



Al Masdar

Issue 56/ September 2015

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to encourage creativity in
orphans

WE'RE PAINTING DUBAI'S FUTURE WITH RAYS OF LIGHT FROM SHAMS DUBAI



A SOLAR ENERGY INITIATIVE THAT WILL CHANGE THE SKYLINE OF DUBAI

An increasing number of households and businesses globally are installing solar panels, why should you be left behind? At DEWA, in line with the vision of His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, for a sustainable and smart Dubai, we've taken the lead with our Shams Dubai initiative. We encourage you to install solar panels in your premises, to generate your own clean electricity to power your home, work place and even export surplus electricity to DEWA's network.

INSTALL SOLAR PANELS AND CONTRIBUTE TO A GREENER FUTURE, NOW.

For details on how you can be a contributor of renewable solar energy, please visit:

www.dewa.gov.ae/shamsdubai

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For generations to come



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EXPO 2020
DUBAI, UNITED ARAB EMIRATES





"For governments, innovation is an existential question."



HH Sheikh Mohammed bin Rashid Al Maktoum

Vice President and Prime Minister of the UAE and Ruler of Dubai

From an article titled 'Innovate or Stagnate'

published on February 4, 2015

Message from MD & CEO OF DEWA



HE Saeed Mohammed Al Tayer
MD&CEO of DEWA

At DEWA, we work to provide excellent government services and adopt the best international practices to make people happier and more satisfied. We harness excellence and creativity in our daily work to improve our performance, efficiency, and services to the highest global standards. These efforts support the vision of HH Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, to establish Dubai as a global hub for innovation and sustainability. They also support the UAE Vision 2021 to become one of the best countries in the world, and the Dubai Plan 2021, which has set a roadmap incorporating ambitious initiatives and development projects that support economic growth, and ensure sustainability of energy, and a clean and maintained environment.

DEWA, as a government organisation, has contributed to the success story of Dubai and the UAE by improving electricity and water services to advanced levels with high flexibility, agility, and competitiveness. This is reflected in achieving world-class results in efficiency and reliability. DEWA has proved that it's capable of responding, rapidly and effectively, to internal and external changes in terms of identifying opportunities, challenges, optimal and efficient use of available resources, time, and cost when responding to changes. This is done by reviewing strategic plans, budgets, processes, organisational structures, and performance indicators.

DEWA is able to keep up with developments in the energy sector with flexibility. This was demonstrated by its success in obtaining the lowest price globally, at USD 5.4 cents per kilowatt hour (kWh), and increasing the target of Dubai's energy mix from 1% to 7% by 2020 and from 5% to 15% by 2030. We have increased the production capacity of the Mohammed bin Rashid Al Maktoum Solar Park, the largest single-site solar project in the world, to 3,000MW by 2030. We also increased the capacity of the second project to 200MW, which will be operational in April 2017, and the capacity of third phase of the project to 800MW. This is another achievement that will put the UAE at the forefront of renewable and clean energy generation.

HH Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai has observed that: "Innovation is the only way to build a glorious history for the UAE and the future will be for those with ideas and innovations." His Highness also observed that: "Innovation today is driven by effective institutions, strong policies, specialised skills, and an economy where all sectors work together to discover new ways to conduct business." The UAE's current annual investment in innovation is worth AED 14 billion, of which AED 7 billion go to research and development. This will increase in the next few years. The main elements of the National Innovation Strategy is to stimulate an environment for innovation in the form of supportive institutions and laws.

We recognise the importance of sustainable development, which requires governments' commitment for innovation and investment in research and development, adopting the IPP model in joint investments with the private sector, and effective partnerships in the energy sector. This ensures green sustainability growth and creates new economic opportunities for generations to come.



Our Vision

A sustainable innovative world-class utility.

Our Mission

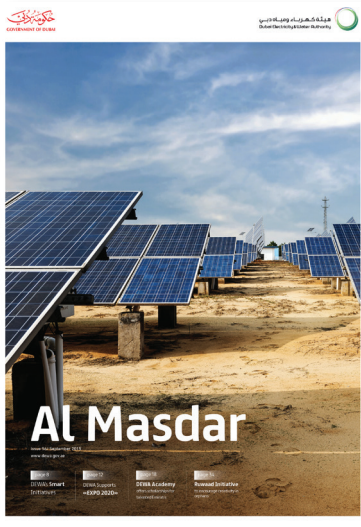
We are committed to the happiness of our stakeholders and promoting Dubai's vision through the delivery of sustainable electricity and water services at a world-class level of reliability, efficiency and safety in an environment that nurtures innovation with a competent workforce and effective partnerships;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

Our Values

Stakeholders Happiness, Sustainability, Innovation, Excellence, and Good Governance.

Our Motto

For Generations to Come.



September 2015 - Issue 56

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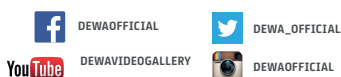
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Al Tayer welcomes:

- French delegation
- New UNDP Resident Representative
- New Italian Ambassador in the UAE
- US Department of Energy delegation

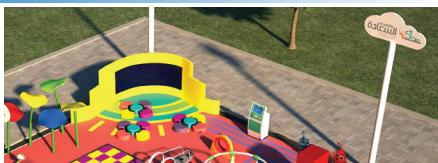


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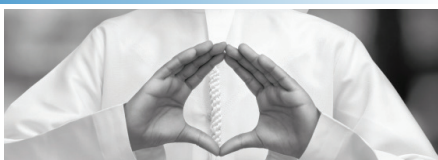
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Cover story

to transform Dubai to the Smartest City in the World

DEWA's Smart Initiatives



All government organisations are working to implement the Smart City initiative announced by HH Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, to transform Dubai into the smartest city in the world within three years. Dubai Electricity and Water Authority (DEWA) consistently works to increase the efficiency and capacity of the infrastructure for the production, transmission and distribution of energy and water to meet growing demand from customers, developers and businesses, DEWA has robust plans to raise productivity and enhance electricity and water transmission and distribution networks.

HE Saeed Mohammed Al Tayer, MD & CEO of DEWA said that one of the most important factors for the success of smart cities is the seamlessness and availability of round-the-clock integrated and connected services that meet daily living requirements. In 2009, DEWA started its smart transformation. It was the first government organisation to achieve a 100% smart transformation, less than a year after the Smart Dubai initiative was announced. Adoption of smart services was 63% last year. DEWA's smart app, which was launched in 2010, provides over 150 services and features that make life easier for everyone, including people with special needs by enabling them to complete their transactions anytime, anywhere. DEWA launched three smart initiatives to support the Smart City initiative. These include the Shams Dubai initiative to connect solar power to buildings, the Smart Applications initiative using smart meters and grids, and the Green Charger initiative to develop infrastructure and electric vehicles stations.

Smart Meters

The smart meter initiative focuses on using smart applications through smart meters and grids, and provides many smart features and applications for customers. Within the first phase, DEWA is currently installing 200,000 smart meters which will be operational in January 2016. Subsequently more than one million smart meters will be installed by 2020 across Dubai, replac-

ing all mechanical and electromechanical meters. Smart meters will speed service connections, improve response times, instantly reconnect electricity, and rationalise consumption to enhance the happiness and well-being of citizens and residents and to support resource sustainability. The benefits of smart meters include providing automatic and detailed readings for consumers to monitor actual consumption for a specific period of time to better understand and manage their bills. Smart meters help identify energy efficiency solutions. They send readings automatically, using advanced communication media such as fibre optic cables and storing the entire history of all consumption indicators and customer-related operations. Additionally, smart meters will support renewable sources of energy in residential, commercial, and industrial sectors by comparing supplies from consumption and generation sides. The smart meters project complements the smart grid project by DEWA to implement a number of technical features in electricity networks, using the latest SCADA systems, smart monitoring and control automation systems to provide electricity and water services to the highest standards of availability, efficiency and reliability. The smart meters initiative underlines the commitment of DEWA to promote sustainable development and strengthen Dubai's position as a global hub for smart infrastructure.

Electric charging stations

DEWA is currently establishing the necessary infrastructure in collaboration with several stakeholders including car manufacturers, airports, Dubai Municipality, shopping malls, petrol stations, Roads & Transport Authority (RTA), hotels, car parking operators, and other facilities. DEWA opened the first charging station last February. The first phase of the EV charging project included installing 16 stations for public use. Each station can accommodate two vehicles at the same time. Twelve stations have been installed at DEWA's centres, which can charge 24 vehicles simultaneously. These stations are at DEWA's head office, the Sustainable Building, Al Wasl, Al Hudaiba, Burj Nahar, Umm Ramool, and Jebel Ali. These stations have been installed and are ready for use. One station has been installed in Dubai Silicon Oasis and another will be installed. During phase two of the project, 84 charging stations of different types will be installed across Dubai. These include fast, public, and home charging stations throughout the Emirate. The Green Charger stations in DEWA's offices will operate during customer service working hours. Stations in petrol stations and other public places such as car parks will operate round the clock.

Types of Charging Stations

DEWA is building three types of electric vehicle charging stations that are compatible with the latest international technologies used in electric vehicles. The setting up of the three types will be based on recommendations by the project's consultants. There are three types of charging stations.

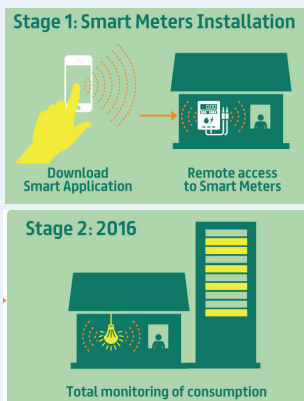
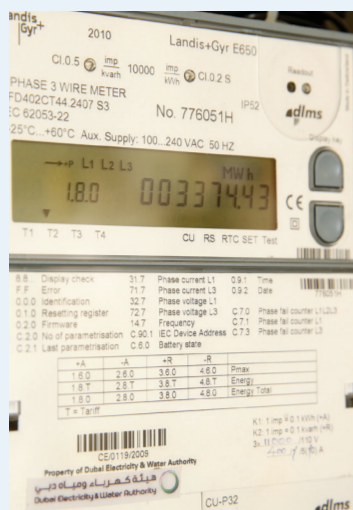
1. Fast charging stations: Charging takes 20-40 minutes. They will be installed in petrol stations and on highways.

