



#DEWA2021 Strategic Plan Highlights

Confident Steps Towards Dubai Clean Energy Strategy 2050

2016 update



For generations to come



DEWA SMART WORLD



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EXPO 2020
DUBAI, UNITED ARAB EMIRATES





“ The UAE is striving to develop and boost its rich resources and expertise in the international energy markets and enhance its leading role as a world centre for renewable energy research and development. ”

His Highness Sheikh Khalifa bin Zayed Al Nahyan

President of the United Arab Emirates



“ We recognise that preserving our energy resources will be one of the greatest challenges in our drive towards sustainable development. This, however, will not materialise unless the different facets of our society adopt energy conservation principles in their core values. The future generations will be the chief beneficiary of our achievements and the best judge of what we accomplish in this field. ”

His Highness Sheikh Mohammed bin Rashid Al Maktoum
Vice President and Prime Minister of the UAE and Ruler of Dubai



Dubai will lead the way towards the Government of the Future.



His Highness Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum
Crown Prince of Dubai and Chairman of Dubai Executive Council



“ DEWA’s projects are the life, essence and backbone of Dubai’s infrastructure. DEWA provides world-class services at the highest levels of reliability, quality and best international practices and technologies, to ensure uninterrupted supply of electricity and water services and achieve the sustainable development of the UAE. ”

His Highness Sheikh Hamdan bin Rashid Al Maktoum

Deputy Ruler of Dubai, UAE Minister of Finance and
President of Dubai Electricity & Water Authority



Foreword by MD & CEO of DEWA



The world is looking with great interest at Dubai as a model for setting powerful future vision of His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, And the directives of HH Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, Dubai Crown Prince and Chairman of Dubai Executive Council, to achieve the happiness and the all-round welfare of UAE society.

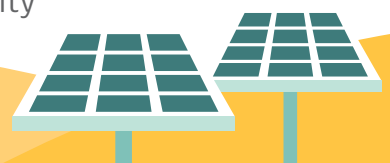
The UAE and Dubai 2021 strategic plans have set a roadmap that drives our ambitious initiatives and development projects combining economic growth, energy sustainability and a clean and safe environment that creates a happy society. DEWA is proud of its team accomplishments to date and of the world-class performance and contributions we made to energize the future of Dubai. DEWA 2021 illustrates just how much work we have committed ourselves to, in order to support Dubai's progress to the next stage of a 7-year journey to celebrate the Union's Golden Jubilee.

I would like to welcome you to the 2016 update of our DEWA2021 strategic plan. This year, the plan has been updated to align with Dubai Clean Energy Strategy 2050, which focuses on creating an environment friendly energy mix comprising solar energy 25%, nuclear power 7%, clean coal 7% and gas 61% by 2030 where the mix will gradually increase the employment of clean energy sources to 75% by 2050. Our Smart Grid initiative is making progress with the launch of the first electric-vehicle charging stations in the UAE and the completion of 100 charging stations across our beloved city, which comes among many other high-impact programs, such as "Shams Dubai", smart meters and smart applications.

These initiatives intend to make Dubai the smartest city in the world. We have been successful in encouraging sustainable development, socially, environmentally and economically, of Dubai in particular and the UAE in general. Our planned Research and Development Centre at the Mohammed bin Rashid Al Maktoum Solar Park will support the UAE's and Dubai's innovation strategy in countless ways and strengthen our efforts to be ahead of the curve in a period of considerable change for the utility sector. Our commitment to innovation and creativity is unwavering, as we follow our vision to become a sustainable innovative world-class utility. We are dedicated, energized and committed to contributing to Dubai's journey towards greater success and excellence.

We are confident and determined to realize the strategic goals by working together with all of our stakeholders to support and be part of Dubai's commitment to sustainability and energy conservation.

H.E. Saeed Mohammed Al Tayer
MD & CEO of Dubai Electricity and Water Authority





Our Strategic Direction



Towards celebrating UAE Golden Jubilee

Our strategic direction continues to support the UAE and Dubai 2021 vision objectives and promote the effective implementation of supporting national and local strategies. It summarizes the aspirations of Dubai Electricity & Water Authority towards the year 2021 to celebrate the golden jubilee of our beloved country.

