

Culture. Talent. Creativity.



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About this Report

This is Dubai Culture and Arts Authority's (hereinafter referred to as Dubai Culture/DC/the Authority/We) inaugural Sustainability Report. The Report highlights our sustainability ambition and our contribution to sustainable development. We carried out a detailed materiality assessment and stakeholder engagement during the year and have identified issues by aligning with the UN SDGs, the UAE and Dubai Visions and Plans, as well as ISO 26000: Social Responsibility.

The Report introduces readers to our well-structured CSR and sustainability strategy that is centred around five key pillars to propel DC's value proposition and growth.

Our Pillars of Growth

- 01 Talent and Education
- 02 Accessibility and Engagement
- 03 Creative Economy
- 04 Global Footprint
- 05 Cultural Responsibility

Reporting Frameworks

Our first Sustainability Report is drafted with reference to the most recognised and widely used global reporting framework — the GRI Standards.



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Who We Are

About Dubai Culture and Arts Authority

Culture is a force to reckon with. It enriches society, humanity and fuels economic growth as well. With this background, on March 8th, 2008, His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, launched the Dubai Culture & Arts Authority.

The Authority is expected to be the custodian of Dubai's cultural and creative sector, and help define it in the local and global context. It aims to consolidate the emirate's position as an active global centre for creativity.

Under the leadership of Her Highness Sheikha Latifa bint Mohammed bin Rashid Al Maktoum, Chairperson of Dubai Culture, DC is committed to enriching Dubai's cultural scene based on the UAE's rich and varied heritage. Furthermore, we are building bridges of constructive dialogue between various cultures to enhance Dubai's position as a global centre for culture, an incubator for creativity, and a thriving hub for talent.



“If we are to preserve culture, we must continue to create it.”

Johan Huizinga
Dutch Historian

Who We Are

Our Vision

To build Dubai to be

A global centre for culture

A thriving hub for talent

An incubator for creativity

Taking our vision forward, we aim to preserve and celebrate our national culture by cultivating a nurturing business environment, and safeguarding our tangible and intangible heritage.

Our Mission

To enable the next generation of talent to be inspired to connect and create

To make culture everywhere and for everyone

To position Dubai on the global cultural map

To enable culture and arts to positively contribute to the economy

To ensure national heritage is preserved, celebrated, and globally recognised

Our Institutional Priorities



Digital Transformation



Operational Excellence



Happiness



Dubai Culture and Sustainability

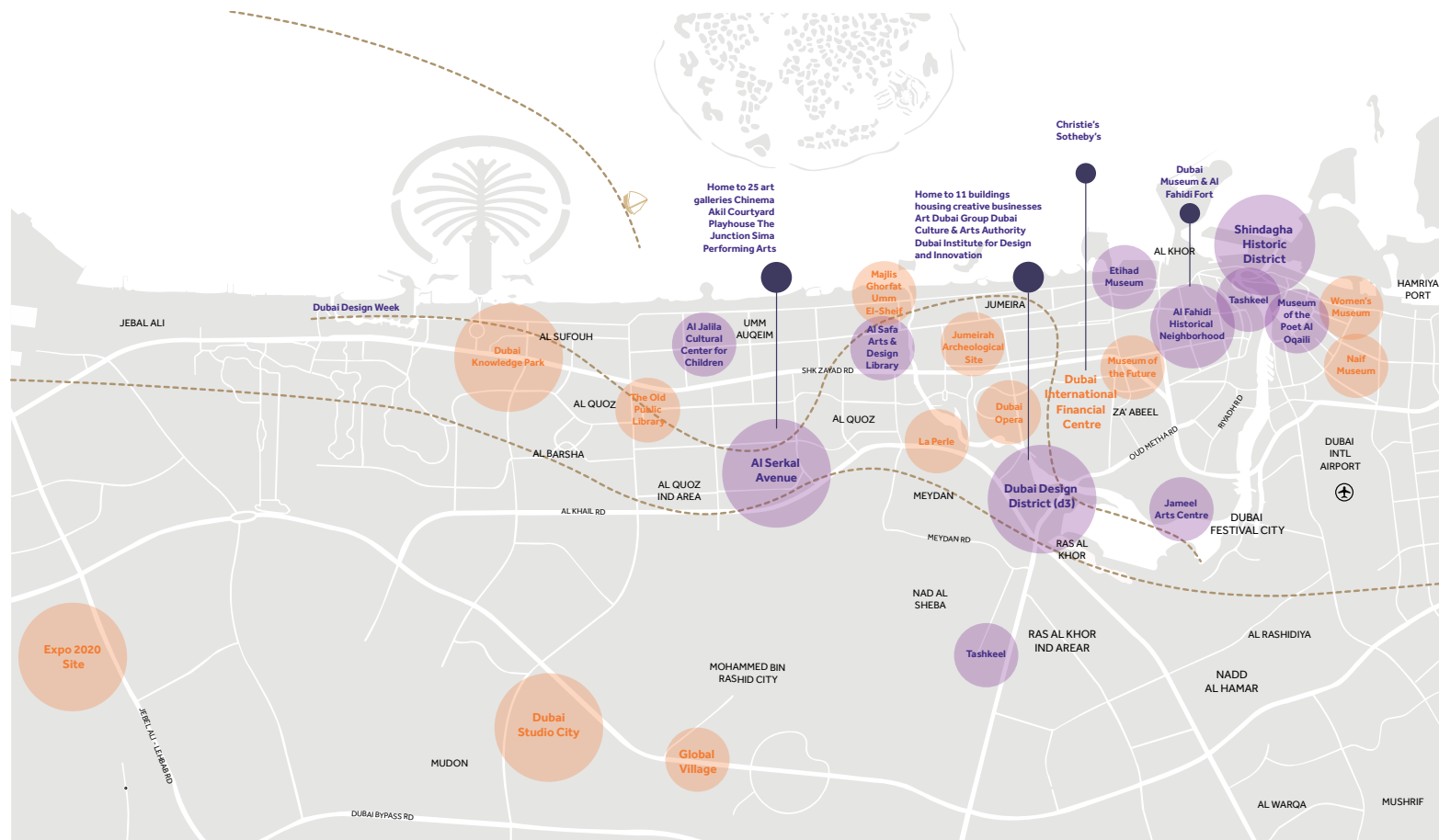
We are committed to preserving and celebrating Dubai's history, and to take on the role of a cultural and creative sector regulator, planner and operator to enable this.

As a heritage conservation authority, we hold the potential to augment social value while driving the economic growth of the country. Our focus on our people, the environment and our culture contribute to the sustainable development we are looking to achieve.

