

# Empowering Communities

Sustainability Report 2022



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# About this Report

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## ➤ Scope of the Report

Welcome to CDA's 2022 Sustainability Report. In line with international best practices, this report captures the multifaceted efforts and achievements of the Community Development Authority (CDA) during the year 2022. As an embodiment of our commitment to transparency and accountability, this report encompasses CDA's sustainability journey, reflecting our dedication to contributing positively to the UAE's development while aligning with global standards.

The Sustainability Report serves as a comprehensive platform for communicating our progress, challenges, and endeavours across various spheres of operation. Through this report, we aim to illustrate the value we bring to the community and showcase our alignment with the United Nations Sustainable Development Goals (SDGs) and local sustainability agendas.



## Message from the Director General

Dear Stakeholders,

I am honored to present the inaugural Sustainability Report of the Community Development Authority (CDA) for the year 2022. This comprehensive report stands as a testament to our unwavering dedication to sustainable progress and the holistic well-being of our community.

Throughout the past year, the CDA has made significant strides in fostering an inclusive and prosperous society. Our endeavors, guided by a steadfast commitment to sustainable development, innovation, and the betterment of lives, have resulted in notable achievements despite the challenges faced. This report serves as a detailed account of our accomplishments, challenges, and initiatives that have shaped our journey.

I extend my sincere gratitude to our stakeholders, partners, and dedicated team members whose unwavering support and collaboration have been instrumental in propelling our initiatives forward and driving positive change. Your collective efforts have been pivotal in achieving milestones that contribute to our shared vision for a thriving Emirati community.

This report not only highlights our achievements but also underscores our commitment to transparency, accountability, and excellence. It signifies our alignment with the UAE Vision 2021, Dubai Plan 2021, and the United Nations Sustainable Development Goals (SDGs), reflecting our dedication to global sustainability imperatives.

As we reflect on our accomplishments, we remain steadfast in our commitment to embracing future endeavors that resonate with our core vision and uphold our cherished values. Our journey toward sustainable development is ongoing, and we are dedicated to fostering innovation, collaboration, and impactful initiatives that contribute to a thriving society.

I encourage you to explore this report, as it symbolizes our commitment to transparency and progress. Together, let us continue our pursuit of a brighter, more sustainable future for our community.

Thank you for your unwavering support and belief in our mission.

Sincerely,

**Hessa bint Essa Buhumaid**  
Director General of Dubai's Community Development Authority

# Shedding light on CDA

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## Visionary Establishment

Founded in 2008 under the visionary decree of H.H. Sheikh Mohammed bin Rashid Al Maktoum, CDA assumes a pivotal role within Dubai's social sector, enshrining the objectives outlined in the Dubai Strategic Plans. At CDA, our mandate encompasses the oversight of the social sector's outcomes and the delivery of essential social services, cementing an effective and cohesive management framework for social service advancement across the emirate.

## ➤ Role in the Community

The Community Development Authority (CDA) occupies a pivotal role as a dynamic and influential government body within the UAE, dedicated to catalysing social and economic transformation within the local community. As a leading institution, our mandate resonates with the UAE's vision of a flourishing and inclusive society, aligning our endeavours with the nation's aspirations for sustained development. Since our establishment in 2008, we have embarked on an unwavering journey to enhance the well-being and quality of life for every individual in our community. Guided by the visionary leadership of the UAE, we are committed to creating an ecosystem that nurtures the holistic growth of individuals, families, and communities. Our approach spans across social, economic, and environmental domains, recognizing their interconnectedness as drivers of enduring progress. Our sustainable practices are harmoniously aligned with the UAE Vision 2021, Dubai Plan 2021, and the United Nations Sustainable Development Goals (SDGs), signifying our dedication to global sustainability imperatives.

## ➤ Inclusive Development Approach

We actively engage in formulating, executing, and supervising legislation, strategic blueprints, and innovative initiatives aimed at enhancing and nurturing the social development sector within the Emirate of Dubai. Our journey has been punctuated by diverse efforts geared towards elevating various social segments. These efforts are meticulously tailored to cater to senior citizens, people of determination, families, children, youth, and other vulnerable groups within the emirate.

## ➤ Holistic Social Initiatives

Aligned with the Dubai Government's strategic programs, we have introduced a suite of initiatives spanning social benefits, financial empowerment programs, rehabilitation schemes, educational ventures, and the establishment of community centres. The pivotal role of human rights is woven into our fabric, championing the protection of these rights and vigorously curbing violations to ensure safety and security within the emirate. Our commitment to Plan 2021 reflects the UAE's resolve to allocate resources to social welfare, setting a robust foundation for the future's sustainable framework.

## ➤ Nurturing Collaborative Networks

As we endeavour to shape our local community and imprint a legacy, our focus intensifies on nurturing robust stakeholder networks. Through the cultivation of deep relationships with UAE nationals, residents, government entities, business partners, and volunteers, we foster a collective drive toward our shared goals. By emphasizing network development, we broaden the avenues for diversifying funding sources, enhancing productivity and efficiency, attaining operational excellence, and aligning our organizational structure with pivotal projects and programs.

# Our Vision

A pioneer community that propels sustainable development.



# Our Mission

To develop social programs and services that align with the aspirations of Dubai’s community. We build effective partnerships with private and non-profit sectors to achieve sustainable development for an innovative and empowered community. Our mission fosters opportunities for all members while promoting national identity and community participation.

# Our Values



**Leadership & Teamwork**  
We are committed to build community leaders and qualified team members while supporting and providing them with the environment needed to enable them to achieve through the ongoing journey of community leadership.



**Learning & Innovation**  
We are committed to build a learning authority, instilling a culture of creativity and renovation, investing in research and community development, and use them innovatively to serve our mission and strategic priorities.



**Justice and Community Happiness**  
We believe that justice and happiness are human rights that we consider as the cornerstone in instilling community care culture and social cohesion practices.

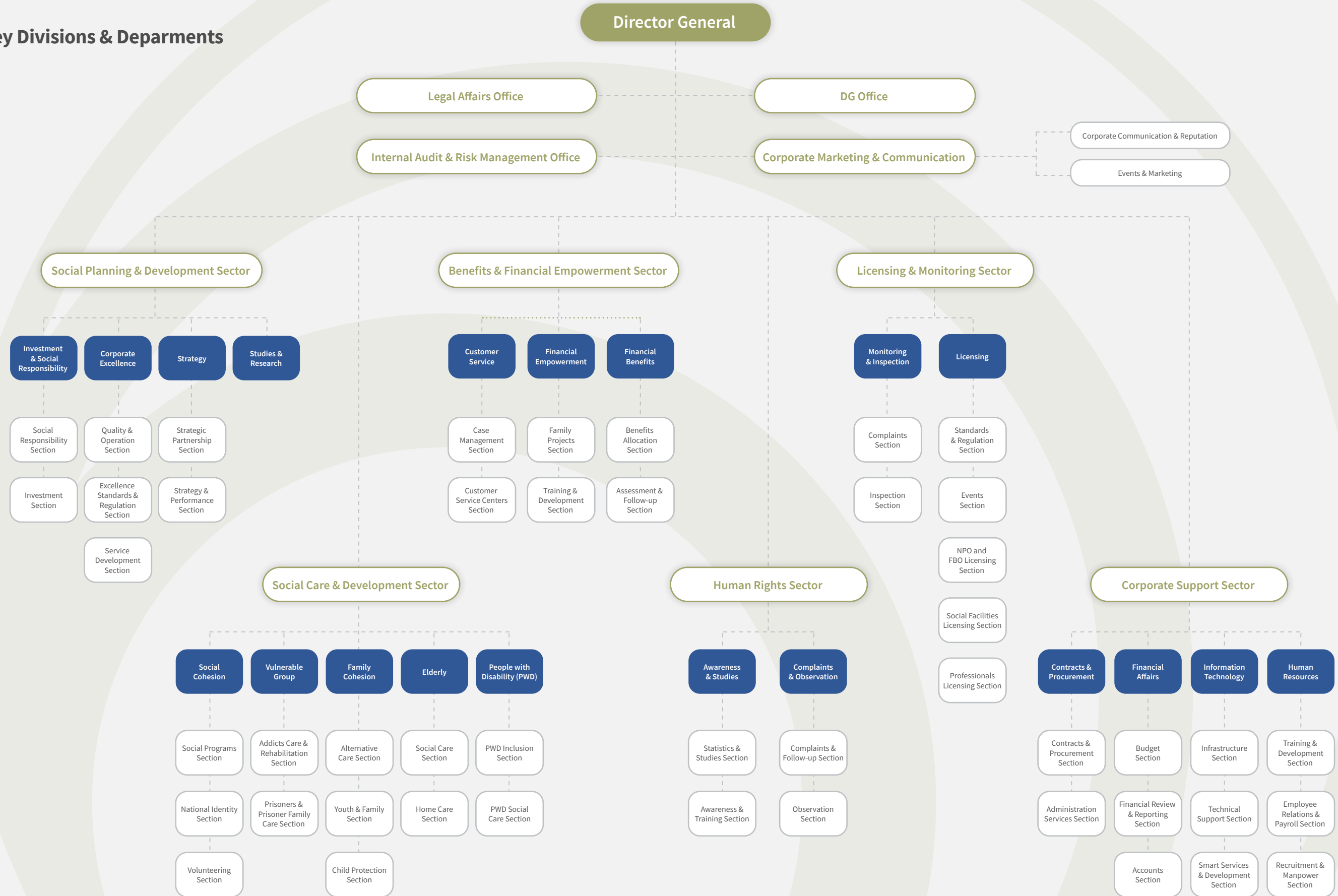


**Appetite for Volunteerism and Community Participation**  
We are committed to a culture of volunteerism and community participation for the sake of serving our country, strengthening community cohesion, caring for the vulnerable groups, and enabling them to live with dignity and safely.



**Corporate Reputation**  
We reinforce a positive reputation in the hearts and minds of our customers, a reputation that we leave in every site, contact and experience.

## Key Divisions & Departments



The CDA has established a network of sectors that encapsulate the extensive breadth of our community engagement efforts, reflecting the diversity of our roles. These sectors address a wide spectrum of needs within Emirati society:



**Social Planning and Development Sector**  
This sector encompasses Investment & Social Responsibility, Corporate Excellence, Strategy, and Studies and Research.



**Social Care and Development Sector**  
It focuses on social cohesion, vulnerable groups, family cohesion, the elderly, and people with disabilities.



**Benefits and Financial Empowerment Sector**  
This sector plays a pivotal role in customer service, financial empowerment, and financial benefits.



**Human Rights Sector**  
Anchored in awareness and studies, this sector actively addresses complaints and observations related to human rights.

## > Recognitions: Awards

Our commitment to excellence and sustainable impact is evident through the awards, memberships, and certifications we have earned over time. These accolades not only validate our dedication to social progress but also reinforce our standing as a trusted partner in driving positive change within the community. We remain steadfast in our pursuit of recognition, leveraging it as a catalyst to amplify our efforts and broaden our influence in the realm of sustainable development.

|                             |                                                                                                                               |
|-----------------------------|-------------------------------------------------------------------------------------------------------------------------------|
| Key Awards and Recognitions | <b>2021</b>   Received the “Global Excellence (GX)” award for the best smart application of the year 2021 (SANAD app)         |
|                             | <b>September 2019</b>   Got the Award of the Best Community Impact in the Middle East 2019, by the British CFI.               |
|                             | <b>December 2018</b>   Got the Accreditation for the new Business Continuity Standards, ISO 22301:2012.                       |
|                             | <b>October 2018</b>   Got the Accreditation for the new quality Management – Customer Satisfaction Standards, ISO 10004:2012. |
|                             | <b>October 2018</b>   Got the Accreditation for the new quality Management – Customer Satisfaction Standards, ISO 10002:2014. |
|                             | <b>October 2018</b>   Got the Accreditation for the new quality Management – Customer Satisfaction Standards, ISO 10001:2007. |



# Sustainability Management

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## Stakeholder Engagement

A cornerstone of our sustainability approach, comprehensive stakeholder engagements lie at the heart of CDA's commitment to inclusive and effective sustainability management. With a focus on both internal and external stakeholders, these engagements serve as a dynamic platform for gathering diverse perspectives and insights. Through this inclusive process, we strive to create a holistic understanding of CDA's sustainability journey. By valuing the viewpoints and interests of our extensive stakeholder network, we aim to continuously refine and advance our sustainability initiatives, in line with the UAE Vision 2021, Dubai Plan 2021, and United Nations Sustainable Development Goals (SDGs).

Stakeholder groups identified for the scope of this report are listed below:



## Materiality Analysis

The materiality analysis is a critical phase in shaping CDA's sustainability report, enabling us to gain a comprehensive understanding of pivotal sustainability priorities. This involves meticulous identification and evaluation of material issues that could significantly impact CDA's role as a prominent government entity in the UAE. Encompassing economic, environmental, governance, and social dimensions, these material topics are vital to both CDA's operations and stakeholder concerns. By engaging in this process, we prioritize and address relevant issues in alignment with international sustainability frameworks and the UAE's local context.