Inspired by the vision of His Highness Sheikh Mohammed Bin Rashed Al Maktoum, UAE Vice President, Prime Minister and Ruler of Dubai, we have updated our corporate values form the guiding principles for our plans and behaviors in the planning and practicing of our daily work towards achieving our strategic vision in 2021.

Our Vision

A sustainable innovative world-class utility

Our Mission

We are committed to the happiness of our stakeholders and promoting Dubai's vision through the delivery of sustainable electricity and water services at a world-class level of reliability, efficiency and safety in an environment that nurtures innovation with a competent workforce and effective partnerships; supporting resources sustainability

Our Values

- Stakeholders Happiness
- Sustainability
- Innovation
- Excellence
- Good Governance

Our Motto

For generations to come





Stakeholders Happiness

Our Definition

We commit to continuously exert our best effort and dedicate the right and adequate resources to foresee, analyze, deliver and exceed our stakeholders' needs and expectations to surpass their satisfaction towards their happiness.

Inspiration

"The government task is to bring happiness to the community, yes, our daily task is to achieve happiness"

H.H. Sheikh Mohammed Bin Rashid Al Maktoum

Key Behaviors and Actions

- Deliver world-class electricity and water services.
- Provide outstanding stakeholders' relationships and experience.
- Continuously engage with our stakeholders.
- Build our strategies and plans to exceed our stakeholders' needs and expectations.
- Capture our stakeholders' opinions and feedback for continuous improvement.





Sustainability

Our Definition

We commit to deliver value to our stakeholders while balancing environmental, social and economical impacts and act responsibly towards long-term preservation of resources for our future generations.

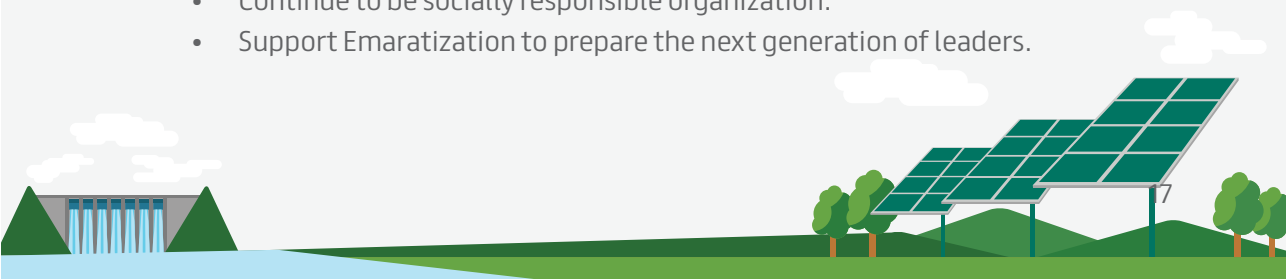
Inspiration

“Sustainable development needs quality projects in all sectors, especially the energy sector which is the main artery that supplies these projects with life and sustainability to deliver their goals of serving our people and future generations”

H.H. Sheikh Mohammed Bin Rashid Al Maktoum

Key Behaviors and Actions

- Constantly support UAE and Dubai sustainability plans.
- Continuously work with our stakeholders to promote and achieve UAE and Dubai sustainability agenda.
- Live and reflect UAE National identity values and principle in all of our doings and branding.
- Ensure highest levels of operational reliability and efficiency.
- Provide and ensure an environment with world class safety standards.
- Minimize the environmental impact of our activities.
- Continue to be socially responsible organization.
- Support Emaratization to prepare the next generation of leaders.







Innovation

Our Definition

We commit to continuously develop and seek new trends and realize our stakeholders' ideas which create new public values through an agile approach that appreciates risk and rewards principles.

Inspiration

“By innovation and ideas we can build countries and institutions and the future will be for people with ideas”

H.H. Sheikh Mohammed Bin Rashid Al Maktoum

Key Behaviors and Actions

- Deliver on UAE and Dubai innovation strategic plans.
- Enable SMART cities through new innovative technologies.
- Adopt and drive change to support new innovative models and solutions.
- Support innovative young entrepreneurs in UAE.
- Foster a positive and happy work environment that encourages our employees to produce innovative solutions.
- Support and work with all our stakeholders in supporting UAE
- and Dubai innovation strategic goals.





Excellence

Our Definition

We commit to continuously be in a journey of excellence that drives continuous improvement towards implementing best in class efficiency and effectiveness practices delivering sustainable results to our stakeholders on all fronts.

