

Sustainability Report

Telecommunications and Digital
Government Regulatory Authority (TDRA)

November 2022



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About **TDRA**



The UAE Telecommunications and Digital Government Regulatory Authority was established under Federal Decree-Law No. 3 of 2003 (Telecommunications Law) on the regulation of the telecommunications sector in the UAE. Since its establishment, TDRA has exceeded expectations by achieving its goals in a record time.

The role of TDRA revolves around two areas: Regulating the telecommunications sector, and enabling government entities in the field of smart transformation.

TDRA has been entrusted with many responsibilities related to the ICT sector inside and outside the UAE. TDRA is also responsible for representing the UAE in many international forums, as it was elected to a seat in the ITU Council of the United Nations for the years 2006-2010. TDRA is a member of the Arab Regulators Network of Telecommunications and Information Technologies (Aregnet), the Arab Frequency Spectrum Management Group (ASMG), and the GCC Technical Office of Communications. Among the goals that the TRDA seeks to achieve while exercising its competencies in accordance with the provisions of the law are:



Ensure the provision of telecommunications services throughout the country to meet the needs of those who wish to make use of such services.



Develop the level of service provided by the telecommunications sector in order to achieve the interests of subscribers.



Ensure that licensees adhere to quality standards of performance and to the terms and conditions stipulated in the licenses granted to them.



Encourage, promote, and develop the ICT industry in the country.



Develop and modernize the telecommunications system in the country through training, enabling and establishing related educational institutions, and obtaining the latest ICT devices, equipment, and facilities.



Develop and ensure the implementation of the mGovernment initiatives' programs, and enhancing the use of ICT in government entities.



Develop related policies and standards, and follow-up on government entities commitment to these standards.



Prepare an attractive electronic governmental environment in the country.



Formulate and implement a national mGovernment plan.



Achieve the objectives of the mGovernment Services Index, one of the national agenda indicators emanating from the UAE Vision 2021.



Assist government entities to develop their smart transformation programs.



Enhance e-presence of the government in the UAE through the official portals.



Promote e-participation in coordination with relevant government entities.



Vision

The UAE is a global leading country in ICT

Mission

We strive to be a leading ICT sector organization in the United Arab Emirates, committed to maintaining positive competition to protect the interests of subscribers, and promoting the electronic transformation of federal entities and their services, by relying on national competencies to apply best international standards and practices in supervision of the sector and encourage innovation and investment.

Corporate Values

- ◆ **Leadership:** We nurture innovation and creativity, assume leadership and effectively influence the support and development of the Sector.
- ◆ **Customer Happiness:** We strive to improve our customers' happiness through our commitment to the continuous improvement and development of the quality of our services.
- ◆ **Empowerment:** We endeavor to empower our employees in decision-making and participation in achieving our goals within inspiring work environment.
- ◆ **Collaboration and Interaction:** We work constructively with the concerned to develop and implement work mechanisms (internally and externally).
- ◆ **Commitment:** We are committed towards our responsibilities to the UAE in providing best available technologies for the Sector.
- ◆ **Sustainability:** We endeavor to have a positive influence on all stakeholders by maintaining a sustainable business model.



Strategic Directions



Strategic Objectives

Developing a fair regulatory environment for the ICT sector in UAE to promote competitiveness and effective sustainability

Improving the quality of services provided in the ICT sector in the UAE to keep abreast with the latest developments in the telecommunications sector

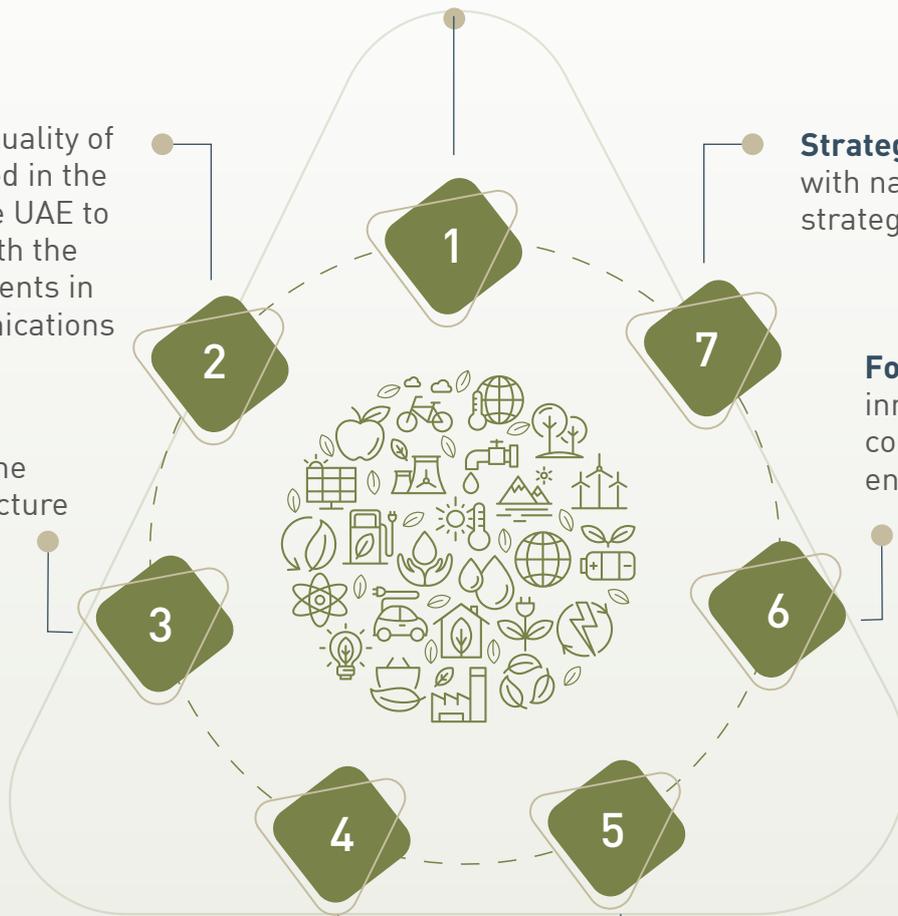
Leadership in the digital infrastructure of the UAE

Enhancing a smart lifestyle in the UAE

Strategic synergy of TDRA with national UAE strategies and trends

Fostering a culture of innovation in the corporate work environment

Ensuring the provision of all administrative services in accordance with standards of quality, efficiency and transparency



Strategic synergy

Of TDRA with national UAE strategies and trends



OBJECTIVE	Developing a fair regulatory environment for the ICT sector in UAE to promote competitiveness and effective sustainability	Improving the quality of services provided in the ICT sector in the UAE to keep abreast with the latest developments in the telecommunications sector	Leadership in the smart technical infrastructure in the UAE	Enhancing a smart lifestyle in the UAE	Ensuring that all administrative services are in accordance with standards of quality, efficiency and transparency	Fostering a culture of innovation in the corporate work environment
SYNERGY WITH STRATEGIES						
UAE Strategy 2021	✓	✓	✓	✓	✓	✓
Future Foresight Strategy	✓	✓	✓	✓	✓	✓
Innovation Strategy	✓	✓	✓	✓	✓	✓
Happiness & Wellbeing Strategy	✓	✓	✓	✓	✓	
Cybersecurity Strategy	✓	✓	✓		✓	
Youth Strategy					✓	
Sustainability Strategy	✓	✓	✓	✓	✓	✓
Advanced Skills Strategy	✓	✓	✓	✓	✓	✓
Emirates Blockchain Strategy 2021			✓	✓		
UAE Soft Power Strategy		✓	✓	✓		✓
UAE Strategy for the Fourth Industrial Revolution		✓	✓	✓		
UAE Strategy for Artificial Intelligence	✓	✓	✓	✓		
National Literacy strategy					✓	
National Strategy for the Year of Giving					✓	
National Tolerance Program		✓			✓	
The National Employment Strategy 2031		✓		✓		
The National Policy for Empowering People of Determination		✓			✓	✓
National strategy for advanced innovation	✓	✓		✓	✓	✓