Our Footprint

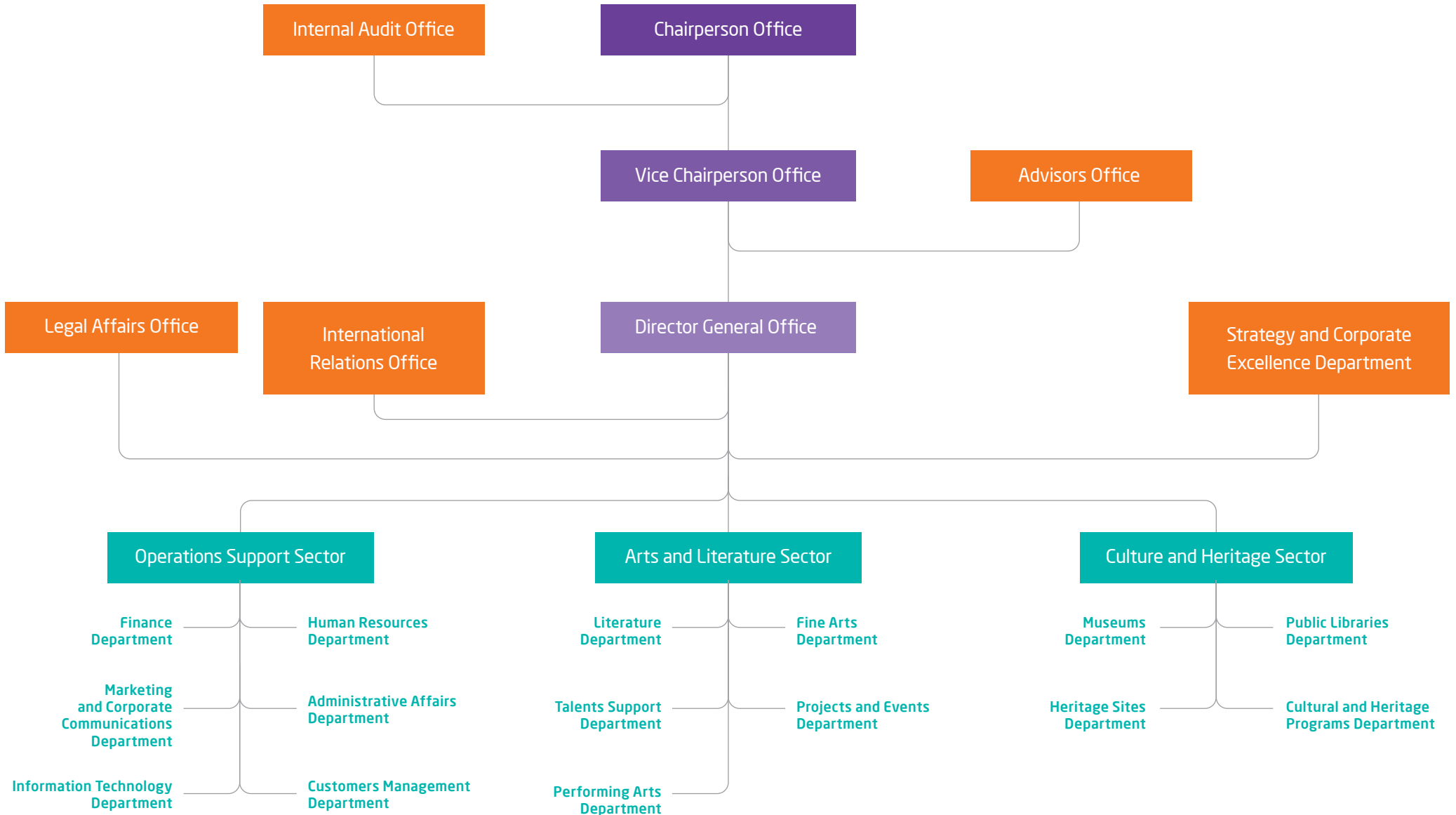
Culture Within Reach

We have various cultural and heritage assets located across Dubai, including the management of five historical destinations, four museums, Al Jalila Cultural Centre for Children, and eight Dubai Public Libraries.



● Operated by Dubai Culture
 ● Dubai's Cultural Footprint
 Not operated by DC

Our Organisational Structure



Governance Stewardship

Upholding Ethics and Integrity

We are committed to operating with the highest levels of integrity and transparency. Our robust governance practices and established risk management system assist us and protect the interests of our stakeholders, all while preserving and promoting culture.

The post-pandemic world has highlighted the need for businesses to be sustainable and resilient. Since businesses support livelihoods, a robust business continuity plan and an effective way of managing risks such as COVID-19 and climate change have gained significant importance. At DC, we understood this need and undertook measures to implement the same across our operations.

We have received the ISO 22301, i.e., Business Continuity Certification through which we evaluate the success rate and efficiency of its application. In addition to this, we conduct external and internal audits and undertake detailed monitoring processes to ensure compliance to various laws and regulations.

We have a well-defined risk management framework and process, a risk log and mitigation actions and an emergency preparedness plan in place. In collaboration with the Dubai Future Foundation, we also conducted assessments on the current state and future prospects of the culture and creative industry.

DC has a 'Crisis Scenarios' document that outlines our approach to providing proper media coverage and communication.

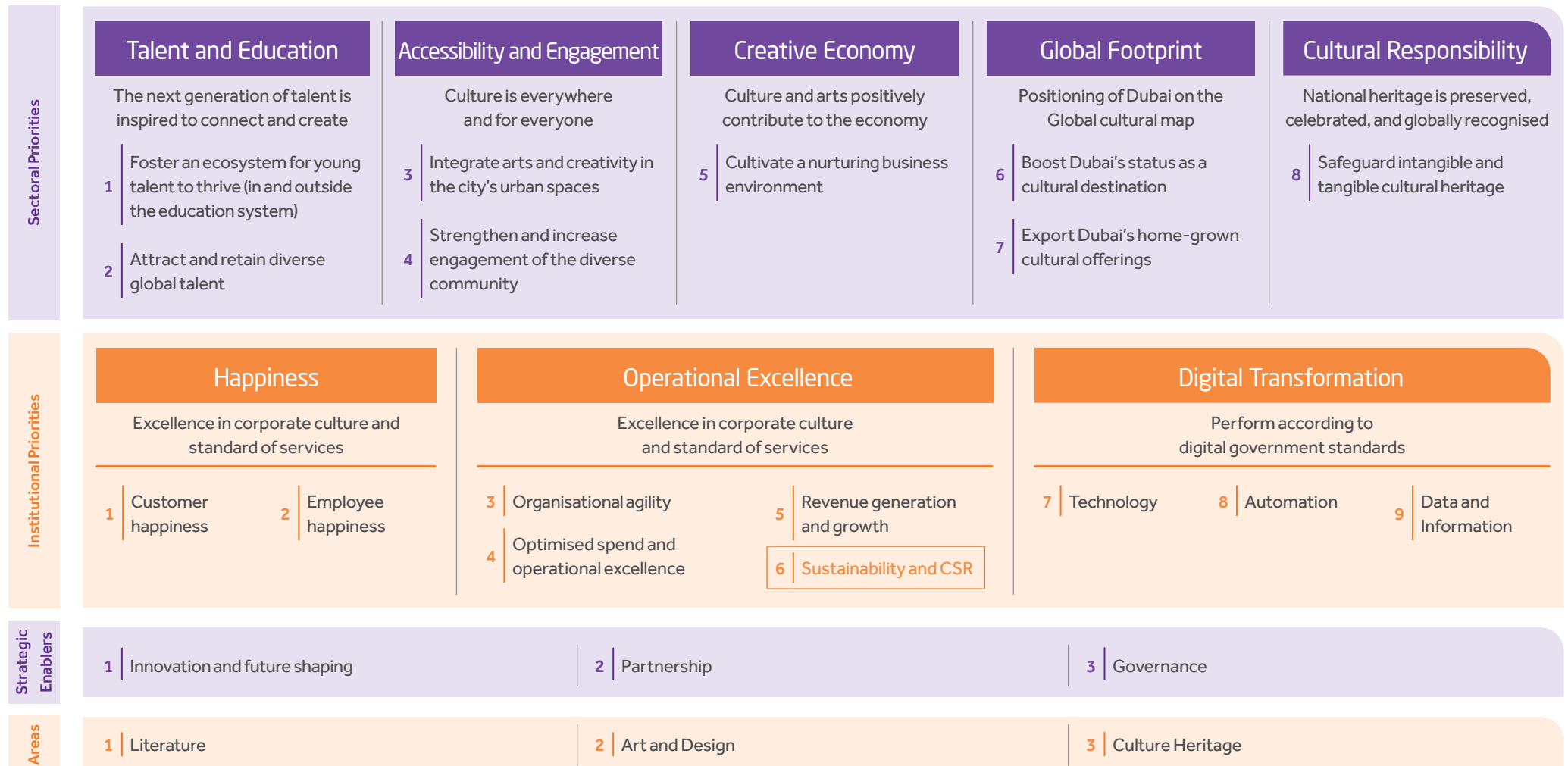
We have weekly exchanges with leadership, and the updates, main events and initiatives are circulated to all relevant members via e-mail.



Our Organisational Strategy Roadmap

VISION | Dubai. A global center for **culture**. A thriving hub for **talent**. An incubator for **creativity**.

BELIEFS | We are **guardians**. We are **explorers**. We are **connectors**. We are **achievers**.



Our Highlights



In 2019, two-thirds of travellers to Dubai visited cultural and heritage sites



Dubai ranked among the top 10 world's most influential cities in FutureBrand's Country Index for 2020



Dubai welcomed 16.7 Million visitors in 2019—a rise of 5.1% over the previous year



Dubai's tourism has grown to contribute 11.5% in GDP value, with a rapidly growing share coming from cultural tourism



More galleries are based in Dubai than any other city in the MENA region



In 2018, Dubai became MENA's first designated UNESCO City of Design

Our Commitment to a Sustainable Future



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03

Our Sustainability Ambition

Progressing Towards a Sustainable Tomorrow

We embarked on our sustainability journey in 2017, with a vision to make Dubai a global, creative and sustainable city, based on the pillars of culture, heritage, arts and literature. Our goal has been to fulfil our cultural responsibility and preserve our rich heritage, thus contributing to enrich the social capital of Dubai.

We aim to adhere to the UN Sustainable Development Goals (SDGs) and work towards creating a positive and more sustainable future for all. Keeping our goals and priorities in mind, we have registered with the UN Global Compact and are expecting an approval shortly.



We have come a long way since we set out on our journey towards sustainability. To take this forward in the most effective way, we have integrated sustainability ambitions within our ongoing organisational strategy. These ambitions include:

- Integrating sustainability as part of our core decision making
- Promoting innovation and digitisation across business operations
- Fostering open dialogue and well-being with all internal and external stakeholders
- Enabling sustainable behaviour across the organisation

Our CSR and Sustainability Strategy






We believe that what matters are the small steps that lead you to the bigger goal. To accomplish this, we have established a robust sustainability strategy that will help us implement initiatives to support our people and community, and protect the environment.



Stakeholder Engagement

Engaging in Meaningful Dialogue

We value our stakeholders and their contribution and pull out all the stops to build long-lasting relationships with them. It is imperative to us that our stakeholders are involved in our sustainable development journey, and we do that through regular interactions on different platforms.