Inspiration

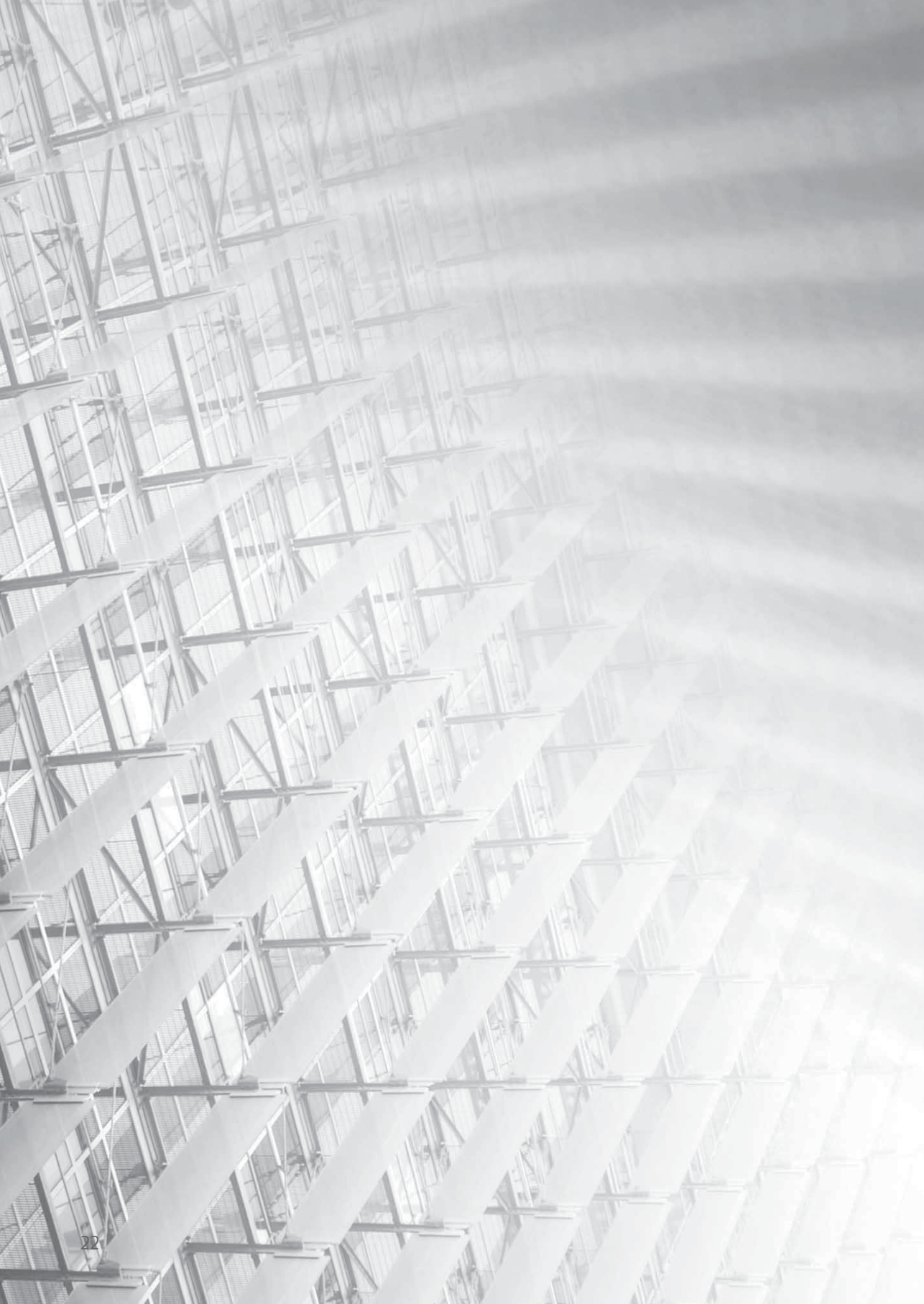
“In the race for Excellence ... there is no finish line”

H.H. Sheikh Mohammed Bin Rashid Al Maktoum

Key Behaviors and Actions

- Continuously manage towards delivering our vision and strategic direction.
- Deliver values to our stakeholders through effective planning and execution of our operations and projects.
- Continuously benchmark ourselves against the best and bridge any gaps towards being the best.
- Support and reward our distinguished teams and individuals.
- Develop and empower our employees to create new capabilities.
- Sustain success through effective results management.







