the development of risk heat maps, classification of risks and identification of key risk indicators to ensure comprehensive management.

Annually, DEWA monitors, reviews and verifies the key preventive controls and mitigation measures outlined in the Climate Change Resilience Plan to address the identified risks. With an established governance structure, DEWA's climate resilience team continues to analyse climate change drivers, classify and rank risks, and assess vulnerabilities and opportunities. The team monitors climate trends and drivers to mitigate potential effects on DEWA's physical assets and ensure uninterrupted operations.

DEWA's Climate Change Resilience Plan reflects our unwavering commitment to safeguarding Dubai's power and water infrastructure against climate-related risks. By embedding climate resilience into our governance framework and operations, DEWA ensures the continuity and reliability of essential services while supporting the UAE's broader climate adaptation goals.

DEWA OFFSETTING PROGRAMME

(GRI 302-1, 304-4)

Climate action encompasses a wide range of approaches aimed at addressing and mitigating climate change. Market mechanisms emerged as a tool for climate action primarily due to their ability to harness economic incentives to address environmental challenges like climate change by encouraging emissions reductions, promoting renewable energy adoption and driving sustainable development. By aligning environmental goals with market forces, they offer flexible and cost-effective solutions to address climate change.

DEWA implements its offsetting programme by utilising two forms of market mechanisms: Voluntary Carbon Markets through the CDM and International Renewable Energy Certificates (i-RECs).

THE CLEAN DEVELOPMENT MECHANISM (CDM)

Carbon markets are platforms where individuals, organisations and companies purchase carbon credits to mitigate their carbon footprint (including emissions from purchased electricity) or to support emissions reduction projects.

One type of carbon credit is Certified Emission Reductions (CERs), which can be generated from emission-reducing projects such as renewable energy projects or energy efficiency projects that have been registered under the CDM of the United Nations Framework Convention on Climate Change (UNFCCC). Each carbon credit symbolises a tangible reduction in carbon emissions, with one CER offsetting one tonne of CO_2 equivalent emissions.

The CERs can be purchased, sold or can be used to meet compliance targets or for offsetting purposes (such as for events). This mechanism provides an incentive for project developers and investors to earn back a portion of their investment in clean and sustainable projects.

In 2012, DEWA initiated the implementation of its Offsetting Programme by registering several emission-reduction projects under the CDM of the UNFCCC: the 13MW first phase and the 200MW second phase of the Mohammed bin Rashid Al Maktoum Solar Park, the Thermal Energy Storage Turbine Inlet Air Cooling (TESTIAC) and the small-scale Solar Programme of Activities.

DEWA had certified 181,625 CERs from its registered projects as of the end of 2024.

THE INTERNATIONAL RENEWABLE ENERGY CERTIFICATE (i-RECS)

The i-REC Standard is a voluntary system for international trade in renewable energy certificates, created to provide electric utilities with a financial incentive to increase the proportion of renewable or clean energy in their supply mix compared to fossil fuels. It aims to offset the environmental impact of the purchaser's non-renewable energy use by subsidising clean energy from renewable sources.

i-RECs are a verified record of electricity generated at a registered renewable energy Production Device recorded in the i-REC Registry. These certificates are unbounded from physical electricity and can be sold or traded separately, where one i-REC is equivalent to one MWh of renewable electricity produced.

i-RECs are particularly useful to companies with global operations and a target to source renewable energy for strategy or compliance purposes.

DEWA was the first entity in the MENA region to join the renewable energy market in 2017 through the i-RECs Registry Platform, issuing i-RECs from the Mohammed bin Rashid Al Maktoum Solar Park.

Building on Dubai Economic Agenda D33, which aims to propel the Emirate's economic growth and solidify its position among the top global cities, in 2024, DEWA also launched the "Procedure for Preferential Allocation of i-RECs to Eligible Companies" under the Dubai D33 Industry Friendly Policy. The procedure will give priority to eligible D33 companies making i-RECs purchases as an incentive to achieve a cleaner energy mix and accelerate the Dubai's sustainability ambitions.

DEWA has also signed an agreement to fully power Expo City using renewable energy, marking a significant milestone in its journey towards achieving net-zero emissions by 2050.

Expanding on Expo City's current on-site renewable energy capacity, DEWA will provide solar energy to the entire site through i-RECs sourced from the Mohammed bin Rashid Al Maktoum Solar Park.

DEWA initially supplied 100,000 MWh of power to cover consumption throughout 2023. This covers Expo City's hosting of COP28, the largest climate conference that was held in Dubai in December 2023 and saw the adoption of the UAE Consensus. Additionally, i-RECs will be incorporated in the future to cater to the growing energy needs of the community.

WATER & EFFLUENT

(GRI 3-3, 303-1,303-2, 303-3, 303-4,303-5, 306-1, 306-5)

SUSTAINABILITY OF WATER PRODUCTION

With Dubai's continued growth driving an increase in water demand, DEWA remains committed to meeting the needs of its customers. As of 2024, the installed desalinated water production capacity stood at 495 million imperial gallons per day (MIGD). In alignment with DEWA's strategy to decouple power generation from water desalination, all future water production expansions will utilise seawater reverse osmosis (SWRO) technology powered by renewable energy sources.

By the end of 2024, the total

number of water customer accounts reached 1,103,245, compared to 1,048,913 accounts at the close of 2023. DEWA produced 150,478 MIG of desalinated water in 2024, maintaining the installed capacity of 495 MIGD. The peak daily water demand was recorded at 455.067 MIG on 26 August 2024, marking a 4.92% increase compared to 2023. Average daily water demand also rose to 413.865 MIGD in 2024 from 394.884 MIGD in 2023, reflecting a growth of 4.81%.

Year	Installed Capacity (MIGD)	Total Water Production (MIG)
2020	470	121,006
2021	490	126,147
2022	490	136,254
2023	495	143,309
2024	**495**	**150,478**

The peak monthly average demand was observed in September 2024, at 444.773 MIGD, reflecting a 3.86% growth compared to the same period in 2023.

For emergency purposes, DEWA maintains an installed capacity of approximately 35.56 MIGD from underground wells, with total production from wells reaching 369.504 MIG in 2024. Daily production from groundwater wells averaged 1.01 MIGD, ensuring the operational readiness of these wells for emergency use. Groundwater production is closely monitored through meters installed on each well to ensure efficiency and reliability.

The total amount of water withdrawn through seawater in 2024 was 6,413.95 million cubic metres. Moreover, the total amount of water withdrawn through DEWA water wells was 369.504 MIG. This is considered 'Other Water' since the average Total Dissolved Solids (TDS) for well water are more than 1,000 mg/L (i.e. 1,500 mg/L precisely).

WATER DATA

Year	Installed Capacity (Underground Wells) MIGD
2020	32
2021	35
2022	35.56
2023	35.56
2024	**35.56**

DEWA's Jebel Ali Power and Desalination Complex has been confirmed by Guinness World Records as the largest water desalination plant in the world, with a production capacity of 490 million MIGD, which is equivalent to 2,227,587 cubic metres per day.

Furthermore, the potable water produced, transmitted and distributed by DEWA is in compliance with the requirements of the latest potable water guidelines issued by the World Health Organization (WHO).

Sl. No.	Particulars of Analysis	WHO Guideline Value (Max)	DEWA-JAPS Specification	DEWA-JAPS Typical Figure
1	pH value	6.5 ~ 8.5	7.90 - 8.50	8.34
2	Conductivity	-	200 - 900	393
3	TDS	1000	100 - 450	216
4	Chlorine Dioxide	-	0.40 - 0.45	0.44
5	Turbidity	-	< 5.0	0.87
6	M-Alkalinity	-	25 - 65	51.4
7	Carbonate	-	0 - 10	1.4
8	Bicarbonate	-	30 - 80	61.0
9	Total Hardness	500	40 - 120	61.3
10	Calcium Hardness	-	25 - 65	41
11	Calcium	-	10 - 26	16.4

12	Magnesium	-	2 - 20	4.9
13	Chloride	250	25 - 250	82.8
14	Sulphate	250	2 - 35	8.7
15	Free Carbon dioxide	-	≤ 1.5	0.48
16	Fluoride	1.5	≤ 1.5	<0.05
17	Chromium	0.05	< 0.05	<0.0020
18	Iron	-	≤ 0.3	0.0144
19	Copper	2	≤ 1.0	0.0354
20	Nickel	0.07	≤ 0.07	0.0093
21	Cadmium	0.003	≤ 0.003	<0.0020
22	Mercury	0.006	≤ 0.006	<0.0020
23	Sodium	200	10 - 200	51.20
24	Lead	0.01	≤ 0.01	<0.0020
25	Boron	2.4	≤ 2.4	0.2970
26	Cyanide	-	≤ 0.07	<0.005
27	Selenium	0.04	≤ 0.04	<0.0020
28	Arsenic	0.01	≤ 0.01	<0.0020
29	Manganese	0.08	≤0.08	0.0026
30	Molybdenum	-	≤ 0.07	<0.0020
31	Antimony	0.02	≤ 0.02	<0.0020
32	Barium	1.3	≤ 0.7	<0.0020
33	Uranium	0.03	≤ 0.03	<0.0020
34	Nitrate	50	≤ 50	<0.05
35	Nitrite	3	≤ 3	<0.05
36	Bromate	0.01	≤ 0.01	<0.0002
37	Chlorite	0.7	≤ 0.7	0.1993
38	Chlorate	0.7	≤ 0.7	0.1879
39	TTHMs (Concentration ratio)	1	≤ 1.0	0.1378
a)	Chloroform	0.3	≤ 0.3	<0.001
b)	Bromoform	0.1	≤ 0.1	0.014
c)	Dibromochloro methane	0.1	≤ 0.1	<0.001
d)	Bromodichloro methane	0.06	≤ 0.06	<0.001

40	Dissolved hydrocarbons	-	< 0.01 (*)	<0.01
41	Total Coliform Bacteria	Absent	Absent	
42	E. Coli Bacteria	Absent	Absent	
43	Saturation pH	-	7.89 ~ 8.49	8.24
44	Saturation Index		Positive	Positive

- (*)The taste and smell threshold value varies widley according to product and it is 0.0005 ppm (mg/L) for hydrocarbons and distillate should be dumped if it is having smell of oil
- DEWA JAPS typical figure is the average of individual station averages during the year 2023
- WHO guideline values is based on WHO guidelines for drinking water quality fourth edition incorporation the first and second addenda - 2022

WATER PROJECT

Water security is a national priority for the UAE. The UAE Water Security Strategy 2036 aims to ensure sustainable access to water during normal and emergency conditions and address future water security challenges in the long run. Therefore, DEWA is heavily investing in water projects as it is considered as one of DEWA's core businesses and responsibility.

HYDROELECTRIC POWER PLANT IN HATTA

(GRI 203-1, 203-2)

DEWA has announced that its pioneering pumped-storage hydroelectric power plant in Hatta is 96% complete. Generator installations are currently under way, with trial operations scheduled to begin in the second quarter of 2025. The upper dam, which features a 72-metre-high main wall and a 37-metre-high side dam, has been fully filled in preparation for operations.

Designed as an advanced energy storage facility, the plant achieves a turnaround efficiency of 78.9%. It uses the potential energy of water stored in the upper dam, which is converted into kinetic energy as water flows through a 1.2-kilometre subterranean tunnel. This kinetic energy drives turbines, transforming mechanical energy into electrical power that can be supplied to DEWA's grid within 90 seconds to meet demand. To store energy, clean power from the Mohammed bin Rashid Al Maktoum Solar Park is used to pump water back to the upper dam, converting electrical power into kinetic energy.

The facility will deliver a production capacity of 250MW and a storage capacity of 1,500 MWh, with a lifespan of up to 80 years. As the first project of its kind in the Arabian Gulf region, it represents an AED 1.421 billion investment and is expected to be completed by the end of the second quarter of 2025.

This initiative aligns with DEWA's comprehensive vision to enhance Hatta's sustainable development, create innovative job opportunities for Emiratis, and support the Dubai Clean Energy Strategy and the Dubai Net Zero Carbon Emissions Strategy 2050. The project also contributes to diversifying Dubai's renewable energy portfolio through technologies such as solar PV panels, concentrated solar power and green hydrogen production.

PROGRESS OF HATTA MASTER DEVELOPMENT PLAN

His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, reviewed the progress of 65 key initiatives under the Hatta Master Development Plan, valued at AED 3.6 billion. Of these, 41 projects had been completed by the end of 2024. The initiatives focus on enhancing the quality of life, services and socio-economic development in Hatta in alignment with Dubai Vision 2030, the Dubai Economic Agenda D33 and the Dubai Social Agenda 33.

UNVEILING OF HATTA SUSTAINABLE WATERFALLS

DEWA inaugurated the Hatta Sustainable Waterfalls project, featuring a spectacular waterfall at Hatta Dam and the world's largest mosaic panel. Recognised

by Guinness World Records, the mosaic spans 2,200 square metres and is crafted from 1.2 million pieces of natural marble, paying tribute to the UAE's Founding Fathers. The project, implemented by DEWA, aims to boost tourism and investment in the region by providing local Emirati citizens with retail and food & beverage outlets free of charge.

HASSYAN

As part of its ongoing efforts to provide safe and sustainable water supplies, DEWA announced that its 120-million-gallon reservoir in Hassyan is now 82% complete. The AED 290 million project is expected to be completed in the second quarter of 2025.

The 120-million-gallon reservoir in Hassyan, along with the reservoirs commissioned this year in Al Lusaily, Enkhali and Hatta, are part of DEWA's strategy to enhance the efficiency and reliability of the water network, increase water flow and reserves, as well as meet growing demand. This will enhance the efficiency and reliability of the water network and provide stable supplies capable of meeting Dubai's economic and social development needs. The Hassyan reservoir adheres to the highest international standards in design and implementation, which contributes to enhancing the reliability of Dubai's water network and providing greater flexibility to meet the growing demand for water.

LUSAILY

DEWA announced the commissioning of a water reservoir in the Lusaily area and connected it to DEWA's water network. The project has a storage capacity of 60 MIG and cost AED 157.4 million.