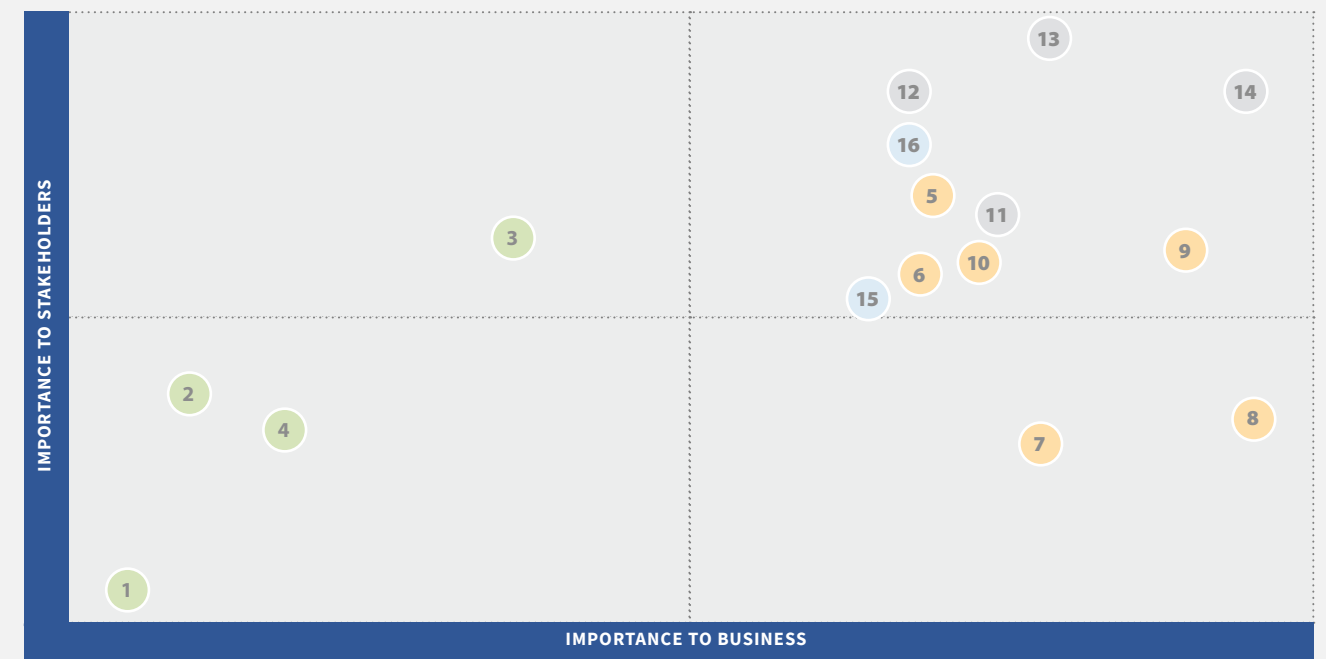
By embracing this structured and inclusive approach to materiality assessment, CDA aims to refine **its sustainability strategy, enhance risk management practices, strengthen its reputation, and secure long-term support from stakeholders.**

## Benchmark Analysis

In the initial stage, we conducted a benchmark analysis with industry peers in the community development sector. This comparative assessment provided valuable insights into prevailing sustainability practices and material priorities at local and global levels. This benchmarking helps CDA identify areas for improvement and innovation within our own sustainability practices.

Building on the benchmark analysis, we conducted comprehensive internal and external stakeholder engagements. Surveys, interviews, and consultations provided diverse perspectives. Interviews and discussions with internal stakeholders deepened our understanding of CDA's corporate strategy. Surveys ensured the reflection of collective stakeholder viewpoints. These insights guide CDA in prioritizing resources toward addressing critical sustainability challenges, fostering positive social and environmental impacts.

| Material Topics |                                   |
|-----------------|-----------------------------------|
| 1               | Climate Change                    |
| 2               | Energy Efficiency and Consumption |
| 3               | Water Management                  |
| 4               | Waste Management                  |
| 5               | Community Empowerment/ Engagement |
| 6               | Community Investment              |
| 7               | Diversity and Inclusion           |
| 8               | Human Rights                      |
| 9               | Health and Safety                 |
| 10              | Talent Attraction and Retention   |
| 11              | Governance                        |
| 12              | Risk Management                   |
| 13              | Transparency and Accountability   |
| 14              | Integrity and Ethics              |
| 15              | Research and Development          |
| 16              | Digitalization and Innovation     |



## > Strategy

Our current strategy at CDA is aligned with the social sector's priorities in the UAE, as well as Dubai Plan 2030, UAE Plan 2021, and UNSDGs. Dubai Plan sets targets for sustainability, social welfare, and economic growth. The UAE Vision aims for a diversified economy, quality education, cohesive society, and environmental preservation. The UNSDGs provide a framework for sustainability, addressing social issues, environmental concerns, and governance.

### Strategy Pillars:



Prosperous  
**Emirati  
Community**



Cohesive  
**Social  
System**



Flexible,  
**Empowering,  
Innovative  
Body**



### Strategic Objectives:



**Stakeholders**  
Perspective

- Promoting Emiratis' financial empowerment
- Attaining family stability for Emiratis
- Protection, inclusion, and social rehabilitation for vulnerable groups
- Promoting social cohesion
- Developing the social sector



**Main Operations**  
Perspective

- Reinforcing the role of partners in sustainable social development
- Integrating services and enhancing customer experience
- Raising community awareness
- Developing social studies and research



**Learning and Growth**  
Perspective

- Raising employees' happiness and capabilities
- Increasing efficiency of key operations, support, and leadership
- Proactive and secure digital infrastructure
- Innovation and future foresight



**Financial**  
Perspective

- Promoting financial efficiency and optimal resource utilization
- Diversifying funding sources and promoting social responsibility.

# Governance

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In pursuit of excellence and accountability, the Community Development Authority (CDA) upholds a strong commitment to sound governance practices. Our approach to governance is rooted in transparency, integrity, and ethical conduct, serving as the bedrock for the effective implementation of our mission and strategic objectives.

## ➤ Executive Management

At the heart of CDA's governance lies our dedicated Executive Management team. Comprised of experienced leaders and professionals, the Executive Management team steers the organization's course towards sustainable social development. Their collective expertise ensures the alignment of our actions with our vision, mission, and core values, promoting innovation, collaboration, and optimal performance.

## ➤ Business Integrity and Ethics

CDA places paramount importance on maintaining the highest standards of business integrity and ethics. We are unwavering in our commitment to uphold ethical conduct, integrity, and honesty in all our dealings. Our adherence to a stringent code of ethics safeguards the trust of our stakeholders, enhances our reputation, and reinforces our dedication to social responsibility.

## ➤ Transparency and Accountability

CDA champions transparency as a fundamental principle in our operations. We provide clear and comprehensive information to our stakeholders, ensuring open communication channels and access to relevant data. Through transparent reporting, we enable our stakeholders to make informed decisions, fostering a culture of trust and accountability.

## ➤ Legal and Compliance

In alignment with our commitment to excellence, CDA operates within a framework of robust legal and regulatory compliance. We meticulously adhere to local and national laws, regulations, and policies that govern our operations. By diligently fulfilling our legal obligations, we ensure the protection of stakeholders' interests and contribute to a stable and thriving community.

As stewards of sustainable social development, CDA's governance practices serve as the cornerstone of our commitment to creating a positive and lasting impact. Upholding the principles of transparency, integrity, and accountability, we navigate the complex landscape of governance with unwavering dedication, ultimately contributing to the advancement of a cohesive, empowered, and thriving society.

# Engaging with our Community

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## > Human Rights

Human Rights are of paramount importance and integrity to CDA as an organization as they serve as the foundation to the establishment of a just and inclusive society. Upholding Human Rights principles enables the creation of a supportive and empowering environment for all individuals, ensuring access to opportunities and social protection. Our Human Rights operations at CDA are divided into two departments, the Complaints and Monitoring department as well as the Awareness and Studies department.

### Human Rights: Complaints and Monitoring

As a means to preserve human rights and promote social accountability in Dubai we, at CDA, established the Human Rights Complaints and Monitoring department. Under this department, we receive and handle complaints and petitions from people, and various institutions within the Emirate of Dubai on alleged abuses of human rights. Through our diligent and effective approach, each case is thoroughly investigated in coordination with relevant authorities, either governmental or private, with the ultimate ambition of reducing human rights violations and safeguarding the rights of all individuals.

The Complaints and Monitoring department is comprised of two sections, each of which attends to specific duties that advance human rights. The Complaints Section attends to grievances and consultations pertaining to various categories, such as workers' rights, women's rights, children's rights, rights of people with determination, elderly rights, and more. The Monitoring Section plays an integral role in inspecting international reports on human rights within the UAE, assessing their findings, and making recommendations. Moreover, we track the implementation of ratified international human rights treaties, collecting and analyzing information on human rights violations in Dubai to facilitate effective action. As a collective, we continue to invest in our employees' knowledge and expertise through specialized training addressing human rights policies and procedures.

To ensure alignment with the CDA's mission as an organization, we have implemented numerous policies, and initiatives. In 2022, one of the key strategic indicators emphasized the percentage of human rights complaints that were resolved out of the total we received, hence, showcasing our dedication to swift and effective resolution. Operational indicators, such as the number of cases received, commitment to specified processing times for complaints, and the number of recommendations included in annual reports, highlighting our approach to transparency and accountability. Additionally, we host various initiatives such as the brainstorming forum on child rights seek to assemble strategic partners to identify challenges, propose solutions, and ensure children's rights to education, healthcare, and identification papers are protected.

All in all, through our efforts, we aim to contribute to a culture that promotes inclusivity, respect, and dignity for everyone by meticulously addressing human rights complaints and striving for responsibility. Moreover, we actively promote the growth of a community that values human rights through our practices and initiatives which is essential for building a sustainable society in Dubai.

### Human Rights: Awareness and Studies

Another department in CDA that tackles human rights issues in Dubai is the Human Rights Awareness and Studies Department. Through the efforts and incentives set we are able to significantly contribute towards

advancing human rights awareness and fostering social cohesion within Dubai community. The primary objective of this department is to empower the community in Dubai with knowledge and awareness of human rights principles. In alignment with Dubai's commitment to human rights, we are driven towards creating a society that values and respects the rights and dignity of all individuals. The department of Human Rights Studies and Awareness focuses on both legal and social aspects of human rights, such as preparing reports, conducting studies and research, and participating in international conferences and meetings related to human rights issues. By actively engaging with stakeholders and decision-makers, the department advocates for human rights in Dubai, driving positive change and ensuring an inclusive future for all.

Moreover, the Human Rights Awareness and Studies Department is dedicated to spreading awareness and knowledge about human rights and cooperating with the United Nations Children's Fund (UNICEF) to develop awareness plans and programs for various segments of society, in doing so ensuring that human rights principles are integrated into the core of our community. We host initiatives such as events, campaigns, and educational activities wherein we educate the groups most vulnerable to harm about their rights and also aspire to spread the culture of human rights. Moreover, as a department, we have identified key indicators that are international human rights conventions at the Emirate of Dubai level.

An essential initiative undertaken by the department is the project to align the indicators of international human rights conventions at the Emirate of Dubai level. By identifying relevant indicators and engaging partners, the department is actively contributing to the UAE's compliance with international human rights standards and conventions. As of present, the Studies Department has identified indicators, selected partners, and addressed them to nominate coordinators. The second phase of the project will be completed in 2023.





## ➤ **Empowering the elderly:** Promoting Wellbeing

The Community Development Authority (CDA) holds a steadfast commitment to elevate the quality of life for senior citizens across Dubai, deeply integrating their wisdom and experiences into the vibrant fabric of our community. Our Elderly Department operates through two divisions, catering to distinct needs while fostering an inclusive environment.

In the Social Care Division, initiatives like the Thukher Card, Thukher Social Club, and Intergenerational Communication serve as pillars, facilitating social bonds and community engagement. Meanwhile, the Home Care Division provides critical services such as respite care, the Home Care Program (Weleef), training for caregivers, and operates a dedicated Seniors Hotline.

Our approach aligns seamlessly with CDA's broader mission of promoting social empowerment and nurturing a robust social sector. Upholding national frameworks and regulations, particularly the Protection of the Elderly Law No. 9 of 2019, remains our steadfast commitment. These guidelines safeguard the rights and dignity of our senior citizens, and our focus on protection policy and community participation reflects this pledge.

At the heart of our initiatives lies the Thukher Club, a vibrant day club designed to enrich the cultural, social, and recreational aspects of our seniors' lives. This club serves as a nurturing ground, providing tailored activities and personalized services to ensure the holistic well-being of our elderly citizens. Organized excursions across Dubai further invigorate their engagement, fostering an active involvement in their communities.

Moreover, our department proactively collects and analyzes comprehensive statistical data, establishing a vital database that empowers informed decision-making. This approach ensures that our services continually evolve to address the dynamic needs of the elderly community. We recognize the immense value of their experiences, and our aim is to leverage this knowledge towards sustainable development, integrating them into various facets of community life.

As the number of senior citizens gradually increases, their significance within our community amplifies. CDA remains steadfast in its commitment to not only provide services but to honor and celebrate the invaluable knowledge and cultural heritage they bring. The seamless integration of senior citizens into the fabric of our society is a testament to our dedication to inclusivity and the ethos of sustainable community development.