Global Certification



Quality Management System



Environment Management System



Occupational health and safety management systems



Business Continuity Management System



Risks management System



Information Technology Service Management



Information Security Management System



Customer Satisfaction Complaints Handling



Customer Satisfaction Code of Conduct



Customer Satisfaction Disputes Resolution



Customer Contact Centers



Competence Management and People Development



Guidelines on Recruitment



Guidelines on Human Governance



Guidelines on Human Governance



Assets Management System



Energy Management System



Procurement Sustainability System



Inspection Management System



Competence of testing and calibration laboratories



Conformity Assessment



Project Management System



Delivering effective governance of organizations



Innovation Management System



Public Sector Procurement



Benchmarking Management System



Safe working during the COVID-19 pandemic



Managing sustainable development of organizations



Governance Structure

BOARD OF DIRECTORS	
Chairman, TDRA Board of Directors	
H.E. Talal Humaid Belhoul	
Board Members	
H.E. Ahmed Alneyadi	H.E. Noura Mohammad Al Marzouqi
H.E. Walid Falah Al Mansoorie	H.E. Dr. Mohammad Hamad AlKuwaiti
H.E. Rashed Mohamed Al Mutawaa	H.E. Shamsa Jaber Al Falasi
H.E. Saeed bin Abid Al Muhairi	Raed Abdulla Musallam Al Jneibi

Board of Directors and Board of Committees

Corporate Governance



> Inform Decision-Making to Achieve Business Objectives



Sustainability

is not an option; it's a culture

Sustainability at TDRA is a part of our work culture, as we restlessly strive to make a positive impact on our community by providing a sustainable work environment that motivates innovation and creativity within TDRA departments and sections, and launching relevant Corporate Social Responsibility campaigns.

TDRA Risk Management System



TDRA Sustainability Policy

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

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

Sustainable Development Goals & UAE National Agenda

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

- We ensure the health and safety to our stakeholders by developing policies and procedures in line with best practices.
- We promote health and well-being through initiatives for our employees and customers.
- TDRA's ICT Fund has launched "BETHA program" that aims to enhance the national education sector by supporting UAE academically distinguished cadres to drive the country's education in ICT related disciplines, in order to meet the sector's annually growing needs, as well as the increasing demand for ICT specialized national human resources.
- Women represent 40% of TDRA's workforce and we are constantly working toward increasing this percentage as per our wise leadership directions.
- TDRA's laws and regulations support equality and give women all their rights.
- TDRA strives to use energy in the most efficient, cost-effective, and environmentally responsible manner possible. We are committed to reducing Greenhouse gases (GHG) and Carbon Dioxide (CO2) emissions via proportionally reducing energy consumption, while demonstrating commitment to a sustainable infrastructure by using efficient load feeders and smart monitoring systems, maximizing energy performance, lowering operating expenses, and increasing shareholder value by the efficient, active and responsible energy consumption management.



Matrix of Institutional Sustainability Priorities

TDRA Materiality Matrix



Importance To Stakeholders

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

Note:

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



National Youth

Empowerment Strategy

The National Youth Empowerment Strategy is a two-pronged approach aimed at: defining overall strategic priorities for the youth sector, and partnering with relevant government ministries to identify and address the needs, challenges, and opportunities facing youth.

Advanced Skills Strategy

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

Emirates Blockchain Strategy 2021

The strategy aims to leverage blockchain technology to transform 50% of government transactions into the blockchain platform by 2021.

UAE Centennial 2071

The plan aims at investing in the future generations, by preparing them with the skills and knowledge needed to face rapid changes and to make the UAE the best country in the world by the next centennial in 2071.



Sustainable Workplace

Financial Performance and Sustainability under the Global Crises

The global economic wounds, which had already been harmed by COVID-19's effects, were further aggravated by the 2022 global crisis. In particular, the Russian-Ukrainian War and other noteworthy events that developed throughout the year caused substantial interruptions. This conflict disrupted worldwide supply chains as well as the price of oil, grains, and raw materials. In addition, the US Federal Reserve increased interest rates, a policy that has persisted to this day, sparking a wave of inflation that had an impact on commodities prices.

In recent years, TDRA has been dedicated to investing in national capital and operational projects. This has been achieved through the implementation of international best practices in budget management based on value-added principles and a focus on the outcomes of national initiatives. Many investments and operational expenses have been reviewed and evaluated for both short-term and long-term impacts, resulting in a 99% compliance rate with approved budgets for the fiscal year 2022.

As part of its efforts to position itself as a leader in responsible spending, TDRA has consistently adhered to global best practices related to effective financial resource management. This includes the development and implementation of initiatives for optimal utilization of financial resources and responsible spending. This is achieved by instilling a culture of efficiency, raising awareness throughout the TDRA, and efficiently managing and controlling expenditures, all of which ensure the optimal utilization of available resources.

Further, TDRA evaluates financial performance by focusing on specific priorities, such as increasing cash flow, reducing operational costs, enabling remote work, emphasizing data management and the implementation of artificial intelligence, integrating financial processes while ensuring compliance with established governance systems, and assessing the performance of critical financial management operations.

During the year 2022, TDRA worked diligently to monitor supplier performance, analyze pricing, and assess cash flows. This was achieved by reviewing the TDRA's revenues and comparing them to revenue collection expectations, analyzing revenues with spectrum service providers, and studying opportunities and risks. As a result, 97% of the TDRA's revenues were collected during the first quarter of each year. Additionally, essential expenses were itemized, mandatory commitments were determined until year-end, cost analysis was conducted, supply chain risks were evaluated, and alternative solutions were sought to ensure business continuity.



TDRA's Buildings Sustainability

First Axis



The fifth and sixth strategic objectives

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

The three empowering pillars - Buildings Section				
First: Grow in Sustainability	Second: Smart Transformation		Third: Innovation	
Healthy, Safe & Sustainable Workplace	Integrating work systems with the Internet of Things (IoT) in coordination with the Information Technology department.	Operating Smart Buildings	Updating the management of cooling units and reducing energy resource consumption through the use of machine learning technologies.	Supporting Research and Development (R&D) technologies
Sustainable Planning and Operation				
Projects and Initiatives		Objectives and Results		



Outstanding awards

and certificates of excellence obtained by the TDRA's buildings



LEED EBOM GOLD for Green Building Rating System



LEED Gold for Green Building Rating System



CoDI received the Global Innovation Institution (GiNi) accreditation as the first accredited innovation lab in the Middle-East



ISO 2018: 50001 certification Energy management system



ISO 2018: 50001 certification Energy management system



ISO 55001:1018 certificate Asset management system



ISO 45001:2018 certificate Occupational health and safety management system



ISO 45005:2018 certificate Occupational health and safety system (During the COVID-19 pandemic)



ISO 45005:2018 certificate Occupational health and safety system (During the COVID-19 pandemic)



ISO 14001:2015 certificate Environmental management system



ISO 18001 certificate Health and Safety System - British Standard 2015 Environmental management system



ISO 9001:2015 certification Quality Management System



LEED EBOM GOLD for Green Building Rating System



ISO 223001 certificate Business continuity management system



ISO 31000 certificate Risk management system



Excellence in Architectural Design Award AIA Excellence in Architecture for Authority Buildings - American Institute of Architecture

A general overview of the sustainability of TDRA's buildings

- TDRA's buildings were designed according to the Leadership in Energy and Environmental Design (LEED) standards set by the U.S. Green Building Council (USGBC).

