



DEWA 2021 smarter and brighter energy future for Dubai



For generations to come



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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 HH 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 Dubai Plan 2021 has 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 accomplishments to date, and of the world-class performance and contributions that we made to energise 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.

To implement the Dubai Integrated Energy Strategy 2030, we have worked on major programmes to diversify our energy mix and manage the demand for electricity. By 2030, 15% of Dubai's energy mix will be generated from solar power, 7% from nuclear, 7% from clean coal and 71% from gas. Our Smart Grid initiative is making progress with the launch of the first electric-vehicle charging stations in the UAE, among many other high-impact programmes, such as 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.

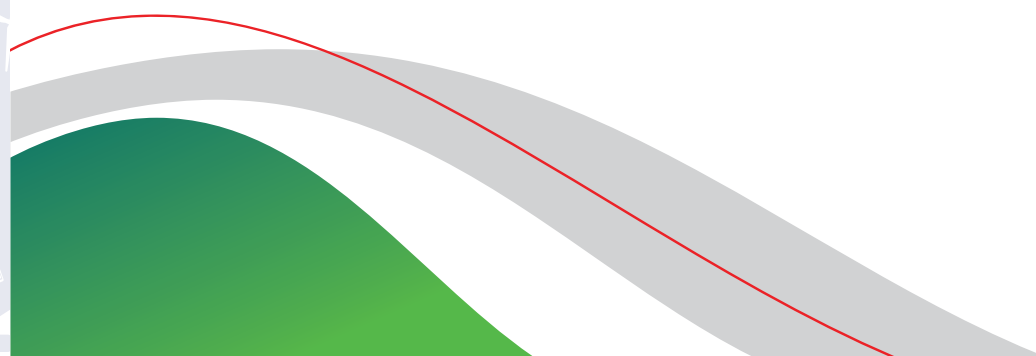
We are dedicated, energised and committed to contributing to Dubai's journey towards greater success and excellence. Thank you for reading DEWA 2021 and I am sure we can work together in the future to be part of Dubai's commitment to sustainability and energy conservation.

Saeed Mohammed Al Tayer

MD & CEO of Dubai Electricity and Water Authority

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DEWA 2021: Seizing Opportunities & Meeting Challenges

In DEWA's quest for excellence, world-class performance, and strengthened national commitment to consistently meet the pressing growth challenges and demands, long-term strategic planning and dedication to alignment to national plans become increasingly important. DEWA 2021 is a tool to coordinate a proactive response to the increasingly ambitious and visionary development plans in the UAE and Dubai. It is a forward-looking document that will play an important role in DEWA during the coming 7 years through providing:

1. Long-term planning outlook that will support effective strategic decision-making
2. A roadmap to enable DEWA to stay the course in implementing the pressing requirements of the UAE/Dubai's fast pace development plans
3. An agile strategic planning platform that will support DEWA's operational planning