## People with Determination: Promoting Inclusivity for a Sustainable Future

Our People with Determination Department plays an essential role in advocating for the rights and overall wellbeing of people with determination in Dubai. At CDA, our core agenda is to protect, integrate, and socially rehabilitate this vulnerable group, ensuring they have access to the necessary support and services to lead a fulfilling life. At the essence of our strategies lies the aims of the Dubai Pan to foster inclusivity and promote the well-being of people with determination while contributing to the UAE's sustainable future.

In order to push forward the notion of inclusivity and social rehabilitation while ensuring that people with determination receive the necessary assistance as per their specific needs, we have various initiative such as:



Under the people of determination management services, we provide the following services to cater to the people of determination.



In 2022, there were about 70 cases regarding discrimination towards people of determination, **all of which were addressed and resolved.**

In order to ensure the safety and protection of the people of determination, a framework of key policies and laws has been developed to guard their rights while ensuring their success in society. The Dubai Center for Child Development adheres policies addressing flexible working hours, supervision, and follow-up, ensuring that all services are provided with utmost care and professionalism. Ensuring the protection of this vulnerable population is instrumental to us at CDA. The Protection Guides, Protection Measures, and Protection Indicators play an integral role in guiding our efforts towards building a strong foundation for the people of determination. Moreover, we have a mechanism in place for reporting abuses against individuals with disabilities that also protects their rights, enabling them to speak up and seek justice if needed.

At CDA, we also regularly monitor key indicators to ensure progress in our efforts and initiatives such as the number of awareness programs held. Through various operational indicators that are regularly monitored and assessed, we are able to measure the impact of our efforts on the community.

| KEY INDICATORS | Number of beneficiaries of educational programs                                              |
|----------------|----------------------------------------------------------------------------------------------|
|                | Number of awareness programs                                                                 |
|                | Satisfaction rate of people with determination benefiting from the administration's services |
|                | Average feeling of happiness for people of determination                                     |
|                | Percentage of people of determination who feel protected.                                    |
|                | Percentage of people of determination who feel they are included.                            |

As we aim to enhance our performance along these indicators, we are able to attain a more harmonious society. By striving to improve these indicators, the department ensures a more inclusive and compassionate society, contributing to the overall happiness and well-being of the Emirati community.

| Key Highlights and Stats                                                           | 2020  | 2021  | 2022  |
|------------------------------------------------------------------------------------|-------|-------|-------|
| Sanad Card statistics                                                              | 916   | 1,496 | 2,116 |
| Sanad Communication Center statistics (number of answered calls)                   | 2703  | 4352  | 4,883 |
| Awareness and training program / number of awareness programs                      | 18    | 73    | 85    |
| The number of beneficiaries of educational programs                                | 13566 | 3982  | 4692  |
| The number of reports of people of determination                                   | 72    | 121   | 105   |
| The number of cases registered in the early intervention service                   | 91    | 163   | 77    |
| The number of cases registered in the benefits service for people of determination |       |       | 575   |

## Family Cohesion: Nurturing bonds for Sustainable Communities

The Family Cohesion department of CDA holds a significant role in fostering strong family bonds and consequently building a harmonious UAE community. The department's main aim and aspiration is to offer the necessary services and assistance that enable family empowerment, enhance the overall quality of family life, and construct a sense of security. Our efforts and initiatives are guided by our overall strategy at CDA and are aligned with the emirate's desired outcomes under the Dubai Plan and the UAE Plan contributing to the vision of a cohesive and thriving society.

Through the implementation of a wide array of projects and initiatives, we aspire to develop a supportive environment that enhances family relationships while fostering a sense of belonging and security. Through our implementation of our Marriage Bundle Package Program, we seek to strengthen marital ties and provide newlyweds with the necessary tools and resources for a fulfilled married life. Additionally, initiatives such as the Juvenile Center construction project and the Feasibility study for a shelter center address the needs of vulnerable youth and provide them with a safe and nurturing environment. Empowering individuals and families are also an integral aspect of our role with regards to sustainability. As we strive towards aiding families establish meaningful lives, the initiative we create is integral in fostering the creation of a safe environment. The Awareness and Training Programs for Youth on Life Skills and Social Care for Abandoned Children equips the younger generation with essential skills and support to become active and engaged members of society. By building a foundation of social empowerment and inclusivity, the department contributes to the UAE's sustainable development goals, fostering a resilient and thriving community.

### Child Protection

The Child protection system at the level of the Emirate of Dubai aims to ensure the implementation of the Federal Law No. 3 of 2016 (Wadeema Law). Through developing plans and programs and mechanisms for the category of children exposed to violence, neglect and violations, as well as adopt intervention plans (legal, social, educational, health, psychological and physical) to achieve the response indicator and take the necessary protection measures. As we strive to increase awareness of families and their style of parenting that should be in line with the law and child development stages. Thus, initiatives of unifying the hotline for easier access to report abuse and creating a clear workflow line to minimize the abuse on children.

| 2021                                                           | 2020                                                                         | 2022                                                                                                                |
|----------------------------------------------------------------|------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|
| Social Empowerment Guide (Phase 2)                             | Dubai Sports Council Agreement Activation                                    | Marriage Bundle Package Program                                                                                     |
| Feasibility study for a Shelter Center                         | Juvenile Center Construction Project.                                        | Juvenile Center Construction Project                                                                                |
| Awareness and training programs for youth on life skills       | Guideline of child protection procedures for the level of the emirate Dubai. | Participation in projects and initiatives with strategic partners for the development of Child Protection Services. |
| Social care for abandoned children                             | Child Protection Policies with strategic partners.                           | Development of the reporting systems and social intervention plan.                                                  |
| Unifying the child protection Hotline in the emirate of Dubai. | Licensing of Child Protection officers and licensing judicial officers.      |                                                                                                                     |

Our operations are guided by a framework of key policies and laws. These policies, such as the National Family Policy, Federal Law No. (3) of 2016 regarding the rights of the child, and Federal Law No. (6) of 2022 regarding juvenile delinquents and those at risk of delinquency, ensure that family well-being and child protection remain a top priority in our efforts at CDA. Moreover, other policies that guide our approach include:

- **Embrace (Adoption) Services:** Federal Decree-Law No. (24) of 2022 regarding abandoned.
- **Family Counselling Services:** National Family Policy
- **Visitations Services:** Federal Law No. (28) of 2005 regarding personal status

By adhering to these frameworks, we are able to promote a strong legal and ethical foundation for our initiatives, fostering a sustainable and supportive environment for families across Dubai.

All in all, the Family Cohesion Department is committed to creating a lasting impact on the well-being of families and community sustainability in Dubai. Through offering Family Counseling Services and Visitations Services, we provide families with vital support and guidance during challenging times, further strengthening bonds and community cohesion. As we continue to advance our projects and initiatives, we continue to emulate UAE's dedication to building a sustainable future that values inclusivity.

|                                                                                                                            |      |
|----------------------------------------------------------------------------------------------------------------------------|------|
| Number of family counseling sessions                                                                                       | 1328 |
| Percentage of cases benefiting from the family counseling service                                                          | 100% |
| Percentage of successful reconciliation cases from family counseling service                                               | 99%  |
| The rate of increase in beneficiaries of training programs                                                                 | 4%   |
| Number of community awareness programs delivered                                                                           | 132  |
| Percentage of medium-risk child protection cases responded to within specified time, out of the total reported             | 100% |
| Percentage of high-risk child protection cases responded to within specified time, out of the total reported               | 100% |
| Percentage of non-risky child protection cases responded to within the specified time, out of the total non-risky reported | 99%  |
| Percentage of children who received child protection services and were not abused within a year from the date of abuse     | 97%  |
| Percentage of adopted cases that were followed up out of the total cases                                                   | 98%  |
| The number of incidents of child protection cases received by CDA hotline                                                  | 1047 |
| Percentage of cases who received the service of visitation as per Dubai Court orders                                       | 100% |
| The response rate to child protection cases within the specified time by the abuse assessment form                         | 100% |
| Percentage of juveniles at risk of delinquency who benefited from the intervention plan                                    | 100% |
| Percentage of services provided (legal-health-educational) out of the required services for adopted cases                  | 100% |
| Percentage of abandoned cases obtained citizenship out of the total category                                               | 87%  |

## ➤ Social Cohesion: Fostering Unity & Cultural Enrichment in the UAE Community

As we endeavor to create a resilient and enduring Emirati community for both the present and future generations, nurturing social cohesion is a vital building block that underpins the very foundation of this community. The Social Cohesion Department of CDA plays a pivotal role in promoting an enriched society. The department is entrusted with regulating and promoting volunteering initiatives in the Emirate of Dubai, accrediting volunteering hours, and registering volunteering groups. By creating and managing volunteering opportunities through a dedicated volunteer portal, we aim to encourage active participation in community and humanitarian work while fostering a culture of giving and empathy amongst all members of society. Our efforts are in alignment with the Dubai Plan 2030 which both aim to achieve a cohesive social system that preserves its identity.

The strategy for fostering social cohesion primarily revolves around promoting individual and institutional volunteering initiatives. Our focus is dedicated to contributing significantly to the UAE's sustainable development goals, aligning with the objectives outlined in the Dubai Plan 2030. We adhere to the guidelines set by the Voluntary Work Regulation Law and the Dubai Neighborhood Councils Decree, ensuring that our community programs and volunteering initiatives generate substantial value for the wider community.

Various programs have been developed and undertaken to promote social cohesion and community engagement. One key element was the provision of meaningful spaces for daily activities and interactions. This was attained through programs such as the management of 11 majlises, social agendas, and community centers. Additionally, the management of condolence tents is an ongoing initiative that fosters solidarity and support during times of grief. At the core of our mission, the Social Cohesion Department is committed to increasing awareness of UAE culture, traditions, and norms, thereby strengthening the sense of national identity among Emiratis and residents. Additionally, in order to promote linguistic integration and empower individuals free Arabic language courses were offered to non-natives, allowing them to feel a stronger sense of connection to the local community. By highlighting the rich heritage of the UAE and coordinating various initiatives, we aim to celebrate and simultaneously instill unity along with a shared sense community.

|                                                                                        |            |
|----------------------------------------------------------------------------------------|------------|
| Financial value of volunteer hours                                                     | 28,402,975 |
| Number of beneficiaries in national identity awareness programs and workshops          | 3,577      |
| Total number of volunteers registered in the system (Dubai Volunteer Program)          | 44,547     |
| Number of beneficiaries from funeral tent services                                     | 422        |
| Number of beneficiaries from community programs                                        | 28,789     |
| Number of attendees in the program agenda community in the Dubai neighborhood councils | 16086      |

## ➤ Vulnerable Groups: Driving Inclusion and Empowerment

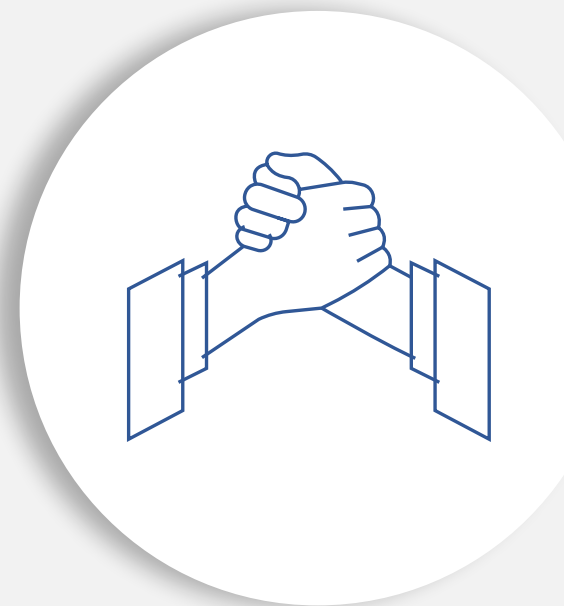
The Vulnerable Groups Department plays a crucial role in the Community Development Authority's mission to promote social empowerment and inclusivity. With a focus on two specific groups, namely recovered addicts and prisoners and their families, the department's responsibilities encompass their rehabilitation and reintegration into society. Emphasizing inclusion, the department strives to raise awareness among the families of prisoners and the public, fostering a cohesive and compassionate society that empowers those in need. The initiatives, policies and efforts in place are aligned with national, regional, and international frameworks and regulations. Abiding by the addiction policy established by the Ministry of Internal Affairs and adhering to the regulations and directives of the Dubai Police regarding drugs, drug abuse, prisoner treatment, and support for their families, the department ensures a comprehensive and holistic approach to addressing these groups in the community.

The Vulnerable Groups Department operates under the guidance of Federal Decree Law No. 30 of 2021, which lays the foundation for combating narcotic drugs and psychotropic substances. This regulatory framework underscores the government's commitment to addressing addiction-related issues effectively. The department also takes proactive measures through various initiatives. In 2020, it launched the Social Empowerment Manual Phase II, offering a hotline for drug abuse counseling to provide timely and accessible support. In 2021 and 2022, the department introduced a unified solution management system, streamlining treatment and rehabilitation services across different entities. These initiatives reflect the department and CDA's dedication to staying at the forefront of sustainable interventions for vulnerable groups.

As of 2022, the department faces certain challenges, such as the absence of a centralized database for recovered addicts, scattered data on addiction, and limited access to treatment centers and rehabilitation facilities for addicts and prisoners. Empowering these vulnerable groups is a pressing concern, as they often struggle to find opportunities for growth and reintegration. To address these challenges, the department employs strategies aimed at building a cohesive society, driving sustainable development, and promoting family cohesion.