- The green building rating system is the most widely used in the world, recognizing outstanding efforts in managing sustainable, healthy, and environmentally-friendly buildings for adhering to sustainability standards in their facilities



- The LEED certification was awarded to the TDRA's buildings for their 'Green, Healthy, Highly Efficient, and Cost-Effective Building Framework,' which, in turn, provides sustainable environmental, social, and governance benefits.

- The TDRA's buildings in Dubai - Al Mamzar (existing and new) and the main office in Abu Dhabi - Salam Street, have all received LEED Gold certification for their commitment to leadership in design and the implementation of energy and environmental systems. The U.S. Green Building Council commended TDRA for its sustainable facility management and leadership in energy and environmental design.



- The LEED certification aligns with the TDRA's strategic priority of 'Leadership in Corporate Environmental Sustainability,' which aims to reduce the TDRA's environmental footprint, enhance efficiency, and raise awareness about sustainability.

- To enhance the sustainability of the TDRA's buildings, the Buildings Section has implemented the LEED Existing Building Operations and Maintenance (LEED EB O+M) standards, a system focused on improving the sustainability of existing buildings while considering daily operations. All four of the TDRA's buildings have achieved the LEED Gold EB O+M certification.



- The LEED EB O+M system provides a perspective and sustainable performance strategies that support operational benefits and longer building lifespans. By maintaining these strategies, a building can not only preserve its performance but also improve it over time.



**TDRA EXISTING BUILDING
LEED-GOLD CERTIFICATE**

**TDRA NEW BUILDING
LEED-GOLD CERTIFICATE**

**TDRA JABEL ALI BUILDING
LEED-GOLD CERTIFICATE**

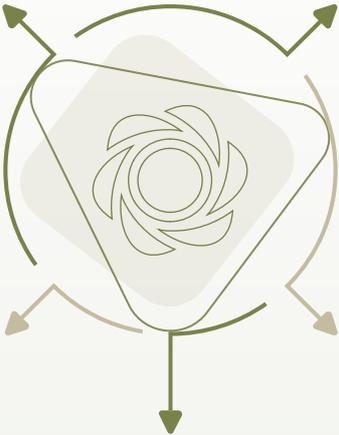
**TDRA ABU DHABI HQ LEED-
GOLD CERTIFICATE**



The key features of the LEED system for sustainability:

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

Reducing the carbon footprint and global climate change by reducing greenhouse gas emissions.



Protecting the consumption of energy resources such as electricity and water.

Promoting sustainable and renewable material cycles.

Protecting and enhancing biodiversity and ecosystem services.

Enhancing individual human health and community quality of life.

Story of the TDRA's buildings with LEED so far

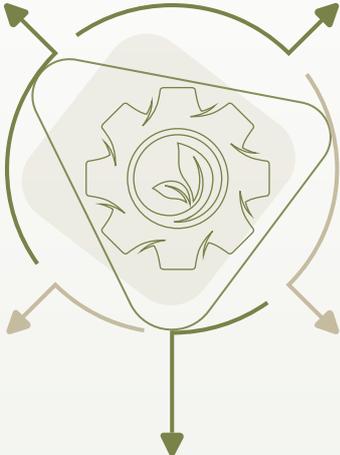


The culture of sustainability in operating the TDRA's buildings

The Buildings Section has an annual operational plan approved in the management, operation, and maintenance of the buildings and their equipment and resources. It ensures the achievement of the TDRA strategies and the delivery of the best services to all building occupants by:

Ensuring asset maintenance and preserving their continues optimal use by providing preventive and scheduled maintenance on a regular basis.

Reducing the carbon footprint of operating the TDRA existing buildings through compliance with LEED EB-O+M USGBC standards.



Providing a healthy and safe working environment for all occupants of the TDRA's buildings.

Enhancing asset efficiency through innovation or improvement/development of units and systems to align with smart buildings and artificial intelligence utilization.

Emphasizing cost-effective maintenance expenditures through compliance with international standards and standardized evaluation of operational assets (OPEX vs. APEX), as well as evaluating supplier services and service providers in accordance with international standards and systems, including ISO 20400, ISO 50001, ISO 9001, ISO 55001.



Annual results of the operational indicators

KPI	Measurement	Results				
		2018	2019	2020	2021	2022
Reduction in annual maintenance cost	%	18.00%	20.93%	23.33%	29.78%	19.14%
	AED	4,733,762.00	5,840,906.00	7,383,858.20	9,977,165.29	8,067,881.25
	%	6.86%	22.00%	11.15%	16.24%	4.25%
Reduction in annual energy consumption	kWh	388,539.00*	1,091,424.00*	607,286.00*	845,507.00*	49,702.04**
	AED	178,727.94*	502,055.04*	279,351.56*	388,933.22*	22,250.99**
Zero "fatal" cases/accidents during work	Zero	100%	100%	100%	100%	100%
Matching noise levels for buildings - annually	% (The percentage of noise level of TDRA's buildings within the standards of Dubai Municipality and OSHA)	100%	100%	100%	100%	100%
Air quality in workspaces - annually	% (The percentage of air quality assessment within the standards of Dubai Municipality and OSHA)	100%	100%	100%	100%	100%

* Energy consumption readings: Calculated based on data from Dubai Electricity and Water Authority and Abu Dhabi Distribution Company invoices - ISO 50001 EnMS ENPI record (July 17 - June 2021).

** Energy consumption readings: Calculated based on standardized energy meters at the TDRA/actual energy consumption for cooling + lighting + power + mechanical + elevators (July 21 - December 22).



Annual results of the operational indicators

KPI	Measurement	Results				
		2018	2019	2020	2021	2022
Scheduled preventive maintenance for operational assets	%	100%	100%	100%	100%	100%
"Zero" data center downtime	%	100%	99.91%	100%	100%	100%
task/work accomplishment performance - Annually	% CAFM	78.50%	84.80%	92.60%	93.10%	96.60%
Operational asset efficiency	% less than 5% annually	2.08%	3.41%	2.9%	2.26%	2.76%
Reduction in Solid waste - annually	% A load of no less than 2% annually	--	14.2%	42.2%	56.65%	72.67%
Waste recycling - annually	% A load of no less than 2% annually	--	2.05%	2.31%	5.09%	2.31%

Second Axis:

National driver: Carbon footprint reduction

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

TDRA

The strategic context for reducing greenhouse gas emissions in the TDRA's buildings

Adoption and implementation of best practices in innovative technology, and the development of sustainable solutions supporting the green transformatio	Implementing initiatives and projects that achieve net-zero emissions	Increasing the productivity of renewable clean energy sources for buildings
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Greenhouse gas emissions in public buildings compared to LEED buildings

Greenhouse gas emissions are considered one of the most important performance indicators for any green (sustainable) building. They have been the primary goal of the LEED rating system since 2009.