2. Medium charging stations: Charging takes 2-4 hours. They will be installed in shopping malls, parks, offices, etc.

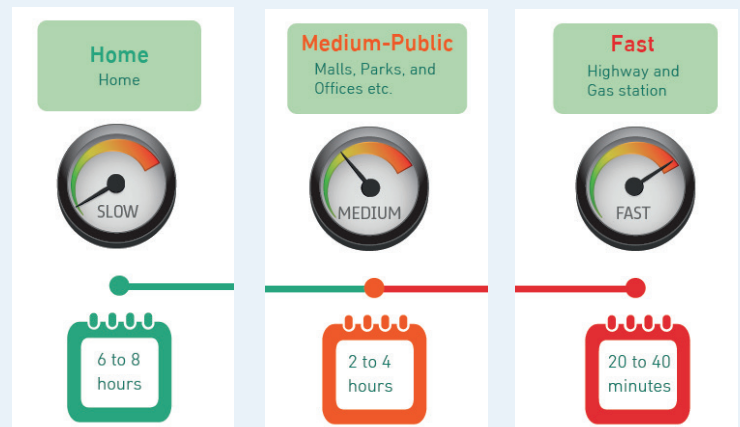
3. Home charging stations: Charging takes 6-8 hours.

DEWA is reaching out to all its stakeholders and has signed MoUs with a number of leading organisations to reinforce its three smart services. These included the MoU DEWA signed with Dubai Silicon Oasis Authority (DSOA), which supports DEWA's smart initiatives such as the installation of PV panels, development of efficient sustainable smart applications, and establishing the infrastructure and charging stations for electric vehicles at Dubai Silicon Oasis. This MoU was signed after DSOA launched the comprehensive smart city project, Silicon Park.

DEWA is considering cooperation with BMW to develop programmes that help consoli-



More than one million smart meters will be installed by 2020!



There are three types of charging stations: 1. **Fast charging stations**, 2. **Medium charging stations**, and 3. **Home charging stations**

Smart meters will speed service connections, improve response times, instantly reconnect electricity, and rationalise consumption

date sustainability, raise environmental awareness, and support the Green Charger initiative. DEWA is also working with real estate developers, including Emaar and Nakheel, DSOA, and Dubai Design District (D3) to determine the most appropriate sites to set up electric vehicle charging stations across Dubai. DEWA is working to launch 84 stations by end of 2015.

The rate per kilowatt hour (kW/h) for charging an electric vehicle in public charging points is 29 fils per kW/h. If the vehicle is charged at home, the standard residential electricity rate will be applied. DEWA has registered the first individual user for the Green Charger stations.

Electric vehicle owners can visit any of DEWA's customer service centres to register and get the Green Charger card. The documents required for registration are the user's Emirates ID card, driver's licence and vehicle registration. Customers receive the Green Charger bills via email, which they can settle using any of DEWA's payment channels.

Shams Dubai encourages building owners to install PV solar panels to produce electricity. The electricity generated is used on-site and the surplus is exported to DEWA's grid. This encourages the use of renewable energy, increases its share in the energy mix, and diversifies energy sources. To regulate connecting electricity produced from PV panels to the power distribution

system in Dubai, the Dubai Executive Council issued resolution number 46 for 2014 to put in place a comprehensive framework at legislative level to connect electricity produced from solar power to the distribution system. The resolution defines DEWA's responsibility in developing policy for the production of electricity from solar energy, and the adoption of binding agreement terms and models, and monitoring and supervising producers.

The adoption of solar energy will be markedly rewarding to home and business owners by reducing their electricity bills. Even though installing the PV system requires initial investment, the electricity bill will be notably lower throughout the PV system's lifecycle, which could extend to 25 years or more with regular maintenance. Other considerable benefits include boosting the property's market value, curbing, and even eliminating the carbon footprint, supporting Dubai's economy and ensuring a sustainable future for the Emirate by allowing solar energy to be produced locally.

The solar panel industry has evolved over time, due to solar power's increasing popularity and adoption worldwide, and continued international efforts to provide innovative, efficient and cost-effective technologies for it. Undoubtedly, this has contributed to lowering the costs associated with solar panels, encouraging more households and businesses to benefit from



The smart city project, Silicon Park.

this sustainable technology. Several other factors also drive the use of solar panels. These include the direction of the rooftop, shadow levels, the rooftop itself, and the equipment size and type. DEWA recommends its customers to consider the advice of one of its certified consultants or contractors to assess the standards for installing a solar power system and obtain proper guidance on the best possible solutions that befit the specific case of each customer's place of living or work.

To ensure the highest safety levels and adopt the best international standards across all its business activities, DEWA has developed a set of rules and regulations that govern the installation of photovoltaic systems. It has introduced a number of guidelines to guarantee the use of the safest, most reliable equipment. DEWA also provides its customers with the ability to benefit from the expertise of its accredited consultants and contractors, which, in turn, boosts safety standards and helps customers to make informed decisions in purchasing the proper equipment and installing and maintaining the solar energy system.

Solar energy experts expect Shams Dubai to be widely received in Dubai and that it gets a lot of support from public and private organisations for its financial savings and for its role in reducing the carbon footprint.

Shams Dubai supports the UAE's national outlook, the vision of its wise leadership, and the increasing desire of Dubai residents to scale down their carbon footprint and reduce carbon dioxide emissions resulting from power use. These efforts support Dubai's efforts to create a healthy, safe and sustainable environment for present and future generations.



Shams Dubai encourages building owners to install PV solar panels to produce electricity.



One of DEWA's major objectives of is to contribute to the success of Dubai Expo 2020. DEWA is working under the vision of His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, to host the best Expo the world has seen. DEWA has taken the initiative of becoming the frontline supporter of Expo 2020 and is bearing the responsibility of providing sufficient energy and water to the Emirate, with a vision to make this exhibition a great success on a global stage.

Projects and initiatives that support Expo 2020

HE Saeed Mohammed Al Tayer, MD and CEO of DEWA, said that DEWA will contribute to achieving the promise of His Highness by building world-class energy infrastructure that meets Dubai's development demands. Al Tayer stated that DEWA has launched a wide variety of initiatives in this regard, allocating more than AED 2.6 billion to boost water, electricity and renewable energy projects according to the highest international standards. DEWA's major goal is to support the Dubai Expo 2020 as per the vision of the leadership and demonstrate DEWA's leadership in the public utilities sector by adopting renewable energy sources that support the Green Economy for Sustain-

able Development initiative, and support Dubai Expo's theme of 'Connecting Minds, Creating the Future' and its three sub themes of sustainability, mobility and opportunity.

DEWA is establishing the required infrastructure to provide electricity and water to more than 25 million expected visitors as well as the needs of the mega infrastructure projects being executed in preparation for hosting the major international event. Dubai's energy investment will be AED 60 billion over the next five years, in an effort to meet the Emirate's increasing demand for water and electricity as well as to promote the growth of green economy, set new international standards and create a competitive edge for the UAE in clean energy technology and energy efficiency.



DEWA Supports



EXPO 2020

DEWA and Dubai Plan 2021

Dubai Plan 2021 seeks to consolidate Dubai's position as a smart, integrated and connected city with cutting-edge infrastructure that supports the Emirate's phenomenal social and economic development. Al Tayer said that the project reflects DEWA's unwavering commitment to sustainability, a fundamental pillar of Expo 2020.

DEWA is implementing the Mohammed bin Rashid Al Maktoum Solar Park project, one of the largest strategic Independent Power Producer (IPP) projects worldwide in renewable energy with anticipated 1,000 MW production capacity by 2020 and 3,000 MW by 2030. Allocating 100 MW to power Expo 2020 Dubai, the Mohammed bin Rashid Al Maktoum Solar Park also supports the Dubai Integrated Energy Strategy 2030,

developed by the Dubai Supreme Council of Energy to diversify Dubai's energy mix. Solar energy will account for 7% of the total energy production by 2020 and 15% by 2030. Occupying 4.5 square km, the Park will help in reducing carbon emissions by approximately 400,000 tonnes by 2020, which is a substantial contribution to the green initiatives and programmes implemented by the Government of Dubai to reduce carbon emissions.

"The Hassyan Clean Coal Power Plant is another pioneering project implemented by DEWA based on the IPP model. With a production capacity 1200 MW, the first phase will be operational by 2020. DEWA has awarded a contract for the expansion works of M Station, the largest power generation and water desalination plant in the UAE. The

project adds new power generation units to produce 700 MW of electricity, raising the total production capacity to 2,760 MW upon completion of the project in 2018. M Station will be a significant boost to DEWA's current installed capacity of 9,656 MW of electricity and 470 million imperial gallons per day (MIGD) of desalinated water to meet Dubai's demand. Several other projects are being implemented such as allocating part of the capacity of a 400/132 substation, building three 132/11 kV substations with high voltage (132 kV) cables reaching 45 km in length, and building power distribution networks with medium and low voltage cables and additional transmission stations. The total cost of the electricity overall projects will be AED 2.180 billion. DEWA will also roll out water transmission networks with pipe-

Cover story

lines that are 600 and 1200 mm in diameter, pumping stations and distribution stations. Expected to cost AED 515 million, these projects will increase water flow rates and ensure adequate water supply that meets the increasing demand," added Al Tayer.