### Institutional Care

The institutional care program handled by the vulnerable groups division works with inmates and their families in order to better integrate society upon leaving the correctional facilities. Through the lens of this program, inmates and their families can acquire the skills, knowledge and tools needed to lead a "normal life". The institutional care program will target the various realms of their wellbeing which include the psychological, social, and mental wellbeing via counseling and specialized rehabilitation services. The program encompasses men and women of a wide array of backgrounds present within the penal and correctional institutions. Moreover, the program is in alignment with the aspirations of the UAE government to establish a cohesive society and a cohesive social system. This initiative ensures that the marginalized within society are able to integrate and limit the gaps present.





## ➤ **Financial Benefits:** Fostering Sustainable Social Welfare for a prosperous community

The Financial Benefits Department within the Community Development Authority (CDA) plays an integral role in ensuring that the most vulnerable groups in society with low incomes receive essential financial aid. Rooted in a strategic vision aimed at enhancing social empowerment, the department takes on the crucial responsibilities of verifying beneficiary information, allocating budgets to meet citizen needs, and making well-informed decisions to grant these benefits. By doing so, the department seeks to uplift the Emirate of Dubai's citizens, empowering them with the means to lead a dignified and prosperous life. The core mission of the Financial Benefits Department is closely aligned with the UAE's commitment to sustainable development. The efforts of the department align with the UAE Plan 2021 and the Dubai Plan 2021 to build a more cohesive society in the UAE. By providing financial support and resources to those in need, the department contributes to the reduction of social disparities and fosters an environment of financial inclusivity. All in all, the equitable distribution of financial benefits ensures the overall enhancement of sustainability and resilience of Dubai community.

To ensure the highest standards of transparency and efficiency, the Financial Benefits Department operates within the framework of the benefits law No. 7 of 2012. This legal foundation governs all aspects of financial assistance programs, providing a clear and structured pathway for the delivery of financial benefits. Additionally, the department adheres to the statutory standards approved by the Community Development Authority, reinforcing its commitment to fair and accountable decision-making. In line with the Executive Council's approval, a robust financial benefits policy has been implemented. The policy outlines the criteria and guidelines for eligibility, ensuring that financial benefits reach those who genuinely require support. Emphasizing the use of organizational evidence approved by the Community Development Authority, the policy reinforces accountability and consistency in the delivery of financial assistance, reflecting the department's commitment to sustainable social welfare.

The Financial Benefits Department employs a multifaceted approach to achieve sustainable social impact. Operating under the strategic objective of providing services in accordance with Law No. 7 of 2012, the department ensures that its initiatives are in line with the UAE's broader goals for social support and welfare. Embracing modern technologies and e-services, the department has transitioned from manual to electronic processes, simplifying registration and document verification while promoting eco-friendly practices. Moreover, the Financial Benefits Department relies on the integrated case management system (ICMS) and electronic links with government agencies to minimize paperwork, enhance data accuracy, and expedite eligibility assessments. These measures have significantly contributed to the sustainability of services and the continuous development of financial benefits for the Emirate of Dubai's eligible citizens. These strategies not only enhance efficiency but also reduce the environmental footprint, further aligning the department's efforts with sustainability principles.

Central to the Financial Benefits Department's initiatives are periodic financial benefits and lump-sum assistance, designed to cater to the diverse needs of eligible citizens. By providing temporary or emergency housing support based on well-defined criteria, the department addresses critical societal needs and supports individuals and families during challenging times. These initiatives foster social stability, empower the most vulnerable, and strengthen the UAE community's resilience against various economic challenges.

All in all, the Financial Benefits Department showcases CDA's dedication to fostering sustainable social welfare within the Dubai community. Through the initiatives and policies, the department ensures equitable access to financial resources, supporting vulnerable segments of society and contributing to the UAE's vision of a thriving, inclusive, and sustainable community for all.

Through these diverse initiatives, CDA empowers vulnerable groups, fosters social cohesion, and promotes inclusivity, contributing to a sustainable and compassionate society in Dubai.



## CDA's Key Social Initiatives

1

### Dubai Empowerment Program

Through the scope of the Empowerment program, heads of low-income families and people of determination are educated and provided with the right skillset in order to integrate into the job market and aspire for more rewarding positions. Moreover, as these individuals acquire the means necessary to enhance their quality of life, increase their income and sustain their wellbeing, they will simultaneously be able to ensure self-sufficiency and remove themselves from the continuous cycles of dependence and financial aid. Thereby, the study program will facilitate new opportunities, bringing them within the reach of the beneficiaries, and serves as a path to significantly elevate their livelihoods. The program aligns with and pushes forward the notion of the UAE Plan 2021 and the Dubai Plan 2021 to build a more cohesive society and community within Dubai. With the help of the support of various private corporations and government entities, the Dubai Empowerment Program will contribute to fostering the financial empowerment of Emiratis while enriching the community during the process.

In 2022, the program saw 127 beneficiaries, comprising 78 males and 49 females, spanning across different age groups, reinforcing its commitment to fostering financial empowerment while enriching the social fabric of the community. Additionally, in 2022, there were a total of 9 partnerships established, comprising 1 governmental partnership and 8 private partnerships.

#### Number of beneficiaries of the Dubai Empowerment Program for the year 2022, by gender and age groups:

|                                                                                                                     |     |       |    |       |    |       |   |     |   |
|---------------------------------------------------------------------------------------------------------------------|-----|-------|----|-------|----|-------|---|-----|---|
|  Total Male Beneficiaries      | 78  | 18-29 | 23 | 30-39 | 51 | 40-59 | 4 | 60+ | 0 |
|  Total Female Beneficiaries    | 49  | 18-29 | 10 | 30-39 | 39 | 40-59 | 0 | 60+ | 0 |
|  Total Number of Beneficiaries | 127 | 18-29 | 33 | 30-39 | 90 | 40-59 | 4 | 60+ | 0 |

| SDG                                                                                   | Strategic Objective                             | Beneficiaries                                                                      | Indicators                                                                                                                                                        |
|---------------------------------------------------------------------------------------|-------------------------------------------------|------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  | Enhancing the financial empowerment of Emiratis | The initiative targets members of low-income families and people of determination. | <ul style="list-style-type: none"> <li>Percentage of beneficiaries who are functionally empowered out of the total target</li> <li>Target: 60% in 2026</li> </ul> |
|  |                                                 |                                                                                    |                                                                                                                                                                   |

## 2

### Financial Awareness Program

The aim of the financial awareness program is to spread knowledge amongst the Emirati community regarding the notions and culture of financial management. All in all, the awareness program sheds light on the skill of financial management, investment and savings, and overall improving financial awareness while stressing on the consumption pattern of Emiratis. Through the program, CDA strives to educate and empower Emiratis as they work towards financial and self-sufficiency. This will foster the creation of a positive cycle enabling Emiratis to build and sustain their livelihoods. The program aligns with UAE Plan 2021 and the Dubai Plan 2021 to build a more cohesive society and community within Dubai. The Financial Empowerment Program will contribute to improving the self-sufficiency of Emiratis and thereby leaving a lasting positive impact on the community

In 2022, the financial empowerment services provided support to a total of 1,608 beneficiaries, with 871 males and 737 females benefitting from various programs.

| Number of beneficiaries of financial empowerment services in 2022 | Male | Female | Total |
|-------------------------------------------------------------------|------|--------|-------|
| Awareness and education                                           | 833  | 708    | 1541  |
| Improve income opportunities                                      | 33   | 26     | 59    |
| Training and rehabilitation                                       | 5    | 3      | 8     |

| SDG                                                                                 | Strategic Objective                             | Beneficiaries                                                                      | Indicators                                                                                                                                                                                                                                                                                                                                                               |
|-------------------------------------------------------------------------------------|-------------------------------------------------|------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  | Enhancing the financial empowerment of Emiratis | The initiative targets members of low-income families and people of determination. | <ul style="list-style-type: none"> <li>Percentage of beneficiaries who are functionally empowered out of the total target</li> <li>The size of the savings for financial benefits to those who are financially empowered</li> <li>Percentage of households whose quality of life has improved after obtaining financial benefits</li> <li>Target: 60% in 2026</li> </ul> |

## 3

### Benefits for People of Determination

The Benefits for people of Determination program aspires to provide support to the people of determination, in order to bridge the gaps, present within society. This initiative will enable these individuals to support themselves and receive the assistance they require for support. As per the UAE Plan 2021 and the Dubai Plan 2021, providing benefits to people of determination will aid in building a spirit of solidarity, help them overcome adversity, and establish a cohesive society.

| SDG                                                                                 | Strategic Objective                              | Beneficiaries                                   | Indicators                                           |
|-------------------------------------------------------------------------------------|--------------------------------------------------|-------------------------------------------------|------------------------------------------------------|
|  | Enhancing the financial empowerment of Emiratis, | The initiative targets people of determination. | <ul style="list-style-type: none"> <li>NA</li> </ul> |

## 4

### Marriage Package Program

The Marriage Package Program is an incentive set in place by CDA with hopes of reducing the overall financial challenges and strains associated with marriage. The program aims to the minimize the delay when it comes to the age of marriage and mitigate the costs associated with marriage to encourage young Emiratis to get married. This initiative within the Emirate of Dubai does not require any amendment to the federal program, and residents of Dubai can benefit from both options. The “marriage package” includes the following: marriage planning services, prompting the current neighborhood councils to hold weddings for men, developing work in the wedding halls currently affiliated with commission, by redesigning packages for women’s weddings and their requirements, and providing awareness programs on “expenditure planning and financial affairs. Via the Marriage package program, previous restrictions, boundaries, and limitations regarding the notions marriage will be elevated leading the way for the establishment of a more blended and cohesive Emirati society. By facilitating marriage, the foundations of a strong society that fosters the livelihood of its people, ensures a thriving society, all the while preserving its identity can be built.

| SDG                                                                                                                                                                        | Strategic Objective                     | Beneficiaries                                        | Indicators                                                                                                 |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|------------------------------------------------------|------------------------------------------------------------------------------------------------------------|
| <br> | Achieving Family Stability for Emiratis | The initiative targets Emiratis of marriageable age. | <ul style="list-style-type: none"> <li>General marriage rate among Emiratis of marriageable age</li> </ul> |

## 5

### Institutional Care

The institutional care program works with inmates and their families in order to better integrate society upon leaving the correctional facilities. Through the lens of this program, inmates and their families can acquire the skills, knowledge and tools needed to lead a normal life. The institutional care program will target the various realms of their wellbeing which include the psychological, social, and mental wellbeing via counseling and specialized rehabilitation services. The program encompasses men and women of a wide array of backgrounds present within penal and correctional institutions. Moreover, the program is in alignment with the aspirations of the UAE government to establish a cohesive society and a cohesive social system. This initiative and others like it will ensure that those that are usually marginalized within society are able to integrate and limit the gaps present.

| SDG                                                                                                                                                                            | Strategic Objective                                                             | Beneficiaries                                      | Indicators                                           |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|----------------------------------------------------|------------------------------------------------------|
| <br> | Protection, integration and social rehabilitation of the most vulnerable groups | The initiative targets inmates and their families. | <ul style="list-style-type: none"> <li>NA</li> </ul> |

6

## Law Draft regarding the Protection and Social participation of the Elderly in the Emirate of Dubai

The law draft is set to protect the elderly citizens in Dubai from neglect, abuse, and exploitation. With the help of this new regulation, the engagement of the elderly within the community is bound to enhance and increase. Given the challenges that are usually encountered by the individuals pertaining to this age group, improving the social participation and their participation throughout the Emirate will lead to an overall enhancement of their well-being and quality of life. All in all, through the lens of this initiative their integration into society will gradually improve as they continue to engage with the local community. In alignment with the Dubai Plan 2021 and the UAE Plan 2021, this initiative aims to establish a cohesive society through the seamless integration of the elderly into society of Dubai

| SDG                                                                                                                                                                    | Strategic Objective                                                             | Beneficiaries                       | Indicators                                                                                                                                                                                                               |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|-------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <br> | Protection, integration and social rehabilitation of the most vulnerable groups | The initiative targets the elderly. | <ul style="list-style-type: none"> <li>The proportion of elderly individuals who feel protected</li> <li>The average feeling of happiness for the elderly</li> <li>Target: 99.2% in 2026</li> <li>8.7 in 2025</li> </ul> |

7

## Event Center Construction Project

The event center project is bound to play an imperative role in congregating the local community and turbulent youth. This project helps to build an environment wherein these individuals can gather and strive towards their personal development and building their futures. The project will be for both sexes, with the development of unified programs and procedures for service at the emirate level, in line with international best practices. The focus of the program will encompass the following:

1. Establishment of the center for juveniles
2. Standardization of the service at the emirate level
3. Rehabilitation of delinquent juveniles according to international programs
4. Prevention of children from delinquency

This initiative will address the rehabilitation of the troubled youth which is an integral aspect to building a resilient and fruitful community. The more opportunities and avenues available for the youth to strive towards their betterment and enhance their livelihoods the less likely they are to resort to delinquency. Consequently, the scope of this project not only plays a role in building the foundations of a more homogenized society but also safer and flourishing community. The ambitions of this project align with that of the UAE and Dubai Plan 2021 which aspire to build a cohesive society that preserves its identity

| SDG                                                                                                                                                                        | Strategic Objective                                                             | Beneficiaries                                                     | Indicators                                                                                                                                                                                                    |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|-------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <br> | Protection, integration and social rehabilitation of the most vulnerable groups | The initiative targets the youth especially the delinquent youth. | <ul style="list-style-type: none"> <li>Recidivism rate among Emirati juvenile delinquents</li> <li>Inclusion rate of Emirati juvenile delinquents</li> <li>Target: 8% in 2026</li> <li>90% in 2026</li> </ul> |