The ARC platform has provided a methodological approach to measuring and tracking emissions levels for buildings and related operations in green buildings as shown in the table below:

LEED certification level	Total greenhouse gas emissions	Change from the approved levels/difference from approved levels
	Metric tons of carbon dioxide per square foot	%
مرخص	<td/0.009	%0
فضي	0.007	%22 -
ذهبي	0.006	%33 -
بلاتيني	0.004	%55 -



Calculation of carbon emissions in the TDRA's buildings

Building	Total floor area (square feet)	Carbon footprint (conventional building, metric tons of carbon dioxide equivalent)*	Carbon footprint (LEED certified building, metric tons of carbon dioxide equivalent)**	Carbon footprint of the TDRA (LEED Gold certified building, metric tons of carbon dioxide equivalent)***	The Reduction of carbon emissions by TDRA (LEED Gold certified building, metric tons of carbon dioxide equivalent)*	The equivalent number of trees planted for 10 years	The equivalent number of smartphones charged over the course of .a full year
TDRA – Dubai Bldg (A)	121,936	1,317	1,097	732	585	9,673	71,160,948
TDRA – Dubai Bldg (B)	134,769	1,456	1,213	809	647	10,698	78,702,792
TDRA - Jabel Ali Bldg (C)	54,304	586	489	326	261	4,316	31,748,731
TDRA - Abu Dhabi Bldg (D)	109,136	1,179	982	655	524	8,664	63,740,747
TOTAL =					2017	33,351	245,353,218

* We can assume that the conventional building has a %20 higher carbon footprint compared to the LEED certified building.

** 0.009 metric tons of carbon dioxide equivalent/square foot.

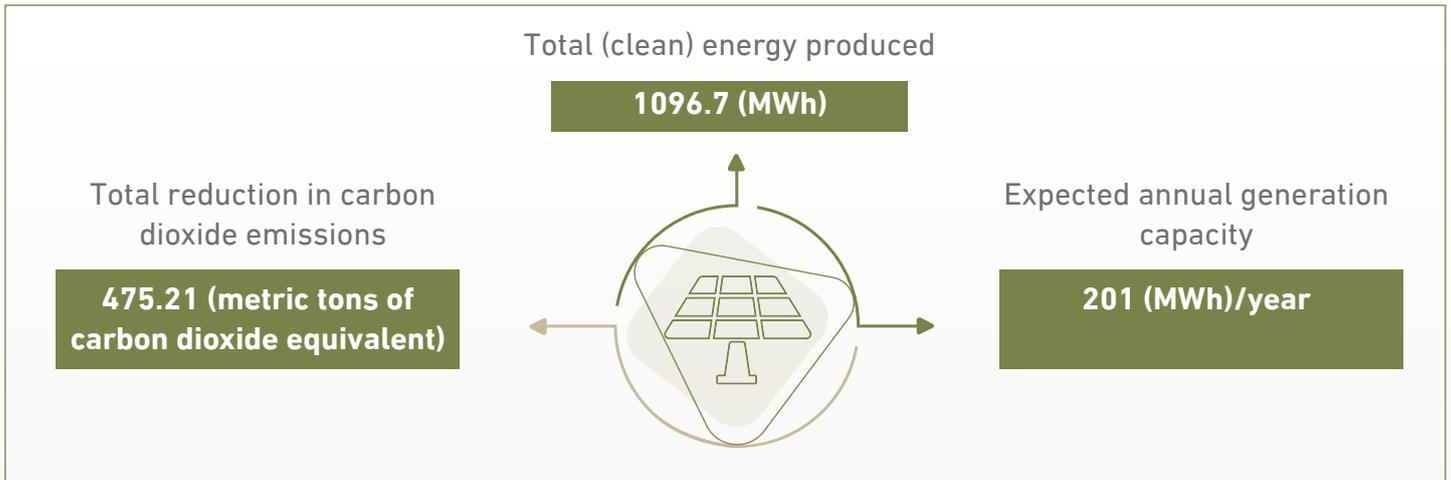
*** 0.006 metric tons of carbon dioxide equivalent/square foot.