Good governance

Our Definition

We commit to abide by UAE laws and preserve highest levels of transparency, integrity, fairness, involvement, effectiveness and accountability in our dealings and value delivery to our stakeholders.

Inspiration

“By innovation and ideas we can build countries and institutions and the future will be for people with ideas”

H.H. Sheikh Mohammed Bin Rashid Al Maktoum

Key Behaviors and Actions

- Ensure all of our activities are conducted in compliance with UAE governing laws and regulations.
- Comply with all transparent communication policies.
- Deploy best in class governance models and procedures that are appropriately aligned with DEWA and Dubai’s business model.
- Treat all our stakeholders fairly.
- Ensure that our employees are empowered and accountable for their decisions and actions.

Our Strategic Goals



What sets the heartbeat of DEWA in booming Dubai







Our Stakeholders



We develop our strategies to exceed our stakeholders' satisfaction to their happiness

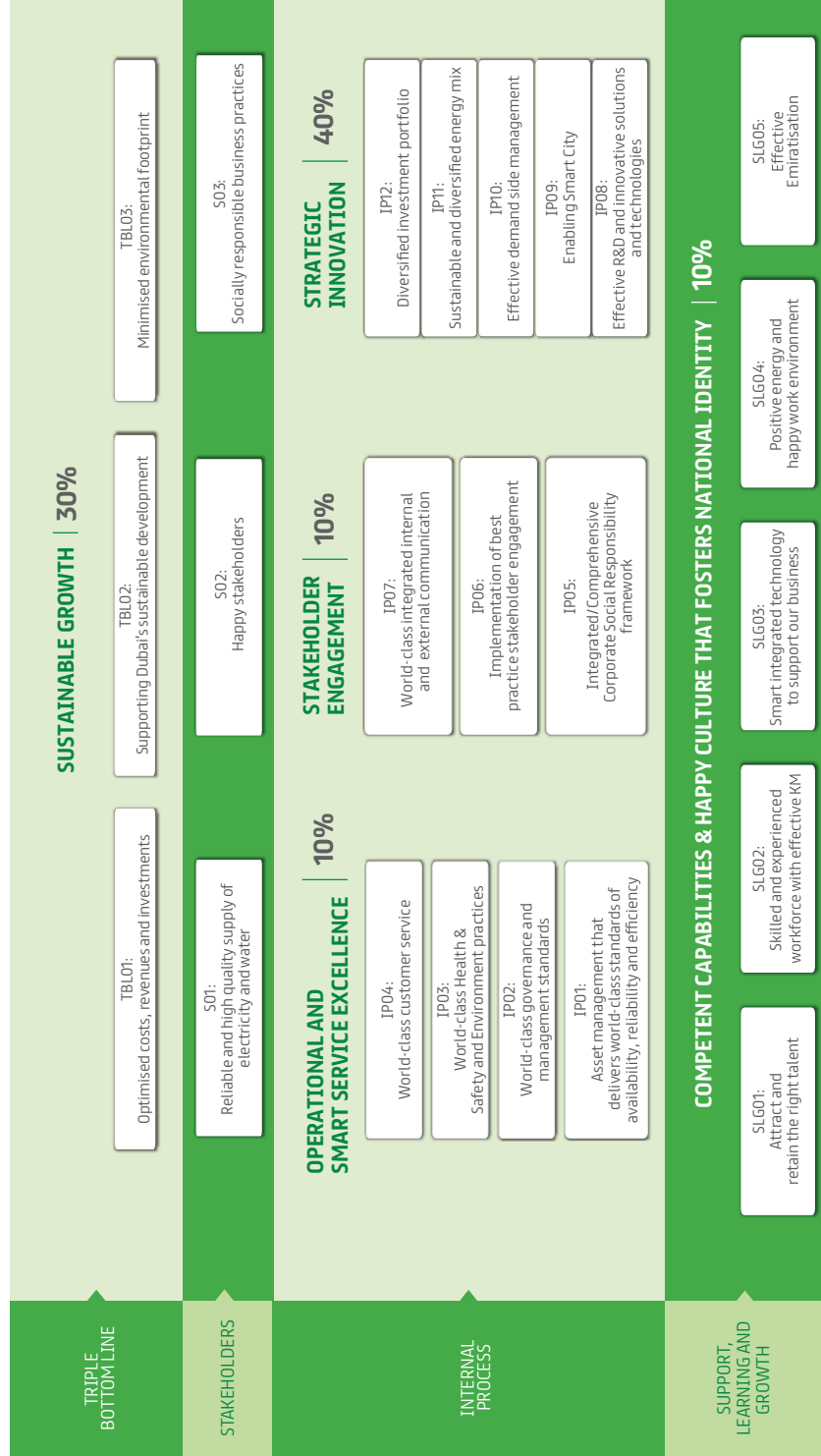




CORPORATE STRATEGY MAP 2021



A SUSTAINABLE INNOVATIVE WORLD-CLASS UTILITY



Our Strategic Priorities



What we want to achieve

We are driven by our belief in, and commitment to the three dimensions of sustainability: economic, environmental and social. Balancing these dimensions shall ensure our growth and improvement towards our stakeholders' happiness and the numberONE global ranking.

Priority One:

DEWA has successfully positioned itself on the global scene through its impressive results of services and processes. We renew our commitment to constantly develop reliable and smarter services towards our stakeholders' happiness.

Priority Two:

We consider our stakeholders' needs and expectations a primary input to formulate and adapt our strategic plan. Our 2021 vision focuses on effective engagement and communication with our stakeholders towards achieving our strategic goals and objectives.