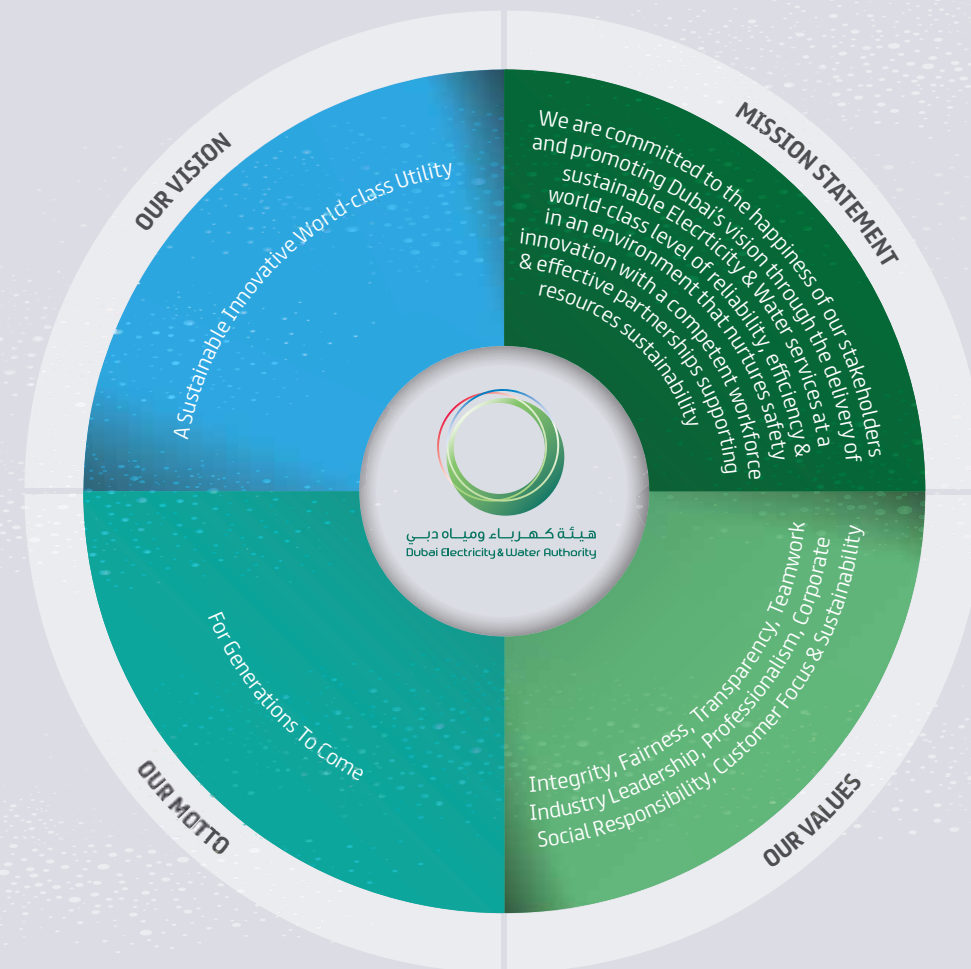


Strategic Drivers:

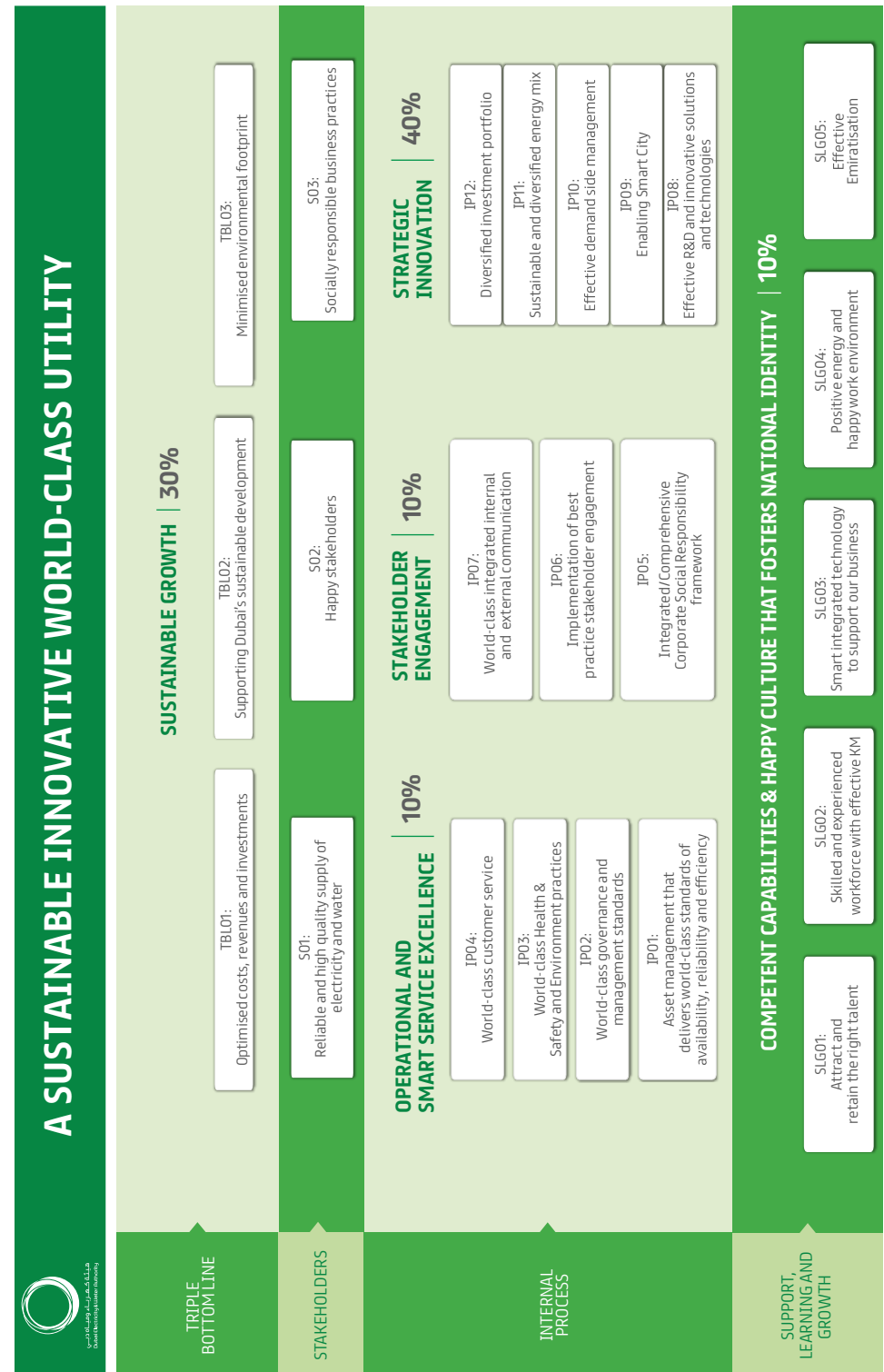
Renewed Commitment to Drive Value

DEWA is a vision-driven organisation with strong sense of values and responsibility. Getting DEWA's people aligned on creating value is achieved through a focus on strategic planning that is guided by DEWA's mission, vision and values.

Mission, Vision and Values

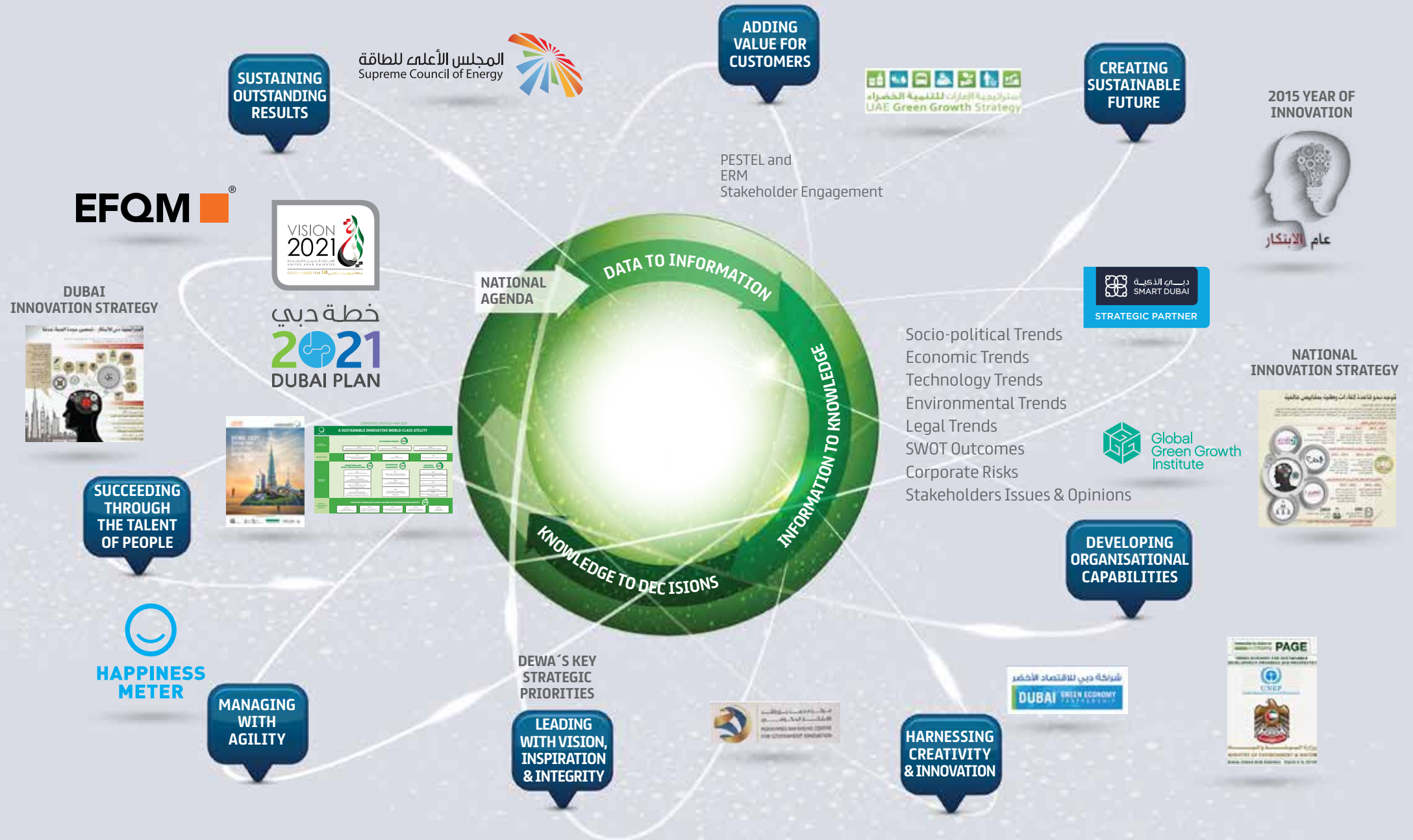


CORPORATE STRATEGY MAP 2021



Our Strategic Goals:

What Sets the Heartbeat of DEWA in Booming Dubai



Our Stakeholders:

DEWA's Stakeholder Categories & Sub-Categories



Strategic Priorities:

Working through the Issues

Our Strategic Thrust

Sustainability is a primary source of revenue and business growth for DEWA in its quest to become one of the high-performers in the world.