Additionally, DEWA's smart initiatives, supporting Dubai's Smart City initiative to transform Dubai into the world's smartest city, will contribute to strengthening the services and facilities for hosting the Dubai Expo 2020. Shams Dubai will connect solar energy to exhibition venue while the Green Charger initiative will provide three types of electric vehicle charging stations.

Al Tayer also highlighted DEWA's preeminent international position as an exemplary utility, underlining its ability to provide excellent services to host Dubai Expo 2020. DEWA is establishing the required infrastructure to provide electricity and water to over 25 million expected visitors as well as the needs of the mega infrastructure projects being executed in preparation for hosting the major international event.

In preparation for hosting the Dubai Expo 2020, DEWA has put general plans for the next decade to raise its production capacity and develop the transmission and distribution grids in the electricity and water sectors, which are being updated every year, according to data and expectations of future demand and consumption. DEWA

studies the information derived from the overall development plans run by Dubai government, and through the data and information of projects, developers and the business sector.

"DEWA has achieved highly-competitive results that surpass those of leading European and American utility companies in terms of efficiency and reliability. This is demonstrated by our reduction of losses in the electricity transmission and distribution networks to just 3.26%, compared to 6-7% in Europe and the US. Network line losses in the water sector decreased to 9.1% compared to 15% in North America, setting another international benchmark, and highlighting our commitment to meet the growth in demand for water and promoting sustainability," said Al Tayer.

"DEWA's achievements contributed to the UAE ranking fourth worldwide and first in the Middle East and North Africa in 2014 and 2015 for getting electricity according to the Doing Business Report issued by the World Bank," added Al Tayer.

Al Tayer assured that DEWA will persist in its quest for success through the comprehensive development of its operations to achieve excellence by adopting global best practices. DEWA is a leading world-class utility service provider that has several drivers to make it an active contributor to organising the best World Expo, in Dubai.



Over 110,000 visit DEWA's stand in UAE pavilion at Expo Milan!

Over 110,000 people visited DEWA's stand in the UAE pavilion at Expo Milan 2015 from 1 May to 31 August 2015. The exhibition whose theme is 'Feeding the Planet, Energy for Life' concluded on 31 October 2015.

Expo Milan 2015 was a global event that ran for 6 months. It brought together governments, international businesses, experts, investors, and researchers from all over the world. The exhibition raised

awareness and stimulated debate on food production, sustainability, health, and energy. DEWA's participation in the exhibition supported the UAE's preparations to host the best World Expo that the world has ever seen in Dubai. It also strengthened the Emirate's position as a global role model for energy efficiency, renewable energy, sustainability, creativity, innovation, and attracting investments in the energy sector.



Shams Dubai public awareness campaign

for customers to generate their own solar power



Dubai Electricity and Water Authority (DEWA) has launched a campaign targeting all its customers to raise awareness on Shams Dubai, the initiative DEWA launched earlier this year. Shams Dubai encourages households and building owners to install photovoltaic (PV) solar panels on rooftops to produce solar energy and connect it to DEWA's grid. The initiative supports Smart Dubai initiative, launched by HH Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, to make Dubai the smartest city in the world. It also contributes to increasing dependence on clean energy sources to protect the environment.

DEWA calls building owners to take advantage of Shams Dubai to produce clean energy locally, which is markedly rewarding to building owners. Benefits include reducing electricity bills, boosting the property's market value, supporting Dubai's economy, and ensuring a sustainable future for the Emirate.

AED 106 million substation

DEWA launches new substation in Dubai Academic City

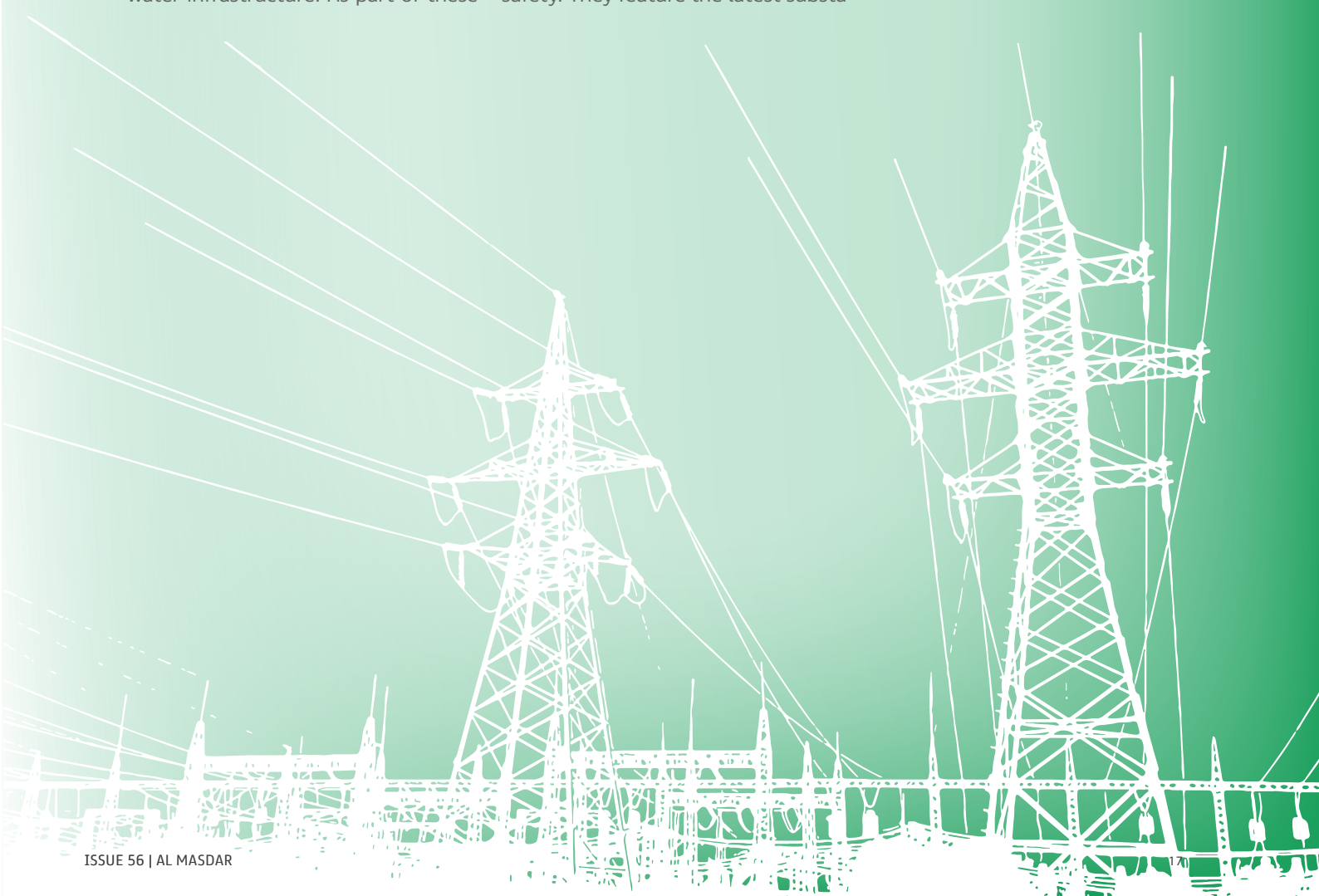
DEWA has launched a new 132/11kV substation, with a capacity of 150 megavolt amperes (MVA), in Dubai Academic City, at a cost of AED106 million. Constructing the station cost AED89 million, while extending 132kV ground cables to connect the station to the electricity transmission network cost AED17 million. The new station meets the growing demand for electricity for different uses. The project supports DEWA's strategy, a key component of the Dubai Plan 2021, to establish Dubai's leading regional position as a role model for the efficiency and effectiveness of electricity and water infrastructure. As part of these

efforts, DEWA continues to support the 132kV network.

The project further strengthens the capacity of DEWA's electricity transmission network to Dubai Academic City. A total of 3.2 km of 132kV ground cables have been extended to connect it with the 132/400kV substation in Al Warsan, and the 132/11kV substation in Al Ruwayyah. This will further enhance the efficiency and reliability of DEWA's networks across key areas and ensure continuity and stability of supply to all customers at all times.

These stations are built according to the highest standards of quality and safety. They feature the latest substa-

tion digital technologies, which will strengthen their reliability and efficiency and support Dubai's ambitious development and economic plans. DEWA has 48 132kV substations under construction, in addition to ongoing work to upgrade existing substations by increasing their capacity and introducing the latest globally-adopted technologies. This modern electricity network will help to position Dubai as one of the cities with the best infrastructure.



DEWA Academy builds Emirati skillsets to compete in local and global markets



DEWA adopts a well-established strategy to develop Emirati talent, and prepare Emiratis who are equipped with science, knowledge, and looking for innovation across all areas of energy. To achieve this goal, DEWA has partnered with the 'Business and Technology Education Council', a British organisation that pioneered in vocational rehabilitation, to launch the DEWA Academy.

Through the Academy, DEWA trains young Emiratis in various technical and professional fields. The training programmes cover different areas of electricity generation, transmission, and distribution as well as water desalination. Upon completion, students receive a certificate from the Business and Technology Education Council. DEWA promotes Emiratisation policies, as one of the most important strategic and development goals that

achieve better economic and social benefits.

DEWA Academy

The duration of study at the Academy is three years, which provides students with the opportunity to acquire the technical skills needed to enter the work environment. Other skills include time management, planning, innovation, and teamwork with DEWA's electrical and mechanical engineers and experts. The programme also ensures that graduates have the opportunity to work with DEWA's staff upon completion of the programme.

The Academy helps graduates to work in different technical areas within DEWA's departments. Upon graduation, the students obtain a certificate that is equivalent to high school technical certificate.