By constructing new water reservoirs, DEWA aims to increase the water flow across Dubai and raise the volume of water reserves to meet growing demand, support Dubai's sustainable development goals and increase the efficiency and reliability of DEWA's water network. The reinforced concrete reservoir in Lusaily was constructed adjacent to the existing reservoir, which has a capacity of 120 MIG of desalinated water.

ENKHALI

DEWA commissioned a new water reservoir in Enkhali and connected it to Dubai's water network. The reservoir, which has a storage capacity of 120 MIG, cost AED 287.8 million. It is part of DEWA's efforts to provide state-of-the-art integrated infrastructure for electricity and water, and its endeavour to increase Dubai's water storage capacity. The 120 MIG reservoir in Enkhali and the other reservoirs in Lusaily, Hassyan and Hatta support DEWA's strategy to increase the efficiency and reliability of the water network while raising the flow and volume of water reserves to meet growing demand and sustainable development in Dubai. When the reservoirs are completed, their storage capacity will reach 1,121.3 MIG of desalinated water, compared to the current capacity of 1,001.3 MIG.

These reservoirs add to the Aquifer Storage and Recovery (ASR) project for desalinated water which DEWA completed the first phase. The full scale of the ASR project can store up to 6,000 MIG of water once completed by 2025. This makes it the largest ASR of its kind in the world to store potable water and retrieve it in case of an emergency.

DEWA'S SMART METERING

DEWA achieved 100% installation of smart water meters in Dubai, meeting the growing demand for water services. By the end of December 2024, DEWA had installed 1,103,901 smart water meters that comply with the highest international technical standards.

DEWA's ongoing efforts to develop its smart grid and state-of-the-art smart meter infrastructure have enhanced operational efficiency, permitted the management of facilities and services through smart and integrated systems using disruptive technologies of the Fourth Industrial Revolution, achieved more savings for DEWA and its stakeholders, and increased customer happiness.

DEWA is committed to realising the Dubai Economic Agenda D33 and enhancing leadership, sustainability and growth based on innovation and future technological applications. This promotes Dubai's competitiveness and consolidates its leading position as a global hub for the most prosperous digital economy. DEWA's investment in the latest systems and innovative solutions in the water sector has contributed to reducing water losses from 7.1% at the beginning of 2018 to 4.5% at the end of 2024. This resulted in DEWA saving 34.8 billion gallons of water, equivalent to AED 1.4 billion. We attach special importance to smart meters, which are the backbone of the smart grid.

DEWA manages its smart meters data through a secure, integrated, resilient and fully automated

infrastructure. Automating meter readings help customers receive instant information about their consumption patterns and manage, monitor and control their consumption proactively and digitally anytime, anywhere. This also allows customers to promptly detect and fix water leaks to reduce waste, sustain natural resources, advance net zero and sustainable development, and ensure the happiness of all stakeholders. DEWA's Smart Meters Analysis and Diagnosis Centre monitors smart meters remotely every 15 minutes.

In 2024, DEWA's fully automated Hydro Insight system, which was developed internally using the latest technologies and is a world first for a water utility, allowed DEWA to monitor all smart meters and detect anomalies in just one hour. This allowed DEWA to improve the availability of meter readings to 99.7%, with 1,074,963 water meters remotely billed in SAP. The Advanced Metering Infrastructure (AMI) improves meter reading, billing accuracy and customer happiness, and reduces water that is unaccounted for.

The state-of-the-art infrastructure for smart meters aided in the detection of more than 47,454 meter defects and 13,835 meter overload cases in the past six years. Using the smart meters, the High-Water Usage Alert service, which is part of the Smart Living initiative, helps customers detect leaks in water connections after the meter. Where there is an unusual increase in consumption, the system sends instant notifications to the customer to check their internal connections and repair any leaks. This has aided in the detection of 2.6 million water leaks at customer premises and saved the environment a total of 12.9 billion gallons.

Data Point	2023	2024
Average Time for Response + Isolation (Minutes) for Transmission Breakages	14.23	14.05
Response + Isolation Time for Transmission Breakages (40 Minutes)	100%	100%

MINIMISATION OF WATER LOSS

DEWA faces challenges related to water losses caused by pipeline breakages and leaks, often stemming from network expansion, ageing pipelines and extreme weather conditions. These challenges are further compounded by delays in accessing sites to isolate damaged pipeline segments, particularly in Dubai's high-traffic areas.

To address this issue, DEWA has implemented the Supervisory Control and Data Acquisition (SCADA) system, which enables remote monitoring and control of pipelines. Through SCADA, skilled operators can instantly detect emergencies by monitoring changes in pressure and flow transmitter readings. The system allows for the remote isolation of damaged pipeline segments using motorised valves, significantly reducing response times.

As part of this initiative, DEWA established key performance indicators (KPIs) to measure the project's effectiveness, including response and isolation times during emergencies and the percentage of the network that can be isolated remotely. The adoption of Water SCADA technology has enhanced operational efficiency and minimised water losses across the network.

WATER SECURITY AND STORAGE

(GRI 303-5)

In line with the Dubai Integrated Water Resource Management Strategy 2030, the UAE Water Security Strategy 2036 and the Comprehensive Development Plan for Hatta, DEWA has constructed two reservoirs with a combined storage capacity of 30 MIG of desalinated water, at a total cost of AED 86 million. Additionally, DEWA is advancing a strategic project to store 6 billion gallons of water in aquifers, ensuring retrieval as needed. This initiative will establish a strategic reserve of 50 MIG of desalinated water per day for up to 90 days in emergencies, while maintaining the stored water's quality against external influences.

The project is designed to enhance the efficiency and reliability of Dubai's water network, optimise water flow to address increasing demand and expand Dubai's total water storage capacity to 961.30 MIG. These efforts are aimed at meeting current and future water requirements and supporting comprehensive sustainable development across the Emirate.

The table below demonstrates the change in water storage in the Emirate of Dubai:

Change in Water Storage

Year	Total water storage at the beginning of the reporting period (MIG)	Total water storage at the end of the reporting period (MIG)	Change in water storage (MIG) (End – Beginning)
2020	611.788	412.436	-199.352
2021	412.436	661.6	249.164
2022	661.6	575.74	-85.86
2023	575.74	707.06	131.32
2024	707.06	808.221	101.161

WATER NETWORK SAVINGS

DEWA's investment in the latest systems and innovative solutions in the water sector has contributed to it saving 39.7 billion gallons of water, which is equal to AED 1.7 billion, from 2013 until the end of 2024. Furthermore, DEWA avoided the waste of more than 12.9 billion gallons of water for consumers, saving them the equivalent of about AED 712 million, by notifying them of internal water leaks within their premises.

The systems and technologies adopted by DEWA to monitor and control the water network include the SCADA Centre, the Smart Grid, the HydroNet project, the Water Smart Distribution Management System (SDMS), Smart Ball technology, pressure management and district metered systems to identify areas with leaks, and automation and digital transformation projects, as well as acoustic technology (noise loggers, ground microphones, correlators and hydrophones) and helium gas technology used in distribution pipelines to detect these in the water network.

We also develop innovative experiences to raise the efficiency and reliability of electricity and water networks to meet increasing demand in Dubai. This enhances Dubai's social and economic growth.

In 2023, DEWA successfully completed its third phase of the SCADA Centre at Al Ruwayyah BMC Building for the remote monitoring and control of both water transmission and distribution networks. This is part of its efforts to achieve digital transformation using state-of-the-art operational technology, which includes real-time hydraulic modelling, training simulation systems and advanced real-time and historical data visualisation and analytical tools.

DEWA started operating the analysis and diagnostics centre for smart meters, with remote monitoring and reading of 1,074,963 smart meters every 15 minutes. This helped DEWA's bill accuracy to reach 99%. The remote control of smart meters also identified and handled 1.9 million cases of water leaks, and reports were sent to 611,326 customers over the past three years. The number of smart water meters reached 1,103,901 by the endof 2024, compared to 1,052,444 smart water meters by the end of 2023 – an increase of 4.9%.

WASTE WATER DISCHARGE

DEWA integrates environmental solutions into its operational framework through the implementation of procedures aligned with Dubai Municipality's environmental regulations. In managing wastewater generated from the Jebel Ali Power and Desalination Stations Complex, DEWA follows a comprehensive wastewater management procedure to ensure that discharged water complies with established standards and does not adversely affect the surrounding ecosystem.

As part of this procedure, DEWA conducts ecological assessments at regular intervals. These assessments include evaluating phytoplankton, zooplankton and macrobenthos concentrations on a quarterly basis. The evaluations are performed every two months by specialised environmental service providers at designated locations situated 0.5km and 2km from the discharge points – the D, K and L stations.

Type of effluent	Total volume (m3) discharge				
	2020	2021	2022	2023	2024
Process water from Power plant	1,645,458,818	1,654,577,150	1,698,174,459	1,744,355,921	1,646,907,036
Process water from Desal plant	3,573,859,485	3,540,695,341	3,777,922,079	3,822,486,281	4,093,431,368
Water treatment plant effluent	68,406	74,831	61,298	71,562	107,770
Treated sewage water (to land)	0	0	0	0	0
Treated sewage water (to sea)	15,849	15,814	40,673	33,173	24,140
Total treated sewage water	15,849	15,814	40,673	33,173	24,140

Particulars sample	Salinity difference between the seawater at 500m & 2,000m mixing zone and ambient seawater				
	2020	2021	2022	2023	2024
D-I station	0.6	0.5	0.6	0.5	0.4
D-II station	0.6	0.6	0.7	0.4	0.6
E station	0.6	0.6	0.6	0.6	0.7
G station	0.9	0.7	0.8	0.6	0.3
K station	0.7	0.4	0.7	0.3	0.1
K-SWRO	-	-	0.5	-0.1	0.6
L station	0.4	0.9	0.8	0.7	0.4
M station	0.7	0.9	0.9	1	0.3
Average	0.7	0.7	0.7	0.5	0.4

Particulars sample	Temp difference between the seawater at 500m & 2,000m mixing zone and ambient seawater				
	2020	2021	2022	2023	2024
D-I station	1.1	0.9	1.8	1.1	1.0
D-II station	1.2	1.3	1.8	1.5	1.6
E station	1.7	1.3	1.3	1.1	1.6
G station	1.5	1.5	1.5	1.1	1.2
K station	1.1	1.1	1.3	0.8	1.0
K-SWRO	-	-	1.1	1	1.2
L station	1.3	1.6	1.3	1.8	1.1
M station	1.3	1.6	1.7	2	1.6
Average	1.3	1.3	1.5	1.3	1.3

The average of temperature and salinity difference between seawater at the mixing zone and ambient seawater 2024:

BIODIVERSITY
(GRI 101-1, 101-2, 101-5)

DEWA understands the importance of protecting biodiversity and the essential benefits of nature's ecosystem services. It has established a comprehensive approach in implementing mitigation measures to minimise environmental impacts of its operations.

The following measures are aligned with the above disclosure, demonstrating how DEWA helps to address this critical global crisis on biodiversity while fulfilling its strategic objectives, supporting the UAE's efforts to fulfil the Sustainable Development Goals (SDGs) 2030.

- **DEWA's Environmental Policy:** This is circulated to all Divisions as part of their compliance obligations. The policy includes a commitment related to biodiversity: "Providing Biodiversity Action Plans (BAPs) in all of its projects to provide stringent mitigation measures in order to ensure preservation of natural habitats".
- **Biodiversity BAPs):** As part of the implementation, DEWA is integrating BAPs into the execution of projects by outlining stringent mitigation measures aimed at preserving natural habitats, minimising the depletion of natural resources and protecting flora and fauna. DEWA also takes a proactive stance by identifying biodiversity priority areas; and avoiding operations in regions with the highest biodiversity value. For example, the construction of the Hatta Pumped-Storage Hydroelectric Power Plant demonstrated that biodiversity and archaeological matters were being effectively managed, where an environmental impact assessment (EIA) was undertaken, which includes an ecological assessment, and the biodiversity action plans implemented as part of the EIA as the site lies in a RAMSAR protection zone. This was assessed and confirmed through the fulfilment of criteria 2.09 on biodiversity management and enhancement in a 2024 British Safety Council Audit Report.
- **Mangrove Planting and Clean-up Initiatives:** Realising the importance of mangrove trees to preserve biodiversity, DEWA organised a campaign to plant mangrove saplings in

the Jebel Ali Marine Reserve in collaboration with Emirates Marine Environmental Group (EMEG). This campaign supports national goals to promote the sustainability of mangrove forests by planting 100 million mangrove trees in the UAE by 2030.

- **Ecological Assessment:** DEWA ensures that discharged water meets prescribed standards and poses no harm to the surrounding ecosystem. As part of this measure, bimonthly and quarterly ecological assessments (phytoplankton/ zooplankton and macrobenthos respectively) are carried out at distances of 500 metres and 2km away from the discharge points by a specialist environmental service provider.

DEWA'S WASTE MANAGEMENT

(GRI 3-3, 306-4, 306-5)

DEWA has implemented a state-of-the-art waste management programme that aligns with national and international best practices. The programme encompasses the segregation and disposal of various waste types, including hazardous, non-hazardous, and general waste, employing appropriate methods to ensure compliance with local and federal regulations, as well as DEWA's internal policies.

Recognising the critical role of waste management in its operations, DEWA has developed a highly effective system tailored to the diverse scopes and operational practices of its divisions. Despite these tailored approaches, the programme maintains a unified objective: capturing and reducing waste generation across all activities.

CIRCULAR ECONOMY INTEGRATION

In line with its sustainability agenda, DEWA introduced a Circular Economy strategy, built on five guiding principles. The third principle, Value Retention and End of Life Treatment, directly supports waste management efforts by mapping divisional waste streams and implementing strategies to minimise waste generation. DEWA follows the 5Rs framework – Refuse, Reduce, Reuse/Repair, Repurpose/Recover, and Recycle – to conserve landfill space, protect natural resources and encourage waste minimisation.

OPERATIONAL WASTE MANAGEMENT

In 2024, DEWA managed the transportation of its general waste to municipal disposal areas in collaboration with Dubai Municipality. For hazardous waste management, DEWA partners with certified third-party companies to ensure the safe collection, storage, transport and disposal of hazardous materials in line with local, federal and international standards.