Stakeholder Groups					
	<h3 data-bbox="159 858 309 895">Employees</h3> <ul data-bbox="159 959 481 1150" style="list-style-type: none"> ○ Intranet ○ Newsletters ○ Unstaffed displays ○ Staffed displays ○ Interviews ○ Training ○ E-mails ○ Workplace 	<h3 data-bbox="568 847 808 916">Communities and Customers</h3> <ul data-bbox="568 959 869 1182" style="list-style-type: none"> ○ Advertising ○ Press in local/national media ○ Video ○ Exhibitions and events ○ Surveys and questionnaires ○ Social media 	<h3 data-bbox="978 863 1160 895">Governments</h3> <ul data-bbox="978 959 1234 1023" style="list-style-type: none"> ○ Visioning ○ Local and national media 	<h3 data-bbox="1384 863 1675 895">Contractors/Suppliers</h3> <ul data-bbox="1384 959 1675 1142" style="list-style-type: none"> ○ Leaflets/brochures ○ Newsletters ○ Site visits ○ Surveys and questionnaires ○ Events 	<h3 data-bbox="1787 863 2011 895">Cultural partners</h3> <ul data-bbox="1787 959 2011 1142" style="list-style-type: none"> ○ In-person meetings ○ Phone calls ○ Emails ○ Video conferencing ○ Social media
Method of Communication					
Areas of Engagement	<ul data-bbox="159 1225 465 1401" style="list-style-type: none"> ○ Provide a safe workspace and a culture of well-being ○ Enhance sustainability awareness ○ Provide professional development opportunities 	<ul data-bbox="568 1225 882 1465" style="list-style-type: none"> ○ Promote customer happiness and user experience ○ Enhance accessibility to all stakeholders ○ Deliver high-quality services ○ Organise development programmes and initiatives for local communities 	<ul data-bbox="978 1225 1205 1273" style="list-style-type: none"> ○ Align with relevant governmental bodies 	<ul data-bbox="1384 1225 1637 1273" style="list-style-type: none"> ○ Communicate internal sustainability ambitions 	<ul data-bbox="1787 1225 2130 1385" style="list-style-type: none"> ○ Collaboration on the development and implementation of cultural events ○ Initiatives to promote inclusivity and sense of belonging within the community

Materiality

Focused on Priorities

When sustainable business becomes your guiding principle, it is important to monitor your external and internal environment and prioritise sustainability issues. This helps keep the strategic relevance of the organisational principles on track, and allows a Company to prioritise resources around the most relevant issues and provide adequate coverage.

Keeping this in mind, we conducted a detailed materiality assessment to identify the topics critical to our organisation. Analysing our sustainability context, several topics were identified, including a review of materiality of list of comparable peers and material topic alignment with UNSDGs, ISO 26000 and GRI standards.

DC's Materiality Matrix



Medium Priority

1. Waste Management (Solid Waste)
2. Waste Management (Water Pollution)
3. Occupational Health and Safety
4. Diversity and Equal Opportunity
5. Climate Risk Mitigation
6. Branding and Brand Perception

7. Product/Service Design, Safety and Quality
8. Good Governance, Transparency and Reporting
9. Digital Transformation
10. Conservation and Preservation of Heritage
11. Customer Experience
12. Labour Management Relations

High Priority

13. Training and Development
14. Local Community Impact and Investment
15. Business Ethics and Integrity

Strategic Alignment With National and International Goals

Our sustainability strategy is aligned with international and national goals and with ISO 26000.

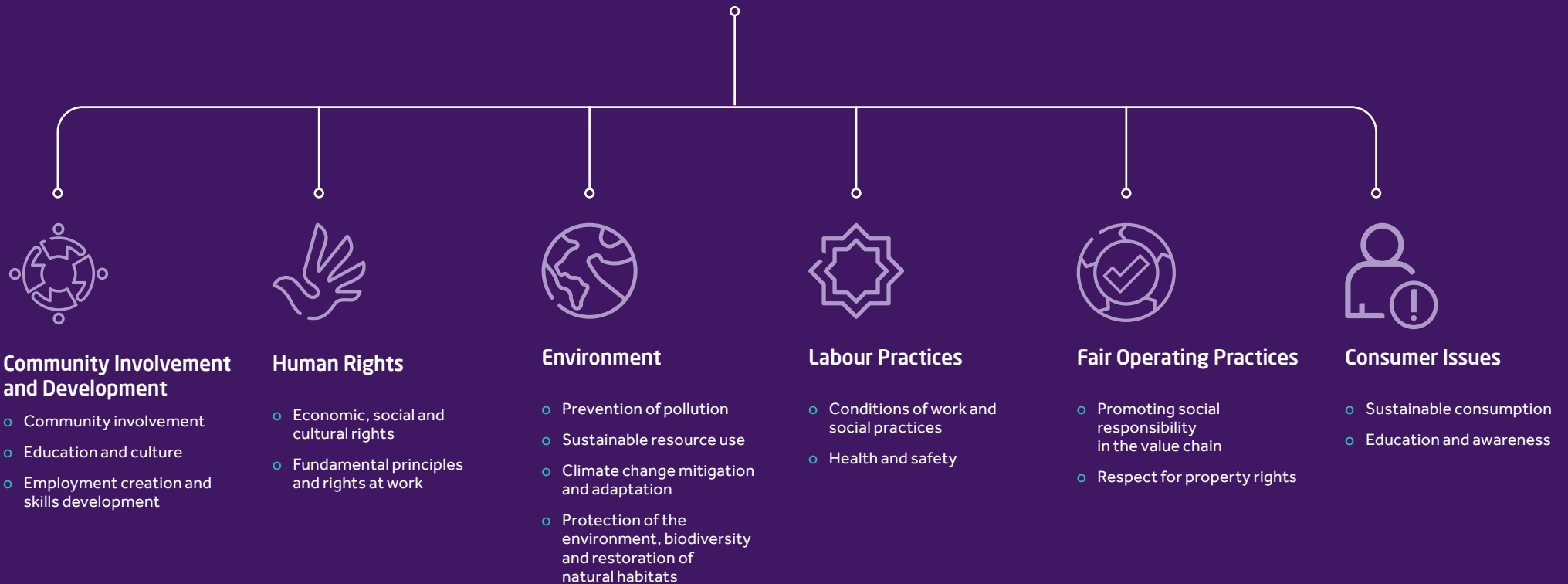
	Drivers	Pillars
UN Sustainable Development Goals	There are 17 Sustainable Development Goals (SDGs) at the heart of UN's 2030 Agenda for sustainable development. They recognise that ending poverty and other deprivations must go hand-in-hand with strategies that improve health and education, reduce inequality, and spur economic growth, while tackling climate change and working to preserve our oceans and forests.	<ul style="list-style-type: none"> ○ People ○ Planet ○ Partnership ○ Peace ○ Prosperity
UAE Vision 2021 and National Agenda	UAE is on a journey to position itself among the leading countries in the world. The journey had reached its peak with the nation's Golden Jubilee in 2021. To achieve its Vision 2021, a set of national KPIs grouped in six themes had been developed to track progress.	<ul style="list-style-type: none"> ○ Education ○ Healthcare ○ Knowledge Economy ○ Fair Judiciary ○ Environment ○ Cohesive Society
UAE Centennial 2071	The plan focuses on human development and investing in future generations by preparing them with the skills and knowledge needed to face rapid changes, and to make UAE the best country in the world by its next centennial in 2071. The programme includes fortifying the country's reputation, diversifying and raising the economy's productivity, investing in education, focusing on advanced technology, and building Emirati values and ethics for a cohesive society	<ul style="list-style-type: none"> ○ Future Focused ○ Government ○ Education ○ Knowledge Economy ○ A Cohesive Society
Dubai Government Excellence Programme	The Dubai Government Excellence Programme (DGEP) is a pioneer initiative established in 1997 with an aim to engrave a culture of excellence within the Dubai government, and recognise distinguished departments, teams and individuals. The programme aims at spreading the concept of excellence, innovation, quality, best management and professional practices in the government sector.	<ul style="list-style-type: none"> ○ Excellence ○ Innovation
Smart Dubai	Smart Dubai is a strategy launched by the UAE Government with the objective to transform Dubai into a digital, lean, and connected smart city – one that maintains an interconnected society with accessible social services, cutting-edge ICT innovation, autonomous and shared mobility services, and a globally competitive economy powered by disruptive technologies.	<ul style="list-style-type: none"> ○ Smart Economy ○ Smart Living ○ Smart Governance ○ Smart Environment ○ Smart Transportation ○ Smart People

Strategic Alignment With National and International Goals

Key Focus Areas for ISO 26000



Organisational Governance



Strategic Alignment With National and International Goals

Key Benefits of Aligning With ISO 26000

- 01 Guarantees credibility, structure and transparency of the strategy and reporting among stakeholders
- 02 Provides a competitive advantage
- 03 Shares insights on leading practices for DC's CSR strategy and governance
- 04 Ensures employee happiness and talent development

Alignment of DC's Strategic Organisational Pillars to the UN SDGs

Talent, Education and Happiness

Accessibility, Engagement and Digital Transformation

Creative Economy and Operational Excellence

Global Footprint

Cultural Responsibility



Alignment of SDGs is reflective of the ESG strategy that is currently being implemented at DC

Our Strategic Pillars



4.1 Protecting Our Environment 20

4.2 Serving Our Community 25

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Protecting Our Environment

Caring for the Planet

Our planet faces several serious environmental issues. Today, climate change is one of the biggest threats and it demands immediate corrective action in terms of how a society operates. Being a heritage conservator, it is our objective to protect what we have today and restore it to its original glory. Through our operations, we are also committed to protecting the environment by conserving resources and minimising damage.