Greenhouse gas emissions reduction index in the TDRA's buildings

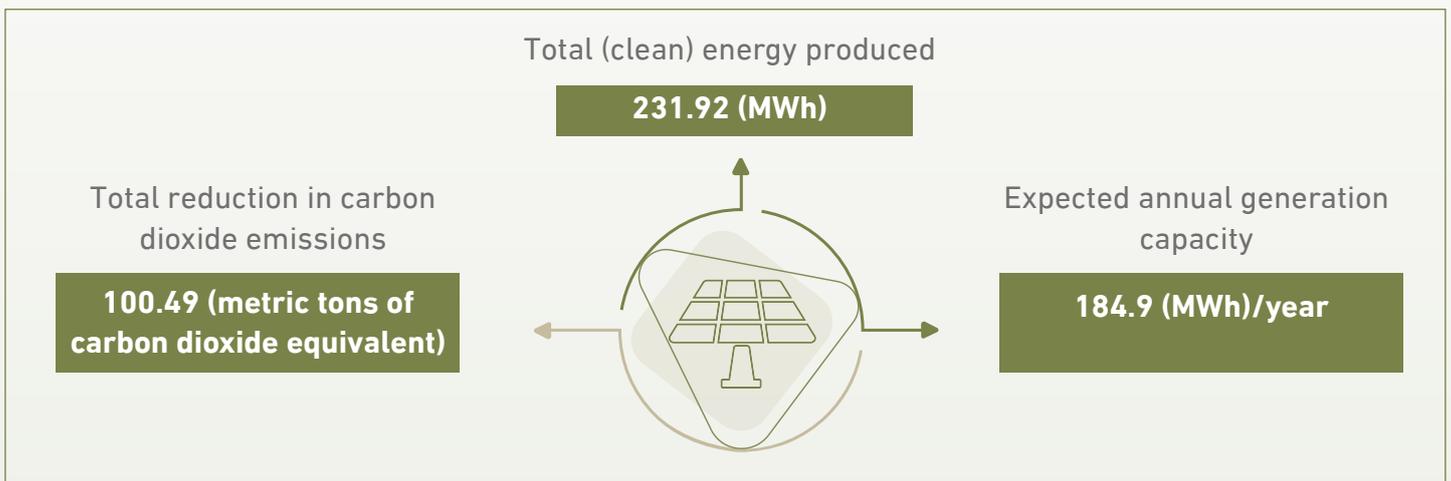


Clean (renewable) energy generation projects in the TDRA's buildings

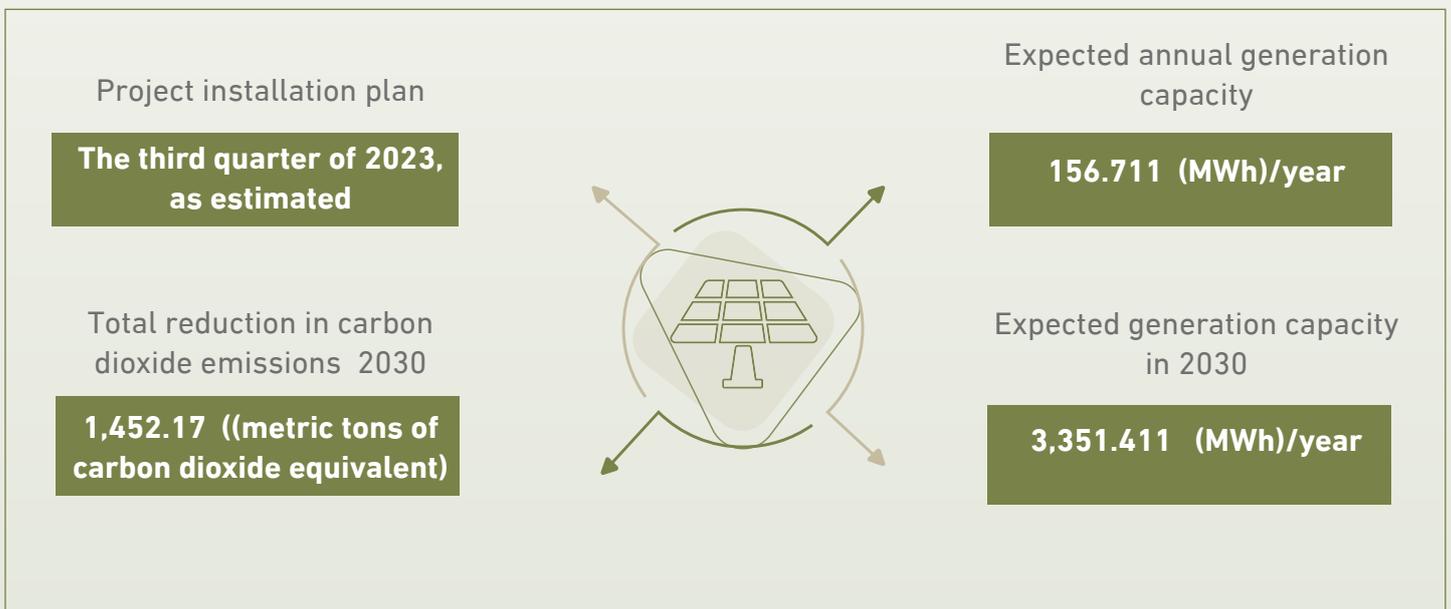
The solar panel system production by the TDRA's building in Jebel Ali (C): (August 18 ~ March 23)



The solar panel system production by the new TDRA's building in Dubai (B): (August 21 ~ March 23)



The solar panel system production by the existing TDRA's building in Dubai:



Procurement Sustainability

As one of the key section in the Administration Affairs, with a crucial role in promoting sustainability practices within the TDRA, the Procurement Section has been committed to enhancing environmental sustainability throughout the year 2022. In this regard, the section has conducted various studies focused on assessing the precise impact of procurement decisions on the environment. Additionally, we have fostered more strategic partnerships by prioritizing suppliers who adhere to environmentally-friendly sales policies and align with green initiatives and responsible sourcing principles.

Policies followed by the Procurement Section to promote sustainability objectives include:



- ▶ **Forward Planning:** Anticipating the future, planning, and gradually implementing changes to accommodate unexpected disruptions and adapt to them to achieve success and prosperity while ensuring the safety of employees and customers.
- ▶ **Enhancing Sustainable Work Environment:** Promoting initiatives aimed at providing a sustainable work environment and improving collaboration with suppliers to facilitate procurement procedures.
- ▶ **Building Sustainable Strategic Relationships:** Establishing sustainable strategic relationships with suppliers and expediting procurement processes through strategic purchasing strategies, negotiating strategic contracts with suppliers, and consolidating contracts to obtain competitive pricing.
- ▶ **Human Resource Development:** Developing the human resources in the field of procurement, sourcing, and electronic procurement systems.
- ▶ **Supply Chain Performance Enhancement:** Improving key performance indicators for success in the supply chain, including cost efficiency, order delivery speed, and accuracy in delivery forecasting.
- ▶ **Commitment to Sustainability Strategy:** Complying with the sustainability strategy and policy in procurement by integrating sustainability into the TDRA's procurement practices. This ensures supply chain security, risk mitigation (financial and environmental), and enhances the confidence of investors and stakeholders.



As a result of such practices, the TDRA has received numerous local and international awards, recognizing the efforts made by the Procurement Section in the field of procurement management in 2022.

List of Awards and Certifications		
TDRA Rank	Outstanding awards and achievements	Entity
First globally	Qualified for the final round in the agility category	international resilience award for agility & sustainability
First globally	Qualified for the final round in the sustainability category	international resilience award for agility & sustainability
First globally	Qualified for the final round supply chain, quality & performance	international resilience award for supply chain, quality & performance
First as a federal organization	Sustainable procurement	BSI
First as a federal organization	Public sector procurement	BSI



Human Resources Department

The TDRA consistently works to create an environment for their staff members that is supportive and empowers them to carry out their duties proficiently and creatively. By enrolling them in training programs that help them fulfill their job duties to the greatest standard, they encourage employees to grow and realize their goals. They also consistently seek to engage with the best national and international talents.

Further, The TDRA supports the Emiratization initiative adopted by the government of the United Arab Emirates by ensuring the continuous development of national talents. This is achieved through enhancing and improving the capabilities of the workforce, preparing them for job roles, and assigning them responsibilities in various job categories. It's worth mentioning that the Emiratization rate at the TDRA in 2022 was 88.3%, confirming the TDRA's commitment to the Emiratization initiative embraced by the government of the UAE.



Enhancing employee happiness:

Since our employees are crucial in maintaining the success, efficiency, and excellence of TDRA, we place a high value on their happiness. The TDRA continuously works to increase employee happiness by fostering a positive work environment via teamwork, trust, and friendship. This increases the likelihood of employees advancing in their careers by fostering positive relationships among them, motivating them to do their best job, and encouraging them to care about each other's well-being.

In addition, The TDRA works on implementing concepts and practices related to customer and employee happiness, aligning with the vision of the country as outlined in the National Happiness Index.



Employee Benefits:

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





Employee health and safety:

The culture of health, safety, and the environment at the TDRA represents an exemplary approach to integrating quality, health, safety, and environmental standards into integrated management systems in accordance with ISO 9001, ISO 14001, OHSAS 18001 for Occupational Health and Safety Management System, as well as BSI Flex 45004.

The TDRA has issued a Health and Safety Guide based on the Occupational Health and Safety Guidance Document for the Federal Government. It has also adopted an approved risk management approach at the TDRA sectors, and departments, taking into consideration the integration of the results of this approach into its Occupational Health and Safety Management System. Additionally, the ISOROBOT Quality Management System has been implemented, which includes risk identification and assessment."



Gender Balance and Women Empowerment

The TDRA always strives to empower women, ensure their equality with men, and engage them in all areas that enable them to showcase their talents and highlight their roles within the TDRA. A committee called "Hawaa" has been established to meet the needs of female employees and provide them with the necessary support.

The "Hawaa" committee exerts significant efforts to enhance the role of women within the TDRA. They launch various initiatives and organize awareness workshops. Additionally, the committee provides support and assistance to female employees, meeting their needs and helping them develop their professional, cultural, and societal skills.