8

## Support the pioneers of positive change in the social sector

With the help of this initiative, the Community Development Authority aspires to shed light on the various individuals in our prestigious community that lead the way with regards to their efforts in the social sector. Moreover, this initiative will provide a platform for these exemplary individuals to showcase their efforts, share their journey and enlighten the community on their work and accomplishments. Through the scope of this program, awareness and cohesion among the Dubai community towards the most important social issues will significantly approve. Supporting the pioneers will also result in an appreciation and broad support for individuals who represent an example to follow, and who have succeeded and contributed to raising the status of the UAE. Through the process, we will work with a range of stakeholders to identify role models and support them in light of their successes. All in all, the outcome of the initiative will be positive all-around and will inspire the local community to tackle various community-related issues and indulge in the process through a solution-oriented approach. The initiative aligns with the UAE plan 2021 that aspires to build a more cohesive community that preserves identity. Additionally, the goals of this initiative is in line with that of the Dubai Plan 2021, which aims to house creative and empowering individuals

| SDG                                                                                 | Strategic Objective     | Beneficiaries                               | Indicators                                           |
|-------------------------------------------------------------------------------------|-------------------------|---------------------------------------------|------------------------------------------------------|
|  | Promote Social Cohesion | The initiative targets the local community. | <ul style="list-style-type: none"> <li>NA</li> </ul> |

9

## Launching the Dubai Community Platform for Donations and Corporate Social Responsibility

The launch of the Dubai Community Platform for donations and corporate social responsibility is a key highlight for us, at CDA. The initiative is aimed to showcase our key initiatives and to appeal to the private sector. Through the help of the platform organization can develop a stronger understanding of our initiatives and take part accordingly. This platform will utilize innovation and technology to create the link between the two different entities in the era of digitalization. The creation of the platform is integral to providing the private sector accessibility to community initiatives. All in all, the platform will aid in bringing our work and aspirations into fruition and is simultaneously in line the aspirations of the UAE. The initiative aligns with the Dubai and UAE Plan 2021, it pushes forward the notion of a strong and resilient governance while taking innovation into consideration.

| SDG                                                                                   | Strategic Objective                                              | Beneficiaries                          | Indicators                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|---------------------------------------------------------------------------------------|------------------------------------------------------------------|----------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  | Diversifying funding sources and promoting social responsibility | The initiative targets Private Sector. | <ul style="list-style-type: none"> <li>Growth rate in the value of community contributions in community development and corporate social responsibility projects in the Emirate of Dubai</li> <li>The total value of financial contributions collected through corporate social responsibility in projects and initiatives for community development in the Emirate of Dubai</li> <li>Percentage increase in the number of companies participating in projects and initiatives for the development of society in the Emirate of Dubai</li> </ul> |

## ➤ CSR: CSR Platform

In 2023, we at CDA will be launching its Dubai Community/ CSR Platform, as a result of the CSR Policy. The platform aims at creating an environment wherein the private sector has direct access to the initiatives set in place by the Dubai Government. Through the launch of the platform and granting the public access to it enables us to raise awareness regarding the various social initiatives present within Dubai with hopes of obtaining donations to help further the initiatives. Through the help of the platform organizations can develop a stronger understanding of the community initiatives present in the Emirate initiatives and take part accordingly. This platform will utilize innovation and technology to create the link between the two different entities in the era of digitalization. The creation of the platform is integral to providing the private sector accessibility to the community initiatives we have developed. All in all, the platform will aid in bringing the government's work and aspirations into fruition.

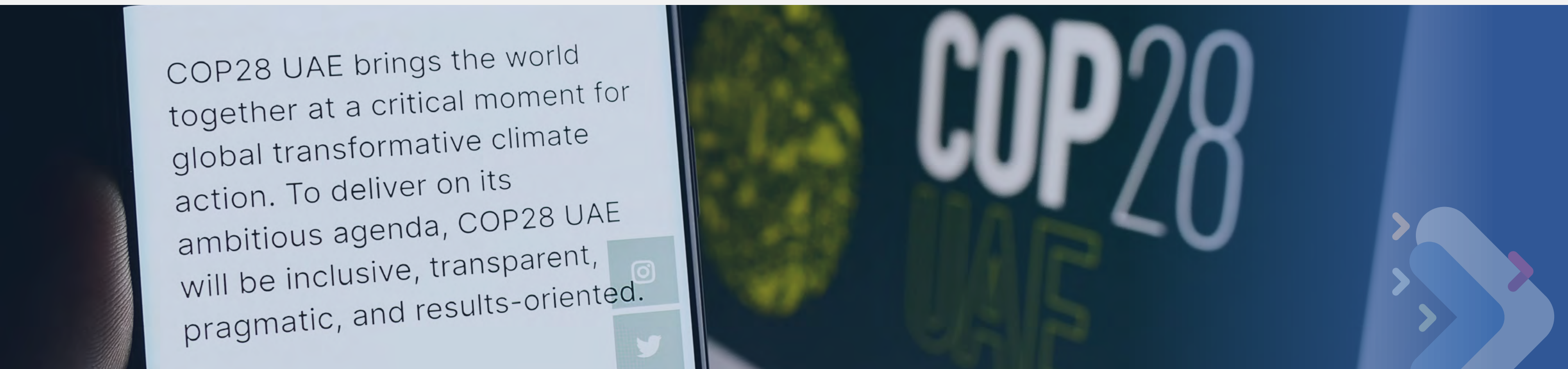
The initiative aligns with the Dubai and UAE Plan 2021, as it pushes forward the notion of a strong and resilient governance while taking innovation into consideration. Building the CSR platform links to SDG 17 of the Sustainable Development Goals which targets Global Partnerships. Under this SDG, the necessity of a unified purpose and the core belief that the action and efforts must be taken various entities across the globe in order to attain sustainability. Moreover, it highlights the importance of maintaining partnerships between governments, private sector, and civil society as the platform does in order to collaborate and create a more sustainable future.

As COP 28 raises awareness, it will increase the pressure on businesses and organizations in the UAE to improve their CSR performance. COP 28 will facilitate collaboration between a wide variety of entities including governments, NGOs, and other stakeholders. Given that the conference will serve as a platform to assemble the different entities, build partnerships and launch initiatives that will improve CSR. Consequently, the COP conference will give Dubai's CSR Platform more visibility as companies around the country will be striving towards the same goal which is improving their climate action, their sustainability performance and their efforts towards CSR and the local community.

With the help of this platform the companies in different sectors can significantly improve their sustainability

performance more specifically the social aspect. The platform we have developed provides clarity and accessibility to the various social initiatives, while providing insight on the potential benefits that the beneficiaries can obtain. Moreover, the platform categorizes the various opportunities based on the specific sector in the community that will be aided or benefitted. Additionally, the platform provides the link from each initiative to the corresponding SDG, ESG factor, GRI, SDG indicator, the potential impact, and the beneficiaries. Consequently, this will allow the different organizations on the platform to make educated and well-sought out decisions regarding the opportunities in the social sector and where they can make a difference and have an impact. All in all, the transparency and clarity regarding the opportunities at hand, the direct access to the vast array of options, and the direct link between the two entities makes the platform unique, one of its kind in the UAE, and integral to the UAE's sustainability journey.

The overall potential impacts of the platform are positive in the current era of sustainability. First and foremost, the presence of such a platform will lead to enhanced community development in the UAE. As the private sector acquires more knowledge and invests into these initiatives, the livelihoods of the various beneficiaries, the quality of life in the UAE, and various other social indicators will gradually improve. On the other hand, the private sector will also benefit significantly as investments into other community development initiatives would lead to an improved brand image and reputation, an enhanced sustainability performance, and an improved CSR. All these elements will enable the respective companies to lure more investors, employees and customers while portraying the company in a more socially responsible manner. Moreover, the platform will provide transparency in the sector and enable the companies to clearly understand the social impact of their investments. This will allow for more trust between the various stakeholders and more willingness from different companies to invest. Additionally, the platform may potentially result in an increased collaboration between various entities as they unite their resources to create a positive social difference. Our platform could also result in an increase in the number of partnerships and foster collaboration between the different parties. In conclusion, the platform will serve an important role in building more sustainable communities in the long-term while involving the private sector in the process.





# Human Resources

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At CDA, managing our human resources sustainably and with the highest level of governance is a key component of who we are as a company. Making sure that we put our employees' needs, career growth, and welfare first will encourage the establishment of a supportive atmosphere that produces competence and efficiency. A strict Human Resources Management system in place enables a more advantageous work environment, improving organizational performance overall. The possession of the appropriate skills and abilities, the construction of clear processes in the operations, the attribution of specified responsibilities, and the provision of a clear measure of performance and rewards are further important aspects of proficient company performance.

## > Diversity and Inclusion

At CDA, when it comes to our human resources management, we attribute a high priority on diversity and inclusion. In order to create a dynamic and enriching working environment where individuals from various backgrounds can contribute unique perspectives, ideas, and experiences, diversity and inclusion are crucial for a successful work environment. In an increasingly interconnected and globalized nation like the UAE, embracing diversity and fostering inclusion elevates employee morale and engagement but also fosters creativity and innovation, which ultimately leads to organizational success.

We employ the appropriate frameworks, policies and regulations to reflect diversity and inclusion in our work environment. We apply the Code of Ethics and Professional Conduct of Dubai Government Employees (Executive Council Resolution No. (12) of 2020). This Code establishes the moral and legal guidelines for the principles, conduct, and obligations that Government Employees must uphold both inside and outside the workplace as they carry out their job duties and while serving the public. CDA also implements the Dubai Government Human Resources Policy which applies to all employees across the organization. The aforementioned policies, in conjunction with well-established structures, foster an inclusive atmosphere where individuals of all genders are provided equitable access to opportunities and advancement in higher positions, thereby ensuring fair and impartial treatment for all members of the workforce. As of 2022, CDA has remained free from any reported incidents of workplace discrimination. Additionally, the presence of accessible channels, such as the grievance and complaints committee, offers employees a straightforward means to address and file any potential concerns related to workplace discrimination, further promoting a transparent and inclusive work environment.



### Employment by Level

405-2 Ratio of basic salary and remuneration of women to men

50 : 31

### Total number of workforce by age group

405-1-Diversity of governance bodies and employees

|                                    |             |            |             |            |             |            |
|------------------------------------|-------------|------------|-------------|------------|-------------|------------|
| Employees Aged under 30 Years      | 2020        | 30         | 2021        | 20         | 2022        | 45         |
| Employees Aged between 30-50 Years | 2020        | 198        | 2021        | 218        | 2022        | 225        |
| Employees Aged over 50 Years       | 2020        | 33         | 2021        | 37         | 2022        | 39         |
| <b>Total Number of Employees</b>   | <b>2020</b> | <b>261</b> | <b>2021</b> | <b>275</b> | <b>2022</b> | <b>309</b> |



### Employment by Contract

401-1-Total number and rates of new employee hires and employee turnover by age group, gender, and region

|      |                     |     |                     |     |                 |     |
|------|---------------------|-----|---------------------|-----|-----------------|-----|
| 2020 | Full-time employees | 261 | Part-time employees | 275 | Total workforce | 309 |
| 2021 | Full-time employees | 0   | Part-time employees | 0   | Total workforce | 0   |
| 2022 | Full-time employees | 261 | Part-time employees | 275 | Total workforce | 309 |

### Employment by Level

401-1-Total number of employee per category/level

|                   |      |    |      |    |      |    |
|-------------------|------|----|------|----|------|----|
| Top Management    | 2020 | 31 | 2021 | 32 | 2022 | 31 |
| Middle Management | 2020 | 47 | 2021 | 47 | 2022 | 47 |

### Employee Turnover Rate

401-1-Total number and rates of new employee hires and employee turnover by age group, gender, and region

|                                                                         | 2020 | 2021 | 2022 |
|-------------------------------------------------------------------------|------|------|------|
| Total number of employees who left the organization                     | 7    | 19   | 17   |
| Workforce Turnover rate                                                 | 3%   | 7%   | 5%   |
| Total number of employees who left the organization (female)            | 2    | 7    | 11   |
| Total number of employees who left the organization (male)              | 5    | 12   | 6    |
| Total number of employees who left the organization Under 30            | 0    | 0    | 4    |
| Total number of employees who left the organization (31-50)             | 4    | 11   | 11   |
| Total number of employees who left the organization over 50 years old   | 3    | 8    | 2    |
| Total number of employees who left the organization (Top Management)    | 1    | 1    | 2    |
| Total number of employees who left the organization (Middle Management) | 1    | 2    | 2    |
| Total number of employees who left the organization (Staff)             | 5    | 16   | 13   |



### Employment for People of Determination

Number of People of Determination in the workforce

1  
2020  
2021  
2022

|                                                                                                                        |      |   |      |    |      |    |
|------------------------------------------------------------------------------------------------------------------------|------|---|------|----|------|----|
|  Total Number of New Employees        | 2020 | 3 | 2021 | 21 | 2022 | 53 |
|  Total Number of New Female Employees | 2020 | 2 | 2021 | 17 | 2022 | 33 |
|  Total Number of New Male Employees   | 2020 | 1 | 2021 | 4  | 2022 | 20 |

|                                                                               | 2020 | 2021 | 2022 |
|-------------------------------------------------------------------------------|------|------|------|
| Total number of new employees who joined the organization Under 30            | 0    | 2    | 29   |
| Total number of new employees who joined the organization (31-50)             | 3    | 16   | 24   |
| Total number of new employees who joined the organization over 50             | 0    | 3    | 0    |
| Total number of new employees who joined the organization (Senior Management) | 1    | 0    | 0    |
| Total number of new employees who joined the organization (Middle Management) | 1    | 2    | 1    |
| Total number of new employees who joined the organization (Staff)             | 2    | 15   | 52   |

In line with our long-term vision, we have developed a 5-year Emiratization plan, incorporating yearly KPIs in conjunction with Dubai's Government Human Resources. To further support Emirati talent, we have implemented specialized training programs to empower new hires, equipping them with the skills needed to excel in their roles and contribute meaningfully to our mission. We are committed to providing college students with valuable on-the-job training opportunities, fostering the enhancement of their knowledge and skills. By offering reduced working hours and paid study leave, we actively encourage UAE nationals to pursue higher education while simultaneously ensuring valuable contributions to our organization. All in all, our Emiratization efforts aim to drive more UAE nationals to the social specialized field, nurturing the Emirati youth while building a diverse and sustainable workforce.