During FY 2021-22, we identified key areas that required our focus. We are currently devising action plans that will help us promote and adopt sustainable practices across all our operations.

Our principal focus areas under environment protection include using renewable energy for our electricity requirements and supporting circular economy solutions by relying on recycled materials. Our efforts are directed towards our long-term sustainable strategy, and will cater to all our stakeholders, generating value for them every day. DC has no direct harmful impact on environment.



Protecting Our Environment

Energy Conservation

Initiative #1

Al Fahidi Historical Neighbourhood's existing flood lights were replaced with solar flood lights to depend on renewable energy. This helped in reducing our electricity consumption.



6-8%

Reduction in electricity consumption

Initiative #2

Motion sensor lights were used at Etihad Museum to keep a check on the electricity used.



5%

Reduction in electricity consumption

Initiative #3

During the construction and preservation of the Union House of Etihad Museum, we deployed the Cathodic Protection (CP) system that passes short electrical currents from the anode to the corroding steel reinforcement, increasing the local hydroxyl ions that protect the structure from corrosion.



20

Years by which building's lifespan has been increased

Initiative #4

We have completed the solar panel installation at Al Jalila Cultural Centre for Children. With a total output of 193kW, we save around 15% of our total electricity consumption. Our next step is to set up solar panels at the Etihad Museum, which will reduce our consumption by 15-20%.



193 kW

Total output of solar panels installed at Al Jalila Cultural Centre for Children

Protecting Our Environment

Recycling

Initiative #1

Equipment Recycling

We have disposed 174 used computers and devices to Dubai Municipality responsibly, as per the prescribed policy. With this, we have eliminated the damaging effects and pollution caused by improper electronic waste disposal.



174

Computers and devices safely disposed to minimise damages caused by improper electronic waste disposal

Initiative #2

Wood Recycling

We reuse waste wood to make pallets that are used to ship goods. We also turn them into mulch and wood shavings. This has improved our expenditure and savings, as wood disposal would have seen us incur an expense of AED 40,000.



AED

40,000

Capital saved by reusing disposed wood

Protecting Our Environment

Preserving Natural Resources

Initiative #1

Dubai Paperless Strategy

Launched in 2018, the Dubai Paperless Strategy aims to build a robust and integrated paperless government framework, and an administration that designs initiatives to deliver happiness to people. Through this strategy, Dubai aims to eliminate over one billion papers used in Dubai government transactions annually.

DC is actively working with the other governments of UAE to achieve the vision of transforming Dubai into a complete smart city.

AED

7.5mn

Cost savings

237

Trees saved

Initiative #2

Responsible Consumption

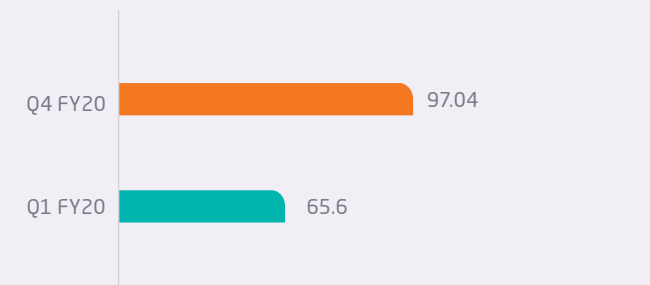
To reduce the region's dependence on plastic, all plastic water bottles were replaced with personal glass bottles and were distributed to employees. That resulted in an annual saving of AED 136,494. We also donated 61 used printers to the Khalifa Bin Zayed Al Nahyan Foundation.

AED

136,494

Annual cost savings

Preserving Natural Resources in Paperwork (in %)



“The Dubai Paperless Strategy embodies our leadership’s vision for a smart government that embraces advanced technologies to build a perfectly integrated paperless government framework, and an administration that sets solid plans and strategies to secure people’s happiness and develop their communities to meet the requirements of the cities of the future.”

Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum

Crown Prince of Dubai
and Chairman of the Dubai Executive Council

Protecting Our Environment

Preserving Natural Resources

Other Initiatives

- o A college student, through her project, suggested methods to curtail water and electricity consumption at the Al Safa Arts and Design Library. The suggestions can be implemented by adopting renewable energy across operations, by using solar power or wind towers to produce sustainable energy on site that will lead to higher efficiencies.
- o We primarily use water for drinking, sanitation and irrigation purposes at our sites, and the waste is directed towards DM manholes. We have also installed VFD panels to reduce electricity and irrigation water supply. Moreover, we have planned to install an arrestor to the water tap and ensure there are no leakages.

Total Volume of Water Withdrawn (in m³)

16,124

In 2020

14,096

In 2021



The Future Awaits

In the near future, we plan to undertake several initiatives to minimise our environmental footprint. Some of these measures are:



Install solar panels for more than 25 projects



Replace all existing lights with LED lights



Reduce water consumption across all sites



Install Variable Frequency Drive (VFD) for all the Fresh Air Handling Units (FAHUs) and Air Handling Units (AHUs)

Serving Our Community

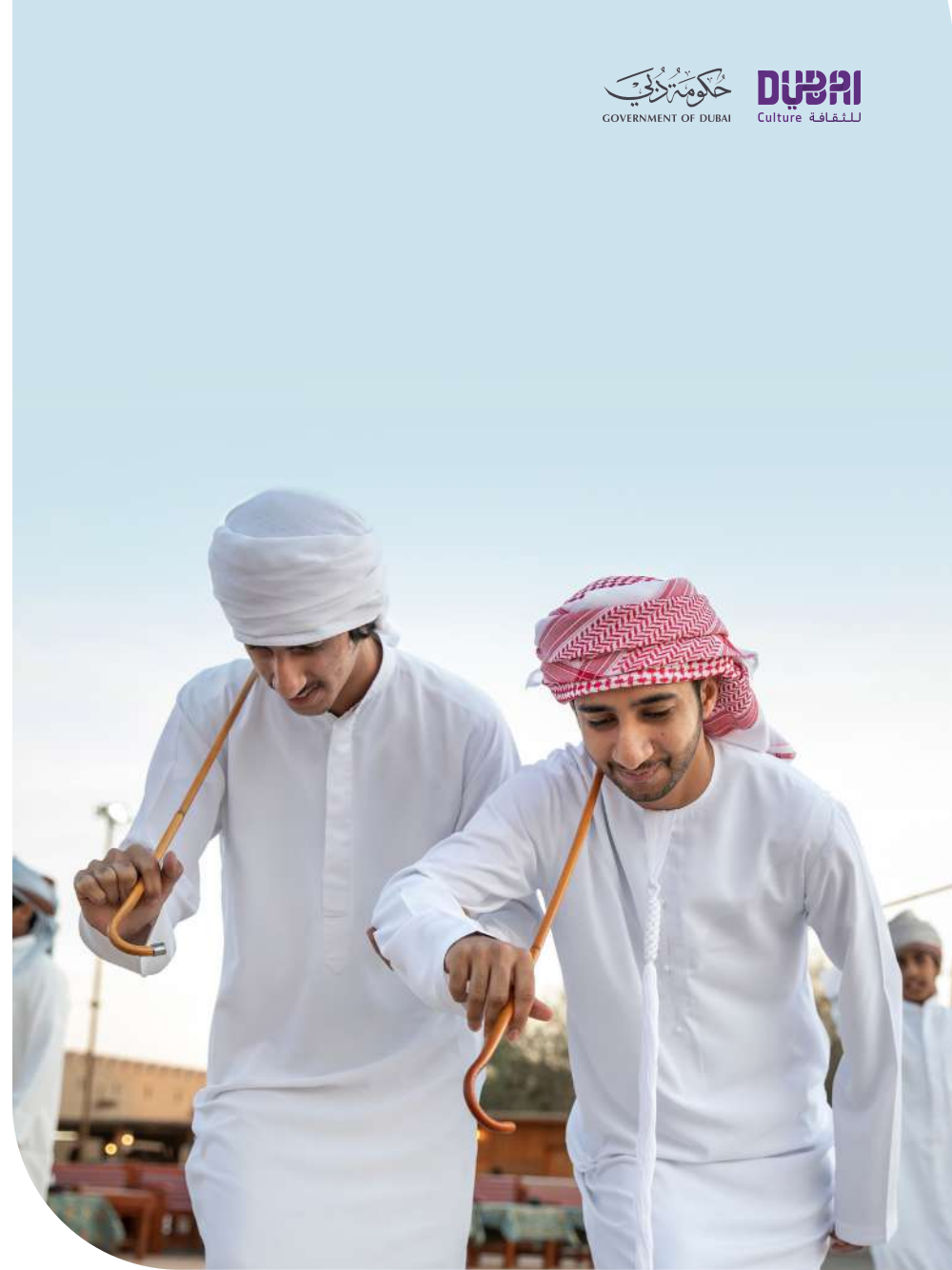
Empowering Lives, Preserving Culture

Through our operations, we strive to make a notable contribution towards the wellness of our employees, and, consequently, the communities around us. Our community engagement initiatives, coupled with our employee volunteerism, are aimed at creating opportunities for all, socially uplifting the society and raising awareness about issues that matter.