DEWA has long distinguished itself through operational excellence. DEWA is renewing its commitment to the effective management of its complex business processes in a way that surpasses the expectations of its stakeholders.

Stakeholder engagement will be embedded in the culture and core functions of DEWA.

DEWA is committed to investing in innovation to meet energy demands and the challenges of sustainability. Innovation in DEWA will contribute to setting the trends taking shape currently in the utility industry to address sustainable energy opportunities and market development.

DEWA's ultimate goal is to create workforce capabilities that move and develop as fast as, or faster than, the business so that DEWA can seize the tremendous market opportunities.

Priority One:

Sustainable growth

Priority Two:

Operational & smart service excellence

Priority Three:

Stakeholder engagement

Priority Four:

Strategic innovation

Priority Five:

Competent capabilities and a happy culture that fosters National Identity

By 2021

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.

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.

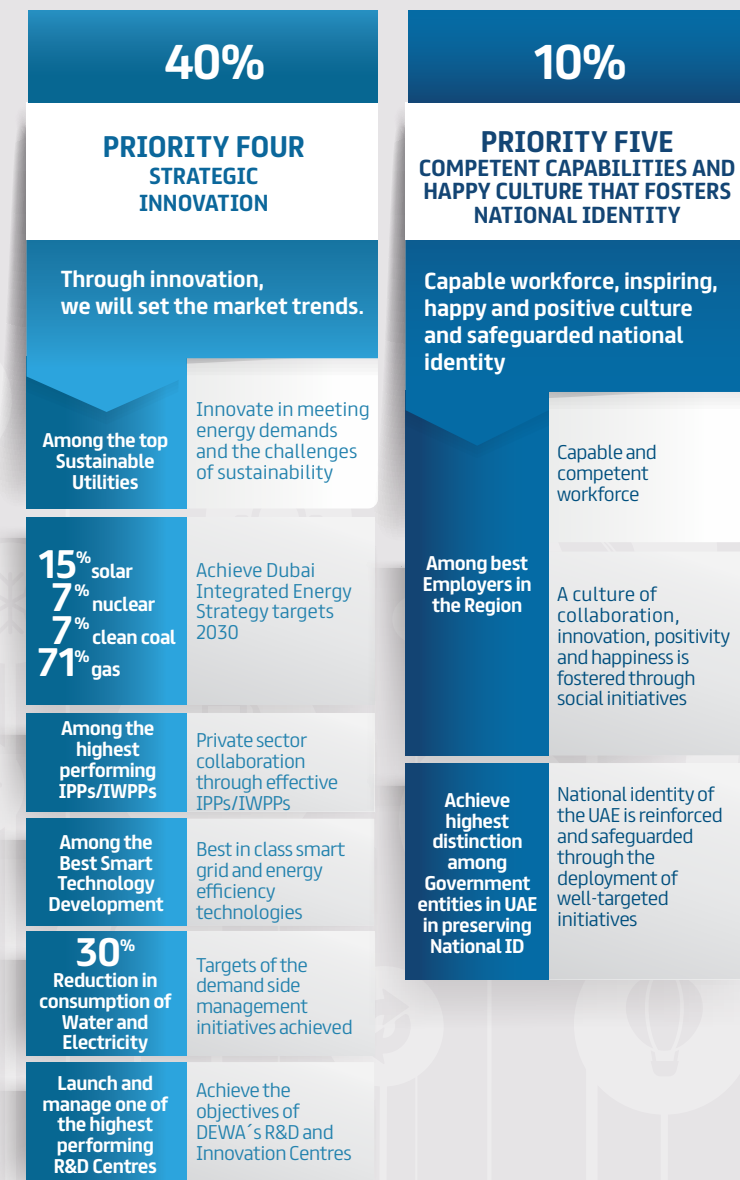
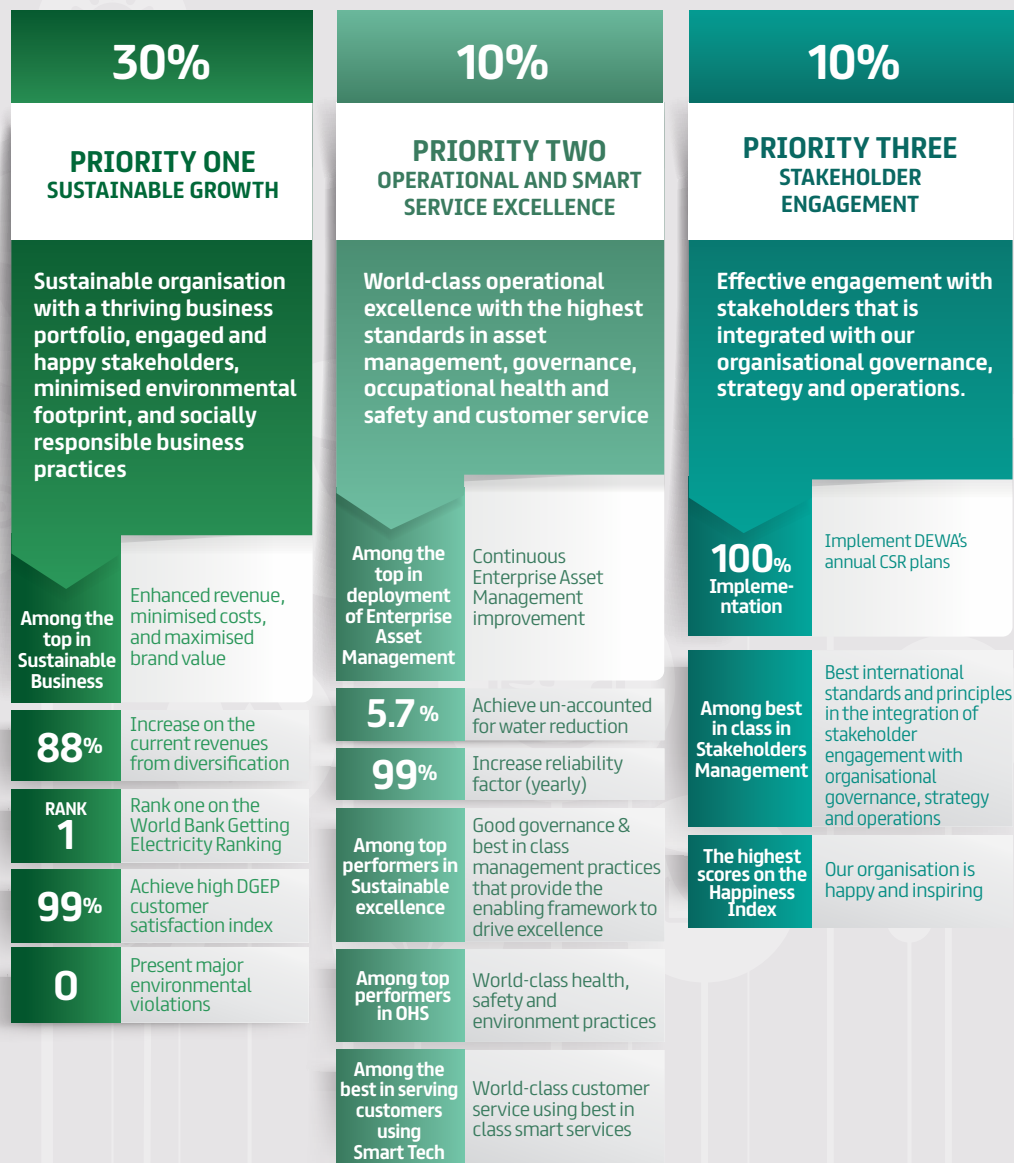
Our engagement with stakeholders is effective and integrated with our organisational governance, strategy and operations.

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.

Our workforce is capable, competent, and effective.
Our culture is inspiring, positive, and happy.
Our National Identity is safeguarded.

Strategic Priorities:

Working through the Issues





Dubai Electricity & Water Authority's Research and Innovation Map



Innovation in DEWA is defined as: "the process of change that translates R&D efforts and creative thinking of our stakeholders into a competitive service to our customers and sustainable growth to Dubai as a smart, happy city."

DEWA's Research and Innovation Map takes a system thinking approach in capturing the essence of innovation. It allows DEWA to THINK, BUILD and DEPLOY innovative ideas, all in a dialogue-driven system that puts infrastructure and network in place to facilitate, record and harvest potential value-creating innovations. Dissemination and communication are stages that ensure effective feedback into the "THINK" stage, R&D processes and the general public.

The support of innovation processes relies heavily on human resources, building infrastructure, financial support for business development and effective governance for the entire map.