In 2013, DEWA launched a number of

scholarship programmes to enable students to study renewable energy abroad. Earlier DEWA signed agreements with international companies such as RWE and First Solar to train its staff in Europe and the United States enabling them to learn about the latest global developments, and share knowledge with their counterparts in international



DEWA's academy, AlHudaiba

institutions. Last year, DEWA sent a number of its engineers to Essen, Germany, for an integrated training programme for one month, while another group went to the University of Arizona to learn about renewable energy. DEWA cooperates with the International Renewable Energy Agency (IRENA), based in Masdar City, Abu Dhabi. DEWA and IRENA have agreed to conduct research and studies in the fields of renewable and alternative energy, through initiatives centred on ways to reduce carbon footprint and greenhouse gas emissions.

DEWA assigned its first batch of employees to Germany to work and train for two years in renewable energy projects with IRENA, as part of a long-term plan between the two organisations.

In 2014, DEWA signed MoU to develop and train Emiratis at a group of universities, including the University of Dubai, through special training programmes for a group of 30 Deputy Managers and Assistant Managers.

DEWA cooperates with different colleges, universities, and regional educational and training institutions. DEWA offers scholarships in Electrical Engineering in collaboration with the Higher Colleges of Technology - Dubai Men's College. DEWA's Programmes also include Intilaq, which offers a Bachelor of Mechanical or Electrical Engineering degree from private and government universities across the UAE. DEWA also works with the UAE University to offer a Bachelor of Electrical Engineering or a Mechanical Engineering degree.

Scholarships

DEWA provides full scholarships to UAE nationals to study Bachelor of Electrical or Mechanical Engineering at Rochester Institute of Technology (RIT) in Dubai. The University grant for undergraduates and graduates allow Emirati students to study Mechanical and Electrical Engineering. This complements the objectives of the UAE Vision 2021. The University also offers Bachelors and Masters degrees in business, leadership,

engineering, computer science, as well as separate scholarships from the 'Information and Communication Technology Fund.'

Emiratisation, summer training, and jobs at DEWA

DEWA's Emiratisation includes launching ambitious programmes to train and prepare Emiratis to enter the technical fields in this vitally significant sector. The scholarship programme offered is subject to the rules, regulations, and scholarship procedures adopted at DEWA. To qualify for the scholarship, a student's high school rate must be 80%, at least. After completing their bachelor's degrees at Rochester Institute of Technology (RIT) Dubai, scholarship recipients will be hired in engineering positions at DEWA where they will receive competitive packages.

DEWA also attracts university and college students for summer training in a variety of disciplines, including engineering, finance and management. The average number of trainees over the past three years was 126. It also offers training for college freshmen and high school students, and practical training for university students as a requirement for graduation.

Develop Emirati Staff capability

DEWA prepares UAE youth both academically and practically to enable them to assume positive career roles and gain a competitive edge in the labour market.

Training programmes include:

1. **The Leadership Programme with the Mohammed bin Rashid School of Government (The Frontiers Programme):** An innovative and integrated programme that aims to prepare leaders and mid-management staff with continuing educational initiatives.
2. **Future Leadership Programme** for DEWA's deputy managers and Assistant Managers.
3. **Women Leadership Programme:** Aims to develop management and leadership skills of female employees



4. **Masaratraining programme for new Emirati staff in Customer Relations Department.**

5. **Continuous on-the-job training.**

6. **Scholarships for UAE employees** to attend training courses, workshops and conferences outside the UAE.

Appreciating Emirati Employees

DEWA is keen to reward the efforts of Emirati staff through a series of awards and appreciation ceremonies held throughout the year to encourage them to achieve outstanding results. Through such appreciation, DEWA aims to raise job satisfaction, loyalty and the sense of belonging of its employees as they are backbone of DEWA.

Society's Happiness is Our Priority



Al Saada

the first smart innovative entertainment platform in the region



DEWA has recently launched Al Saada (Arabic for 'happiness'), a new corporate social responsibility initiative. This pioneering initiative aims to create a smart, innovative, entertainment platform that focuses on turning people's kinetic and mechanical energy from exercise into electricity. This is achieved by using specially-designed pioneering recreational equipment, which anyone can use, including people with special needs and children of six years and older. The move supports DEWA's strategy to be an integral part of people's lives in Dubai and its vision to become a sustainable innovative world-class utility. It also underlines DEWA's CSR efforts, which support social development efforts to make society happier, enhance people's happiness and contribute to better welfare.

For the past two years, a DEWA team has researched kinetic energy its benefits and the latest technologies for use in this pioneering initiative. The study found equipment in the UK and Brazil, which transforms kinetic energy, and further developed the idea into a platform that utilizes specialised equipment and sustainable material to produce and store energy, for use in other recreational and leisure equipment. The platform also promotes renewable energy and its sensible use.

Al Saada will provide a range of exercise equipment that generates renewable energy, highlighting DEWA's role in achieving Dubai's healthcare objectives to fight obesity and provide a healthy environment for all. The platform comprises three sections that represent energy production, energy use, and rational use of energy. The recreational equipment is connected to storage units for energy produced. Stored energy can be used in special units within the platform, for use in charging phones and smart devices, lighting, cooling water, and other personal devices. The platform will also have games for children, which run on the stored energy.

The children's area will feature a corner dedicated to environmental awareness and the promotion of a culture of

conservation via smart, entertaining and educational mediums, which are accessible to everyone. DEWA mascots, Noor and Hayat, will provide children with interesting recreational and educational activities that support social responsibility, and spread a culture of physical activity and positive energy among all areas of society.

"Positive energy within humans is the secret of happiness and satisfaction. It is the main driver for achievement and success. His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, once said that he who wakes up smiling will stay full of positive energy, strong and ready to overcome challenges with high spirit and resolve throughout his day. DEWA makes sure that its initiatives and programs touch everyone's life in society. This new initiative draws on the inherent energy of human beings and creates a fun family atmosphere that promotes energy conservation. It also contributes to strengthening DEWA's social role to support Dubai Plan 2021 for Dubai to be a city of educated, cultured, and healthy individuals, with a strong sense of responsibility towards themselves and society," said HE Saeed Mohammed Al Tayar, MD and CEO of DEWA. DEWA will work with stakeholders to build this model entertainment platform using safe and sustainable materials. DEWA promotes the concept of energy production, including renewable energy and its daily uses, in a simple and innovative manner that helps to bring the whole family together. DEWA will work with stakeholders to study the most suitable locations for the platforms in the coming period.

In line with this, DEWA signed a Memorandum of Understanding (MoU) with Gebal Group, the exclusive representative of the UK-based The Great Outdoor Gym Company. Both parties will implement and operate the project. The MoU was signed by Khawla Al Mehairi, Vice President of Marketing and Corporate Communications at DEWA and Alex Charawani, Managing Partner of

Society's Happiness is Our Priority

Gebal Group. Waleed Salman, Executive Vice President of Strategy and Business Development at DEWA, also attended the signing.

DEWA has established a corporate identity that has taken it into a wider space where it touches the lives of every member of society and contributes to improving the quality of life in the Emirate. It has taken serious steps that have helped it surpass its sustainability targets. DEWA's brand perception exceeded its target of 82% to reach 85.7% in 2014. DEWA works to strengthen Dubai's infrastructure and diversify energy sources and uses. It has also enhanced its investment portfolio to include several companies, organisations and initiatives under its umbrella. It has gone beyond the environmental and economic scopes to the social scope,

providing new and innovative services and initiatives that achieve the aspirations, happiness, and satisfaction of citizens and residents and all stakeholders. DEWA's Happiness index exceeded 98% during the first few days of its launch.

DEWA reviewed its corporate identity strategy in 2012 to be better aligned with its aspirations and objectives, to promote its image and its brand in society. This was done by launching many initiatives and programmes to engage with members of the community in simple and seamless ways that create a positive overall impression in the minds of all stakeholders. DEWA's services cover all aspects of the lives of people, for whom DEWA works hard to achieve happiness. DEWA recently launched a social media campaign under the theme #DEWALifeStyle to