We undertake customer satisfaction surveys through which we implement local community engagement and development programmes. We also hope to conduct social impact assessments across these programmes to ensure that the highest level of impact has been delivered.

Our Initiatives

- 01 Volunteerism
- 02 Year of Tolerance
- 03 Supporting Stakeholders
- 04 Art and Cultural Awareness
- 05 Arabic Language Initiatives



Serving Our Community

Volunteerism

We have formed a CSR Committee that carries out initiatives to benefit community.

- We created a platform where Emirati content creators and cultural figures volunteered to produce and direct a call-out video. The video generated almost 3,400 engagements on social media, in less than 24 hours.
- Two of our employees volunteered to support the National Emergency Crisis and Disaster Management Authority.
- 21 of our employees volunteered at the EXPO 2020 in 2021.
- A few employees applied to be the focal point for knowledge transfer amongst our colleagues to better explain our new strategy insights and practices.
- We converted Al Ras Public Library into a COVID-19 testing centre in collaboration with DHA, Dubai Police and Dubai Ambulance, from April 7th to June 2nd, 2020.

- The 'Ramadan Heroes' initiative was launched to donate meals to basic services to employees in Dubai. This resulted in 51,000 meals being served and 76,712 people were benefitted.
- The 'Arts in Hospitals' initiative saw the corridors of Al Jalila Children's Speciality Hospital turn into an art gallery, creating a joyful environment for patients.

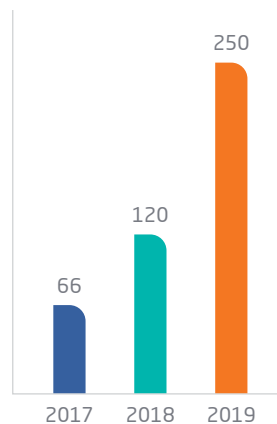
3,400

Engagements on social media within 24 hours

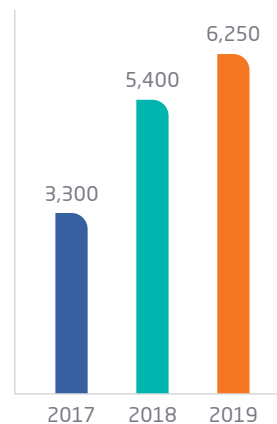
76,712

People benefitted through 'Ramadan Heroes'

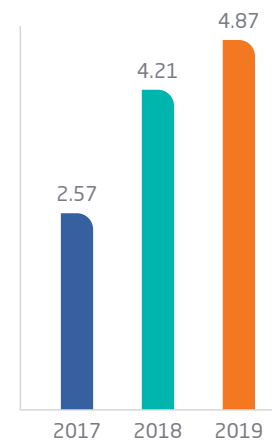
Volunteers - Employees and Community (In Nos.)



Volunteered Hours (In Nos.)



Savings (AED in Million)



Serving Our Community

Year of Tolerance

The year 2019 was proclaimed as the 'Year of Tolerance' by UAE President Sheikh Khalifa bin Zayed Al Nahyan. It was an extension of 2018's 'Year of Zayed' that honoured the legacy of UAE's founding father, the late Sheikh Zayed bin Sultan Al Nahyan. These titles were aimed at highlighting the region as a global capital for tolerance and instilling the values of co-existence and peace across local, regional and international communities.

Initiative #1

Al Fahidi Historical Neighbourhood Tolerance Quotes

648,000

Visitors

52

Nationalities

Initiative #2

Sikka Art Festival

Our flagship event, the Sikka Arts Festival, was launched in 2011. In 2019, the theme of the fair was 'An Open Window to Art and Tolerance.'

57,000

Visitors

109

Artists (45% Emirates, 55% international)

Initiative #3

Well of Hope competition – 'Power of Giving'

We participated in the Well of Hope competition, launched by the Mohammed Bin Rashid Al Maktoum Global Initiatives (MBRGI), and introduced the 'Power of Giving' campaign. We secured a third place among 21 entries.

17,000

Litres of water pumped

1,180

Bottles donated

Initiative #4

Summer Heroes

We launched 'Summer Heroes', a humanitarian community initiative to honour labourers. Through the initiative, we provided outdoor workers, cleaners and security guards with umbrellas, juice and water bottles.

400

Labourers honoured

Serving Our Community

Supporting Stakeholders

Safety for All

During COVID-19, we made the safety of our customers, visitors, suppliers and employees a top priority. All our sites went through adequate and thorough sterilisation. A practical guide with information and ways to prevent it was published in both Arabic and English. Some of the measures implemented to curb the spread of COVID-19 were:

- Regularly cleaning and disinfecting toilets before and after each use
- Coordinated with Dubai Design District to allow entry without fingerprint biometrics, and to limit elevator usage to only two people at once
- Libraries and museums were closed during the quarantine period from March to June 2020. They were reopened to the public gradually, starting at 30%
- All service centres were notified to cease the voting service of the Happiness Index via tablets
- Advertising was done via official newspapers, social media platforms and text messages to raise employee and customer awareness

DC targets achieving high customer satisfaction and measures progress through regular improvement initiatives

Employees

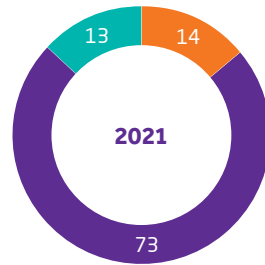
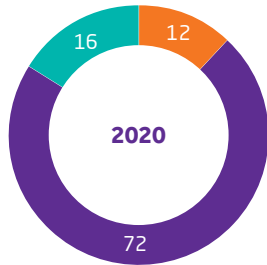
Our hard-working team is one of the core reasons of our success. We work with talented individuals with diverse skill sets to deliver value to our stakeholders. We also propel the growth of our employees while providing them with a safe, transparent and an anti-discriminatory workplace.



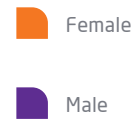
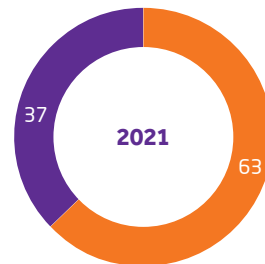
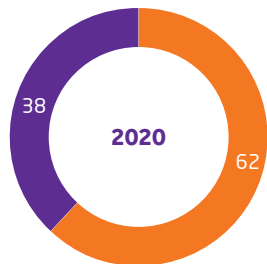
Particulars	2020	2021
Total number of employees	376	384
Age		
Under 30 years	46	53
30-50 years	271	281
Over 50 years	59	50
Gender		
Female	232	242
Male	144	142
Nationality		
Emirati	306	310
Non-Emirati	70	74
Total number of new employee hires entering employment during the reporting period	34	47

Serving Our Community

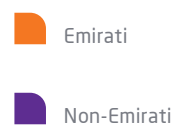
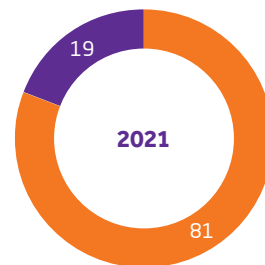
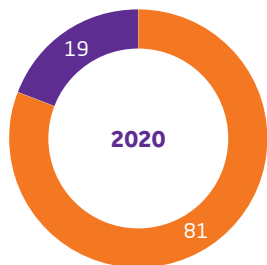
Age (in %)



Gender (in %)



Nationality (in %)



Employees leaving employment during the reporting period		2020	2021
Total		15	39
Breakdown by gender	Female	9	14
	Male	6	25

Number of Emiratis in the workforce		2020	2021
Total		307	312
Breakdown by category	Senior Management	15	17
	Middle Management	34	37
	Staff	258	258

Serving Our Community

Safety Measures for Our Employees

When it comes to our employees, we are focused on taking care of their physical and mental health, as well as their safety. We established several measures in place to ensure a safe work environment:

- Provided isolation rooms for those infected or suspected of being infected with the virus, all equipped with the necessary requirements and equipment, including gloves, masks and medical bags.
- In order to maintain the health of Dubai Government employees, the authority changed the work model to telecommuting.
- Reduced security and cleaning personnel for all sites during the period of remote work. We halted the services of hospitality workers during this time, and upon resumption of work, kept it at 50%.
- Acrylic barriers were placed at reception service desks and all workstation to prevent direct contact between employees and customers.
- All prayer rooms across DC sites were closed, and only reopened as per government announcement on July 1st, 2020, with one person given access at a time. We even provided disposable prayer mats across all our sites.
- We trained employees of DM's cleaning companies to clean and sterilise stair handrails, door handles, table and chair surfaces, computers, and all such surfaces exposed to contact.
- Thermal Cameras were procured when work resumed by 50% to check the temperature of all those entering DC sites.
- Preventive tools such as table sanitisers, mask, gloves were provided to all our employees across all departments.
- We perform an emergency evacuation drill across all our sites on a yearly basis to train our staff members and occupants. This helps us evaluate their efficiency and effectiveness in carrying out emergency evacuation procedures.