Technology Development Affairs

The Technology Development Affairs Section has aligned its projects, strategies, and initiatives with the Sustainable Development Goals (SDGs) as a guiding framework:



The Technology Development Affairs Section has aligned its projects, strategies, and initiatives with the Sustainable Development Goals (SDGs) as a guiding framework:



These goals have been reflected in the operations and services of the Type Approval Section, which included:

Type Approval Section

Roles and Responsibilities:

- ▶ **Telecom suppliers' services management:** Registering telecommunications equipment suppliers in the country. This is required before starting any business activity.
- ▶ **Telecom equipment market management and monitoring:** Overseeing and inspecting the telecommunications market and licensed entities to ensure compliance with regulatory policies and to prevent dealing with restricted and prohibited devices.
- ▶ **Samples management:** Receiving samples of telecommunications equipment for examination to ensure their compliance with the technical specifications approved by the TDRA through the Type Approval and Inspection Laboratory or inspection processes.
- ▶ **Telecom equipment type approval management:** Issuing permits for telecommunications equipment in accordance with technical standards and approved types in the country.
- ▶ **Telecom equipment inspection management:** Conducting technical inspections in accordance with the standards and guidelines approved by the authority necessary for the approval of telecommunications equipment in the country.
- ▶ **SIM cards Sale outlets management:** This includes regulating the sale of mobile phone SIM cards in the country.
- ▶ **Telecom equipment customs clearance management:** Issuing permits for imported telecommunications equipment entering the country.



The Section's innovative initiatives include:

- Successfully passing the external assessment for ISO 17020 related to inspection procedures for the telecommunications equipment market by the Emirates Global Accreditation Center.
- Successfully passing the external assessment for ISO 17065 related to the accreditation of telecommunications equipment by the Emirates Global Accreditation Center.
- Collaborating with major e-commerce websites such as Noon, Amazon, Chinese Market, etc., to reduce the presence of prohibited and dangerous telecommunications equipment on these platforms, resulting in a 40% reduction in violations.
- Conducting a year-round awareness campaign about the conformity mark specific to registered companies (telecommunications equipment suppliers) in the Authority's systems, encompassing more than 13,000 companies. This campaign has contributed to raising awareness about the type approval policies in the country and the importance of compliance with them.
- Completing the automation of inspections related to cellular devices, which will improve the quality and performance of services provided by reducing the time required for accrediting these devices.
- Enhancing the capabilities of national staff at the National Accreditation Laboratory for the examination of fifth-generation (5G) devices professionally through the implementation of specialized training programs in accordance with global technical and technological standards.
- Completing an inventory of telecommunications equipment from previous years whose accreditation certificates had expired.
- Introducing a new procedure for recycling devices that have not been accredited in the country due to challenges with the manufacturing factories, aiming to preserve the environment and its safety.
- Collaborating with the Expo team to carry out the re-export of devices of participating countries in the exhibition.
- Continuing efforts related to the "Kashef" initiative by coordinating with licensed entities, resulting in the update of the activation guide and the implementation of the initiative.
- Collaborating with the Department of Economic Development in Dubai to reduce consumer protection complaints related to joint registration services.
- Collaborating with the Dubai Electricity and Water Authority regarding the inspection and registration procedures for Internet of Things (IoT) devices to support their future projects.



Infrastructure and Standards Section

Roles and Responsibilities:

- ▶ Management of infrastructure resilience of the communications sector for crises and emergencies: Ensuring the compliance of wired and wireless communication devices with approved standards and specifications for security, safety, and quality.
- ▶ Auditing the efficiency and readiness of licensees for emergencies and crises.
- ▶ Conducting a communication risk assessment.
- ▶ Testing the communication system between national operations centers and the environmental control and command center.
- ▶ Simulated exercises management.
- ▶ Management of the Business Continuity Forum for the communications sector.



The Section's innovative initiatives include:

- ▶ Implementing the tenth edition of the "Sada Al Barq" exercise, in coordination with the National Emergency, Crisis and Disaster Management Authority, where scenarios and dilemmas were designed based on the National Plan for Telecommunications Sector Emergency Management and with the participation of the supporting federal agencies and licensees.
- ▶ Conducting 3 series of "Al Shatat" exercises at the national, local and institutional levels to strengthen procedures and coordinate response to emergencies, crises and disasters.
- ▶ Active participation in 9 simulation exercises at the local and national levels in the country to ensure high readiness in times of emergencies, crises and disasters.
- ▶ Completion of the audit regarding their compliance with the National Emergency Telecommunications Management Plan through multiple criteria to ensure efficiency and effectiveness.





The Section's innovative initiatives include:

- ▶ Contribution to updating the guides for the service infrastructure in the Emirate of Abu Dhabi with the aim of improving service quality and honoring the TDRA as a key strategic partner recognized by the Abu Dhabi Quality and Conformity Council.
- ▶ Conducting a closed consultation with the licensed parties to enable access to physical facilities, including telecommunications infrastructure and inactive network elements, from one licensee to another, in order to provide communication services while preserving rights and obligations.
- ▶ The selection of the TDRA to represent all civil entities in the country in recognition of its efforts in implementing, developing, and enhancing the general framework for the security and resilience of critical facilities. This includes being part of the higher committee responsible for updating the framework, alongside the following two entities: the National Emergency, Crisis, and Disaster Management Authority and the Ministry of Interior.
- ▶ Managing emergency events and providing the necessary support to licensees and other entities during the month of July with the aim of ensuring the continuity of the telecommunications sector's operations in the country and addressing the issues and challenges that may arise.

Planning and Technology Section

Roles and Responsibilities:

Number Portability Management

Supervising number portability services between licensees and monitoring the compliance of all parties with the TDRA's instructions.



Number Resource Management

Allocating number resources to licensees.



The Section's innovative initiatives include:

- ▶ Launching the distinctive hashtag service known as #Tag, designed to provide customers with a high level of uniqueness and distinction. It facilitates communication with customers by linking their personal numbers to a unique hashtag number assigned to them.
- ▶ Launching the (800) toll free number portability Service from one service provider to another while ensuring that the number remains unchanged. This aims to enhance competition among telecommunications service providers and expand customer choices.
- ▶ Officially announcing to the public the availability of the phone number portability service for fixed-line numbers provided by licensees in the country.
- ▶ Successfully automating the transfer of mobile phone numbers for the business sector with the goal of improving the services offered by the telecommunications sector and enhancing customer satisfaction.
- ▶ Carrying out yearly investigations into phony calls by altering the caller ID and researching how numbers are manipulated. The findings and suggestions to oppose and counteract this issue have been generated as a result.
- ▶ Completing thorough audits of denied requests for mobile number portability and working to fix any problems found to raise the caliber and effectiveness of the services offered.





Wireless Networks & Services Section

Roles and Responsibilities:

- ▶ Telecom providers' services management: Coordination procedures for regulating a range of licensees' services, including regulatory procedures for accessing public lands for the purpose of building mobile network sites, and regulatory procedures for SPAM marketing text messages via mobile phones.
- ▶ IoT services management: Organizing Internet of Things services in the country to develop the ecosystem of IoT services in a coordinated, coherent and secure manner, in accordance with the requirements and standards issued by TDRA.
- ▶ Policies compliance monitoring: Checking licensees' compliance with the registration requirements of mobile subscribers in accordance with the policies and instructions issued by TDRA.
- ▶ Network Coverage: Conducting a field survey to test, measure and analyze the quality of telecommunication networks in the country and simulate the experience of users, and thus identify aspects of improvement in networks and coverage in coordination with telecom service operators in the country.