SUSTAINABLE PRACTICES AND REVENUE GENERATION

DEWA's commitment to sustainability extends to the monetisation of scrap and recyclable materials.

The following table provides a detailed breakdown of hazardous and non-hazardous waste generated and the respective disposal methods.

		Year		
Waste	**Unit**	**2022**	**2023**	**2024**
General waste	**Tonnes**	5,297.68	3089.7	**5,773.27**
Hazardous waste	**Tonnes**	418.337	338.35	**375.44**
Wooden packing reused	**Cubic Foot**	9,278	4739	**5,530.00**
Wastewater recovered	**MIG**	285.13	293.86	**314.55**
Waste oil recovered for use	**Litres**	15,911	8182.80	**3,636.80**
Recycled wastepaper	**Tonnes**	118.87	137.05	**152.78**
Spill pallet made of IBC drum	**No.**	150	248	**240**
Revenue from scrap/waste materials sold - Consolidated	**AED**	103,118,000	104,177,000	**64,693,000**

04 Social Perspective

SOCIAL PERSPECTIVE

EMPLOYMENT
(GRI 3-3)

DEWA is committed to attracting, developing and retaining skilled talent to ensure the delivery of reliable and efficient electricity and water services in Dubai. The organisation has adopted a comprehensive talent management strategy focused on identifying critical skills, providing training opportunities and fostering employee growth.

Employee engagement is a key priority, supported by open communication channels, feedback mechanisms and regular surveys to gather employee insights and suggestions. Through the 'AFKARI' platform, employees are encouraged to contribute ideas that improve overall organisational performance.

It is an ongoing process where goals are set, progress is tracked, feedback is given and performance is reviewed. The aim is to align employees' work with company goals, supporting their development. It helps to improve engagement and encourage growth, contributing to overall success.

To ensure continuous improvement, DEWA regularly reviews and updates its policies and practices, striving to deliver exceptional service to its customers, employees, and the wider community. For DEWA's latest policies, you may refer to page 21 from this report

A WORLD-CLASS WORKFORCE
(GRI 2-7, 2-8, 401-1, 404-1, 405-1, 406-1, EU15)

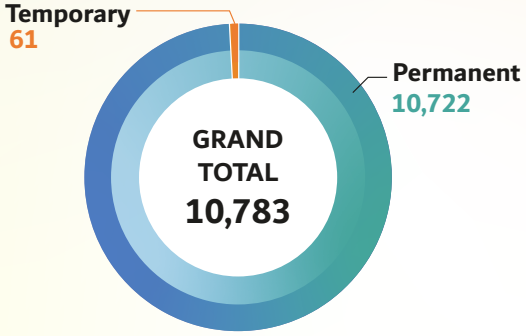
DEWA's workforce reflects a commitment to diversity, integrating UAE nationals and expatriates across all genders, cultures and educational backgrounds. The organisation prioritises the recruitment and development of local talent, resulting in a significant representation of UAE nationals within its workforce.

Comprising skilled professionals such as engineers, technicians and specialists, DEWA's team is equipped to deliver reliable electricity and water services. As of 2024, the organisation employed 10,722 individuals, with 18% being female and 82% male, demonstrating DEWA's dedication to fostering gender-inclusive employment practices.

Total number of newly hired Emirati employees during 2024	**128**
Number of newly hired employees (middle management positions)	**20**
Number of newly hired employees (nonsupervisory positions)	**198**
DEWA's total number of employees in 2024 (excluding temporary employees)	**10,722**
% of females (based on the total number of employees)	**18%**
% of males (based on the total number of employees)	**82%**

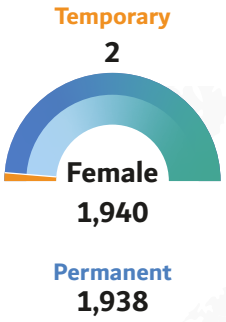
DEWA nurtures a culture that motivates employees to integrate innovation and excellence into their work, fostering sustainable long-term growth. The organisation ensures equal opportunities for all employees, regardless of gender, race, nationality, age or creed, in accordance with UAE government policies and regulations. Importantly, **there were no documented instances of discrimination during the reporting period in 2024.**

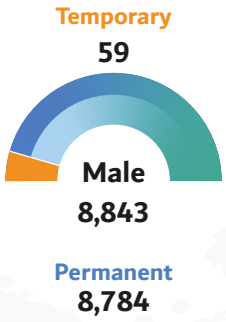
Total Number of Employees



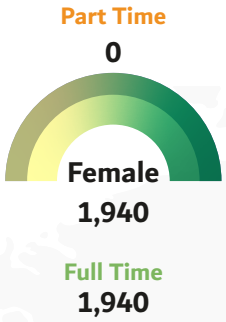
*DEWA doesn't have any non-guaranteed hours employees.

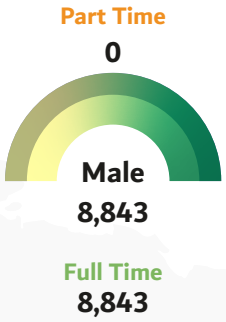
Permanent & temporary employees breakdown by gender



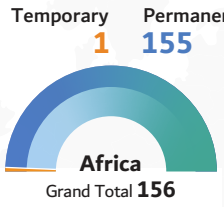


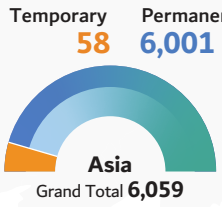
Full-time and part-time employees breakdown by gender

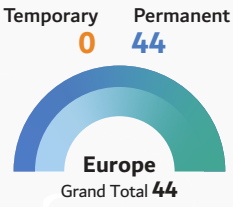


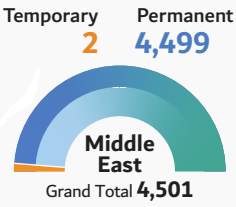


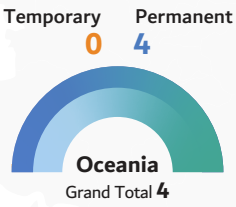
Permanent & temporary employees: breakdown by region







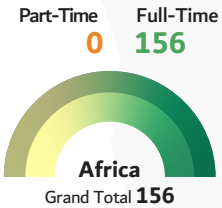


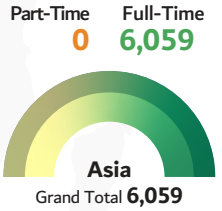


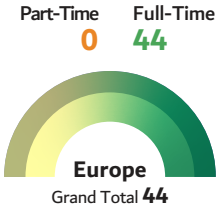
Total **Permanent** **10,722**

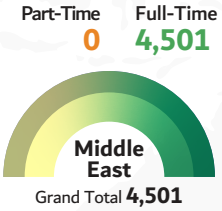
Total **Temporary** **61**

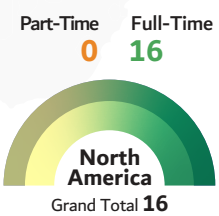
Full-time and part-time employees: breakdown by region

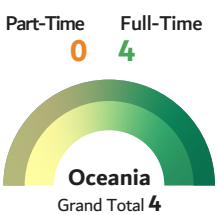












Total **Full Time** **10,783**

Total **Part Time** **0**

New employee hires and employee turnover by age group, gender, and region

Total number of new employee hires

	New Employee Hires				
Gender	**2020**	**2021**	**2022**	**2023**	**2024**
Female	44	57	43	41	35
Male	172	231	155	272	276
Total	**216**	**288**	**198**	**313**	**311**

Region Based on the World's 7 Regions	**2020**	**2021**	**2022**	**2023**	**2024**
Africa	2	6	10	27	39
Asia	210	279	186	281	270
Europe	2	3	1	2	0
North America	2	0	1	1	1
South America	0	0	0	1	1
Australia	0	0	0	1	0
Total	**216**	**288**	**198**	**313**	**311**

Age Group	**2020**	**2021**	**2022**	**2023**	**2024**
18-29	170	218	113	177	153
30-39	35	57	67	106	116
40-49	9	10	15	25	39
50-59	2	3	3	5	3
60-69	0	0	0	0	0
70-79	0	0	0	0	0
Total	**216**	**288**	**198**	**313**	**311**

Total number of employee turnover

By Gender

Gender	**2019**	**2020**	**2021**	**2022**	**2023**	**2024**
Male	251	156	211	244	232	198
Female	47	18	33	36	36	25

By Age

Category	**2019**	**2020**	**2021**	**2022**	**2023**	**2024**
Under 30	36	12	15	17	24	15
30-50	224	133	203	240	224	186
Over 50	38	29	26	23	20	22

By Region

Region	**2019**	**2020**	**2021**	**2022**	**2023**	**2024**
Africa	35	14	19	27	19	15
Asia	178	119	181	204	182	149
Australia	0	0	0	0	0	1
Europe	8	3	3	3	3	2
North America	6	2	1	0	2	1
Middle East	71	36	40	46	62	55
Total	**298**	**174**	**244**	**280**	**268**	**223**

Percentage of employees eligible to retire in the next 5 years by category and region

Retirement 5 Years

Continent	Engineers	Operators	Linesmen	Mechanics	Others	Total
Africa	5 0.5308%	1 0.1062%	0 0.0000%	0 0.0000%	16 1.6985%	22 2.3355%
Asia	165 17.5159%	68 7.2187%	0 0.0000%	29 3.0786%	455 48.3015%	717 76.1146%
Europe	0 0.0000%	0 0.0000%	0 0.0000%	0 0.0000%	19 2.0170%	19 2.0170%
Middle East	12 1.2739%	0 0.0000%	0 0.0000%	3 0.3185%	165 17.5159%	180 19.1083%
North America	0 0.0000%	0 0.0000%	0 0.0000%	0 0.0000%	4 0.4246%	4 0.4246%
Grand Total	**182** 19.3206%	**69** 7.3248%	**0** 0.0000%	**32** 3.3970%	**659** 69.9575%	**942** 8.7360%

The total number of employees eligible to retire in the next 5 years by category and region is 942.

Percentage of employees eligible to retire in the next 10 years by category and region

Retirement 10 Years

Continent	Engineers	Operators	Linesmen	Mechanics	Others	Total
Africa	8 0.4%	1 0.0472%	0 0.0000%	3 0.1416%	24 1.1326%	36 1.6989%
Asia	354 16.7%	141 6.6541%	8 0.3775%	89 4.2001%	1029 48.5606%	1621 76.5115%
Europe	0 0.0%	0 0.0000%	0 0.0000%	0 0.0000%	26 1.2270%	26 1.2270%
Middle East	31 1.5%	6 0.2832%	0 0.0000%	0 0.0000%	393 18.5465%	430 20.2934%
North America	1 0.0%	0 0.0000%	0 0.0000%	0 0.0000%	5 0.2360%	6 0.2832%
Grand Total	**394** 18.5937%	**148** 6.9844%	**8** 0.3775%	**92** 4.3417%	**1477** 69.7027%	**2119** 19.6513%

The total number of employees eligible to retire in the next 10 years by category and region is 2,119

Age Groups: under 30 years old, 30-50 years old, over 50 years old

Number of Employees

EMPLOYEE BENEFITS

(GRI 3-3, 401-2)

As a world-class workplace, DEWA rewards its employees fairly and generously, based on their performance. DEWA offers comprehensive benefits to employees to meet their personal and professional requirements. These may include:

1. Allowances (house rent deduction, duty car, nature of work allowance, mobile phone allowance, shift allowance, special shift allowance, etc.)
2. Retirement Provision (gratuity and pension schemes)
3. Leave (Earned, special, accident, condolence, sick, maternity, paternity, study or exam, Hajj, Idda and confinement leave, etc.)
4. Accommodation (leased accommodation benefits, subsidised rent in DEWA accommodation buildings, bachelor staff accommodation facilities)
5. Air Passage Entitlement
6. Children Education Allowance
7. Medical Insurance/Health care
8. Bonus
9. Joining & Repatriating tickets
10. Disability & Invalidity Coverage
11. Residence visa costs for employees and family
12. Salary advance for new joiners
13. Life insurance is voluntary. In DEWA if the employee wishes he/she can enrol in the scheme, and it is optional
14. Golden visa for deserving and entitled employees
15. **Damj:** an initiative that provides financial and educational support to DEWA Employees of Determination or those who have Children of Determination
16. **Al Khair Fund:** A social co-operation programme that is supervised by DEWA. The fund's main objective is to provide financial support to participating DEWA employees whenever they have an emergency

EMPLOYEE PARENTAL LEAVE AND RESUMED DUTY, 2024

(GRI 401-3)

Parental Leave GRI

Employee parental leave & when they resumed duty

Leave Type	Entitled to Parental Leave	Took Parental Leave	Returned to work	Returned to work rate	Retained Employees	Retention Rate**
Maternity Leave	1,209	189	125	100%	195	97.99%
Paternity Leave	7,099	342	342	100%	354	95.42%
Total	**8,308**	**531**	**467**	**100%**	**549**	

*Male employees returning to work immediately from 1 January 2024 to 31 December 2024 – 100%

**Female employees returning to work immediately from 1 October 2023 to 30 September 2024 – 100%

***Out of 199 female employees of 2023, 195 female employees are retained after 12 months (97.99%)

****Out of 371 male employees of 2023, 354 employees are retained after 12 months (95.42%)

*****531 employees have used parental leave as of 2024

DIVERSITY & EQUAL OPPORTUNITIES
(GRI 405-1)

DEWA adheres to all UAE government laws and regulations that protect the rights of workers, regardless of their religion. DEWA works to promote an inclusive and diverse work environment, treating all employees professionally, respectfully and without discrimination, as well as providing equal opportunities for success. DEWA is committed to implementing administrative action procedures that are fair, consistent, uniform and prompt to discourage negative behaviour in the workplace environment. In addition, DEWA has grievances and complaints regulations, mechanisms and systems for our employees, seconded or deputed to DEWA in order to raise any concerns or complaints from their end. The organisation is keen to improve happiness, positivity, quality of life and flexibility in the work environment. It also seeks to enhance elements of sustainable success, competitiveness and excellence, as well as achieve indicators of leadership in the human resources sector and raise indicators of happiness for employees.