3

Evacuation Drills conducted in 2019

Other Initiatives

- Launched the Happiness Meter (2020), where employees can share how their day went on DC platforms
- We launched the 'Well Done' Platform used for peer-to-peer recognition via the Smart Employee app
- End-of-school year 'Thank You' note to all working mothers
- Workshops on mental health and well-being (2020)

Youth

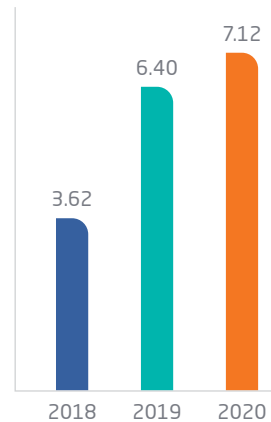
- In collaboration with the Federal Youth Authority, we supported youth and their businesses by providing free retail spaces worth AED 200,000/annum. The space has been provided to enable the youth to set up and develop their business. This initiative was rolled out to provide the younger generation with a wide platform to further their networking opportunities.
- Zabeel School Project: We worked with students from the College of Architecture at the American University of Sharjah to provide a complete set of architectural drawings and visual documentation of the school building. Our aim to preserve the architectural history of the school and transform it into a cultural centre in the near future.
- We provided opportunities to the students of Al Ittihad Private School to get trained in running and managing the Al Marmoom: Film in the desert programme.

Serving Our Community

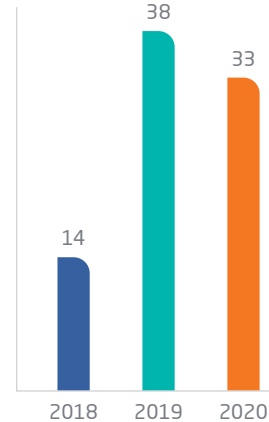
SMEs

For us, contributing to uplifting of the local economy is of utmost importance. We try and engage with various local companies for procurement, focusing on local sourcing and sourcing from small businesses. As a part of our economic sustainability effort, we extend our support to SMEs (Small and Medium-sized Enterprises) in Dubai, thus enhancing the local economy.

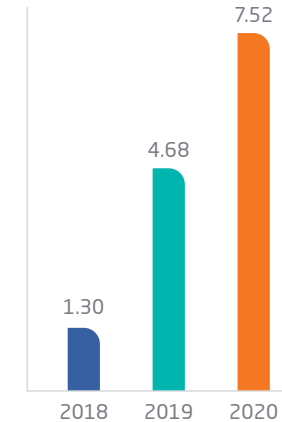
Purchases from Local SMEs (in %)



Local SMEs We Supported (In Nos.)



Purchases Amounts (AED in Billion)



Training and Development Initiatives

Through our robust training and talent approach policies, we formulate yearly training plans for our employees to identify ways in which they can grow their career. We provide onboarding training to new recruits and graduates who have joined DC from specialised education programmes. We also provide retirement training to our employees. Moreover, our training department conducts a yearly Training Needs Analysis (TNA) to identify the gaps and requirements.

Based on the outcome, the yearly plan is prepared and it consists of soft skills and technical training programmes aimed at capacity building of employees at all levels. We follow Dubai Government Human Resources Department's (DGHR) law, and our employees also receive training on human rights.

Through the Talent Pool initiative, DC aims to transfer knowledge between employees, covering their training needs, and promoting teamwork and harmony among them.

We utilise the

**Kirk Patrick
Four Level Model**

to measure our training effectiveness



Serving Our Community

Average Hours of Training per Employee

Total Hours of Training

2,100 2,125

In 2020 In 2021

Breakdown by Employee Category (in hours)

Employee Category	In 2020	In 2021
Senior Management	224	120
Middle Management	147	487
Staff	1,729	1,705



Training overview	2020	2021
Average training per employee (in hours)	15	15
Average training per employee (hours) - Male	15	15
Average training per employee (hours) - Female	15	15
Total (average) number of employees and permanent contractors (if any) employed at all sites during the data collection/reporting period	377	339

Serving Our Community

Employees Receiving Regular Performance (epm) and Career Development Reviews

958

No. of employees attended

21

No. of training courses

1,436

No. of training hours

14

No. of employees participated in the programme as talented



Training overview	2020	2021
Total days of training	59	82
Total number of employees	377	339
Employee training (%)	16	24

Serving Our Community

Art and Cultural Awareness

Initiative #1

Dubai Ideathon

The Dubai Ideathon was organised to provide a platform for participants to discuss ideas on how to respond to the challenges caused by the COVID-19 pandemic. The event received 320 idea submissions with solutions on how to tackle the challenges set by the cultural community after a collective fact-finding workshop. Spread across two days, the workshop had over 110 participants from UAE and other countries, divided into ten groups. This collaboration resulted in a total of 86 ideas and viable solutions.

From the ideas presented, 43 were centred around the need to create an online platform for the creative community, while 41 tackled the necessity for governmental support through policies and actions.



320

Ideas were submitted to tackle the cultural community challenges

The Ideas are Summarised Here

Digital platform			Policy recommendations			
Retail	Outreach	Community	Funding	Visas	Rent	Other
Provide a marketplace for UAE creatives to sell and exhibit online	Provide a platform where government and corporates can interact with the creative community	Provide a resource where creatives can interact and collaborate	Secure the necessary funds to activate and support stakeholders across the value chain	More flexible visa options to meet labour changes	Announce eased rent policies for businesses and SMEs	Other considerations related to IP rights and alternative working methods

The Art Dubai Group has taken these ideas into consideration and made recommendations of the key initiatives that are deemed most realistic for Dubai Culture to enforce and are best placed to help the creative industries in the medium term.

Serving Our Community

Initiative #2

Hatta Creative Art Club

The idea behind this programme is to encourage students in Hatta schools to engage in arts and cultural events with an objective to increase cultural awareness. During the year, we conducted three activities, all of which were well received, and was attended by 210 people.

210

People attended three activities conducted during the year



Initiative #3

Hatta Cultural Nights

The event was organised to shed light on Emirati heritage and underline its contribution in shaping the present and the future of the UAE. It introduced visitors to the region's values of tolerance and hospitality.

37,000

Visitors

40

Volunteers

90%

Happiness Index



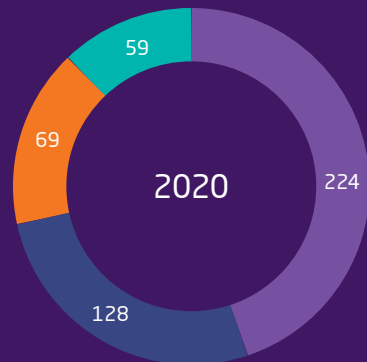
Serving Our Community

Other Initiatives

We were the first government entity to support the first physical design fair in the world—the Dubai Design Week. We also supported 15 creative entrepreneurs to participate in the Dubai Design Week Marketplace that received 65,000 visitors in a week.

- The first long-term Cultural Visa in the world that was announced by HH Sheikh Mohammed bin Rashid. The 10-year visa will help attract and retain diverse global creative talent by extending special initiatives to creative businesses. In collaboration with General Directorate of Residency and Foreigners Affairs, we have issued 69 cultural visas.

Progress of the Cultural Visa Programme in 2020



- Al Shindagha Museum initiated the restoration work of the Al Shindagha Historical District—one of the oldest areas in Dubai—that spans over 2 kilometers. The area was home to the Al Shindagha Days festival that was conducted to promote our heritage and place it on the global cultural map. The event attracted over 119,000 visitors.

- The Oral History project that documented the first-hand accounts of the cultural heritage and history of Dubai. Oral History project documenting Hatta.
- We celebrate all the national days as part of our cultural responsibilities, which facilitates community engagement.
- 'Live Our Heritage' is one of our major initiatives that seeks to promote and preserve our traditions, enhance the sense of belonging among citizens and highlight their cultural responsibilities towards heritage inheritance.
- Organised a pottery exhibition, as part of World Art Dubai 2021, for citizens and residents, in addition to a set of workshops to give an insight into the pottery industry.
- Co-operated with Akaas Visual Arts to conduct an innovative art exhibition for theatrical photography titled 'After the Theatrical Performance'.
- The Photographs in Dialogue exhibition was hosted at Etihad Museum, and is available to view on the Dubai 360 website—a platform that offers the largest interactive tour of the city. The photo exhibition showcased key moments that led to the birth of the United Arab Emirates.
- We supported Dubai Watch Week, one of the largest watch exhibitions in the region, that saw participation from over 45 of the most prominent names in the world of watchmaking.
- Partnered with the Mall of the Emirates to organise UAE's first 'The World of Banksy' exhibition.
- Launched the Arts in Public Transport initiative, in partnership with the Dubai Roads and Transport Authority (RTA).