### Employment by Nationality

405-1-Diversity of governance bodies and employees

|                                                 |      |     |      |     |      |     |
|-------------------------------------------------|------|-----|------|-----|------|-----|
| <b>Local employees</b><br>in the workforce      | 2020 | 181 | 2021 | 193 | 2022 | 238 |
| <b>Expatriate employees</b><br>in the workforce | 2020 | 80  | 2021 | 82  | 2022 | 71  |

|                                                                | 2020    | 2021    | 2022    |
|----------------------------------------------------------------|---------|---------|---------|
| % of Locals in the total workforce                             | 69.35 % | 70.18 % | 77.02 % |
| Number of nationalities in the workforce                       | 17      | 17      | 18      |
| Percentage of middle management hired from the local community | 21.55 % | 20.73 % | 17.65 % |
| Percentage of senior management hired from the                 | 16.02 % | 15.54 % | 12.61 % |

## Emiratization

CDA's approach to Emiratization is characterized by a comprehensive and proactive strategy aimed at cultivating a diverse and inclusive workforce that represents the nation's talent pool. Our dedication to enabling and empowering UAE citizens is demonstrated through a wide variety of initiatives, such as our active participation in career fairs, strategic alliances with elite colleges and universities, and cooperation with the Dubai Government Human Resources. Maximizing from such collaborations enables us to identify and nurture promising Emirati talents, in doing so ensuring a continuous inflow of skilled individuals into our organization.



### Training for Emirati Employees

|                                                  |      |     |      |     |      |     |
|--------------------------------------------------|------|-----|------|-----|------|-----|
| <b>Behavioral and Soft Skills Training</b>       | 2020 | 183 | 2021 | 210 | 2022 | 0   |
| <b>Behavioral, Social and Technical Training</b> | 2020 | 0   | 2021 | 0   | 2022 | 209 |



### Employment by Nationality | Top 5 nationalities



2020 | **181** 69.4% | 2021 | **193** 70.2% | 2022 | **238** 77.1%



2020 | **21** 8.05% | 2021 | **21** 7.64% | 2022 | **15** 4.85%



2020 | **14** 8.05% | 2021 | **12** 7.64% | 2022 | **12** 4.85%



2020 | **12** 4.60% | 2021 | **12** 4.36% | 2022 | **7** 3.88%



2020 | **4** 1.53% | 2021 | **6** 2.18% | 2022 | **6** 1.94%

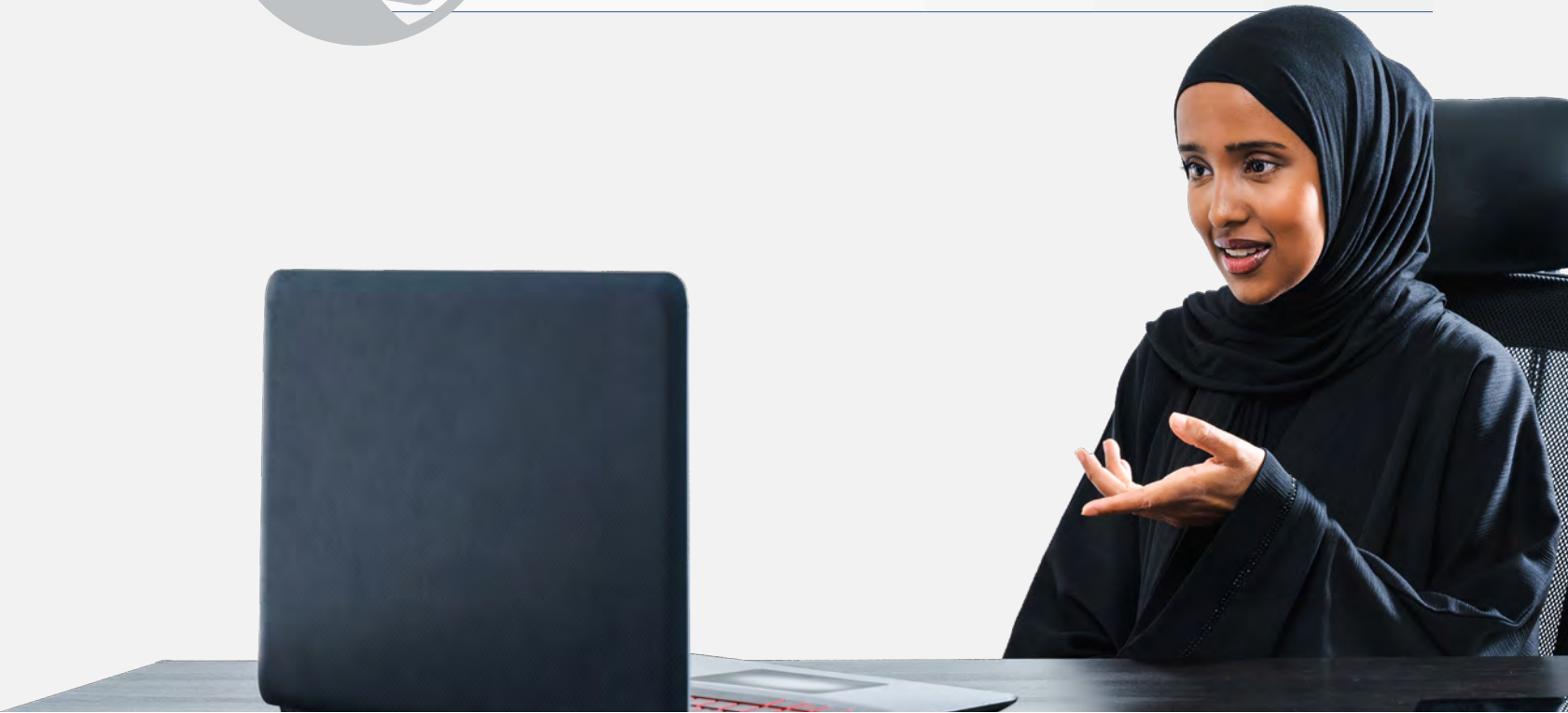
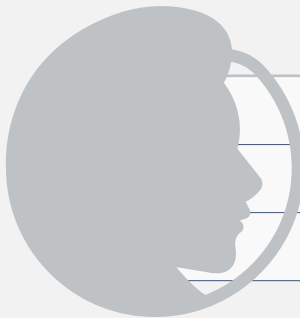
### Women Empowerment

At CDA, as we strive to create an inclusive and dynamic workforce, we recognize the importance the seamless integration of women in the workplace. By advocating for gender equality and offering equal opportunities for professional advancement, we at CDA, aim to provide equal opportunities and tools for women to succeed and lead. Placing further emphasizing on diversity and inclusion, we continue to endeavor towards an environment wherein all employees can contribute their unique perspectives and talents, ultimately driving innovation and sustainable development in the UAE community.

A woman's committee has been formed with the aim of providing the needs of female employees and their happiness, discuss their suggestions and empowering them.

|  |  | Female employees in the workforce |      |      | Male employees in the workforce |      |      |
|--|--|-----------------------------------|------|------|---------------------------------|------|------|
|  |  | 2020                              | 2021 | 2022 | 2020                            | 2021 | 2022 |
|  |  | 150                               | 165  | 191  | 111                             | 110  | 118  |

|                                               | 2020   | 2021   | 2022   |
|-----------------------------------------------|--------|--------|--------|
| % of Female Employees in <b>The Workforce</b> | 57.47% | 60.00% | 61.81% |
| % of Female in <b>Middle Management</b>       | 48.94% | 51.06% | 55.32% |
| % of Female in <b>Top Management</b>          | 41.94% | 43.75% | 41.94% |



## Parental Leave

401-3-Parental Leave by Gender

|                                                                                                                                            | 2020    | 2021    | 2022    |
|--------------------------------------------------------------------------------------------------------------------------------------------|---------|---------|---------|
| Number of male employees that were entitled to parental leave                                                                              | 94      | 93      | 88      |
| Number of male employees that actually took parental leave                                                                                 | 8       | 5       | 5       |
| Number of male employees that came back to work after completion of parental leave                                                         | 8       | 5       | 5       |
| Number of male employees who returned to work after parental leave ended who were still employed twelve months after their return to work. | 8       | 5       | 5       |
| Retention rate for male employees who went on Parental Leave                                                                               | 100.00% | 100.00% | 100.00% |

|                                                                                                                                              | 2020    | 2021   | 2022    |
|----------------------------------------------------------------------------------------------------------------------------------------------|---------|--------|---------|
| Number of female employees that were entitled to parental leave                                                                              | 87      | 99     | 108     |
| Number of female employees that actually took parental leave                                                                                 | 11      | 16     | 12      |
| Number of female employees that came back to work after completion of parental leave                                                         | 11      | 16     | 12      |
| Number of female employees who returned to work after parental leave ended who were still employed twelve months after their return to work. | 11      | 15     | 12      |
| Retention rate for female employees who went on Parental Leave                                                                               | 100.00% | 93.75% | 100.00% |



## Training for Female Employees

|                           |      |   |      |   |
|---------------------------|------|---|------|---|
| Digital for Emirati Women | 2021 | 1 | 2022 | 0 |
| CISO - Leadership MBRSG   | 2021 | 0 | 2022 | 2 |

## Talent Attraction and Development

Upholding the right strategies and tools with regards to talent attraction and retention at CDA enables us to establish a resilient, drive innovation, and foster employee satisfaction. Aligned with our overall CDA strategy, we have an established yearly HR operational plan that ensures our talent management efforts are linked to the organization's strategic goals. Our initiatives and overall approach towards recruiting and retaining talent are firmly grounded in our rewards and incentives framework. Moreover, key HR operational policies serve as the foundation for our efforts to attract and retain top talents. These policies include the remote work policy, financial reward scheme, accompanying leave policy, and a comprehensive working hours guide.

In order to appeal to local talents, we offer competitive salaries in accordance with local HR laws, ensuring that our employees are fairly compensated for their contributions. Additionally, flexibility has been a key aspect in establishing a healthy work environment. As of 2020, we have embraced remote working options to enable more efficiency and practicality for our employees. Our recognition and rewards system further recognizes great accomplishments, inspiring our workforce to excel and flourish at CDA. Additionally, we continue to invest in career development by offering training programs that provide our employees with the tools required to succeed.

### Initiatives implemented in CDA to enhance employee happiness and satisfaction include:



Happiness Challenge Initiative



Supportive employee Initiative



Hour with HR



Happiness Pulse

Various initiatives and programs have been implemented that contribute to employee satisfaction and well-being. The Happiness Challenge fosters healthy competition among departments to attain the highest score on the happiness meter, simultaneously promoting a positive workplace culture. We encourage transparency and communication through the "Hour with HR" initiative wherein meetings facilitate open dialogues between HR and our various departments, encouraging transparent communication and feedback. The "Supportive Employee" initiative augments the opportunities available for growth and collective support. In addition, the "Happiness Pulse" is an indicator for employee happiness, allowing us to ensure a harmonious work environment while proactively addressing any concerns.