DEWA adopted a Policy for Valuing and Managing HR Diversity that positively affects organisational performance. DEWA prioritises employee engagement through open communication, feedback channels and regular surveys to gather insights and suggestions. Additionally, DEWA emphasises performance management, evaluating employees based on their performance and offering feedback and coaching for skills enhancement. As a world-class workplace, DEWA rewards its employees fairly and generously based on their performance.

Scan the QR Code to view DEWA's Policy for Valuing and Managing HR Diversity:

HUMAN RIGHTS ASSESSMENT
(GRI 3-3,412-2,412-3)

In 2024, DEWA conducted 37 sessions across its divisions spanning different employee groups to discuss human rights and other employee-related rights including, but not limited to, HR policies, provisions and rules of conduct and work ethics in DEWA, HR rules and regulations and HR services. A total of 2,992 employees across all divisions had attended these sessions, which were under the name HR Awareness Sessions, by December 2024.

To ensure the upholding of human rights by contractors and suppliers engaged by DEWA, a requirement to comply with social responsibilities – as per the requirements of local laws and as outlined in International Standard SA 8000 – has been made mandatory in DEWA's vendor registration and tender conditions. This entails compliance with rules on a good working environment and non-employment of child labour, as well as observance of the Universal Declaration of Human Rights and International Labour Organization (ILO) agreements.

All tender documents include a special clause on compliance with the SA 8000 Standard, and the tenderers must include a self-assessment form on SA 8000 compliance in their offers. All DEWA bulk purchase and project procurement activities are subject to human rights reviews based on tenderers' self-assessment forms and conformity with the SA 8000 norm.

All new employees of the Contracts organization, as well as those who are already working, receive orientation training and departmental instructions circulars on the terms and conditions of contracts, which includes the SA 8000 standards.

The human rights clause was incorporated in all 1,535 bulk purchases and project contracts for the year 2024. In the year 2024, the aforementioned sum and percentage represent procurement contracts worth more than AED 8.92 billion. All the vendors behind the 12,328 orders placed in 2024 by the Local Procurement Department, with a value of AED 475.72 million, have declared their compliance with the human rights clause.

TRAINING & EDUCATION
(GRI 3-3, 404-1, 404-2,404-3)

DEWA provides a wide variety of training and development opportunities for its employees, including on-the-job training to gain practical experience in specific roles to enhance organisational knowledge. A comprehensive selection of courses is designed to develop skills and support career advancement, focusing on areas such as leadership, management, communication and technical expertise.

To foster professional growth, DEWA encourages participation in international training programmes, enabling employees to gain diverse perspectives and insights from global experts. Additionally, flexible e-learning modules are available, allowing employees to access training anytime and from any location.

Training hours per employee and by gender

Average training hours per employee

Grade/Year	2019	2020	2021	2022	2023	2024
Leadership	90.39	85.62	83.78	88.99	83.34	96.67
Management	55.73	52.96	51	54.56	55.36	56.07
Non-Supervisory	42.68	42.83	46.30	55.86	49.62	45.59
UAE Nationals	65.58	57.94	57.48	67.47	64.40	60.02

Average training hours by gender

Gender/Year	2019	2020	2021	2022	2023	2024
Male	28.26	27.01	30.43	34.9	35	34.39
Female	65.62	65.88	62.4	75.4	64.2	65.56

All eligible employees in DEWA are included in the **Employee Performance Management (EPM)** system.

- Actual submission in Cycle 2021 = **100%**
- Actual submission in Cycle 2022 = **100%**
- Actual submission in Cycle 2023 = **100%**
- Actual submission in Cycle 2024 = **Not Yet Closed**
- Percentage of Employees with **Career Path** for 2023 = **94%**
- Percentage of Employees with **Career Path** for 2024 = **98%**

OCCUPATIONAL HEALTH & SAFETY (H&S)

(GRI 3-3)

Strategically driven, DEWA operates with an Integrated Management System (IMS) for Health and Safety (H&S) Management Systems, certified by the International Organization for Standardization (ISO) standards 9001, 14001 and 45001, aligned with Dubai's Strategy (DIES-2030) both vertically and horizontally. Furthermore, DEWA in 2024 was awarded five stars in Wellbeing in line with ISO 45003:2021 (psychosocial health and safety at work – guidelines for managing psychosocial risks).

DEWA has intricately developed its IMS policy, along with IMS Procedures and process maps (at Level 1, 2 & 3 of the management hierarchical scope), in line with Federal Law No. 8 of 1980, Ministerial Order No. 32 of 1982, and Dubai Municipality's Guidelines and Code of Construction, with a governance system for H&S.

These are further horizontally aligned with dedicated health and safety procedures at the divisional, departmental and sectional levels, as well as Contractor Management. This approach is bolstered by the Dubai Excellence programme guidelines, the 10X Dubai Accelerators strategy and best practices in H&S at the international level, including those endorsed by the British Safety Council.

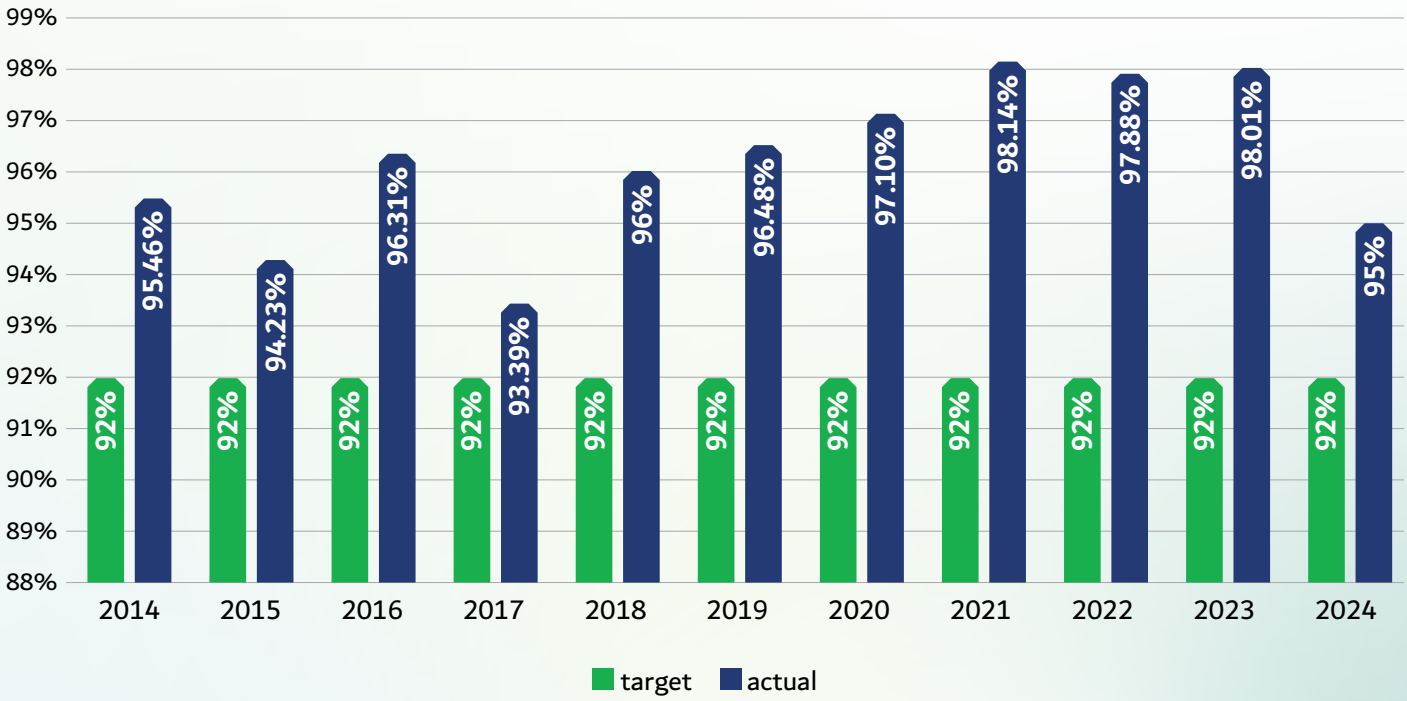
At DEWA, H&S work conditions are recognised as a human right and are addressed in authoritative intergovernmental instruments, including those of the International Labour Organization (ILO), the Organisation for Economic Co-operation and Development (OECD) and the World Health Organization (WHO). DEWA was the first organisation to achieve the COVID-19 Assurance Certificate in 2020-2021. DEWA is also committed to offer the best resources, provisions, training and support to People of Determination (POD), with dedicated guidelines developed in line with local laws,

legislation and best practice. In line with ISO 45003:2021, DEWA has dedicated mental health first aiders, employee assistance programmes and trainings for employees to manage work-related risks associated with mental and emotional distress/ concerns. DEWA has obtained the ISO 39001:2012 certification on the Road Traffic Safety Management System. It is one of the pioneering organisations to manage its systems, processes and performance on the SAP module.

DEWA follows RADAR, a European Foundation for Quality Management (EFQM) methodology for performance management, which is aligned with its dedicated 10-steps of continual improvement and the plan-do-check-act (PDCA) methodology of ISO standards.

Complementing DEWA's Health and Safety (H&S) framework are key elements such as crisis management, the Agility Framework, the Risk Management Framework and the Business Continuity Plan, each supported by dedicated strategies for strategy execution (STRATEX), capital expenditure (CAPEX), operational expenditure (OPEX) and H&S management objectives. In 2024, DEWA had won additional awards from the British Safety Council for Utilities in Health, Safety, Wellbeing and Environment. The Occupational Health and Safety (OH&S) Management System Manual classifies risks, crises, operations, functionalities and controls for all employees, consultants and contractors.

British Safety Council, 5-star Audit score %



The above is a testament of robust OH&S management system in DEWA.

HAZARD IDENTIFICATION & RISK ASSESSMENT

(GRI 403-2)

DEWA aligns with Dubai's 10X Accelerator Programme, focusing on key aspects related to human capital. This includes risk management and competency, with a 20% weighting directly linked to dependencies on people, processes and systems throughout the operational hierarchy, referred to as Legal Risk in the IMSPO3 – Health, Safety, and Environment (HSE) Risk Management & Identification procedure. This alignment involves the ERM-framework, the agility framework and the Process Map-08 (PM08) for Human Capital Development. In 2024, DEWA also incorporated Wellbeing Risk Assessments to the framework. Each of these frameworks are vertically aligned to the competency framework of DEWA under the Human Resource.

PM08 is integrated into DEWA Strategy perspectives, with section 8.3.5 specifically dedicated to the competency framework linked horizontally with departments and sections, covering both behavioural competency and technical competency within Talent Management & HR. The corporate procedure and the safety procedure

(SP14), concerning training, awareness and competency, are aligned with process maps 12.6 – Manager H&S and 12.6.1. – H&S Compliance.

Operational risks are assessed using defined KPIs/KRIs and managed through established action and mitigation plans following the RACI Matrix, which delineates roles and responsibilities both vertically and horizontally. DEWA's OH&S Manual outlines strategies, technology and quality risks in line with competency and training risk indicators within DEWA's agility framework for business continuity.

DEWA adheres to a comprehensive IMSP03: Hazard Identification and HSE Risk Assessment procedure, aligned qualitatively and quantitatively with ERM, ISO 45001 & ISO 14001 (including ISO 45002 to 45006 guidelines), and the Health & Safety Guideline (HSG-65) from the UK's Health and Safety Executive (HSE). DEWA maintains an "open-door" policy to safeguard workers against retaliation, in accordance with Dubai's HR Act and co-ordinated alongside Employee Happiness Programmes.

DEWA offers world-class training programmes affiliated with the British Safety Council, delivered in various languages and formats. These programmes align with the SP14: Training, Awareness & Competency procedure and are connected to employee performance, competence and appraisals. In 2024, DEWA further incorporated trainings and awareness on mental health in the workplace.

DEWA's balanced scorecard is linked to each strategic perspective and assigned objective, cascading to develop SMARTER objectives and defining core competencies to prevent operational risks. Tools utilised include KPIs/KRIs, LTIs, ASR, LTIFR, happiness surveys and SWOT & PESTEL analyses.

OCCUPATIONAL HEALTH SERVICES

(GRI 403-3, 403-6)

The "Human-Capital" perspective in Dubai's 4th Generation Excellence Model, criterion 5, is crucial for the UAE National Strategy for Wellbeing 2031. It supports DEWA's strategy by aligning health and wellness with strategic perspectives like world-class HSE practices and engaged stakeholders. This alignment is seen through the IMS policy's Clause 7, which integrates stakeholder happiness, health, well-being and the work environment into DEWA's "Happiness Policy".

DEWA ensures employee well-being through procedures like SP12 – Occupational Health and wellbeing, SC02-Stress & Counselling and SP16-Welfare Wellbeing, setting long-term objectives (LTOs) and short-term objectives (STOs). These objectives are implemented via IMSP01-17 procedures at a corporate level and SP01-06 procedures at the H&S Department Level, focusing on injury prevention, health screening, stress counselling and mental health.

The action plans encompass areas such as injury prevention, health screening, nutritional analysis, stress counselling, self-care, prevention, employee assistance programmes, training and mental health counselling/ consultations. Action plans are transformed into workflows during the Deployment phase (PDCA), involving stakeholders, procedures, and practical measures with determined KPIs/KRIs.

Health promotion activities include consultations, stress surveys, nutritional screenings, risk assessments and employee feedback, with an emphasis on stress management through the ESTISHARATI programme. DEWA conducts awareness campaigns on cardiovascular health, diabetes, nutrition and OH&S issues through various channels. The annual Health & Safety Week and Awareness Day promotes learning and collaboration, with significant participation from employees and external partners.

DEWA's Health & Safety Week serves as a platform to raise awareness of OH&S issues, attracting significant participation in both internal and public weeks. An annual Awareness

The Day for Contractors, Consultants and Suppliers reinforces DEWA's mission, vision and integrated administrative systems. In 2024, the physical event witnessed active engagement from 500+ participants, promoting learning and collaboration at the Health and Safety Hub during WETEX 2024.