Serving Our Community

- The Downtown Design exhibition was launched as part of the Dubai Design week and Dubai Culture is a strategic partner for the event.
- Signed a Memorandum of Understanding with Letswork, an innovative platform to provide practical solutions for co-working spaces in the emirate.
- Through a partnership with Dubai Holding and Tashkeel, we launched a creative artwork titled 'For a Better Tomorrow' that celebrates the achievements of UAE over 50 years.
- Through an association with us, young Emirati writer Dubai Abulhoul donated copies of her children's story collection to the Al Jalila Children's Specialty Hospital.
- Launched an e-learning initiative in cooperation with LinkedIn.
- As part of The Youth Reading Club initiative launched by the Dubai Culture and Arts Authority, a virtual session titled 'The Arts of Reading' moderated by Emirati writer Waleed Al Marzooqi was organised for middle and high-school students at the Awqaf and Minors Affairs Foundation in Dubai.
- Conducted a variety of virtual workshops as part of the Dubai Performing Arts Programme, Dubai Culture, under the guidance of Lebanese actress and director Sarah Mezher.
- Hosted several educational workshops at Al Safa Art & Design Library as part of the 12th Sharjah Children's Reading Festival.
- Co-operated with the Culture and Science Symposium in Dubai to celebrate the creations of the late Emirati artist and poet Salem Al Jamri. This was done through an episode in the 'Honouring Their Memories' programme on the 30th anniversary of his passing.
- A strategic partnership was established between DC and Hala Ride—the joint project between RTA and Careem—in conjunction with the launch of the #DubaiDestinations initiative.
- Through the Cultural and Creative Industries Training Programme, we provided 4,000 programmes from world-class universities to develop the creative and cultural sector in the UAE (2020).



The Future Awaits

As we go forward in our journey, we aim to implement the following initiatives:



The Children's Discovery Pavilion at Al Shindagha Museum that will offer adventure play with a historic theme. The Turath Centre—the museum's educational space—can be dedicated to practice and preserve tangible heritage like crafts



Integrate sustainability training for all DC staff, enhancing their knowledge of the topics and encouraging positive changes in consumption behaviour

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Arabic Language Initiatives



Initiative #1

Reading Box

This is an initiative that aims to promote the habit of reading among the public, enhance their literature experience and their talent for reading, writing and drawing.

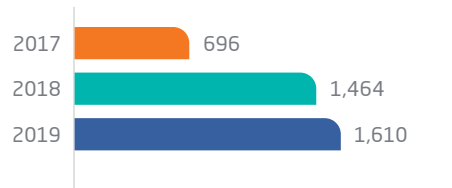


Initiative #2

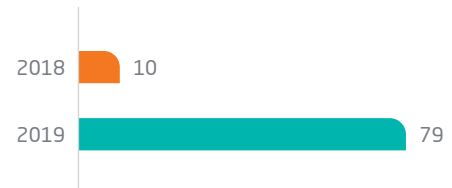
Literature in a Minute

Through this programme, we extend social learnings sessions explaining the various sections of Arabic literature with an intention to preserve the national language.

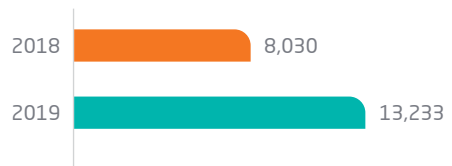
Memberships Created at Dubai Public Libraries



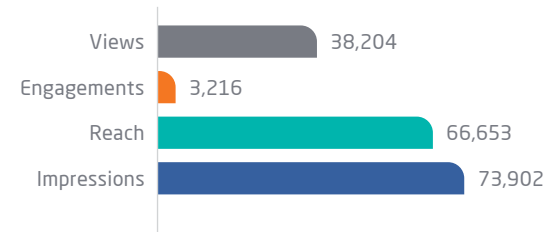
Number of Activities Conducted Under the Initiative



Number of Participants



Arabic Language Initiatives Online Outreach



Serving Our Community



Initiative #3

Dubai International Arabic Calligraphy Exhibition (DIACE)

We organise a biennial calligraphy exhibition that celebrates the art and aspects of the Arabic language. It is most powerful art forms for highlighting the brilliance of the written word and it puts forth powerful ideas about our heritage.

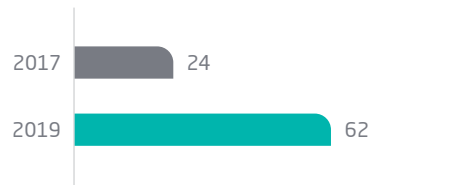


Initiative #4

Emirates Airlines Festival of Literature

Through this festival, we honour the Arabic language. It is the Arab world's largest celebration of the written and spoken word, and it features international and regional writers, poets, thinkers and speakers from all around the world.

DIACE Workshops



DIACE Visitors



Visitors at the Emirates Airlines Festival of Literature



The festival was a single-use, plastic-free event, where a free refill water fountain was installed. Through this initiative, we saved:

10,882 Plastic Bottles 14,839 kg PET

168,671 kg CO₂

Appendices



5.1	Testimonials	41
5.2	GRI Content Index	42
5.3	List of Abbreviations and Acronyms	50

Testimonials

“Dubai Culture has continuously invested in the collective human spirit, creatively elevating communities through progressive initiatives, including Ramadan Heroes, an annual award-winning campaign that consolidates the culture of giving that defines the UAE, among other initiatives the Authority aspires to launch and implement. We are incredibly proud to be supporting Dubai Culture in such endeavours and look forward to continuously helping empower societies as part of the Authority’s efforts to uplift those in need across the emirate and beyond.

Cicero & Bernay
Communication Consultancy

Press Agency

“Dubai Culture is a nurturing ground for people from around the world to explore their potential and share their knowledge and support with the greater community. As such, corporate social responsibility aligns with the Authority’s strategy toward helping and elevating the lives of global creatives and, more importantly, those in need. Ramadan Heroes was conceptualised with the notion of timeless altruism to reach out and offer a helping hand to those of us who are not as fortunate. I am blessed to be able to help as many people as possible and grateful to Dubai Culture for supporting such a benevolent cause.

Ahmad Al Keawani

Dubai Culture
 Staff

“Across our collaboration with Dubai Culture, the Authority has consistently emphasised the importance of sustainability through its insistence that everything printed be done so on recyclable, environmentally friendly materials. We support their initiatives and stand as strong supporters of their green initiatives that align with government and national sustainability measures. We hope to continue building on our valuable relationship that has helped us empower our processes towards a greener tomorrow.

Rashid Printers

Supplier

GRI Content Index

Reporting Period

The Report covers our current sustainability performance over one calendar year — from January 1st to December 31st, 2021.

GRI Standard	Disclosure	Page Number(s) and/or Direct Answer	Omission
GRI 1: Foundation 2021	GRI 1 does not include any disclosures		
General disclosures			
GRI 2: General disclosures 2021	2-1 Organisational details	Cover Page, 3, 5, 6-8	
	2-2 Entities included in the organisation's sustainability reporting	No additional entities listed	
	2-3 Reporting period, frequency and contact point	Reporting period available on page 42 DC's Sustainability Report to be published annually marcom@dubaiculture.ae	
	2-4 Restatements of information	This is DC's first Sustainability Report. Restatements not applicable currently.	
	2-5 External assurance	The report has not been externally assured	
	2-6 Activities, value chain and other business relationships	5-8	
	2-7 Employees	28-30, 32-33	
	2-8 Workers who are not employees		Not applicable as this does not apply to the companies operations
	2-9 Governance structure and composition	8-9	
	2-10 Nomination and selection of the highest governance body	Highest governance body is selected based on experience, expertise, background and overall competency	
	2-11 Chair of the highest governance body	8 The Chairperson is not a senior executive within the company and operates independently	
	2-12 Role of the highest governance body in overseeing the management impacts	8 Her Highness Sheikha Latifa bint Mohammed bin Rashid Al Maktoum, Chairperson for DC formally reviews and approves the strategic direction DC take in terms of operations.	