Employee Engagement and Satisfaction Score

2020

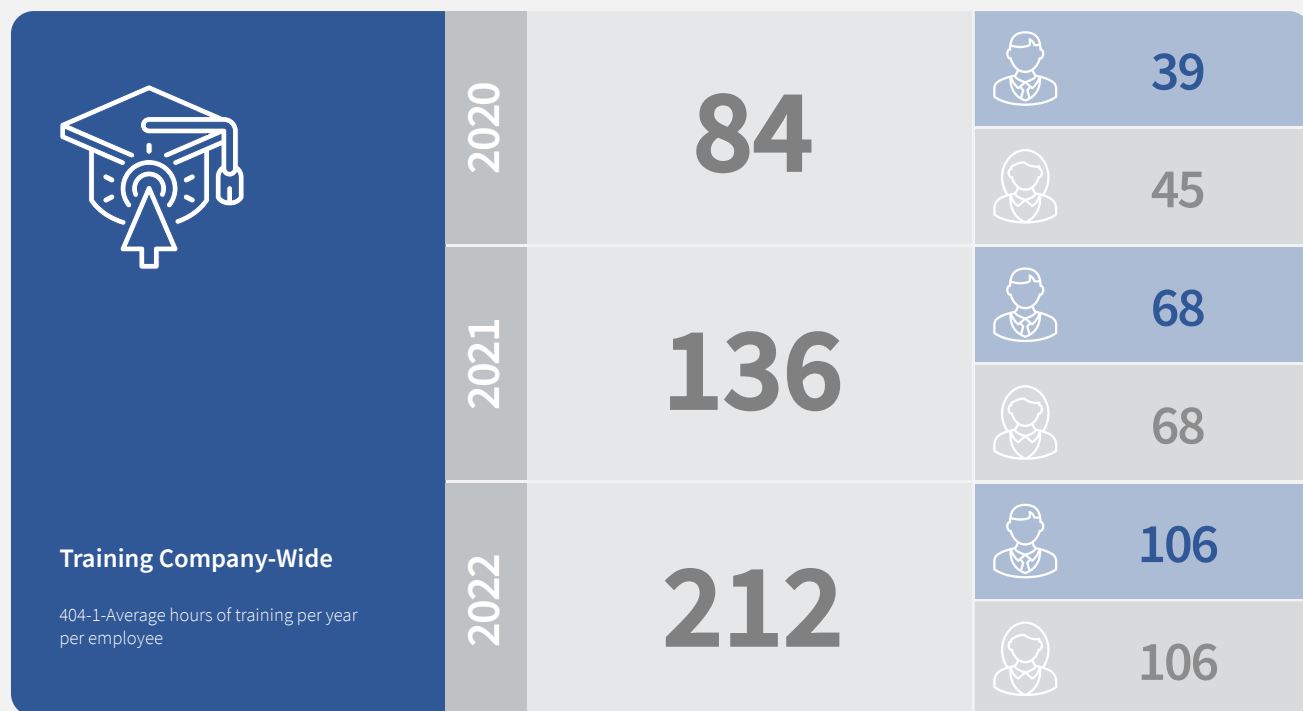
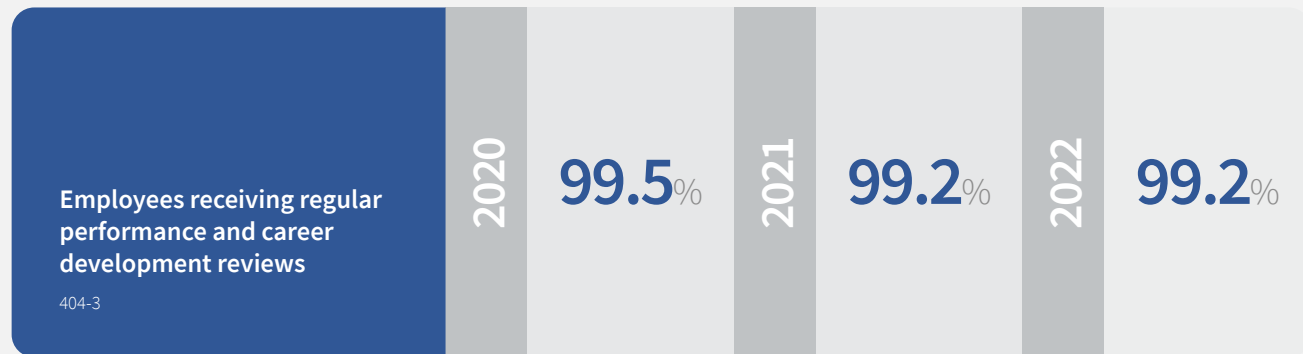
68%

2021

71.3%

2022

72.6%



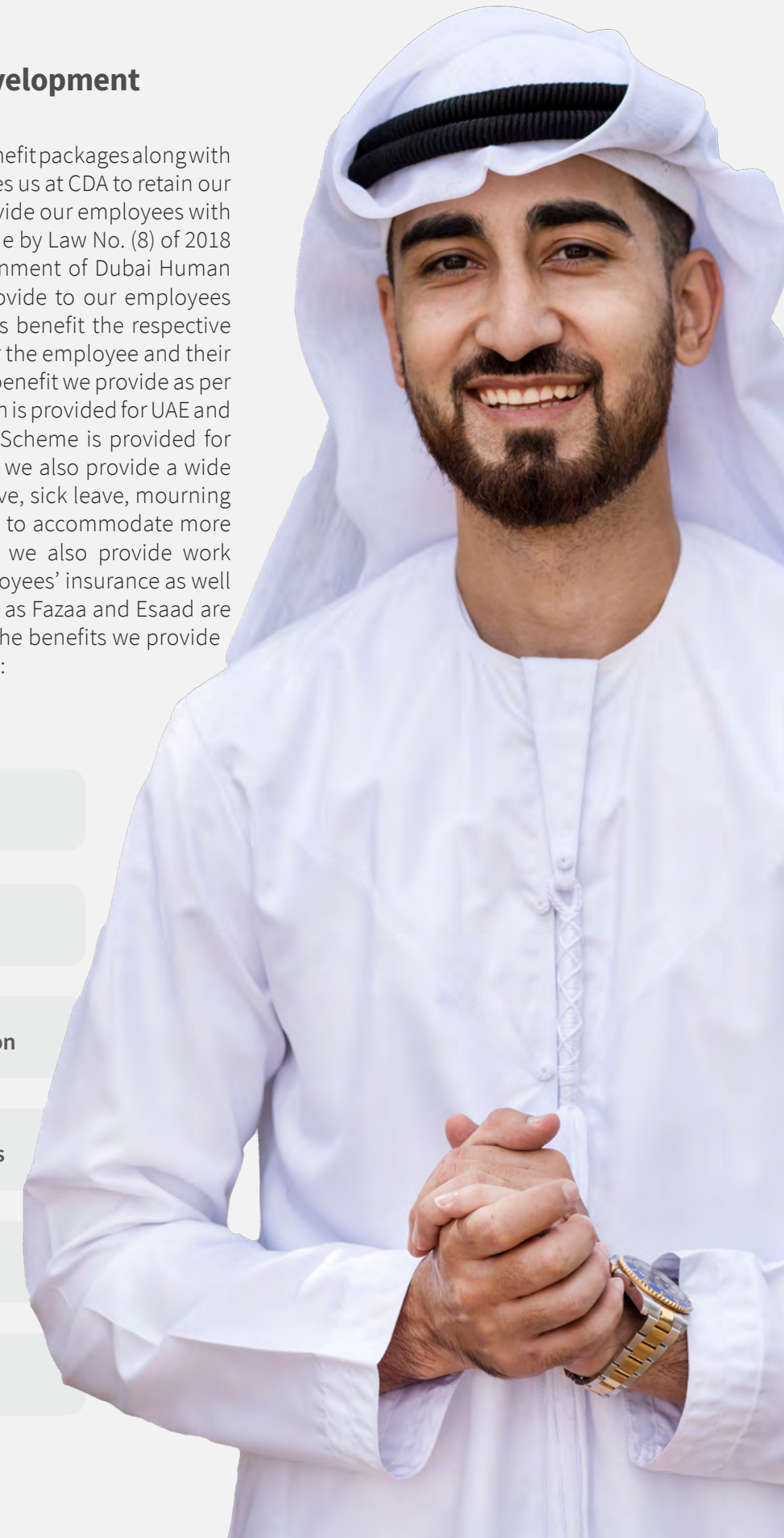
## ➤ Recruitment Strategy

At CDA, the caliber and competencies of the prospective employees is heavily considered as we aspire to maintain a resilient workforce in our organization. As we employ rigorous talents to fulfill these challenging roles, our recruitment strategy focuses on identifying competent individuals who also align with our values. An integral aspect of our recruitment strategy is the Emiratization Plan wherein we aim to increase the number of UAE nationals in the industry. In order to enhance our prospects with regards to recruitment, we host career fairs, take part in the events hosted by Dubai Government of Human Resources (DGHR), and actively advertise through the Dubai Career website.

## ➤ Benefits and Career Development

Providing employees with appealing benefit packages along with a clear career development path enables us at CDA to retain our high caliber employees. In order to provide our employees with the right ecosystem to succeed we abide by Law No. (8) of 2018 Concerning Management of the Government of Dubai Human Resources. Among the benefits we provide to our employees is health insurance benefits. Under this benefit the respective employee obtains medical coverage for the employee and their family member as per HR law. Another benefit we provide as per the HR law is retirement wherein pension is provided for UAE and GCC nationals and the DEWS Savings Scheme is provided for the non-local employees. Additionally, we also provide a wide array of paid leaves such as annual leave, sick leave, mourning leave, maternity leave, and study leave to accommodate more flexibility for our employees. At CDA, we also provide work injury compensation to cover our employees' insurance as well as their sick leave. Discount cards such as Fazaa and Esaad are readily accessible for our employees. The benefits we provide to our employees include the following:

-  Retirement
-  Work life balance
-  Work Injury Compensation
-  Health Insurance Benefits
-  Difference Paid Leave
-  Discount Cards



## ➤ Reward and Recognition

At CDA, we believe that rewards and recognition are essential components in encouraging our staff members and creating a great workplace culture that promotes productivity and job satisfaction. Our reward and recognition framework plays an integral role in enabling us to pinpoint our areas of focus while simultaneously celebrating the outstanding achievements of our employees.

Under our reward and recognition framework called the Distinguished Employee Program there are 4 categories of awards which include the following:


**Loyalty Program** | Rewards employees who have served 10 years and over


**Happiness Hour** | Rewards employees for the work achievement by reducing work hours


**Employee Salary Increments** | Rewards employees based on their performance


**Financial Incentive Reward** | One-time payment is provided reward employee performance

Fostering the establishment of a motivational work environment is a key pillar of our success with regards to human resources management. In line with our efforts to build a nurturing environment, we facilitate the transition of outsourced workers to permanent employees and provide priority to our current employees when new positions are made available. As a means to further encourage a pleasant and inspiring environment, CDA regularly recognizes and awards teams that participate in various activities, including sporting competitions, consequently fostering a positive and motivating atmosphere.

CDA places great emphasis on its induction and talent management programs to ensure that employees are well equipped with a comprehensive understanding of the organization's functions and ambitions. During the induction program, employees delve into the roles of each department, while also familiarizing themselves with essential Human Resources Laws and Principles of Conduct. Additionally, we design individualized training plans for employees, focusing on enhancing both their behavioral and technical competencies. Employees may further be enrolled in programs such as leadership programs and certified social programs to foster skill development. Additionally, we ceaselessly encourage our employees to participate in various committees and teams, providing opportunities to explore different aspects of the business and gain insightful experience. These initiatives showcase CDA's commitment to nurturing a skilled and knowledgeable workforce, contributing to the organization's overall growth and longevity.

Employee effectiveness is diligently assessed through a Performance Management System (PMS) that operates on a yearly basis at CDA. This robust system ensures our employees undergo two comprehensive evaluations; one at the mid-year point and the other at the end of the year. For employees demonstrating lower performance levels, individualized Performance Development Plans (PDP) are established to provide the required guidance and resources for amelioration.

## ➤ Training and Education

At CDA, we ceaselessly strive towards continuous development and growth through various training and education programs. Our strategy towards training and educating our employees focuses on three major program types: technical, behavioral, and leadership. These programs ensure that our workforce receives a thorough skill update.

**Certified CISO Executive Program**
**Future Customer Services - Diploma**

**Leadership Program**
**Innovation Consultant**
**Finance Diploma**

**We offer a diverse range of 20 workshops for our employees.**  
The workshops we host address the following topics:

Information Security Awareness
Smart Path System
Ya Hala System
HR Law
DG Work Ethics
DCP Awareness

Moving forward, our goal is to ensure that our employees stay well-informed and aligned with the updates of all systems and laws pertinent to their roles. We also aspire to continue ameliorating our training programs and expand to train and educate our stakeholders and business partners. At CDA, as we continue to strive in this domain and commit towards continuous learning and a motivated workforce at CDA.

## ➤ Labor Practices

The majority of our CDA employees are white collar workers due to the nature of our business. As an organization, it is crucial that we preserve our reputation as an accountable and transparent institution that is committed to upholding human rights and labor laws. Our standard operations and procedures comply with both UAE and international labor laws. There were no recorded operations in 2022 that were linked with a significant increase in the risk of forced and compulsory labor. In the future, we aspire to attribute more attention and meticulousness with regards to human rights issues and labor practices while raising employee knowledge.

## ➤ Health and Well-being

At CDA, we place a high priority on the health and wellbeing of our full-time employees. We have established a sports team with which we actively participate in the Dubai Fitness Challenge Month annually, engaging in different sports events, 30-minute walks, and wellness courses. Besides encouraging physical fitness, these programs enable us to establish a happy workplace where the wellbeing of all of our employees is valued.