H&S COMMUNICATIONS & REPRESENTATION

(GRI 403-4, 403-7)

STRATEGIC ALIGNMENT PHASE

The alignment with DEWA's SO2: Engaged and Happy Stakeholders perspective and the Health & Safety (H&S) Business Impact Analysis (BIA) bridges gaps between crisis management (CM) and the agility framework.

Encompassing business processes, assets, human capital and stakeholders, this is a key phase of consultation, communication and participation at the corporate levels of hierarchies.

This ensures recovery plans during and post-events in accordance with ISO 22301:2019 for Security & Resilience Business Continuity Management. DEWA's "Resilience Continuum", developed in line with ISO 31001:2019, integrates enterprise risk management with BCM and CM, enhancing H&S agility by breaking down silos and boundaries.

BUSINESS CONTINUITY PLAN

The formulation of DEWA's top-down Business Continuity Plan (BCP) is further aligned with IMS and the Responsibility Accountability Consent and Inform (RACI) matrix through a two-way communication approach, as defined in the corporate communication policy and the IMSP06: Participation, Consultation & Communication procedure (horizontal alignment).

During the BIA phase, DEWA's stakeholder matrix is derived from the "influence & impact" in the BIA, identifying and prioritising relevant stakeholder groups, communicated proactively and interactively in line with the corporate communication manual and ISO 14063:2006.

The business continuity processes involve various stakeholders, such as:

- Government entities
- Employees
- Society
- Partners
- Customers
- Suppliers
- Capital investors

Using the RADAR methodology, gaps related to availability, reliability and recoverability are determined in the BIA phase through questionnaires, PESTEL & SWOT analyses, performance reports and feedback.

The identified solutions, at both the enterprise and service levels, are communicated through various channels including engagement, inspections, meetings, SLAs, surveillance, Toolbox Talks (TBTs), surveys, risk assessments, forums, workshops/campaigns, trainings, mock drills, brainstorming sessions and annual strategy workshops. HSE co-ordinators are engaged annually in the phase reviewing strategy, procedures, budgeting and process mapping.

The BIA is reviewed by the Executive Council in Dubai, involving the Strategy & Government Communication division, with feedback collected from RTA, Dubai Ambulance, DM, DHA and Civil Defence, aligning with directives from the National Emergency and Crisis Management Authority 7000:2015 standard.

Customer feedback is gathered through satisfaction surveys, corporate social responsibility (CSR) campaigns, whistleblower reports and regular analysis of customer complaint systems.

For partners, suppliers and contractors, alignment with HSW objectives and the BCP is ensured through various activities such as workshops on crisis and emergency preparedness, site practices, IMS review meetings and interactive sessions for operational and functional viability.

Corporate and divisional level committees, along with communication channels – like the AFKARI platform, the Suggestion Scheme, the Employee Happiness Survey, DEWA's Smart Office mobile app, SAP and the Freejna portal – contribute to effective planning and development during the PDCA phase.

H&S TRAINING
(GRI 403-5)

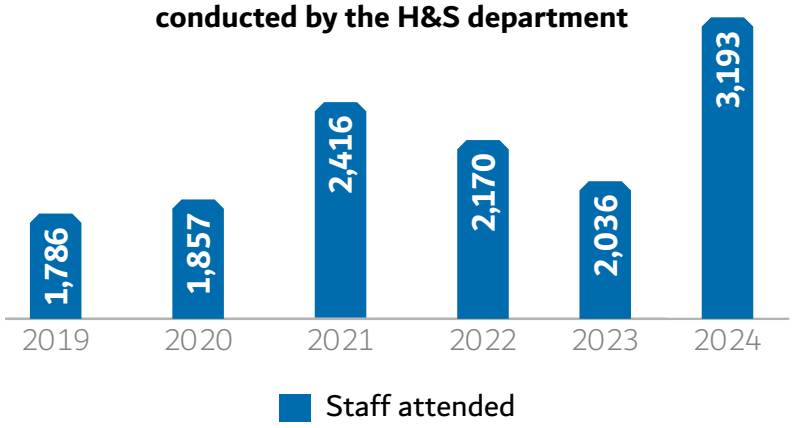
A DEWA employee undergoes a personalised Training Needs Analysis aligned with their specific competency requirements and employee appraisals, based on the performance gap analysis. The Learning and Development Department offers a comprehensive training programme focusing on the needs identified by employees.

DEWA has a dedicated H&S Training section that follows procedure SP14. They conduct formal sessions and in-house programmes, collaborating with the Learning and Development department. From 2020, DEWA has integrated traditional in-person training with AR-VR technology. The H&S training covers scope, operations, functions and prevention, and is offered in multiple languages, including Arabic, English, Urdu and Hindi. In 2024, courses and awareness sessions on mental health have been incorporated in the training needs calendar. Every employee receives job specific training to enhance their skills and development, provided at no cost and tailored to their roles and work requirements.

The Talent Management Department evaluates training through feedback, performance improvements, skills acquisition and knowledge retention. Each division's training attrition rate is monitored to meet the

target number of training hours per employee. In 2024, 3,193 employees participated in 105 training sessions and 10 campaigns with a total of 1,011 participants. Employees also benefited from 152 one-on-one consultations and received 11 informative infographics via internal communication channels.

Number of DEWA Staff who attended H&S training conducted by the H&S department



DEWA'S RESPONSIBILITIES - WORK RELATED HAZARDS

(GRI 403-9, 403-10)

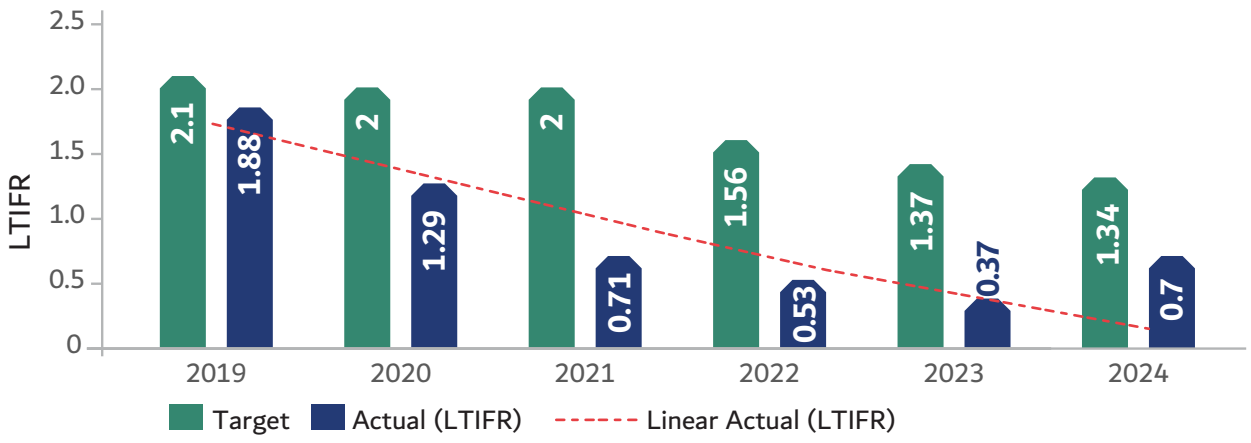
DEWA has implemented measures to address work-related hazards using a 10-step continual improvement process within key frameworks like Corporate Leadership, Energy, OH&S, Environment and Enterprise Risk.

This includes the IMSP06 procedure for communication and establishing HSW procedures, as well as process maps and KPIs. Notable actions include refining the RACI matrix in August 2023-2024, integrating a safety-culture maturity index and alignment with a Risk Management maturity chart.

Additionally, specific procedures like SP02 on Electrical Safe Work and SP09 on Fire Prevention have been reviewed and updated to incorporate best practice and address portable equipment and fire prevention measures. In 2023-24, the HSE Training Section identified OH&S behavioural categories in SP14, linking them to a competency framework for ongoing improvement. Well-being has been incorporated into performance reporting in line with the requirements of ISO 45001:2018 and ISO 45003 (guidelines).

DEWA has its own dedicated Enterprise Risk Management Department that lays the foundation of risk management methodologies in line with ISO 31000 that is cascaded to all divisions and governed under the IMSP03: Risk Management Procedure of DEWA. All hazards are determined and intricately segregated based on severity of exposure and outcome (which can be described as high, medium and low) as defined in DEWA's Global Hazard Codes. In 2024, none of the hazards caused or contributed to high-consequence injuries. The revised risk assessment for workplace mental health and well-being has been incorporated and aligned to the corporate framework of risk assessment covering psychosocial safety and psychological health & safety parameters in 2023 to 2024.

Loss time injury frequency rate (LTIFR)



Work-related injuries (403-9)

Description	Result 2024
The number and rate of fatalities because of work-related injuries	Zero
The number and rate of high-consequence work-related injuries (excluding fatalities)	Zero
Lost Time Injury Frequency Rate	0.7 (Target 1.34)
Injuries or incidents related to chemical exposure or hazard	Zero
The number and rate of recordable work-related injuries (Total Recordable Injury Rate or TRIR)	0.14 (Target 0.44)
Fatalities related to work related ill-health	Zero
The number of cases of recordable work-related ill health	Zero

LOCAL COMMUNITIES: INITIATIVES FROM DEWA TO THE COMMUNITY

(GRI 413-1)

By the end of December 31, 2024, DEWA employees logged 16,870 volunteer hours during humanitarian and community initiatives, benefiting 5,047,776 individuals both in the UAE and abroad. DEWA launched a total of 27 social initiatives during this period.

Between 2013 and 2024, DEWA launched 465 social initiatives, with employees contributing 249,843 volunteer hours in various humanitarian and social projects that benefited many countries worldwide. In 2024, the satisfaction rate with DEWA reached 94.51%.

MEER AL KHAIR

DEWA employees played an integral role in the 2024 Meer Al Khair Ramadan campaign launched by DEWA in collaboration with Al Ihsan Charitable Society in Ajman. The campaign aimed to provide essential food supplies to low-income families during the Holy Month of Ramadan, reflecting DEWA's commitment to fostering social responsibility and community welfare. The annual initiative aligns with the UAE's visionary leadership to institutionalise giving as a sustainable practice. It further underscores DEWA's dedication to enhancing the cultural and humanitarian fabric of the UAE and Dubai while promoting philanthropy as a cornerstone of Dubai's societal values. DEWA employees contributed to the success of the campaign by collecting 831 boxes of basic food supplies. Their active involvement demonstrated a strong commitment to cultivating a cohesive and compassionate community in Dubai, reflecting the core principles of Islam and the deep-rooted Emirati values of generosity, empathy and goodwill.

SCHOOL BAGS

As part of its corporate social responsibility, DEWA launched the third edition of its humanitarian initiative, "For Our Future Generations", aimed at distributing 2,500 school bags to students from low-income families. This follows last year's success, where 1,700 bags were distributed with support from DEWA subsidiaries and public and private sector entities.

Strategic partners for this year include the Dubai Land Department, the Dubai Government Human Resources Department, Dubai Municipality, the Supreme Council of Energy and ENOC, alongside DEWA subsidiaries like Mai Dubai and Digital DEWA. The Community Development Authority in Dubai and charitable associations will handle bag distribution, supported by DEWA employee volunteers.

ZAYED HUMANITARIAN DAY (19TH RAMADAN, MARCH 2024)

On Zayed Humanitarian Day, observed on 19th Ramadan (March 2024), DEWA, in collaboration with Watani Al Emarat Foundation, carried out a large-scale initiative to distribute Iftar meals across several areas in Dubai. This humanitarian effort saw the active participation of 129 employees who dedicated their time to preparing and delivering meals to individuals and families in need.

The initiative aligns with the values and legacy of UAE Founding Father, the late Sheikh Zayed bin Sultan Al Nahyan, emphasising the importance of compassion, generosity and community support. By promoting social cohesion and fostering a spirit of giving during the Holy Month of Ramadan, the programme aimed to strengthen the bonds within the community and reflect the UAE's commitment to humanitarian work.

FLAG PROTOCOL

DEWA launched a number of awareness workshops aimed at

promoting national identity and social integration. In collaboration with its partners from centres for People of Determination (POD), including the Dubai Club for People of Determination, DEWA held workshops on the UAE flag, focusing on its history, the meaning of its colours, proper display techniques and flag protocol. The workshops, which benefited 343 individuals among DEWA's staff, were designed to foster a greater sense of belonging and national pride among DEWA employees, while encouraging a more interactive and values-conscious work environment. The initiative supported DEWA's commitment to enhancing cultural awareness and social cohesion, in line with its mission to contribute to a more unified and engaged society.

PROVISION OF INFORMATION

EMPOWERING PEOPLE OF DETERMINATION

DEWA is committed to work in line with the wise directives of His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, to enhance the UAE's position as a leading country in the inclusion and empowerment of People of Determination. DEWA supports the Dubai Social Agenda 33, and we consolidate Dubai's inspiring model in empowering People of Determination, elevating their quality of life and supporting their independence and effective contribution to comprehensive and sustainable development. DEWA's journey to include and empower People of Determination began in 2015, in line with local strategies and global best practice, and is based on the rights-based model.

Between 2015 and 2024, DEWA introduced and supported various corporate social responsibility projects and activities designed to include and empower People of Determination. Over this period, a total of (107) programmes and initiatives were executed, benefiting (3,544,515) individuals and demonstrating DEWA's dedication to promoting inclusiveness and social fairness. Community happiness with DEWA's support for People of Determination (POD) reached 94.68% in 2024.

In 2024, DEWA again won the Best People-of-Determination-Friendly Entity award at the DGEP. DEWA is an incubator for inclusion locally, having conducted several awareness sessions, professional training and the sharing of knowledge and best practice with its subsidiaries, suppliers and partners in the public and private sectors. In addition, DEWA was the Strategic Partner of the sixth edition of the AccessAbilities Expo, held from 7 October to 9 October 2024 at the Dubai World Trade Centre. During the exhibition, DEWA highlighted its success in investing in the latest global technologies and practices to ensure that People of Determination have easy access to its buildings, facilities, information and services.