The Section's innovative initiatives include:

- ▶ Developing the white paper on the industrial use of 5G networks during the GITEX 2022 exhibition. This white paper serves as a guiding document that outlines insights and objectives related to adopting 5G technologies, the role of 5G networks in advancing work environments, industries, and businesses, technology trends, intellectual property rights, and sustainability.
- ▶ Launching the service for renewing the registration of mobile phone subscribers using the UAE Pass through the licensee's mobile application and website.
- ▶ Conducting field surveys to test, measure, and analyze the quality of telecommunication networks and smartphone quality, simulating user experiences with the aim of improving and developing communication services in the country.
- ▶ Adding fifth-generation (5G) devices to the field surveys conducted by the authority to test, measure, and analyze the quality of mobile phone operator networks in the country and simulate user experiences to enhance their performance and satisfaction levels.





The Section's innovative initiatives include:

- Successfully enhancing the governance of mobile phone SIM card registration procedures for economic entities by activating the licensee's fingerprint of the authorized individual by the relevant entity.
- Completion of the alignment and registration process for approximately 4,600 mobile phone SIM card sales outlets, in accordance with the relevant regulatory policy requirements.
- Updating the regulatory policy for SPAM marketing text messages via mobile phones and providing subscribers with the option to block or receive donation messages from charitable organizations.



Supporting People of Determination and Senior Citizens:

The Section works in cooperation with licensees to provide discounts on a range of packages and services to support the effective integration of People of Determination into society:



People of determination benefits:

Etisalat: Etisalat offers a %50 discount on:

- Monthly subscription for the eLife Family package, internet and phone
- Monthly subscription for fixed home phone service package
- Monthly subscription for home internet packages
- Prepaid packages
- Postpaid packages





People of determination benefits:

Du: Du offers a %50 discount on:

- ▶ Smart Plan with postpaid system.
- ▶ Emirati Smart Plan with postpaid system.
- ▶ New Emirati packages with postpaid system
- ▶ Power Plan postpaid packages



The Section also cooperates with the Family Development Foundation to provide facilities and discounts in the telecommunications sector for senior citizens to improve their well-being:

Etisalat: Etisalat offers the following:

- ▶ 50% discount on the subscription in all mobile data packages
- ▶ Fast track in service centers
- ▶ Fast track when contacting customer service centers.



Du: Du offers the following:

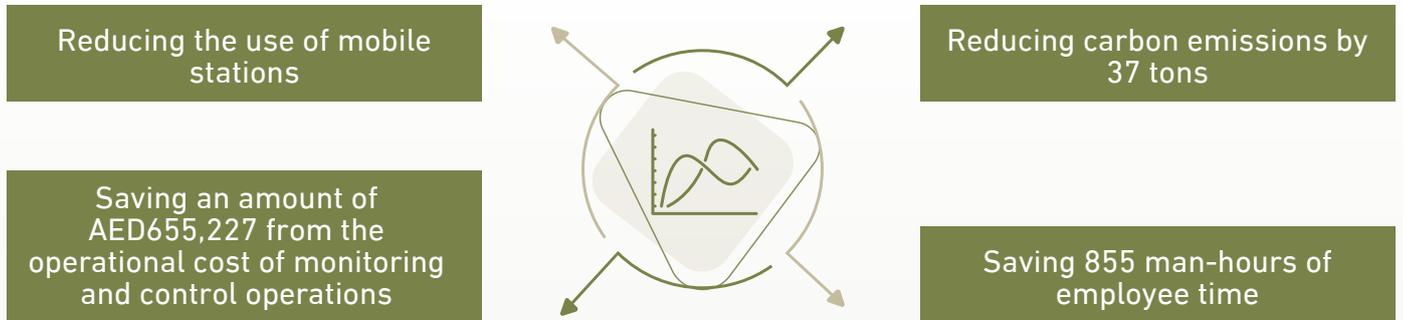
- ▶ 50% discount on the monthly subscription fee for postpaid packages
- ▶ Prepaid packages: 100% extra credit on each recharge, up to a maximum of AED200 per month
- ▶ The validity of the additional credit is 50 days
- ▶ The offer is available for one number per customer for Pay-As-You-Go packages



Frequency Spectrum

Impact of the RF Monitoring Center on Sustainability by the end of 2022

The RF Monitoring Center is connected to a number of fixed stations spread throughout the country.



The impact of the RF Authorization System development by the end of 2022

Reducing the time of service provision process		
	Before	After
New authorization	days 8.7	days 4.6
Renew authorization	days 5.2	days 0.09
Amend Authorization	days 9.2	days 2.3
Cancel authorization	days 1.2	day 0



Reducing the time of service provision process

Reducing working hours: saving 13,136 working hours in 2022

- Other improvements:
- The service has been automated



Reducing the operational cost: the operational cost of the service decreased by AED4,7 in 2022

- Subscribers can submit requests for the service at any time and from anywhere



Sustainability of the telecommunications infrastructure in the UAE

The frequency spectrum is a natural and rare resource. TDRA has been assigned to manage it with the aim of sustaining this resource to cover the national needs of frequencies, including maintaining sufficient frequencies to cover the future technology.



Continuity of spectrum management business

The department maintained %100 business continuity in 2022

- ▶ Issuing 10,440 wireless services authorizations for various sectors in the UAE in 2022.
- ▶ The allocated frequencies contributed to the sustainability and continuity of the vital sectors in the country.
- ▶ The ability to cover the additional requirements received from government entities, companies and customers by 100%.
- ▶ Resolved 206 harmful interference that caused disruption or interruption of the work of some sectors in the UAE. This contributed to the business continuity of these sectors and maintaining the quality of life in the UAE.



Digital Government

The objectives of the digital government can be summed up as enhancing the quality of digital life by providing personalized and proactive services through harnessing modern technologies to enable digital transformation across all sectors.



Digital Government Strategy

The digital government strategy is summarized by a set of core principles that represent the essence of sustainable digital transformation, including:

- ▶ Legislative readiness to ensure a smooth and comprehensive digital transformation.
- ▶ Upgrading digital capabilities and skills.
- ▶ Providing a world-class digital infrastructure and shared digital enablers.
- ▶ Offering a unified digital platform and a seamless user experience.
- ▶ Integrating government systems and automating services.
- ▶ Collaborative design involving all segments of society.



Characteristics of the digital government:

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





Strategic priorities:

- ▶ World-class digital infrastructure.
- ▶ Unified digital platform.
- ▶ Integrated government systems.
- ▶ Enhancing digital capabilities and skills.
- ▶ Digital by design.
- ▶ Legal support for digital transformation.
- ▶ Improving government efficiency.