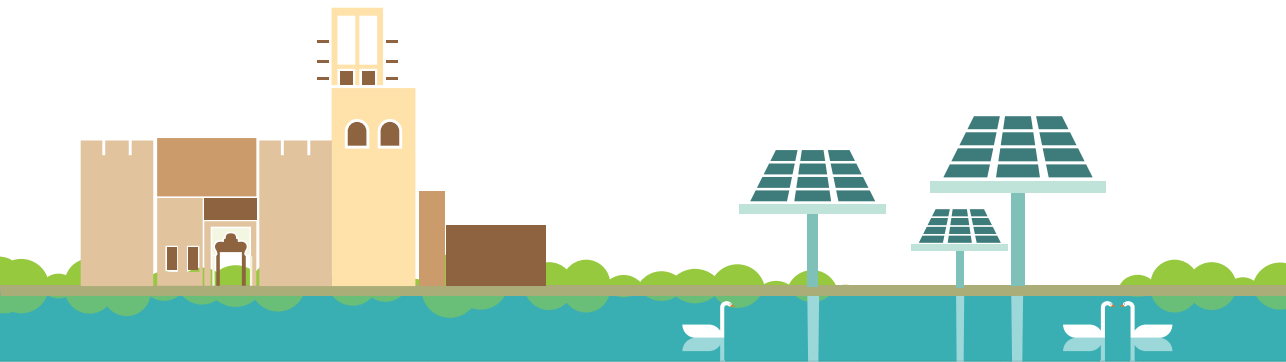
Priority Three:

We realize the scale of ambitions United Arab Emirates and Dubai are aspiring for, and we strongly believe that strategic innovation will open up a new horizon of potentials and capabilities to bring down any hurdles in our 2021 journey.

Priority Four:

DEWA builds its success through the achievements of its people at all levels. In DEWA2021, we continue to invest in our human capital through development and empowerment. Our Emiratization strategy is building the next generation of national leaders to steer our journey of excellence and sustainability.

Priority Five:



By 2021

Sustainable growth

Our business portfolio is thriving while contributing to the sustainable development of Dubai.

Our stakeholders are engaged and happy.

Our environmental footprint is minimised.

Our business practices are socially responsible.

Operational & smart service excellence

Our assets are managed in a way that ensures that world-class quality of services is maintained.

Our governance system is leveraged to drive excellence, overcome challenges, and keep pace with the ambitious national development plans. People matter so the individual is safeguarded through world-class health and safety practices & superior environmental performance.

Our customer service surpasses that by world-class performers.

Stakeholder engagement

Our engagement with stakeholders is effective and integrated with our organisational governance, strategy and operations.

Strategic innovation

Through innovation:

Our energy, not only our services, is reliable.

Our energy is smart and efficient.

Our investments are innovative, diversified, and support green economy.

Our ambitious Demand Side Management targets are achieved.

Our research and development investments will set the market trends.

Competent capabilities and a happy culture that fosters National Identity

Our workforce is capable, competent, and effective.