ACCESSIBLE SERVICES FOR PEOPLE OF DETERMINATION

DEWA supports building designs that improve accessibility for People of Determination, helping them to become more productive and effective. This is done by providing its employees and Customers of Determination with easy access to its services, buildings and facilities, including its Customer Happiness Centres. In 2024, DEWA continued its efforts in converting all its newly constructed buildings and facilities to be 100% compliant with the Dubai Universal Design Code.

In 2023-2024, Dubai Municipality presented DEWA with the highest rating for building accessibility – the Universally Accessible Golden Certificate – for 10 of its administrative buildings after it achieved the highest accessibility compliance and provided innovative assistive technologies that assist POD in their daily tasks. The innovative assistive technologies provide a variety of services for POD with different disabilities and include:

- Communication and Navigational Robot Temi that assists POD to find destinations and navigate through obstacles.
- Sign language gloves that translate hand gestures into spoken words.

Furthermore, DEWA has been re-certified by a third party to be in conformance with the international ISO standard 21542:2021 for Building Construction – Accessibility and Usability of the Built Environment for a fourth year in a row, further highlighting DEWA's continuous efforts in attaining the highest standards in the well-being of the built environment users.

In 2024, the POD H&S Standards, the inclusive COVID-19 Management System and the DEWA H&S Management System were externally validated by the 45001:2018 audit conducted by Bureau Veritas, as well as the British Safety Council Five Star H&S Audit, in which DEWA achieved an excellent result of 95% and maintained its five-star rating for 2024. DEWA won the British Safety Council Sword of Honour Award

for its inclusive H&S Management System for the 17th time in 2024, which is considered as the most prestigious award worldwide in the field of health and safety. DEWA also won British Safety Council Shield of Honour Award in 2024 for the organisation's well-being management system developed in line with the Dubai Social Agenda 33 and the UN Sustainable Development Goals 2030, which includes Goal 3 on good health and well-being. DEWA was externally validated by the British Safety Council in 2024 as "Best in Power and Utilities" for the Sword of Honour (H&S) and Shield of Honour (Wellbeing) accolades. IMS policy revision during 2024 specifically details management's commitment towards People of Determination to mitigate risk and ensure a safe area of work. In addition, DEWA has successfully conducted three follow-up refresher POD H&S inclusive awareness sessions and all Employees of Determination (EOD) signed an EOD Individual Risk Assessment. Between 2020 and 2024, DEWA trained 762 employees on the POD evacuation process, with 418 receiving training on the operation and use of POD evacuation chairs during 27 evacuation awareness workshops. In 2024 DEWA trained and licensed 154 employees as mental health first aiders (MHFA) to manage well-being and address inclusively the mental health issues of all DEWA staff in support of the Employee Assistance Programme (EAP).

DEWA is committed to providing a seamless experience and inclusive digital services that meet the needs of People of Determination, as well as easy access to information and services through its website and smart app in line with Digital Dubai Authority Standards. DEWA has created a page on its website to include and empower People of Determination. DEWA's website compliance scored 100% while the smart app attained a score of 10/10 in People of Determination Accessibility Evaluation Report by Digital Dubai Authority 2024, with Customers of Determination expressing a 97.64% level of satisfaction with DEWA's services.

DEWA's buildings have been equipped to be ready for all emergencies by placing audio and visual alarms, pull cord emergency alarms in toilets and evacuation wheelchairs on all building floors. All DEWA Customer Happiness Centres (Self-Service) provide accessible facilities to streamline services and access for People of Determination.

DEWA has launched a "digital sign language interpreter" powered by artificial intelligence (AI) to enhance the accessibility of information and translate DEWA's webpage content into sign language for People of Determination with a hearing disability. DEWA provides "Ash'ir", a live video chat service using sign language, enabling customers with hearing disability to communicate directly with the Customer Care Centre. DEWA also provides "Hayak", an online text chat with the option of a video chat service that allows customers to directly communicate with Customer Care Centre agents. DEWA also provides services through Rammas, a virtual employee that uses AI to answer customer inquiries in both Arabic and English.

DEWA is also the first UAE-based government organisation to obtain a verified WhatsApp business account supported by AI, allowing customers to communicate with DEWA 24/7 on 04-6019999 regarding all their inquiries.

In addition, DEWA has launched several campaigns to raise awareness on the inclusive facilities and services offered to them, in addition to tutorial videos in sign language to educate its customers on how to apply for various digital services through DEWA's website. Furthermore, DEWA conducted more than 84 awareness sessions to increase the knowledge of customers who are People of Determination and encourage them to adopt digital services.

In 2024, DEWA engaged with stakeholders such as Customers of Determination and Employees of Determination. DEWA collected their insights on several aspects by conducting focus groups with people with different disabilities to capture the needs of customers and engage them prior to the implementation of the initiative and marketing.

In addition to the above, DEWA provides a special discount for Sanad Card holders (UAE Nationals) on selected service fees. Moreover, DEWA provides exclusive offers and discounts for People of Determination through DEWA store, which is available on DEWA's smart app.

EMPLOYEES OF DETERMINATION

WORKING WITH EMPLOYEES OF DETERMINATION TOWARD AN INCLUSIVE WORKPLACE

DEWA has come a long way in supporting and empowering Employees of Determination at work and in society. Thus, it has launched many initiatives, programmers and services in accordance with deliberate plans and strategies that ensure an inclusive employment journey for our Employees of Determination.

DEWA has continued its efforts in developing an inclusive environment for its employees by providing all assistive technologies, reasonable accommodation and special equipment to its Employees of Determination with different disabilities.

DEWA has empowered the Absher Office, which consists of a qualified team from the Human Resources department, to provide all required administrative support to DEWA's Employees of Determination during the inclusive employment journey – from recruitment until retirement – by adopting best practice (locally and internationally). Also, the Absher Office supports the inclusion and empowerment of Employees of Determination in the workplace by providing equal opportunities to all Employees of Determination and ensure their engagement. In 2024, the Absher Office arranged 12 virtual activities, events and workshops for Employees of Determination – including lunch with them and their relatives, a visit to the Dubai Frame and Al Shindagha Museum, as well as participation in the Access Abilities Expo and the Ruwayyah, Careers UAE. The Office responds to their inquiries and provides them with reasonable accommodation, including suitable office furniture, technology or any other tools or equipment. It engages Employees of Determination through activities, initiatives and community events in line with DEWA's related policies and its guide for inclusion and empowerment.

In 2024, there was a special happiness gathering arranged for Employees of Determination, whereby 37 employees, Sadiqi and managers participated with the Absher team & HR Department representatives, with a special meet-and-greet interactive session conducted by His Excellency MD&CEO. The day was designed for POD engagement, with an interesting quiz, snacks and drinks, followed by photographs with His Excellency. The happiness of Employees of Determination reached 100% in 2024 while that of their relatives reached 98.07% during the same period.

DEWA has developed its capabilities as an inclusive institution and the number of employees trained in how to deal with People of Determination has increased from 4,458 in 2019 to 11,358 in 2024. Examples of courses conducted in 2024 include 'Skills on how to deal with People of Determination (smart learning)', 'Coaching Skills for Managers/Sadiqi of Employees of Determination', 'Awareness of Inclusive Dewa Health & Safety Guidelines', 'Professional Emirati Sign Language', 'Inclusion & accommodation awareness for POD and EOD Manager and Saddiqi Seminar'. All Employees of Determination have completed their annual training plan for 2024. The number of Employees of Determination with various disabilities increased from 19 in 2017 to 58 by the third quarter of 2024.

DEWA ACADEMY

PROMOTING INCLUSIVE EDUCATION AT DEWA ACADEMY

In 2024, DEWA Academy introduced several initiatives to support Students of Determination and those with special educational needs during the 2023-2024 academic year.

These initiatives included earning the Golden Certificate for universal accessibility, creating comprehensive educational reports and learning support plans (LSP), providing psychological and behavioural support, and launching staff training and awareness on how to interact with People of Determination and protect Students of Determination.

The academy also facilitated parental engagement activities, conducted internal screenings, and published inclusive registration procedures. Additionally, a counselling and well-being plan was implemented, Individual Education Plans (IEPs) with SMART goals were established and reviewed each term, and social/community outreaches were strengthened through visits by inclusive institutes and demonstrations of student projects such as SMART eyeglasses for People of Determination. Students engaged in volunteering activities, including a wheelchair project aimed at promoting independence for People of Determination. These initiatives culminated in a successful academic year, fostering an inclusive and supportive learning environment for all students.

FROM DEWA TO THE COMMUNITY 2024: INCLUDING AND EMPOWERING PEOPLE OF DETERMINATION

The Society Happiness Department at DEWA organised 2 awareness sessions on disability etiquette for (106 students) from the Zayed Educational Complex in Al Mazhar and DEWA summer programme participants. The sessions aimed to raise awareness about effective interaction and collaboration with People of Determination. Through interactive discussions, and practical examples, this initiative highlights DEWA's dedication to fostering a culture of inclusiveness and social responsibility among the younger generation.

In 2024, DEWA organised a dedicated summer camp for People

of Determination, reflecting its commitment to inclusivity and empowerment. The camp featured a variety of engaging and tailored activities designed to enhance the skills, creativity and social interaction of the 110 participants. A highlight of the programme was an educational visit to the Dubai Frame, where participants explored the city's rich history and innovative future through an interactive and accessible experience. Alongside workshops, recreational programmes and skill-building sessions, the visit provided a unique opportunity for learning and inspiration.

A new initiative in 2024, the "Learning from Me" workshop, delivered by students from the Dubai Club for POD, aimed to promote skill-sharing and mutual understanding by empowering People of Determination to take on mentoring roles, while fostering a culture of inclusivity and collaboration among DEWA employees. This initiative sought to build stronger connections, enhance accessibility and support the integration of People of Determination into various social and professional environments. A total of 173 DEWA employees benefited from the workshops, which were held across DEWA's head office, Al Ruwayyah building and Warsan building. Organised to support DEWA's partners, the workshops included collaboration with Mai Dubai, DEWA's subsidiary. Taking place between Flag Day and National Day celebrations, these workshops reflect DEWA's commitment to inclusivity and sustainability.

DISASTER & EMERGENCY PLANNING & RESPONSE

(GRI 3-3, G4)

CORPORATE RISK & RESILIENCE

DEWA prioritises corporate risk & resilience by adopting a proactive approach to anticipating and adapting to potential risks and threats, while effectively responding to and recovering from incidents to protect DEWA's critical infrastructure and ensure the delivery of our services according to the highest standards of availability, reliability, efficiency and sustainability.

Our risk & resilience programme is aligned with local and international best practice and standards such as AE/SCNS/NCEMA 7000:2015, ISO 22301:2019, ISO 31000:2018, BS 11200:2014 and PAS 60518:2020. The risk & resilience digitalisation programme continues to be one of the main pillars including processes and the use of AI technologies.

CORPORATE RISK MANAGEMENT (CRM)

DEWA integrates risk management into all its operations, considering regulatory requirements and broader objectives. Regular monitoring, review and reporting of risks helps to identify new and emerging risks, enabling effective mitigation plans.

Both top-down and bottom-up approaches are used to identify and mitigate risks, overseen by the Group Risk & Resilience Committee. This ensures that the full spectrum of risks is addressed and managed effectively. DEWA also utilises advanced technologies such as AI and machine learning to attain deeper insights, helping it maintain a competitive edge while ensuring the safety and reliability of services.

CRISIS AND BUSINESS CONTINUITY MANAGEMENT

In support of Dubai, the wider UAE resilience ecosystem and critical infrastructure, DEWA collaborates, co-ordinates, and communicates with multiple local government and semi-government entities in Dubai, as well as federal UAE entities, to share best practices and enhance the resilience of national critical infrastructure. This ensures continuous co-ordination and communication through participation, exercises, exchange of information, intelligence and response.

DEWA implements Crisis and Business Continuity Management by developing division-wide response and business continuity plans that are reviewed, tested and updated regularly. These plans ensure that the organisation is always prepared for potential disruptions. Joint response plans with strategic partners enhance a collaborative approach during emergencies, promoting efficient information sharing between local and national authorities.

DEWA also conducts extensive crisis mock drills, enacting scenarios such as cyber-attacks, fires, human error accidents and equipment failures. These exercises are vital in ensuring the organisation remains prepared and resilient, ensuring a secure future for Dubai's critical infrastructure.

Crisis communications is an important pillar of crisis and business continuity management. featuring pre-defined holding statements to ensure prompt and effective communication with employees and the public during emergency situations, as well as facilitating direct communication with the Dubai Media Office.

DEWA CYBER RESILIENCE FRAMEWORK

Given its status as critical national infrastructure, DEWA places paramount emphasis on cyber security. To fortify its cybersecurity measures, DEWA has instituted a comprehensive framework consisting of four pillars. These pillars integrate unique technologies, processes, guidelines and international and local standards, all managed by a dedicated team. The overarching goal is to establish a posture of cyber resilience by leveraging existing policies and frameworks.

The four pillars of DEWA's Cyber Resilience Framework are as follows:

1. **Manage & Protect:**
   Involves overseeing security defences and safeguarding DEWA from cyber threats. This pillar identifies critical assets, assesses associated risks and implements control measures, reviews and audits. Various measures include information security policies, malware protection, identity and access control, staff training, encryption, physical security and supply chain risk management.

2. **Identify & Detect:**
   Focuses on monitoring DEWA's information, information systems and industrial control systems for anomalies through security monitoring and active detection.

3. **Respond & Recover:**
   Aims to manage cyber incidents promptly and effectively, limiting harm and restoring functionality post incident. This involves incident response management, IT service continuity management, business continuity management and information sharing.

4. **Govern & Assure:**
   Encompasses activities at the board and senior management levels to ensure oversight and validation of cyber resilience.