Indicators for Digital Government Enablers		
98,93%	34	380
The digital transformation rate for 2022	Federal entities	Services assessed

Digital Enablers and Innovation Initiatives		
Digital Enablers		Innovation Initiatives
Federal Network		Virtual TDR Camp
Digital Verify		UAE Hackathon
UAE Pass		TDR Virtual Academy
Government Services Bus (GSB)		Bayanat.ae
Digital Vault		Sharik.ae
Go Digital		UAE API Marketplace
The UAE domain (.ae)		

FedNet and cloud infrastructure services

Sustainable integration of government digital services

FedNet and Government Service Bus (GSB)

As part of its role in supporting government entities' smart transformation, TDRA has developed the necessary infrastructure for sustainable integration of government services through an electronic network at the federal level - The Federal Electronic Network (FedNet)- to integrate more than 50 government entities.

FedNet provides the requirements for secure networking between government entities at the federal and local levels, allowing them to publish their services to one another or utilize government services provided by another linked entity. The infrastructure has also been prepared to address emergency cases by providing backup sites to work automatically or in connection with other sites, to ensure continued operation and availability of government services around the clock. Number of entities on boarded to FedNet until the end of 2022 is 106 entities.

The Government Service Bus (GSB) supports system integration between federal entities, allowing data transfer between government entities and enabling them to provide an integrated service to customers, thus contributing to improving the quality of life. Number of entities on boarded to GSB until the end of 2022 reached 193 government and private entities, and the number of services available on GSB reached 447 unique services.

Federal entities associated with the platform collaborated with the TDRA to build and deploy them on the platform, making them available to both government and private entities.

The number of transactions on GSB reached 346.4 million transactions during 2021, the number of transactions in 2022 reached 528.4 million transactions, which means 52.6% increase in the number of transactions on GSB during 2022 compared to 2021.

GSB, through "Mabrouk Ma Yak" initiative, has contributed to reducing carbon emissions by more than 437,229 kilograms of carbon dioxide in 2022, as the number of transactions on "Mabrouk Ma Yak" service reached 18,977 transactions in 2022. (average 23.04 kg CO2 per transaction).



Enabling government services

towards digital transformation

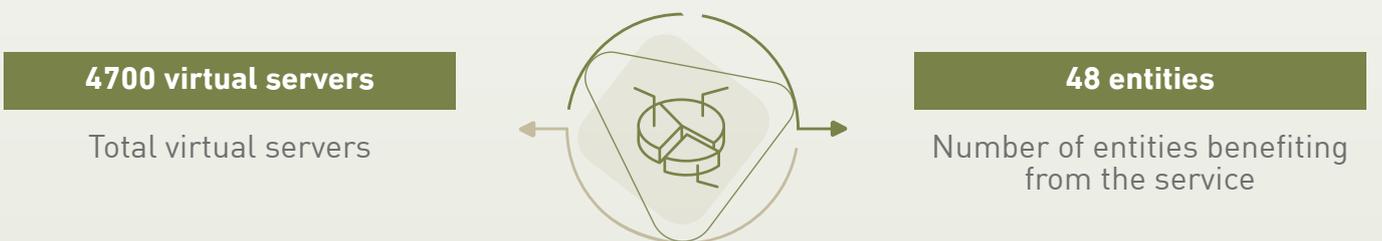
Highly efficient cloud computing

With respect to the technological infrastructure, TDRA has provided a high-performance secure platform for cloud infrastructure services containing scalable computing and storage resources ready to use as needed. In addition to achieving significant money-saving resulting from the decreased unit cost price based on the principle of economies of scale. Automation of cloud services (so as to be ready and available on demand) would support the efforts of government organizations in the area of innovation through the rapid launch of innovative technological services and meeting delivery dates without wasting time on logistics related to hardware, storage or hosting spaces.

The platform serves as a key enabler to deliver government services and support FedNet by a secure virtual infrastructure. Through this automated platform, federal entities using the service can access computing and storage resources on demand and finalize tuning/configuration to launch applications in a standard time. This had a significant impact on entities by shortening the infrastructure readiness time - from months to a few hours - as well as the period for launching applications.

TDRA's efforts - represented by supporting the adoption of virtual computing by operating 4,700 virtual servers for federal entities on 270 physical servers, which constitute the current capacity of the cloud infrastructure platform - contributed to raising computing efficiency by 1,800%.

The adoption of virtual computing and the provision of the unified platform also contributed to saving energy consumption amounting to more than 365 kilowatt-hours, which is equivalent to AED 725,697 per month, which led to a decrease in the emission of 271,000 kilograms of carbon dioxide per month, which would have required planting 12,904 trees to contain this emissions.



High performance internet gateway

In order to keep pace with the growing needs for Internet data packages necessary to provide government services with high quality, the " High performance internet gateway" was equipped to provide Internet service to more than 38 federal entities.

This service provides high-performance standard service levels for all online government services, in addition to flexibility, speed to provide big data packages for the most used applications, the use of multi-routing Internet Protocol to provide service from more than one operator at the same time to respond to emergency situations, in addition to achieving significant financial savings in the cost of Internet connection service based on the principle of economies of scale.

The quality of Internet connection service is a priority for the provision of smart government services available around the clock and able to absorb any increase in usage rates without downtime or slowdown. The data capacity of the portal reached 4000 megabytes (4 gigabits) in 2022, meeting the needs of more than 38 federal entities.



Sustainable enablement towards digital transformation

TDRA has provided a set of applications to support the work of government entities, such as e-mail, communication and technical sharing services, in addition to a cybersecurity platform that serves as a first line of defense, the First Electronic Defense Line (FEDL), to protect the networks and systems of federal entities from the risks of cyber-attacks.



Service continuity

TDRA has provided a set of applications to support the work of government entities, such as e-mail, communication and technical sharing services, in addition to a cybersecurity platform that serves as a first line of defense, the First Electronic Defense Line (FEDL), to protect the networks and systems of federal entities from the risks of cyber-attacks.

- 1. Infrastructure design so that backup components are available within the cloud infrastructure and FedNet.
- 2. Preparing auxiliary sites for data centers with sufficient data capacity to link them together and reflect the data in real time.
- 3. Conducting periodic tests to ensure the readiness of the service continuity system.
- 4. Updating the records related to the continuity of services within the risk register during the year while working on implementing the recommendations.
- 5. Complete implementation of work plans and audit requirements for infrastructure continuity.
- 6. We have successfully passed the ISO 22301 Business Continuity Audit 2020.

Virtual Academy

TDRA Virtual Academy proudly continues to embrace new technologies, in line with the wise leadership directives. The Academy was established in 2013 to support digital transformation, promote a culture of e-learning and promote the growth of the ICT sector.





Virtual Camp

One of the largest and most dynamic initiatives, TDR A Virtual Camp is a virtual camp created for children and teens between the ages of 6-17, with the aim of enhancing their technical skills.



UAE Hackathon

The UAE Hackathon is the largest competitive innovation event at the national level. It reflects TDR A's efforts to spread the culture of digital transformation in the country. This project provides an opportunity for different segments of society including university and high school students, entrepreneurs, employees and IT experts to use open data as a tool to explore solutions on specific topics and challenges in the hackathon.



UAE Verify

A digital platform that allows instant verification of the "trusted digital documents". The platform verifies the authenticity, integrity and validity of the document from the official source.

Digital Vault

It allows individuals to request their digital official documents, link them to their UAE Pass, and share them with service providers instantly.



UAE Pass

UAE Pass is the first national digital identity for citizens, residents and visitors that enables them to access many services across various sectors in the UAE, and allows them to digitally sign and authenticate documents. It also enables users to request and use a digital copy of the documents issued to them to access the services.



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