# Environmental Management

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|-----------------------------------|----|
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| Emissions                         | 71 |
| Energy                            | 71 |
| Energy Efficiency and Consumption | 71 |
| Water Management                  | 71 |
| Waste Management                  | 71 |
| Future Initiatives                | 71 |

At the Community Development Authority (CDA), we recognize the critical importance of environmental stewardship and sustainability in our efforts to create a harmonious and resilient community. Our commitment to environmental management is reflected in our comprehensive strategies and initiatives that address various aspects of environmental conservation, including climate change, energy efficiency, water management, and waste management. By integrating environmentally responsible practices into our operations, we strive to contribute to a greener and more sustainable future for the Emirate of Dubai.

## > Climate Change

CDA is committed to addressing climate change and promoting sustainable practices. We follow LEED and Dubai Building Code (DBC) standards across all our premises, showcasing our dedication to environmental responsibility. Our premises are designed and operated with a focus on energy efficiency and reduced carbon emissions.

## > Emissions

For emissions reporting, CDA refers to DEWA's standards and methodologies. We calculate Scope 1, Scope 2, and Scope 3 emissions using DEWA's reference data and calculation tools, ensuring accurate and transparent reporting of our carbon footprint.

## > Energy

CDA utilizes DEWA tracking records to assess energy consumption within our organization. Our commitment to energy reduction is evident in our efforts to continually monitor and manage energy consumption. We are dedicated to finding innovative solutions to reduce energy usage and enhance efficiency.

## > Energy Efficiency and Consumption

In 2022, CDA implemented initiatives aimed at energy efficiency and accessibility. All CDA premises were designed to be easily accessible to people with determination, aligning with energy-saving programs. Our approach integrates DEWA tracking records to monitor energy consumption, ensuring efficient utilization.

## > Water Management

CDA recognizes the importance of responsible water management. Our approach involves monitoring water usage semi-annually to maximize efficiency. We are dedicated to continuously improving our water consumption practices and exploring innovative solutions to minimize our water footprint.

## > Waste Management

CDA is actively engaged in waste management initiatives to reduce our environmental impact. Our waste management practices adhere to the guidelines set by the Dubai Municipality. We focus on minimizing waste generation by implementing circularity measures and managing waste-related impacts across our value chain.

## > Future Initiatives

Looking ahead, CDA plans to further enhance our environmental efforts. One of our key initiatives is the installation of solar systems across our premises, promoting renewable energy usage and reducing our carbon footprint. We will continue to explore innovative ways to reduce energy consumption, improve water management, and enhance waste reduction strategies.

Through these comprehensive environmental initiatives, CDA remains committed to promoting sustainability, reducing environmental impacts, and contributing to a greener future for the UAE.



# Empowering Tomorrow: Innovations, Integration, and Growth

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| CDA's Strategy           | 75 |
| Human Rights             | 76 |
| Research and Development | 76 |
| Customer Service         | 77 |
| Financial Sustainability | 77 |



## This chapter delves into the realm of “Empowering Tomorrow: Innovations, Integration, and Growth,”

encapsulating a multidimensional journey across various departments and initiatives within the Community Development Authority (CDA). From strategies that shape the future to fostering human rights, research and development, customer service excellence, and financial stewardship, this chapter illuminates CDA’s efforts in driving progress, integration, and sustainable development.

## > CDA’s Strategy

### 2022 Achievements, Highlights, and Challenges

In 2022, CDA’s strategy unfolded against a backdrop of challenges and successes. The pandemic-year budget constraints impacted strategy implementation, causing delays in some operational Key Performance Indicators (KPIs). Despite this, CDA demonstrated resilience and adaptability by reprioritizing initiatives and aligning services with government directives. Milestones included the approval of the CDA Strategy 2022-2026, a significant upgrade to the Enterprise Performance Management system (EPM), and recognition ceremonies for strategic partners. The ongoing Dubai Plan 2033 project and the development of the Dubai Plan 2023 were integral components of CDA’s strategic journey.

### 2022 - 2024 Commitments

Looking forward, CDA remains committed to its annual strategy review, aligning department strategies, and conducting partner surveys. A focus on increasing awareness about CDA’s strategy and performance management is anticipated. Partnerships with government entities, NGOs, and the private sector will be cultivated to enhance services and promote sustainable community development.

### Process for Developing Strategy

CDA’s strategy development involves a comprehensive process, encompassing alignment with the Dubai Plan, internal and external analysis, stakeholder engagement, social sector input, and rigorous review. Analysis includes PESTEL and SWOT assessments, and input from customer service and employee satisfaction reports, laws and regulations, demographic data, and relevant benchmarks. Strategy workshops refine the vision, mission, values, objectives, KPIs, and initiatives, culminating in an annual strategy initiatives budget plan.

### Stakeholder Engagement and ESG Integration

Stakeholders, including partners, customers, and social sector representatives, play a pivotal role in strategy development. Their insights contribute to enhancing initiatives and services. While ESG considerations are integrated at the PESTEL analysis stage, CDA is exploring possibilities to further incorporate ESG criteria into its strategy and risk assessment processes.



## > Human Rights

The Human Rights assessment demonstrates CDA's commitment to ensuring a rights-based approach. Operations underwent reviews and impact assessments, reinforcing CDA's dedication to responsible and ethical practices.

### Strategies, Policies & Initiatives

CDA's focus on human rights extends to its strategies, policies, and initiatives. The Awareness and Studies Department engages in legal and social research, while the Awareness and Training Department promotes awareness and education on human rights. Initiatives such as the "Indicators of International Human Rights Conventions at the Level of the Emirate of Dubai" project showcase CDA's dedication to human rights advancement.

## > Research & Development

CDA's Research & Development Department contributes to informed decision-making and policy development. Aligned with CDA's strategic objectives, the department conducts studies, develops social policies, and evaluates their impact.

### Strategies, Policies & Initiatives

The department's strategies emphasize supporting decision-making and monitoring social issues. Policies such as "Research Methodologies" and "Social Policy Development Manual" underscore CDA's commitment to rigorous research and effective policy formulation.

## > Customer Service

Customer experience is at the forefront of CDA's operations, exemplified by its robust customer service practices.

### Customer Experience 2022

CDA's customer complaint resolution process demonstrates its dedication to prompt and efficient service. Multiple channels, including Dubai government's complaints website, live broadcasts, social media, call centres, and personal presence, enable seamless complaint handling. An emphasis on feedback and continuous improvement contributes to CDA's customer-centric approach.

### Initiatives and Future Commitments

CDA's commitment to customer experience enhancement is reflected in its initiatives. Updates to call center systems, Dubai Model Center standards implementation, and service guide enhancements contribute to improved customer engagement. CDA's efforts to digitize To Whom It May Concern messages and banking services align with evolving service delivery expectations. In addition to ongoing initiatives, CDA adheres to comprehensive 360-degree service policies, ensuring a holistic approach to customer service. Centers receiving seven-star ratings, along with compliance with international standards such as ISO10002, ISO10001, and ISO10004 in customer service systems, underscore CDA's commitment to achieving service excellence.

## > Financial Sustainability

CDA's Finance Department operates with transparency, adherence to regulations, and a commitment to efficient financial management. Monthly financial performance reports provide insights at various administrative levels. Financial operations undergo rigorous scrutiny by internal and external audit authorities, ensuring compliance and accountability.

### Strategies, Policies & Initiatives

CDA's financial strategies align with the Dubai Plan 2030 and the Authority's strategy, emphasizing efficient resource utilization and measured through key performance indicators. Dynamic policies and methodologies underpin financial operations.

### Certifications and Achievements

CDA's Finance Department has demonstrated its commitment to excellence through notable achievements, including streamlining supplier payments, digital banking transaction accreditation, cost reduction, and adherence to international accounting standards. As CDA advances into the future, "Empowering Tomorrow: Innovations, Integration, and Growth" encapsulates the diverse and transformative initiatives that shape CDA's journey towards sustainable community development and progress.

# GRI Content Index

## GRI content index

|                                   |                                                                                                                                                       |
|-----------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|
| Statement of use                  | Community Development Authority (CDA) has reported in accordance with the GRI Standards for the period from January 1st, 2022 to December 31st, 2022. |
| GRI 1 used                        | GRI 1: Foundation 2021                                                                                                                                |
| Applicable GRI Sector Standard(s) | N/A                                                                                                                                                   |

| GRI STANDARD                    | DISCLOSURE                                                                       | PAGE   | OMISSION                                                                                                                                              |                             |
|---------------------------------|----------------------------------------------------------------------------------|--------|-------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
|                                 |                                                                                  |        | Requirements                                                                                                                                          | Reasons                     |
| General Disclosure              |                                                                                  |        |                                                                                                                                                       |                             |
| GRI 2: General Disclosures 2021 | 2-1 Organizational details                                                       | 12,13  | A gray cell indicates that reasons for omission are not permitted for the disclosure or that a GRI Sector Standard reference number is not available. |                             |
|                                 | 2-2 Entities included in the organization's sustainability reporting             | 7      |                                                                                                                                                       |                             |
|                                 | 2-3 Reporting period, frequency and contact point                                | 7      |                                                                                                                                                       |                             |
|                                 | 2-4 Restatements of information                                                  | -      |                                                                                                                                                       |                             |
|                                 | 2-5 External assurance                                                           | -      |                                                                                                                                                       |                             |
|                                 | 2-6 Activities, value chain and other business relationships                     | 16, 17 |                                                                                                                                                       |                             |
|                                 | 2-7 Employees                                                                    | 56, 57 |                                                                                                                                                       |                             |
|                                 | 2-8 Workers who are not employees                                                | 56     |                                                                                                                                                       |                             |
|                                 | 2-9 Governance structure and composition                                         | 29     |                                                                                                                                                       |                             |
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|                                 | 2-12 Role of the highest governance body in overseeing the management of impacts | 29     |                                                                                                                                                       |                             |
|                                 | 2-13 Delegation of responsibility for managing impacts                           | 29     |                                                                                                                                                       |                             |
|                                 | 2-14 Role of the highest governance body in sustainability reporting             | 29     |                                                                                                                                                       |                             |
|                                 | 2-15 Conflicts of interest                                                       | 29     |                                                                                                                                                       |                             |
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|                                 | 2-17 Collective knowledge of the highest governance body                         | 29     |                                                                                                                                                       |                             |
|                                 | 2-18 Evaluation of the performance of the highest governance body                | 29     |                                                                                                                                                       |                             |
|                                 | 2-19 Remuneration policies                                                       | 56     |                                                                                                                                                       |                             |
|                                 | 2-20 Process to determine remuneration                                           | -      |                                                                                                                                                       | Confidentiality constraints |
|                                 | 2-21 Annual total compensation ratio                                             | 56     |                                                                                                                                                       |                             |
|                                 | 2-22 Statement on sustainable development strategy                               | 9      |                                                                                                                                                       |                             |
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|                                 | 2-24 Embedding policy commitments                                                | 76     |                                                                                                                                                       |                             |
|                                 | 2-25 Processes to remediate negative impacts                                     |        |                                                                                                                                                       |                             |
|                                 | 2-26 Mechanisms for seeking advice and raising concerns                          |        |                                                                                                                                                       |                             |
|                                 | 2-27 Compliance with laws and regulations                                        | 29     |                                                                                                                                                       |                             |
|                                 | 2-28 Membership associations                                                     | -      |                                                                                                                                                       | Not applicable              |
|                                 | 2-29 Approach to stakeholder engagement                                          | 22     |                                                                                                                                                       |                             |
|                                 | 2-30 Collective bargaining agreements                                            | -      |                                                                                                                                                       | Not applicable              |

| Material topics                   |                                          |            |                                                                                                                                                       |  |
|-----------------------------------|------------------------------------------|------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| GRI 3: Material Topics 2021       | 3-1 Process to determine material topics | 22, 23     | A gray cell indicates that reasons for omission are not permitted for the disclosure or that a GRI Sector Standard reference number is not available. |  |
|                                   | 3-2 List of material topics              | 23         |                                                                                                                                                       |  |
| Climate Change                    |                                          |            |                                                                                                                                                       |  |
| GRI 3: Material Topics 2021       | 3-3 Management of material topics        | 70         |                                                                                                                                                       |  |
| Energy Efficiency and Consumption |                                          |            |                                                                                                                                                       |  |
| GRI 3: Material Topics 2021       | 3-3 Management of material topics        | 71         |                                                                                                                                                       |  |
| Water Management                  |                                          |            |                                                                                                                                                       |  |
| GRI 3: Material Topics 2021       | 3-3 Management of material topics        | 71         |                                                                                                                                                       |  |
| Waste Management                  |                                          |            |                                                                                                                                                       |  |
| GRI 3: Material Topics 2021       | 3-3 Management of material topics        | 71         |                                                                                                                                                       |  |
| Community Empowerment/ Engagement |                                          |            |                                                                                                                                                       |  |
| GRI 3: Material Topics 2021       | 3-3 Management of material topics        | 31-50      |                                                                                                                                                       |  |
| Community Investment              |                                          |            |                                                                                                                                                       |  |
| GRI 3: Material Topics 2021       | 3-3 Management of material topics        | 43-50      |                                                                                                                                                       |  |
| Diversity and Inclusion           |                                          |            |                                                                                                                                                       |  |
| GRI 3: Material Topics 2021       | 3-3 Management of material topics        | 55         |                                                                                                                                                       |  |
| Human Rights                      |                                          |            |                                                                                                                                                       |  |
| GRI 3: Material Topics 2021       | 3-3 Management of material topics        | 32, 67, 76 |                                                                                                                                                       |  |
| Health and Safety                 |                                          |            |                                                                                                                                                       |  |
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