This pillar includes a comprehensive risk management programme, external validation/certification, board commitment, governance structure and continual improvement processes. DEWA's Cyber Resilience Framework integrates unique technologies such as AI, Big Data, Zero Trust, Automation, Simulation and Integration. It further incorporates distinct processes, guidelines and adherence to international and local standards. The dedicated and collaborative team ensures the framework's effectiveness. Moreover, the framework adheres to multiple international and local security standards, including ISO 27001, ISO 27014 for Corporate Security Governance, ISO 38500 for Corporate Governance of Information Technology and the Dubai Information Security Regulation (ISR). With this framework in place, DEWA's 24x7 Cyber Defence Centre thwarted more than 38.2 million average threats in 2024 and has had zero security breaches in the past 10 years. The Cyber Defence Centre processed more than 55,000 indicators of compromise in 2024 and over 181,950 vulnerabilities were mitigated during the same year.

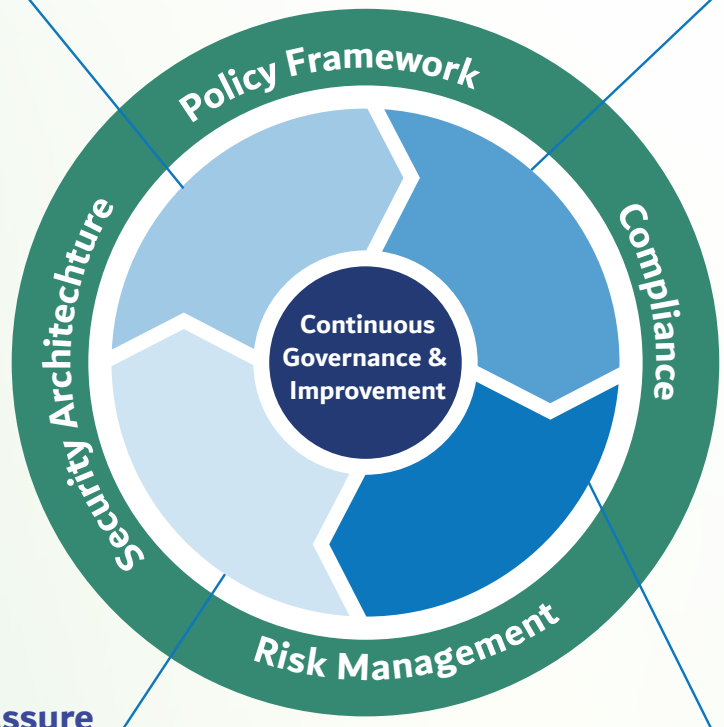
OUR CYBER SECURITY FRAMEWORK

Manage & Protect

Managing security defenses and protecting DEWA from Cyber threates

Identify & Detect

Monitoring DEWA's information systems and industrial control systems for anomalies



Govern & Assure

Overseeing and ensuring cybersecurity and cyber resilence in DEWA

Respond & Recover

Develop and implement the appropriate activities to take action regarding a detected cybersecurity event and restore impacted services

MATERIAL TOPICS AND THEIR BOUNDARIES

Material Topics	Material within the orgnisation or external	Relevant External Stakeholders					
		Customers	Suppliers	Partners	Community	Government	Investors
Economic							
Economic Performance	Both	✓	✓	✓		✓	✓
Procurement Practices	Both		✓	✓	✓	✓	✓
Anti-Corruption	Both	✓	✓	✓	✓	✓	✓
Availability and Reliability of Electricity	Both	✓	✓	✓	✓	✓	✓
Demand Side Management	Both	✓		✓	✓	✓	✓
Research and Development	Both			✓		✓	✓
System Efficiency	Both						✓
Environmental							
Energy	Both	✓	✓	✓	✓	✓	✓
Water and Effluents	Both	✓	✓	✓	✓	✓	✓
Emissions	Both	✓	✓	✓	✓	✓	✓
Biodiversity	Both	✓	✓	✓	✓	✓	✓
Waste	Both		✓	✓	✓	✓	✓
Climate Change	Both	✓	✓	✓	✓	✓	✓
Circular Economy	Both	✓	✓	✓	✓	✓	✓
Social							
Employment	Both				✓	✓	✓
Diversity and equal opportunity	Both						✓
Training and Education	Both					✓	✓
Occupational Health and Safety	Both		✓			✓	✓
Human Rights Assessment	Both		✓			✓	✓
Local Communities	Both				✓	✓	✓
Customer Health and Safety	Both	✓					✓
Disaster and Emergency Planning and Response	Both	✓	✓	✓	✓	✓	✓
Access to Electricity	Both	✓	✓	✓	✓	✓	✓
Customer Happiness	Both	✓				✓	✓
Cybersecurity	Both	✓		✓		✓	✓
Non-discrimination	Both	✓	✓	✓	✓	✓	✓
Innovation	Both	✓	✓	✓	✓	✓	✓

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G4-DMA	Demand-side management programmes, including residential, commercial, institutional and industrial programmes	34-35	7.3; 8.4; 12.2; 13.1
	Research & Development		
3-3	Management of material topics	36-38	
G4-DMA	Research and development activity and expenditure aimed at providing reliable electricity and promoting sustainable development **(GRI G4 Sector Disclosures 2013 Electric Utilities)**	36-38	7.2; 7a; 7b; 9.4; 9.5; 17.7
	System Efficiency		
3-3	Management of material topics	38-40	7.3; 8.4
EU11	Average generation efficiency of thermal plants by energy source and by regulatory regime **(GRI G4 Sector Disclosures 2013 Electric Utilities)**	38-40	7.3; 8.4; 12.2; 13.1; 14.3
EU4	Length of above and underground transmission and distribution lines by regulatory regime **(GRI G4 Sector Disclosures 2013 Electric Utilities)**	38-40	
EU12	Transmission and distribution losses as a percentage of total energy **(GRI G4 Sector Disclosures 2013 Electric Utilities)**	38-40	7.3; 8.4; 12.2; 13.1; 14.3
	Procurement Practices		
3-3	Management of material topics	12	
204-1	Proportion of spending on local suppliers	12	

Disclosure	Description	Page	SDGs Linkage to GRI
MATERIAL TOPIC – ENVIRONMENTAL			
Energy			
3-3	Management of material topics	51-52	8.4
302-1	Energy consumption within the organisation	58	7.2; 7.3; 8.4
302-4	Reduction of energy consumption	51-52	7.3; 8.4; 12.2; 13.1
Water & Effluents			
3-3	Management of material topics	59-62	6.4; 6.5; 12.2
303-1	Interactions with water as a shared resource	59-62	6.3; 6.4; 6.a; 6.b; 12.4
303-2	Management of water discharge-related impact	59-62	6.3
303-3	Water withdrawal	59-62	6.4
303-4	Water discharge	59-62	6.3
303-5	Water consumption	59-62, 64	6.4
Biodiversity			
3-3	Management of material topics	67, 68	
Emissions			
3-3	Management of material topics	53-58	
305-1	Direct (Scope 1) GHG emissions	53-58	3.9; 12.4; 13.1; 14.3; 15.2
305-2	Energy indirect (Scope 2) GHG emissions	53-58	3.9;12.4; 13.1; 14.3;15.2
305-4	GHG emissions intensity	53-58	13.1; 14.3; 15.2
305-5	Reduction of GHG emissions	53-58	13.1; 14.3; 15.2
305-7	Nitrogen oxides (NO_X), sulphur oxides (SO_X) and other significant air emissions	53-58	3.9; 12.4; 14.3; 15.2
Waste			
3-3	Management of material topics	68	
306-1	Waste generation and significant waste-related impacts	59-62, 68	3.9; 6.3; 6.6; 8.4; 11.6; 12.4; 12.5
306-2	Management of significant waste-related impacts	68	3.9; 6.3; 8.4; 11.6; 12.4; 12.5
306-3	Waste generated	68	3.9; 6.6; 11.6; 12.4; 12.5; 15.1
306-4	Waste diverted from disposal	68	3.9; 11.6; 12.4; 12.5
306-5	Waste directed to disposal	59-62, 68	3.9; 6.6; 11.6; 12.4; 12.5; 15.1
Climate Change			
3-3	Management of material topics	53-54	
Non-GRI Disclosures	Diversifying the energy mix	31	7.2
	Mohammed bin Rashid Al Maktoum Solar Park	50-51	7.2
	CO_2 Emission Reduction Programme	55	13.2; 13.3; 13.B
	Emission Reduction and Renewable Energy Certification	58-59	13.2; 13.3; 13.B
Circular Economy			
3-3	Management of material topics	42-42	
Non-GRI Disclosures	Circular Economy	42-42	3.9, 6.3, 8.4, 11.2, 12.4, 12.5

Disclosure	Description	Page	SDGs Linkage to GRI
MATERIAL TOPIC – SOCIAL			
Employment			
3-3	Management of material topics	70	8.8
401-1	New employee hires and employee turnover	70-73	5.1; 8.5; 8.6; 10.3
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	70-73	3.2; 5.4; 8.5
401-3	Parental leave	74	5.1; 5.4; 8.5
EU15	Percentage of employees eligible to retire in the next 5 and 10 years, broken down by job category and by region **(GRI G4 Sector Disclosures 2013 Electric Utilities)**	73	8.5
Diversity and Equal Opportunity			
3-3	Management of material topics	75	
405-1	Diversity of governance bodies and employees	75	5.1; 5.5; 8.5
Training and education			
3-3	Management of material topics	75-76	
404-1	Average hours of training per year per employee	75-76	4.3; 4.4; 4.5; 5.1; 8.2; 8.5; 10.3
404-2	Programmes for upgrading employee skills and transition assistance programmes	75-76	8.2; 8.5
Occupational Health & Safety			
3-3	Management of material topics	76	
403-1	Occupational health and safety management system	77-78	8.8
403-2	Hazard identification, risk assessment, and incident investigation	78	8.8
403-3	Occupational health services		8.8
403-4	Worker participation, consultation, and communication on occupational health and safety	78-79	8.8, 16.7
403-5	Worker training on occupational health and safety	79-80	8.8
403-6	Promotion of worker health Prevention and mitigation of occupational health and safety impacts directly linked by business relationship	78	3.6; 3.7; 3.8
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationship	78-79	8.8
403-9	Work-related injuries	80-81	3.6; 3.9; 8.8; 16.1
403-10	Work-related ill-health	80-81	3.3; 3.4; 3.9; 8.8; 16.1
Human Rights Assessment			
3-3	Management of material topics	75	
412-2	Employee training on human rights policies or procedures	75	
412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	75	
Local Communities			
3-3	Management of material topics	81-86	
413-1	Operations with local community engagement, impact assessments and development programmes	81-86	

Disclosure	Description	Page	SDGs Linkage to GRI
	Customer Health and Safety		
3-3	Management of material topics	76-77	
Non-GRI Disclosure	Customer Health and Safety	76-77	
	Disaster/Emergency Planning & Response		
3-3	Management of material topics	85-86	1.5; 11.5
GRI G4	Management Approach **(GRI G4 Sector Disclosures 2013 Electric Utilities)**	85-86	
	Access to Electricity		
3-3	Management of material topics	31-33	1.4; 7.1; 11.1
EU28	Power outage frequency **(GRI G4 Sector Disclosures 2013 Electric Utilities)**	31-33	1.4; 7.1
EU29	Average power outage duration **(GRI G4 Sector Disclosures 2013 Electric Utilities)**	31-33	1.4; 7.1
EU30	Average plant availability factor by energy source and by regulatory regime **(GRI G4 Sector Disclosures 2013 Electric Utilities)**	31-33	1.4; 7.1
	Customer Happiness		
Non-GRI Disclosures	Results of surveys measuring customer happiness	62-63	
	Cyber security		
Non-GRI Disclosures	Cyber security framework	87-88	
	Non-discrimination		
3-3	Management of material topics	70	
406-1	Incidents of discrimination and corrective actions taken	70	5.1; 8.8
	Innovation		
3-3	Management of material topics	42-46	
Non-GRI Disclosures	AFKARI Platform Results	42-46	
	Digitalisation	42-46	9.4

ABBREVIATIONS

DEWA PJSC	Dubai Electricity and Water Authority (Public Joint-Stock Company)
USD	US dollar
GRI	Global Reporting Initiative
AED	UAE dirham
SDG	Sustainability Development Goal
UNGC	United Nations Global Compact
NOC	No-objection certificate
IoT	Internet of Things
CSP	Concentrated solar power
PV	Photovoltaic solar power
MENA	Middle East and North Africa
CO_2	Carbon dioxide
UAE	United Arab Emirates
KPI	Key Performance Indicator
UNSDGs	United Nations Sustainable Development Goals
MBR solar park	The Mohammed bin Rashid Al Maktoum Solar Park
KWh	Kilowatt-hour
ISO	International Organization for Standardization
MIGD	Million imperial gallons per day
MW	Megawatt
IPP	Independent power producer
SWRO	Seawater reverse osmosis
DFM	Dubai Financial Market
CML	Customer minutes lost
DFO	Diesel fuel oil
MFO	Medium fuel oil
HPP	Hassyan Power Plant
WWMC	Warsan Waste Management Company
NG	Natural gas
SO_2	Sulphur dioxide
EV	Electric vehicle
MIG	Million imperial gallons
RO	Reverse osmosis
Km	Kilometre
MSR	Molten salt receiver
MSF	Multi-Stage Flashing
KM	Knowledge Management
T&D	Transmission & Distribution
BESS	Battery Energy Storage Systems
MWh	Megawatt-hours
DSM	Demand Side Management
DSCE	Dubai Supreme Council of Energy

AI	Artificial intelligence
ERP	Emission Reduction Programme
BAU	Business as usual
MRV	Monitoring, Reporting and Verification
GHG	Greenhouse gases
NOx	Nitrogen oxide
SF6	Sulphur hexafluoride
PPM	Parts per million
CDM	Clean Development Mechanism
AMI	Advanced Metering Infrastructure
SCADA	Supervisory Control and Data Acquisition
POD	People of Determination
IMS	Integrated Management System
LTOs	Long-term objectives
STOs	Short-term objectives
CM	Crisis management
BIA	Business Impact Analysis
BCP	Business Continuity Plan
ILO	International Labour Organization
H&S	Health and safety
HSE	Health, safety and environment
CSR	Corporate social responsibility
OH&S	Occupational health and safety
OHSMS	Quality, health, safety and environment
CRM	Corporate Risk Management
R&D	Research and development
IFRS	International Financial Reporting Standards
MD& CEO	Managing Director & Chief Executive Officer
UFW	Unaccounted-for water
IVR	One time
SCI	Sustainability Culture Indicator
ESG	Environmental, social and governance
IPO	Initial public offering
AF	Availability Factor one time
MSLP	My Sustainable Living Programme
4IR	Fourth Industrial Revolution
KV	Kilovolt
GWh	Gigawatt-hour
I&TF	Innovation & The Future
MMBTU	Million British Thermal Units
CER	Certified Emission Reductions
UNFCCC	United Nations Framework Convention on Climate Change
ASR	Aquifer Storage and Recovery
HR	Human Resources
EOD	Employees of Determination

Independent Verification Statement

Introduction

DNV Business Assurance Group AS - Dubai Branch ('DNV'), has been commissioned by Dubai Water and Electricity Authority (DEWA or 'the Company', commercial number: 1029366) to undertake an independent verification of the Company's selected quantitative disclosures for the calendar year 2024, which have been prepared in bespoke spreadsheets using selected topic-specific indicators from the Global Reporting Initiative (GRI) Standards 2021. The intended user of this Verification Statement is the Management of DEWA (or 'the Management'). Our verification engagement was planned and conducted during the period of February 2025.