Our culture is inspiring, positive, and happy.

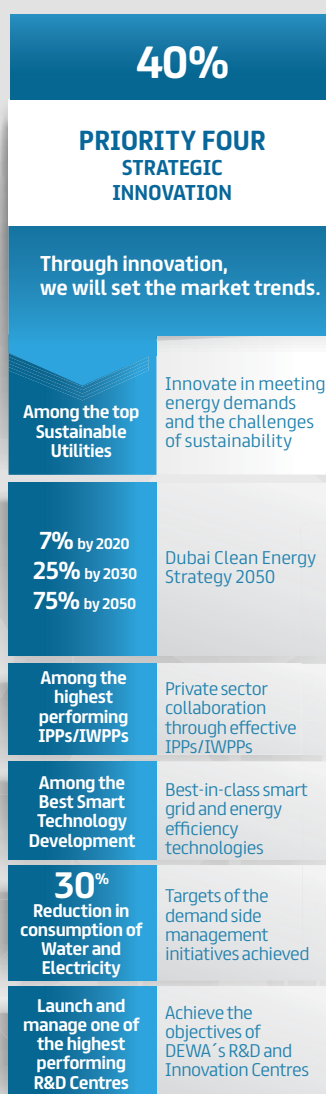
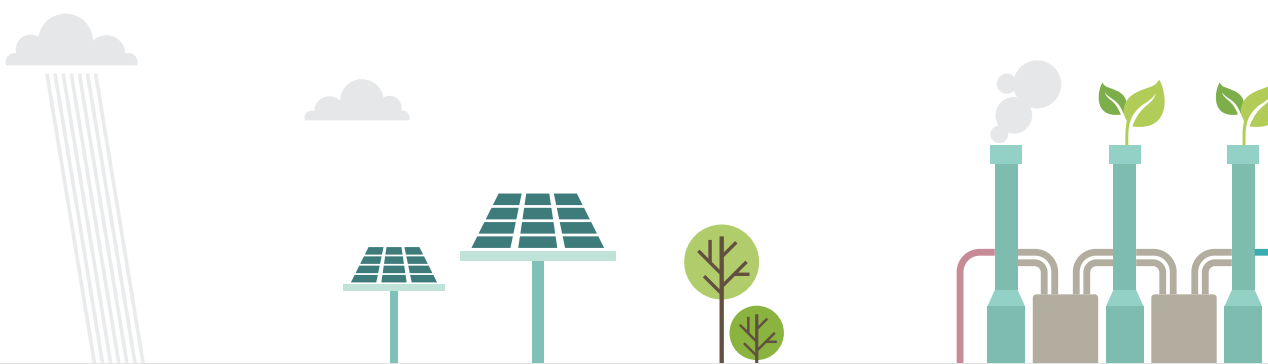
Our National Identity is safeguarded.

Our Strategic Priorities



What we want to achieve







Sample Key Projects



Sheikh Mohammed Bin Rashid Solar Park

The prime jewel of our strategic projects. It the largest solar power plant in the world built on a single plot. The park will have a solar power production of 5000 MW by the year 2030. It is the home to our Research and Development Center and our Innovation Center which will showcase our teams inventions and modern technologies. The project will also play a key role in delivering Dubai Clean Energy Strategy 2050.

DEWA Smart Grid

The project is key contributor to achieve “Smart Dubai” plan to transform Dubai into the smartest city in the world. It will provide a fully reliable and efficient infrastructure to enable smart electricity and water networks that would support the reliability and efficiency of our services and support our Demand Side Management program, which directly feeds into Dubai Energy Strategy 2030.

Shams Dubai

A regulatory framework that unlocks the capabilities and contribution of all our stakeholders to be part of our commitment to sustainability and clean energy. Shams Dubai provides the needed regulatory framework that enables people of Dubai to install power generation solar panels at home. Our customers can now sell back the excess of power they produce back to the grid to be consumed by another customer. The project is another key project we are delivering to support “Smart Dubai” plan.

Green Charger

Through this project, we are playing a key role in transforming Dubai in the smartest city in the world. We are building a modern, reliable and efficient infrastructure to support and enable sustainable transportation means through Electric Vehicles. We have successfully built 100 charging stations across Dubai with big plans to add more as the project is progressing on.



Our Business Diversification Portfolio



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