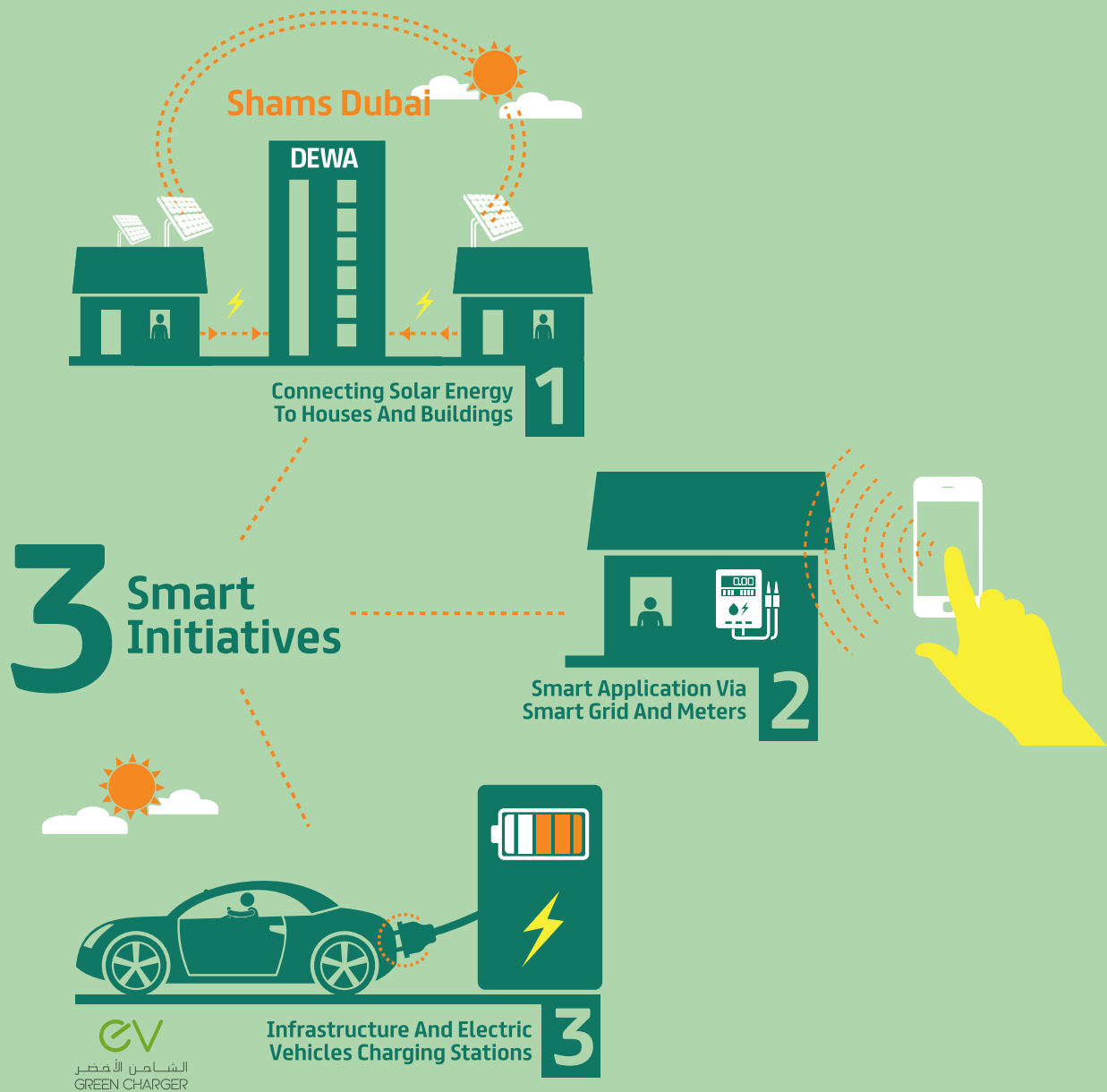
strengthen communication with society and emphasise its mission to be part of the life of every individual and family. The campaign was an overwhelming success, recording 1.7 million views in less than a month.



Samples of the machines that will be used to generate electricity.

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 DUBAI, UNITED ARAB EMIRATES



Emirates Energy Award winning projects

جائزة الإمارات للطاقة
EMIRATES ENERGY AWARD



Looking at the region's energy scene, Dubai is leading regional efforts to establish energy efficiency standards in the MENA region, through various regional quality initiatives. The most prominent of these initiatives is the Emirates Energy Award (EEA), launched by the Dubai Supreme Council of Energy. EEA supports the Green Economy for Sustainable Development initiative, launched by HH Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai to enhance the efficiency and sustainability of conventional energy sources, and increase dependence on

clean and renewable energy sources to achieve a sustainable development that depends on a green economy.

EEA plays a key role in establishing Dubai's position as a global hub for energy efficiency, renewable energy, sustainability, & environment protection. This year, the EEA Executive Committee reviewed entries submitted to EEA 2014-2015 organised by the Dubai Supreme Council of Energy under the patronage of His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai. Held under the theme 'For a Sustainable Future,' EEA honours the

efforts and practices of organisations and individuals in the energy sector and creates a stimulating environment with an integrated system that helps promote a culture of excellence and sustainability in this vital sector. The EEA 2014-2015 received 113 entries from 12 countries including the UAE, Saudi Arabia, Bahrain, Oman, Qatar, Morocco, Kuwait, Jordan, Iran, India, Germany and Egypt. The entries to the EEA are for the following categories: Large Energy Project (9 entries), Small Energy Project (18), Energy Efficiency – Public Sector (14), Energy Efficiency – Private Sector (20), Education & Capacity Building (16), Research & Development (21) and the Young Professional Energy Award (14), in addition to the Special Recognition Award which will be announced during the Awards Ceremony to be held by The Supreme Council of Energy.

Bangladeshi delegation visits DSCE



HE Ahmed Buti Al Muhairbi, Secretary General of the Dubai Supreme Council of Energy, welcomed a delegation from the People's Republic of Bangladesh. DSCE gave an overview of Dubai's achievements by implementing best practices in the partnership projects between the public and private sectors in renewable and clean energy.

Dubai Green Transport initiative



As part of implementing the strategy to decrease overall carbon emissions in Dubai, with plans to reduce it by around 16% by 2021, DSCE will cooperate with government authorities, especially those owning large fleets of vehicles, to encourage them to purchase hybrid or electric cars in the future. This will ensure the successful implementation of this initiative, which Dubai anticipates will achieve a 10% increase in the number hybrid and electric cars by 2030.

MoU to develop federal energy services market in the UAE



Al Tayar, Vice Chairman of the Dubai Supreme Council of Energy, and MD&CEO of DEWA, and HE Dr. Matar Al Neyadi, Undersecretary for the UAE Ministry of Energy, have signed a MoU to exchange expertise on developing a federal energy services market in the UAE. The MoU covers energy conservation in buildings, especially government headquarters, & explores the potential for launching projects in energy conservation.



Etihad ESCO signs a MOU with GDRFA Dubai



HE Saeed Mohammed Al Tayer, MD & CEO of DEWA and Chairman of ESCO signed an MoU with HE Major General Mohammed Ahmed Al Marri, General Director of General Directorate of Residency and Foreigners Affairs. The MoU aims to initiate a feasibility study and inspect all the facilities of the GDRFA in Dubai. The MoU also aims to identify opportunities & strategies to increase

energy efficiency that will be developed using the resources, potentialities and tools of the Etihad ESCO. The company will be entrusted with the due diligence phase in developing the project and exploring the possibility of consolidating the set of assignments to evaluate the standards of energy rationalization, based on expected savings or improved efficiencies.

As per the MoU, Etihad ESCO is currently doing audits for 4 buildings and 27 centres of GDRFA. However, this is not a new initiative as GDRFA has been doing awareness campaigns for energy conservation over the past years.

Dubai Supreme Council of Energy signs MoU with RWE Middle East

The Dubai Supreme Council of Energy has signed a Memorandum of Understanding (MoU) with RWE Middle East, a leading advisor in the energy industry, to exchange experiences and learn about the latest global developments in energy. Signing the MoU reflects the Supreme Council's commitment to enhancing knowledge exchange with leading international organisations. The agreement lays the foundations for a deeper collaboration with the Dubai Supreme Council of Energy in management services and technical consultation. It allows the Supreme Council to benefit from the RWE Middle East's global energy experts and consultants, when needed.



DEWA announces Financial Close for Phase II of the Mohammed bin Rashid Al Maktoum Solar Park



On 19 July 2015, HE Saeed Mohammed Al Tayer, MD & CEO of DEWA stated, further to the signing of PPA on 26th March 2015, DEWA is happy to announce the successful Financial Close for 200MW IPP Phase II project has been achieved today. Phase II of the Mohammed bin Rashid Al Maktoum Solar Park is a photovoltaic plant that will be based on the Independent Power Producer (IPP) model and will be operational by 2017.

"The Solar Park supports the Dubai Integrated Energy Strategy 2030 developed by the Dubai Supreme Council of Energy to diversify Dubai's energy mix. Solar energy will account for 7% of the total energy production by 2020 and 15% by 2030," added Al Tayer.

The Project Company Shuaa Energy 1 is formed as per UAE law. With DEWA as 51% stakeholder and remaining 49% by the

bidder ACWA & TSK, DEWA will work closely with the Project Company to achieve the commercial operation date in April 2017.

"Phase II is a photovoltaic plant based on the IPP model and will be operational by April 2017. The project, which occupies 4.5 square kilometres, will help to achieve a reduction of approximate 400,000 tonnes of carbon emissions by 2020, which supports the green initiatives and programmes implemented by the Government of Dubai to reduce carbon emissions. This project will increase the size of solar energy projects in Dubai to 220 MW. The tender for this project, which will be implemented in partnership with the private sector, is a key step towards achieving the objectives of the Dubai Integrated Energy Strategy 2030, in which solar-powered electricity is set to become part of

Dubai's energy portfolio by increasing the share of renewable energy in the energy mix. DEWA will continue to execute these ground-breaking projects in renewable energy and contribute to the growing energy needs of Dubai. A large number of international organisations were interested in this project. The wide participation in the bid reflects the trust and interest of international investors to invest in this vital field, which is supported by the Government of Dubai," noted Al Tayer

The latest technological solutions to enhance Dubai's energy sector



DEWA adopts the latest technologies in periodic examination of infrastructure and network maintenance, according to the highest international standards to ensure the highest levels of availability, reliability, and efficiency of all its services. It follows a work mechanism that conforms to global standards, and is supported by manufacturers for periodic maintenance of residential, commercial, and industrial buildings. This is done using the state-of-the-art equipment to locate the location of a power outages and repair it immediately.

SAP Governance, Risk, and Compliance system



DEWA has commenced operation of the SAP Governance, Risk, and Compliance system which is a part of DEWA's strategy to use the latest technologies and solutions in information technology. DEWA commenced its transformation into smart services in 2009, led by a clear focus on keeping pace with the latest technology and developments in smart transformation.

Dubai Smart Training Initiative workshop



DEWA hosted a workshop on the Dubai Smart Training Initiative launched by the Dubai Government Excellence Program (DGE) last April. The workshop was attended by HE Saeed Mohammed Al Tayer, MD & CEO of Dubai Electricity and Water Authority (DEWA), Executive Vice Presidents of DEWA, Dr Ahmed Al Nuseirat, Coordinator General of DGE, along with directors, head of departments and employees of DEWA.