Responsibilities of the Management of DEWA and of the Assurance Provider

The Management (the Climate Change & Sustainability Department at DEWA) of the Company has the sole responsibility for the collection, analysis, aggregation, preparation and presentation of the data presented to us. The Company is also responsible for ensuring the maintenance and integrity of its website and any referenced disclosures on sustainability performance. In performing this assignment, DNV's responsibility is to the Management of the Company; however, this statement represents our independent opinion and is intended to inform the outcome of the verification to the stakeholders of DEWA.

DNV has carried out the assurance engagement in accordance with DNV's VeriSustain™ [1] protocol, V6.0, which is based on our professional experience and international assurance practice, and the international standard in Assurance Engagements, ISAE 3000 (revised)- Assurance Engagements other than Audits. DNV's VeriSustain™ protocol has been developed in accordance with the most widely accepted reporting and assurance standards. While using DNV VeriSustain™ for this engagement, the assurance provided by DNV is limited to the selected indicators and information specified in the scope of the engagement. DNV has not assessed the reporting organisation's overall adherence to reporting principles or the preparation of the report. Therefore, no conclusions should be drawn regarding the reporting organisation's compliance with reporting principles or the quality of the overall report. The assurance provided by DNV is based on the selected indicators and information made available to us at the time of the engagement.

The engagement assumes that the data and information provided by the Company to us as part of our review has been provided in good faith and is complete, sufficient, authentic and free from misstatements.

Scope, Boundary and Limitations

The scope of work as agreed upon with DEWA includes a limited level of verification of the selected quantitative disclosure of GRI (as below) for all DEWA sites in the Emirate of Dubai and the UAE, as well as those under its direct control for the period 1st January 2024 to 31st December 2024. Data verified for below disclosures is presented in Annexure 1.

GRI Standard	Disclosure
GRI 303: Water and Effluents 2018	GRI 303-3 Water withdrawal – a, c GRI 303-4 Water discharge – a, b
GRI 401: Employment 2016	401-1 New employee hires and employee turnover – a, b 401-3 Parental leave – a, b, c, d, e
GRI 404: Training and Education 2016	404-1(a) Average hours of training per year per employee
GRI 403 Occupational Health & Safety 2018	403-5 Worker training on occupational health and safety 403-9 Work-related injuries – a 403-10 Work-related ill health – a
G4 Sector disclosures – EU10	Planned capacity against projected electricity demand over the long term, broken down by energy source and regulatory regime (2.1, 2.2, 2.3, 2.4)

[1] *The VeriSustain™ protocol is based on the principles of various assurance standards including International Standard on Assurance Engagements 3000 (ISAE 3000) Revised (Assurance Engagements other than Audits or Reviews of Historical Financial Information) and the GRI Principles for Defining Report Content and Quality, international best practices in verification and our professional experience; and is available on request from www.dnv.com*

GRI Standard	Disclosure
G4 Sector disclosures – EU15	Percentage of employees eligible to retire in the next 5 and 10 years broken down by job category and by region (2.2, 2.3)

DNV disclaims any liability or co-responsibility for any decision a person or entity would make based on this verification statement. We did not engage any external stakeholders as part of this engagement. During the verification process, we did not come across limitations to the scope of the agreed verification engagement.

Basis of our Opinion

During the verification, we adopted a risk-based approach, and a sample-based verification was carried out towards the selection of samples for assessing the robustness of the underlying data management system, information flow and controls, for a limited level of verification engagement. We carried out the following activities:

- Review of the data management processes that DEWA has in place to report the selected data based on chosen GRI topic-specific standards. We examined and reviewed supporting evidence such as supporting documents, secondary data and other information made available by DEWA to us;
- Review of systems and procedures for data collection and aggregation, including the calculation methodology and assumptions of the selected consolidated sustainability performance data prepared for the Company's internal reporting purposes.
- Assessment of DEWA's performance data through on-site audit at DEWA's Central facility for Health and safety in Dubai, the UAE, and remote audit assessment with DEWA's sustainability team and other representatives, including process owners from different divisions and departments of the Company to review the processes and systems for preparing, generating, aggregating and reporting of the data. DNV was free to choose the site and those interviewed for the purpose of carrying out our verification.
- Verification of sample data to check accuracy and reliability for a limited level of verification through interaction with data owners.

Opinion

Based on the limited level of verification undertaken and mutually agreed on the scope of work, nothing has come to our attention that would cause us not to believe that the data verified, as listed in Annexure 1, is not a reliable and accurate representation of DEWA's performance data. Some of the data inaccuracies identified during the verification process were found to be attributable to transcription, interpretation and aggregation errors, and the errors have been communicated for correction and corrected.

Statement of Competence and Independence

DNV applies its own management standards and compliance policies for quality control, which are based on the principles enclosed within 'ISO IEC 17029:2019 – Conformity Assessment – General principles are requirements for validation and verification bodies and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

We have complied with the DNV Code of Conduct[2] during the assurance engagement and maintain independence in line with the relevant ethical requirements. This engagement work was carried out by an independent team of sustainability assurance professionals. DNV was not involved in the preparation of any statements or data included in the Report except for this Verification Statement. DNV maintains complete impartiality toward stakeholders interviewed during the assurance process. We did not provide any services to DEWA in the scope of assurance for the reporting period that could compromise the independence or impartiality of our work.

[2] *The DNV Code of Conduct is available on request from www.dnv.com (https://www.dnv.com/about/in-brief/corporate-governance.html)*

For DNV Business Assurance Group AS – Dubai Branch,

Lele, Sandeep Digitally signed by Lele, Sandeep Date: 2025.05.12 14:50:12 +04'00'	Kakaraparthi Venkata Raman Digitally signed by Kakaraparthi Venkata Raman Date: 2025.05.12 18:57:19 +05'30'
Sandeep lele Lead Verifier, DNV Business Assurance Group AS – Dubai Branch	Kakaraparthi Venkata Raman Assurance Reviewer, DNV Business Assurance India Private Limited, India
Mayank Kumar (Verifier)	

12th May 2025, Dubai, United Arab Emirates.

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Annexure 1: Verified Performance Data – 2024

- **GRI 303: Water and effluents 2018 – 303-3 (a, c), 303-4 (a, b)**

Year	Installed capacity (MIGD)	Total water production (MIG)
2024	495	150,478

Data	Unit	Year
Installed Capacity (Underground wells)	MIGD	35.56

Year	Unit	Total water storage at the beginning of the reporting period (MIG)	Total water storage at the end of the reporting period (MIG)	Change in water storage (MIG) (End - Beginning)
2024	MIG	707.06	808.221	101.161

Type of effluent	Total volume (M^3) discharge
Process water from Power plant	1,646,907,036
Process water from Desal plant	4,093,431,368
Water treatment plant effluent	107,770
Treated sewage water (to land)	0
Treated sewage water (to sea)	24,140
Total treated sewage water	24,140

- **GRI 401: Employment 2016 – 401-1 (a, b), 401-3 (a, b, c, d, e)**

Details	Total employees
Total number of newly hired Emirati employees during 2024	128
Number of newly hired employees (middle management positions)	20
Number of newly hired employees (non-supervisory positions)	198
DEWA's total number of employees in 2024 (excluding temporary employees)	10,722
% of females (based on the total number of employees)	18%
% of males (based on the total number of employees)	82%

- **Permanent & temporary employees – breakdown by gender**

Details	Permanent		Temporary	
	Male	Female	Male	Female
Total number of employees	8,784	1,938	59	2

- **Full-time and part-time Employees – breakdown by gender**

Details	Full time		Part time	
	Male	Female	Male	Female
Total number of employees	8,843	1,940	0	0

Permanent & temporary employees – breakdown by region

Region	Permanent	Temporary	Total
Africa	155	1	156
Asia	6,001	58	6,059
Europe	44	0	44
Middle East	4,499	2	4,501
North America	16	0	16
Oceania	4	0	4
South America	3	0	3
Total	**10,722**	**61**	**10,783**

Full-time and part-time employees – breakdown by region

Region	Full time	Part time	Total
Africa	156	0	156
Asia	6,059	0	6,059
Europe	44	0	44
Middle East	4,501	0	4,501
North America	16	0	16
Oceania (3 Aus + 1 Fijian)	4	0	4
South America	3	0	3
Total	**10,783**	**0**	**10,783**

New employee hires

	New employee hires
Gender	
Female	35
Male	276
Region	
Africa	39
Asia	270
Europe	0
North America	1
South America	1
Australia	0
Age Group	
18-29	153
30-39	116
40-49	39
50-59	3
60-69	0
70-79	0

Employee Turnover by Age Group, Gender and Region

	Total number of employees who left	Turnover rate (%)
Gender		
Female	25	1.28
Male	198	2.23
Age Group		
Under 30	15	1.38
30-50	186	5.60
Over 50	22	15.27
Region		
Africa	15	9.5
Asia	149	2.45
Australia	1	33.33

	Total number of employees who left	Turnover rate (%)
Europe	2	4.5
North America	1	6.25
South America	0	0
Middle East	55	1.22

Age groups: Under 30 years old, 30-50 years old, over 50 years old

Age group	Number of employees
Under 30 years	1,080
30-50 years	7,877
Above 50 years	1,826

Employee parental leave & when they resumed duty

Leave type	Entitled to parental leave	Took parental leave	Returned to work	Returned to work Rate	Retained employees	Retention Rate
Maternity leave	1209	189	125	100%	195	97.99%
Paternity leave	7099	342	342	100%	354	95.42%
Total	8308	531	467	100%	549	

Note:

- Male employees returning to work immediately from 1 January 2024 to 31 December 2024– 100%
- Female employees returning to work immediately from 1 October 2023– to 30 September 2024 – 100%
- Out of 199 female employees of 2023, 195 female employees are retained after 12 months (97.99%).
- Out of 371 male employees of 2023, 354 employees are retained after 12 months (95.42%)
- 531 employees have used parental leave as of 2024.

- **GRI 403 Occupational Health & Safety 2018 – 403-5 (only number of employees trained), 403-9 (a), 403-10 (a)**

Performance Indicators	
Fatality	0
The number and rate of high consequence work-related injuries (excluding fatalities)	0
Injuries or incidents related to chemical exposure or hazards	0
Loss Time Injury Frequency Rate (LTIFR)	0.7
Total Recordable Injuries Rate (TRIR)	0.14
Fatalities related to work-related ill-health	0
Number of cases of recordable work-related ill-health	0
Number of DEWA staff who attended H&S training conducted by H&S Department	3,193

- **GRI 404: Training and Education 2016– 404-1(a) Average hours of training per year per employee**

Performance Indicators	
Average training hours per employee category	
Leadership	96.67
Management	56.07
Non-Supervisory	45.59
UAE Nationals	60.02
Average training hours by gender	
Male	34.39
Female	65.56

- **EU10 (2.1, 2.2, 2.3, 2.4)**

Year	Peak power demand (MW)	Total firm power generation capacity (MW)	Total installed power capacity (MW)
2023	10,408	13,643	16,270*
2024	10,763	14,819	17,179
2025	10,944	15,069	18,229
2026	11,347	15,659	19,619
2027	11,705	15,659	19,619
2028	11,960	15,659	19,619
2029	12,214	15,959	20,019
2030	12,550	15,959	20,019

Note:

- The verification of above data is limited to the output of projection model developed by DEWA.
- *Forecast in 2022.

- **EU15 (2.2, 2.3)**

Percentage of employees eligible to retire in the next five years by category and region

Region	Engineers		Operators		Linesmen		Mechanics		Others		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Africa	5	0.50%	1	0.10%	0	0.00%	0	0.00%	16	1.70%	22	2.30%
Asia	165	17.50%	68	7.20%	0	0.00%	29	3.10%	455	48.30%	717	76.10%
Europe	0	0.00%	0	0.00%	0	0.00%	0	0.00%	19	2.00%	19	2.00%
Middle East	12	1.30%	0	0.00%	0	0.00%	3	0.30%	165	17.50%	180	19.10%
North America	0	0.00%	0	0.00%	0	0.00%	0	0.00%	4	0.40%	4	0.40%
Total	182	19.30%	69	7.30%	0	0.00%	32	3.40%	659	70.00%	942	8.74%

Percentage of employees eligible to retire in the next 10 years by category and region

Region	Engineers		Operators		Linesmen		Mechanics		Others		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Africa	8	0.38%	1	0.05%	0	0.00%	3	0.14%	24	1.13%	36	1.70%
Asia	354	16.71%	141	6.65%	8	0.38%	89	4.20%	1029	48.56%	1621	76.50%
Europe	0	0.00%	0	0.00%	0	0.00%	0	0.00%	26	1.23%	26	1.20%
Middle East	31	1.46%	6	0.28%	0	0.00%	0	0.00%	393	18.55%	430	20.30%
North America	1	0.05%	0	0.00%	0	0.00%	0	0.00%	5	0.24%	6	0.30%
Total	394	18.59%	148	6.98%	8	0.38%	92	4.34%	1477	69.70%	2119	19.65%