GRI Content Index

GRI Standard	Disclosure	Page Number(s) and/or Direct Answer	Omission
	2-13 Delegation of responsibility for managing impacts		To be determined as DC are currently undergoing a Sustainability strategy to improve ESG performance across all operations
	2-14 Role of the highest governance body in sustainability reporting		To be determined as DC are currently undergoing a Sustainability strategy to improve ESG performance across all operations
	2-15 Conflicts of interest	DC's Chairperson does not sit on other Boards or Committees. No conflicts of interest have been identified	
	2-16 Communication of critical concerns	9 Dubai Culture and Arts Authority has weekly exchanges with leadership, and the updates, main events and initiatives are circulated to the relevant members via e-mail.	
	2-17 Collective knowledge of the highest governance body		Collective knowledge and training to be determined as DC are currently undergoing a Sustainability strategy to improve ESG performance across all operations
	2-18 Evaluation of the performance of the highest governance body		Performance evaluation methodology and monitoring to be determined as DC are currently undergoing a Sustainability strategy to improve ESG performance across all operations
	2-19 Remuneration policies		Remuneration policies and procedures to be determined as DC are currently undergoing a Sustainability strategy to improve ESG performance across all operations
	2-20 Process to determine remuneration		
	2-21 Annual total compensation ratio		
	2-22 Statement on sustainable development strategy	13, 16-18	
	2-23 Policy commitments	DC have committed to developing bespoke policies that embed sustainability as a core function. This is to be actioned in 2023 as part of the strategy implementation process	
	2-24 Embedding policy commitments		Policies are to be developed as part of the organisational Sustainability Strategy

GRI Content Index

GRI Standard	Disclosure	Page Number(s) and/or Direct Answer	Omission
	2-25 Processes to remediate negative impacts		Mitigation and remediation plans across all operations are to be developed as part of the organisational Sustainability Strategy
	2-26 Mechanisms for seeking advice and raising concerns	9 Monthly senior management meetings and a quarterly Board meeting is held to discuss significant operational changes and risks	
	2-27 Compliance with laws and regulations	DC do not have any instances of non-compliance with laws and regulations	
	2-28 Membership associations	Currently registered with the UN Global Compact. Awaiting a final approval.	
	2-29 Approach to stakeholder engagement	14	
	2-30 Collective bargaining agreements		Not applicable in the UAE
Material topics			
GRI 3: Material topics 2021	3-1 Process to determine material topics	15	
	3-2 List of material topics	15	
Water and effluents			
GRI 303: Water and effluents 2018	3-3 Management of material topics	24	
	303-1 Interactions with water as a shared resource	24	
	303-2 Management of water discharge-related impacts	24	
	303-3 Water withdrawal	24	
	303-4 Water discharge		Not applicable as this does not apply to the companies operations
	303-5 Water consumption	24	

GRI Content Index

GRI Standard	Disclosure	Page Number(s) and/or Direct Answer	Omission	
Emissions				
GRI 3: Material topics 2021	3-3 Management of material topics			
	305-1 Direct (Scope 1) GHG emissions			
	305-2 Energy indirect (Scope 2) GHG emissions		Data on emissions is not currently collected and monitored at DC. However, this has been identified as a material topic.	
	305-3 Other indirect (Scope 3) GHG emissions			
	GRI 305: Emissions 2016	305-4 GHG emissions intensity		
		305-5 Reduction of GHG emissions		Emissions data to be disclosed as part of the 2023 Sustainability Report
		305-6 Emissions of ozone-depleting substances (ODS)		
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions			
Waste				
GRI 3: Material topics 2021	3-3 Management of material topics	22, 24		
	306-1 Waste generation and significant waste-related impacts	22, 24		
	306-2 Management of significant waste-related impacts	22, 24		
	306-3 Waste generated	22, 24		
GRI 306: Waste 2020	306-4 Waste diverted from disposal		Data on waste diverted from disposal to be collected and disclosed in the 2023 Sustainability Report	
	306-5 Waste directed to disposal		Not applicable as this does not apply to the companies operations	

GRI Content Index

GRI Standard	Disclosure	Page Number(s) and/or Direct Answer	Omission
Employment			
GRI 3: Material topics 2021	3-3 Management of material topics	28	
	401-1 New employee hires and employee turnover	28-29	
GRI 401: Employment 2016	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Benefits provided to employees include: <ol style="list-style-type: none"> 1. Delight Card 2. Health Insurance 3. Faza'a Card 4. Phone Allowance 5. Overtime 6. Participation in Activities Leave 7. Happiness Leave 8. Team and Committees Rewards 	
	401-3 Parental leave	Maternity Leave is aligned with UAE Labour Law: 60 days of leave, 45 days fully paid and 30 days half paid. Paternity leave is granted for 3 day fully paid within one month from the date of the child's birth	
Labour/Management relations			
GRI 3: Material topics 2021	3-3 Management of material topics		Data on labour management is not currently collected and monitored at DC. However, this has been identified as a material topic.
GRI 402: Labour/Management relations 2016	402-1 Minimum notice periods regarding operational changes		Labour management data to be disclosed as part of the 2023 Sustainability Report

GRI Content Index

GRI Standard	Disclosure	Page Number(s) and/or Direct Answer	Omission
Occupational health and safety			
GRI 3: Material topics 2021	3-3 Management of material topics	30	
	403-1 Occupational health and safety management system		HSE management system to be developed as part of the ongoing sustainability strategy. Data to be disclosed in the 2023 Sustainability Report
GRI 403: Occupational health and safety 2018	403-2 Hazard identification, risk assessment, and incident investigation		Risk assessment to be conducted as part of the ongoing sustainability strategy. The risk assessment to include ESG risks across all operations. Data to be disclosed in the 2023 Sustainability Report
	403-3 Occupational health services	30	
	403-4 Worker participation, consultation, and communication on occupational health and safety	30	
	403-5 Worker training on occupational health and safety	30	
	403-6 Promotion of worker health	30	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	30	
	403-8 Workers covered by an occupational health and safety management system		Data for workers covered, LTI, work-related injuries and health have not been collected and monitored.
	403-9 Work-related injuries		
	403-10 Work-related ill health		Data to be disclosed in the 2023 Sustainability Report
	Training and education		
GRI 3: Material topics 2021	3-3 Management of material topics	31	
	404-1 Average hours of training per year per employee	32-33	
GRI 404: Training and education 2016	404-2 Programs for upgrading employee skills and transition assistance programs	31-32	
	404-3 Percentage of employees receiving regular performance and career development reviews	33	

GRI Content Index

GRI Standard	Disclosure	Page Number(s) and/or Direct Answer	Omission
Diversity and equal opportunity			
GRI 3: Material topics 2021	3-3 Management of material topics	29	
	405-1 Diversity of governance bodies and employees	29	
GRI 405: Diversity and equal opportunity 2016	405-2 Ratio of basic salary and remuneration of women to men		Data on basic salary and remuneration is currently not collected. Data to be disclosed in the 2023 Sustainability Report
Local communities			
GRI 3: Material topics 2021	3-3 Management of material topics	29	
	413-1 Operations with local community engagement, impact assessments, and development programs	34-39	
GRI 413: Local communities 2016	413-2 Operations with significant actual and potential negative impacts on local communities		No qualitative or quantitative data has been collected or monitored. This is to be determined as part of the ongoing sustainability strategy for DC Data on this to be disclosed in the 2023 Sustainability Report
Customer health and safety			
GRI 3: Material topics 2021	3-3 Management of material topics	25, 28	
	416-1 Assessment of the health and safety impacts of product and service categories		Evaluation of the current quality of services and customer relationship management is to be determined by the ongoing sustainability strategy. This has been identified as a material topic
GRI 416: Customer health and safety 2016	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services		Data for customer health and safety to be disclosed as part of the 2023 Sustainability Report

GRI Content Index

GRI Standard	Disclosure	Page Number(s) and/or Direct Answer	Omission
Customer Privacy			
GRI 3: Material topics 2021	3-3 Management of material topics	25, 28	
GRI 418: Customer privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data		Data on customer privacy is not currently collected and monitored at DC. However, this has been identified as a material topic. Impact data for customer privacy to be disclosed as part of the 2023 Sustainability Report
Digital transformation			
	Refers to DC's activities, initiatives and strategies towards the use of smart technology solutions to optimize work procedures, strengthen data integration, improve real-time decision-making etc.	16, 18, 34	
Development impacts			
	Refers to DC's direct development impacts into the surrounding community.	25-39	
Conservation and preservation of heritage			
	Refers to DC's efforts to introduce initiatives that protect and preserve the community's heritage sites. This also includes the community's involvement in preserving these sites.	20-39	
Business ethics and integrity			
	Refers to an organisation's approach to upholding ethical and integrity values and considerations throughout its business operations.	9 Through the development of the strategy, DC will look to enhance disclosure on topics such as anti-corruption practices, non-discrimination and anti-competitive behaviour	

List of Abbreviations and Acronyms

DC	Dubai Culture	AED	United Arab Emirates Dirhams
FY	Financial Year	DM	Dubai Municipality
CSR	Corporate Social Responsibility	VFD	Variable Frequency Drive
GRI	Global Reporting Initiative	LED	Light-emitting Diode
UN SDGs	United Nations Sustainable Development Goals	AHU	Air Handling Unit
UAE	United Arab Emirates	FAHU	Fresh Air Handling Unit
ISO	International Organisation for Standardisation	DHA	Dubai Health Authority
GDP	Gross Domestic Product	MBRGI	Mohammed bin Rashid Al Maktoum Global Initiatives
MENA	Middle East and Northern Africa	SME	Small and Medium-Sized Enterprises
UNESCO	United Nations Educational, Scientific, and Cultural Organisation	DGHR	Dubai Government Human Resources
UNGC	United Nations Global Compact	TNA	Training Needs Analysis
KPI	Key Performance Indicators	IP	Intellectual Property
DGEP	Dubai Government Excellence Programme	HH	His Highness
ICT	Information and Communication Technology	RTA	Roads and Transport Authority
CP	Cathodic Protection	DIACE	Dubai International Arabic Calligraphy Exhibition
kW	Kilo-Watt		

Thank you

Contact us at:

Website: <https://dubaiculture.gov.ae/en/Contact-Us>

Email: marcom@dubaiculture.ae

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Website



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