'Talent In-house' workshop



As part of its efforts to promote Dubai Innovation Strategy which aims to make Dubai the most innovative city in the world and provide a supportive environment for generating ideas and innovative solutions to improve various aspects of life in the Emirate, Dubai Electricity and Water Authority (DEWA) held a workshop titled 'Talent In-house' at The Address Hotel - Dubai Mall. The workshop aimed to train and qualify DEWA's staff and engineers working at Water and Civil Division in accordance with best international practices.

Al Namoos exclusively for consultants and contractors



DEWA has launched Al Namoos service (an Emirati word that describes a race winner). This latest service, exclusively for consultants and contractors, is tailor-made to provide electricity connections of up to 150kV within 10 days. The move supports the directives of the wise leadership of the UAE to make the UAE one of the best countries in the world. This is done by achieving the UAE Vision 2021, and Dubai Plan 2021 to make Dubai a smart and sustainable city to achieve the happiness and prosperity of citizens and residents.

DEWA motivates staff about Excellence



DEWA has organised an Excellence Motivational Session for DEWA's staff, which supports DEWA's commitment to motivating its staff and encouraging them to adopt corporate excellence in their day-to-day activities. It also supports DEWA's vision to become a sustainable innovative world-class utility and its strategy to promote corporate excellence and its practices according to the highest international standards.

DEWA participates in the Global Solar Leaders Summit 2015



DEWA participated in the Global Solar Leaders Summit 2015, which was held under the patronage of the UAE Minister of Energy, HE Suhail bin Mohammed Faraj Faris Al Mazrouei. HE Saeed Mohammed Al Tayer, MD & CEO of DEWA, delivered a key-note speech about delivering utility-scale solar power in the UAE.

The Summit, on 14 September 2015 at the Dubai World Trade Centre, discussed opportunities and challenges for regional governments in achieving diversified and green economies, and establishing national sustainable energy sectors. Around 27 international experts spoke on renewable energy at the summit.

The summit featured a panel session that discussed Shams Dubai, DEWA's initiative to encourage households and building owners and tenants to produce their energy needs using photovoltaic (PV) pan-

els on rooftops, and connecting them to DEWA's grid. The electricity is used onsite and the surplus is exported to DEWA's network. An offset between exported and imported electricity units is conducted and the customer account is settled based on this offset. The session outlined the impact of Shams Dubai in terms of activity and transactions in the local solar market and what it might mean for other governments looking to introduce rooftop guidance.

About 200 academics, specialists, and experts from the public and private sectors from all over the world, representatives of regional governments, and CEOs of international power and renewable energy companies attended the event. Bertrand Piccard, Pilot of Solar Impulse 2, the technological and research project supported by Masdar, took part in the summit. He

talked about the unique experience of Solar Impulse, which made a historic achievement last month by crossing the Pacific Ocean flying non-stop for 5 days from Nagoya, Japan to Hawaii.

At the Summit, DEWA highlighted its latest developments in its renewable-energy projects, initiatives, and programmes, including the Mohammed bin Rashid Al Maktoum Solar Park project, which is one of the largest strategic Independent Power Producer (IPP) projects worldwide in renewable energy with a planned 1,000MW production capacity by 2020 and 3,000MW by 2030.

DEWA organises quarterly Customer Charter meetings



Dubai Electricity and Water Authority (DEWA) has decided to hold regular quarterly meetings with its customers, partners, and stakeholders at its service centres. The theme of the meetings is the Customer Charter to achieve their satisfaction by meeting their needs, making them happier, and exceeding their expectations. The move supports the Customer Charter initiative, launched by HH Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai.

DEWA's Takaful Fund expands services



A team from the Employee Happiness department has organized an awareness session about the features and services of the Takaful Contribution Fund. The team listened to employees' feedback and suggestions, to help and improve its services for them. A team from the Employee Happiness department, who manage the Takaful Fund, visited DEWA's divisions to outline the Fund's objectives and how to enrol in it and benefit from its services. This has been designed to serve staff and make them happier, and provide a motivating and ideal work environment.

DEWA concludes summer training for 85 students



DEWA has concluded its summer training programme, which was attended by 85 students from schools and universities in the UAE. The training programme included field visits and training courses where trainees gained insight into DEWA's administrative, operational, and service fields.

Partnering with the Mohammed bin Rashid Al Maktoum Charity and Humanitarian Establishment

UAE Water Aid Foundation kicks off 6 projects to provide safe drinking water in 5 countries

The UAE Water Aid Foundation has started six projects to provide safe drinking water in five countries. The projects implement the Memorandum of Understanding (MoU) signed with the Mohammed bin Rashid Al Maktoum Charity and Humanitarian Establishment. The MoU enhances the strategic partnership between the two organisations and establishes joint cooperation. The 5-year MoU enhances cooperation between the two sides to help developing and needy

countries by providing safe drinking water and facilitating collaboration to implement joint humanitarian initiatives and projects that serve the strategic objectives of both organisations. This enhances their social roles within an established framework and set methodologies. The MoU helps both organisations to effectively utilise their potential and existing resources to address water scarcity.

Training session for employees on ISO 31000 Enterprise Risk Management



DEWA has organised a training session for employees on ISO 31000 Enterprise Risk Management (ERM), which aims to guide and assist organisations in implementing ERM. The training session is in line with DEWA's ongoing efforts to promote institutional excellence, and is part of the efforts aimed at developing institutional practices in accordance with ISO 31000 Enterprise Risk Management programme.



Gitex 2015: Smart Services for a Smarter Tomorrow campaign

DEWA showcases its latest technological innovations



DEWA was part of the Dubai Smart Government stand at GITEX 2015, which was held from 18-22 October at the Dubai World Trade Centre. DEWA showcased its key technological achievements and latest smart services.

By participating in GITEX, DEWA highlighted its support to the vision of HH Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, to make Dubai the smartest city in the world. It also supports the Dubai Plan 2021 for Dubai to be proactive and creative in meeting the needs of individuals and society as a whole.

At GITEX 2015, DEWA used state-of-the-art technologies to inform visitors about the latest smart services and initiatives that affect everyday life. DEWA did this in an innovative and interactive way. It also showcased its key smart projects that support the Smart Dubai initiative.

"DEWA is a pioneer in providing creative smart services that achieve the happiness and comfort of all people. This is part of our commitment to realising the vision of His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai to promote the happiness of people by providing smart services round the clock. It also supports our vision to become a sustainable innovative world-class utility. DEWA adopts cutting-edge technologies and solutions across all its operations to make life in Dubai the most efficient and seamless experience and the safest place for residents and visitors, to enhance its position as a smart, integrated, and connected city," said HE Saeed Mohammed Al Tayer, MD & CEO of DEWA.

As part of its participation in GITEX 2015, DEWA launched the Smart Services for a Smarter Tomorrow campaign. It offered

customers the opportunity to win valuable prizes for completing selected transactions using DEWA's smart app. These services include Bill payment, Move-in application, and Pay for a Friend.

Customers who pay electricity and water bills in full for six consecutive using DEWA's smart app between August 2015 and March 2016 will qualify to enter a raffle draw in April 2016 to win a grand prize.

DEWA's smart app provides over 150 services and features that meet the needs of all users round the clock. This includes customers, consultants, suppliers, government organisations, and jobseekers. Visitors can access DEWA's general services on the smart app.

Excellence Camp



Dubai Electricity and Water Authority (DEWA) has held an excellence camp for senior managers at the Grand Hyatt hotel in Dubai. The camp was attended by HE Saeed Mohammed Al Tayer, MD & CEO of DEWA, EVPs, VPs, senior managers and managers at DEWA. The camp focused on the roles and skills of leaders as well as assessments, studies and workshops on the roles and skills of leaders in achieving DEWA's vision, mission and objectives through evaluation, preparatory seminars, and reports, to instil a culture of corporate excellence.

DEWA held its first excellence camp over 6-9 September 2015, and the second on

13-16 September in Raffles Dubai. The two camps saw participation by 165 employees from different divisions and departments of DEWA.

"We organise this camp to achieve the vision of His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, to promote excellence and innovation and support the vision of creating a world-class government. I would like to emphasise that leaders' skills, knowledge, and management competencies backed with development and continuous monitoring and evaluation are key factors for success.

DEWA's success is attributed to its leadership efforts to achieve its vision to become a sustainable innovative world-class utility. Leadership efficiency is measured by its capability to be able to cope with change and build on change to develop and grow. This adds to our responsibilities to cope with and anticipate current and future challenges, locally and globally. Traditional management no longer exists because the amount of change around us has pushed us to respond with new methods and approaches," said HE Saeed Mohammed Al Tayer, during the opening speech.

DEWA opens its libraries to all students to improve their reading skills



To support the Arab Reading Challenge, the largest Arab project to encourage reading among students in the Arab world, launched by HH Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE, and Ruler of Dubai, Dubai Electricity and Water Authority (DEWA) has opened its private libraries to all students to encourage the young generation to cultivate the habit of reading. Under the new initiative, more than one million students will commit to reading 5 million books between September 2015 and March 2016.

DEWA launches eight smart initiatives to spread happiness among customers and partners



DEWA has launched an innovative package of eight smart initiatives named 'Your Happiness Is Our Priority' to spread happiness among customers and partners by providing innovative and efficient smart services.

This supports the directives of HH Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, to improve government services to

the highest international standards, and the vision of Government of Dubai to make Dubai the happiest city in the world, and in accordance with DEWA's vision to be a sustainable innovative world-class utility.

"DEWA is among the first government organisations to apply the Happiness Meter launched by HH Sheikh Mohammed bin Rashid Al Maktoum. DEWA is also actively implementing

the 'Smart City' initiative to transform Dubai into the smartest city in the world in three years through 100 initiatives and 1,000 smart services. DEWA's 'Your Happiness Is Our Priority' initiative reflects its tireless efforts to simplify and speed up procedures, and provide quality services according to the highest international standards," said HE Saeed Mohammed Al Tayer, MD & CEO, DEWA.

The initiatives are called **"Your Happiness Is Our Priority"** contains the following:



SHAMS DUBAI

A Smart Initiative that encourages household and building owners to install PV panels to generate electricity from solar energy and connect it to DEWA's Network.



TAKAMUL

A streamlined service so you can immediately open a DEWA account at RERA-authorized offices while registering your tenancy contract.



ESTAREEH II

A simple direct-transfer facility to quickly cash back DEWA security deposits.



FAWRAN

A smart service to enable you to activate/deactivate your electricity and water service instantly.



SHURA

An online panel for DEWA's customers, to participate with your opinions to enhance DEWA's services and initiatives.



HAYAK

A special online video chat which allows you to enquire and request services anytime, anywhere.



TARSHEED

A smart service that offers technical support and guidelines on how to utilise electricity and water, in a sustainable way.



PEARL COLLECTION

We've made it easier to get your concerns dealt with through a comprehensive and thorough analysis, because everything you say matters to us.



A PART OF YOUR LIFE. ALWAYS.

The journey of life has many beautiful stories and in every chapter, we're there working, enriching, empowering and bringing you happiness for generations to come.

"HADHREEN" AT YOUR SERVICE

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Ruwad initiative to encourage creativity in orphans

The Ruwad initiative involves sending orphans abroad to get training in innovation and creativity. This has three phases. The first is to train them at the DEWA Sustainable Building in cooperation with INJAZ, a "This unprecedented corporate social initiative supports the directives of His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai to

enhance cohesion and closer ties within society and also supports our vision to become a sustainable innovative world-class utility and our strategy to support the UAE Vision 2021 and the Dubai Plan 2021 to strengthen Dubai's position as a cohesive integrated society and our continuous efforts to support philanthropy and humanitarianism locally and globally," said HE Saeed Mohammed Al Tayer, MD & CEO of DEWA.

First Step

leading training and development institute for the young, which has branches in 123 countries around the world and 14 branches in the Arab world and in cooperation with AMAF, our strategic partner. There will be 383 orphans in the first phase, which will be for every school grade, especially the eleventh grade. Training will take place in the weekends and holidays. In this





phase, the best team will be chosen to participate in the second phase.

Second Step

After the top 20 Emirati female and male students have been chosen, they will be sent to Singapore for 6 days, accompanied by DEWA, AMAF and INJAZ staff, to attend intensive workshops on creativity and innovation at the International Creativity Camp in collaboration with

the Junior Achievement Organisation. They will work with male and female Singaporean students in 6 different groups to exchange creative ideas and participate in competitions that will develop their creative and innovative skills and prepare a social creative project that serves the UAE under the patronage of DEWA. The students will present their projects on their return.

Third Step

the creative students will attend an induction and orientation in DEWA at Jebel Ali Power Station and the Sustainable Building, the Mohammed bin Rashid Al Maktoum Solar Park, the DEWA Academy and the Mai Dubai factory



Al Tayer reviews work progress at Mohammed bin Rashid Al Maktoum Solar Park



HE Saeed Mohammed Al Tayer, MD & CEO of DEWA has visited the Mohammed bin Rashid Al Maktoum Solar Park in Seih Al Dahal in Dubai, to review progress on the different projects there. The Solar Park will produce over 3,000MW when all phases are completed.

He also inspected the construction of both the Creativity & Innovation and R&D centres and progress on the 400/132kV substation at the Solar Park, which will connect the power station of the second phase of the Mohammed bin Rashid Al Maktoum Solar Park with DEWA's electricity grid. It will be completed by November 2017.

During his visit, Al Tayer reviewed the work progress on the different projects at the

Solar Park, which include an interactive innovation centre, a dedicated R&D centre to test technologies such as photovoltaic, PV, panels and for concentrated solar power, or CSP, and an academy and training centre. Swiss engineering firm ABB that is building the 400/132 kV substation and briefed Al Tayer on the project progress. Al Tayer also checked onsite the construction operations of the first phase of the project that includes three parts, the first part is a major 400kV substation which has 11 gas-insulated switchgears (GIS). The second part has 132kV substation with 21 GIS, and third part is control building.

.. and welcomes new UNDP Resident Representative

MD & CEO of DEWA has received Frode Mooring, Resident Representative of the UNDP in the UAE. The UNDP resident coordinator has also commended the strategic partnership with DEWA, especially in preparing the State of Green Economy report, the Sustainability report, and the ongoing preparations for the World Energy Day activities on 22 October.



and the new Italian Ambassador



Al Tayer, MD & CEO of DEWA received, HE Liborio Stellino, Italian Ambassador to the UAE, who recently started his duties in this position. The meeting was attended by Umberto Bernardo, First Commercial Secretary of the Embassy of Italy.

Al Tayer stressed the importance of joint cooperation between DEWA and Italian companies and institutions in the energy field and highlighted the importance of developing these close ties to improve mutual benefits.

The French delegation's visit



HE Saeed Mohammed Al Tayer, MD & CEO of DEWA received at his office a senior French delegation from the French Ministry of Foreign Affairs and International Development for Economic Affairs, the French Embassy in the UAE, French Consulate in Dubai, French Business Council in Dubai and Northern Emirates, and a galaxy of leading French companies representatives operating in the energy sector. The visit pertained to extend an invite for Dubai Supreme Council of Energy to participate at the 21st Conference of the Parties, COP21 that took place in the beginning of December 2015 in Paris.

The US Department of Energy delegation's visit



HE Saeed Mohammed Al Tayer, Vice-Chairman of the Dubai Supreme Council of Energy, and MD and CEO of DEWA, has received a senior delegation from the US Department of Energy, US Energy Information Administration, EIA, US Embassy in the UAE, and US Consulate in Dubai. It aimed to build closer ties with a review of DEWA's strategic projects, and discussed the preparations for hosting Solar Decathlon Middle East, SDME, in 2018 and 2020.

The Canadian Consul General's visit



HE Saeed Mohammed Al Tayer, MD and CEO of Dubai Electricity and Water Authority (DEWA), welcomed at his office HE Emmanuel Kamarianakis, Consul General of Canada to Dubai, and Glen McPherson, Consul and Senior Trade Commissioner in the Consulate General of Canada to Dubai, as part of a series of diplomatic and consular visits to DEWA.

Dubai Police experience DEWA's IT service management



A delegation from Dubai Police visited DEWA and was briefed on its working methodologies in IT service management. The team also discussed the great advancement achieved by DEWA in recent years as it constantly upgrades services to advanced levels in line with its vision to be a sustainable innovative world-class utility. These initiatives seek to ensure delivery of services in line with best international practices.

DEWA delegation visits du



A delegation from DEWA has visited the Emirates Integrated Telecommunications Company (du), to conduct benchmarking across multiple business areas, promote cooperation, and exchange knowledge, expertise, and best practices.

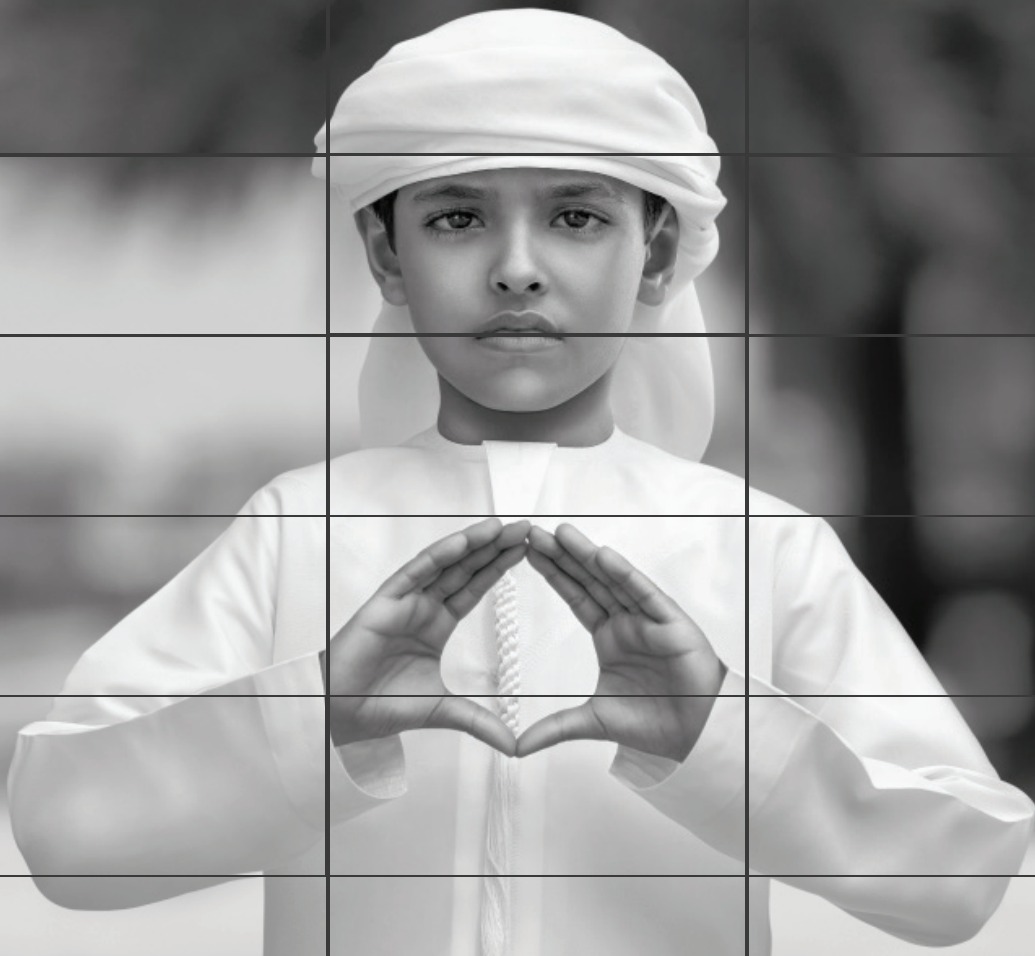
DEWA receives 'Students for the Earth' at its Sustainable Building



DEWA has received 40 students, members of 'Student for the Earth', at its Sustainable Building. 'Student for the Earth' is a UAE-based voluntary youth group. The purpose of the visit was to learn more about DEWA's Green Building and the green technologies used in it.

EVERY DROP MATTERS

WHAT WE SAVE TODAY, MAKES A DIFFERENCE FOR GENERATIONS TO COME.
TOGETHER FOR A SUSTAINABLE TOMORROW.



DEWA has launched a new awareness campaign under the theme, 'Every Drop Matters', to raise awareness among Dubai residents on the need to rationalise water use by adopting environmentally friendly practices to reduce water wastage and ensure its sustainability for generations to come.

The campaign, which coincided with World Water Week which that was held in Stockholm, Sweden from August 23-28, is part of Dewa's awareness initiatives

launched to encourage all society members to use natural resources responsibly. HE Saeed Mohammed Al Tayer, MD and CEO of Dubai Electricity and Water Authority (DEWA), said: "This new awareness campaign supports Dewa's development plans and strategies to strengthen the foundations of the environmental suitability in Dubai, which supports the directives of His Highness Shaikh Mohammad Bin Rashid Al Maktoum, Vice-President and

Prime Minister of the UAE and Ruler of Dubai, to promote the sustainable and comprehensive development of Dubai. The campaign also supports the Dubai Plan 2021 to make Dubai a smart, integrated, and connected city whose elements are clean, healthy, and sustainable." Al Tayer noted that the campaign stems from Dewa's realisation of the growing importance of Dubai's water wealth, especially in light of the ongoing fast-paced urban development. With the



lack of drinking water, sources such as rivers and the challenges in groundwater extraction, Dewa provides fresh drinking water as per the highest international standards through desalination. This accounts for 99.5 per cent of water produced in Dubai.

He noted that Dewa's installed capacity is 470 million imperial gallons of desalinated water per day."

Al Tayer noted that compared to the industrial and commercial sectors, in

2014, water consumption was highest in the residential sector, with 59 per cent of total water use. Commercial customers used 28 per cent, non-commercial buildings used 10 per cent, while industrial customers used 3 per cent.

"Al Tayer highlighted Dewa's various initiatives and awareness programmes effectively contribute to supporting the national efforts to achieve a sustainable future for the residents. The efforts achieve savings in water use in the

Emirate.

DEWA managed to achieve impressive results in reducing water use over the past six years through our various campaigns, with a total saving of over 5.4 billion gallons of water. DEWA will continue to reduce use percentages in the coming years. This will only be achieved through joint efforts and the effective participation of individuals in supporting DEWA's efforts to reduce water consumption and ensure its sustainability through responsible use.

Women's Committee



Khawla Al Mehairi

Chairperson of DEWA's Women's Committee

DEWA's Women's Committee adopts a comprehensive approach to enhance the role of working women, develop their skills and capabilities, and provide a positive and motivating work environment for female staff to achieve a good work-life balance and improve their health and fitness. The Committee encourages women to exercise since physical activities are key to physical, psychological, and social well-being. Exercise also improves skills and capabilities, and individual happiness. The Committee cooperates with women associations, other women's committees in government departments, and concerned organisations to serve the National goals and strategies, and achieve the Committee's vision and goals. As part of its mission to enhance women's role in society, and to promote a culture of women's sports in society as a whole, DEWA formed female sports teams a few months ago. Despite their recentness, the teams achieved impressive results in the Sheikha Hind Women Sports Tournament 2015, which we are so proud of. On behalf of the Women's Committee, I thank DEWA's top management and the sports teams who made distinct efforts to prepare and train for the tournament. I also thank Dubai Sports Council's Women's Sports Committee, and all the organisations that participated in the tournament, which instils a sporting spirit among contestants and enhances the relationships among Dubai Government's women employees.

I conclude with these inspiring words by HH Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE, and Ruler of Dubai who said: "Our job is to provide an environment that unlocks women's potential – one that protects their dignity and femininity, helps them create the necessary balance in their lives, and values their talents and potential. Given this environment, I am confident that women will perform nothing short of miracles."

DEWA achieved impressive results in Sheikha Hind Women's Sports Tournament

"We are proud of the results DEWA's female staff have achieved. They were prepared for the tournament in a record time. DEWA's women sports teams were formed less than a month before the tournament. Despite the players' excellent performance, we focus on fair play and instilling a sporting spirit among DEWA's women staff."

Khawla Al Mehairi

Chairperson of DEWA's Women's Committee

HE Saeed Mohammed Al Tayer, MD & CEO of DEWA, has honoured DEWA's women sports teams for their successful participation in the Sheikha Hind Women's Sports Tournament 2015. The tournament was organised in September by the Dubai Sports Council's Women's Sports Committee based on the directives of HH Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, Crown Prince of Dubai and Chairman of the Dubai Executive Council, and under the patronage of HH Sheikha Hind bint Maktoum bin Juma Al Maktoum,

wife of HH Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai.

Al Tayer commended the results achieved by the sports teams, and praised DEWA's Women's Committee for making sure that staff got the necessary training, despite the fact that DEWA's female sports teams were formed less than a month before the start of the tournament.

DEWA's running team won a gold medal in the teams' category in the Road Race. DEWA staff Suad Abdulla came second

Places that DEWA received

Road Race

First Place (groups category)
Second Place (individual category)

Suad Sultan

Third Place (individual category)

Nada Khalid

Basketball

Second Place

Badminton

First Place

Michelle A. Vilar

and Nada Khaled third in the individual category. DEWA's basketball team came second in the tournament, and DEWA's Mechelle Apalit, won the first position in the badminton championship.

DEWA's Women's sports teams participated in basketball, handball, road race, badminton, cycling, chess, and swimming competitions.



DEWA honours pioneering Emirati women at its **First Emirati Women's Forum**

"Appreciation for women in the UAE stems from the noble values of Islam, our true heritage that emanates wisdom."

HH Sheikh Mohammed bin Rashid Al Maktoum



HE Saeed Mohammed Al Tayer, MD & CEO of Dubai Electricity and Water Authority (DEWA) has today inaugurated the First Emirati Women's Forum, which DEWA's Women's Committee organised at Grand Hyatt hotel in Dubai on August 31, 2015.

DEWA organised the Forum to celebrate the Emirati Women's Day declared by HH Sheikhha Fatima bint Mubarak. The Forum honoured Emirati women and recognised their role in serving the nation. It also

highlighted the role of the General Women's Union in the UAE and its leading role in serving society and the nation. The Forum was attended by Khawla Al Mehairi, Vice President of Marketing and Corporate Communications, Chairperson of the Women's Committee at DEWA.

Present were DEWA's Vice Presidents, a number of female leaders in the UAE, members of the Women's Committee and DEWA staff. A number of Emirati women leaders in the UAE discussed

many key issues related to women and their empowerment.

"Our wise leadership's vision has helped Emirati women move beyond the empowerment phase to real participation in building society. This is evident through their effective and immense contribution in political, government, leadership and executive positions across all sectors to further ensure the sustainable development of the UAE. Emirati women have become key partners in leading the sustainable development of the UAE. They occupy different positions in legislative and executive authorities. They have a prominent presence in Arab, regional, and international feminist organisations. Emirati women now top regional and global reports in many areas. It is a matter of pride for us that the UAE ranks number one in the Arab World for the empowerment of women in 2014, according to the Arab Women Foundation. Emirati women work efficiently, and competently, as part of the National workforce in space research and other development sectors that are based on creativity and innovation. These include renewable energy, nuclear energy for peaceful purposes, manufacturing and launching of satellites, and the aviation industry," said Al Mehairi.

DEWA Women's Committee was established in 2010 to contribute to providing an ideal positive and stimulating environment that support women in the workplace and achieves



a balance between their professional and family lives. The Committee has taken several effective steps to enable DEWA's female staff and enhance their sense of contentment and happiness. Establishing an ideal work environment not only benefits DEWA, but will benefit society as well by empowering it through women. DEWA plays a key and effective role in empowering women in the workforce. It provides a stimulating work environment that supports gender equality, and equal opportunities. This is reflected in its practices and strategies. A total of 1,600 women work in DEWA in all departments and operations, and 77% of the total female workforce are Emiratis. 417 currently work in technical and engineering positions, while 816 work in other roles," added Al Mehairi. At the end of the opening ceremony, Al Tayer and Al Mehairi honoured a number of first Emirati women in different fields. DEWA honoured Shamsa Saleh,

Dr. Mariam Matar, Founder and Chairperson of the UAE Genetic Disease Association, Dr. Aysha Busmait, Marketing and Communications Director at Dubai Sports Council, Habiba Al Marashi, Chairperson, Emirates Environmental Group, Colonel Fatima Ali Al Sawaiya from the General Department of Residency and Foreigners Affairs, and the renowned journalist Fadila Al Muaini from Dubai Media Inc., Al Bayan newspaper. DEWA honoured Brigadier Dr Asmaa Sultan Al Mughairi, the first female Emirati to join the armed forces, Sheikha Al Suwaidi, the first Emirati female photographer, Hessa Allossaily, the first Emirati radio anchor, Amani Al Hosni, the first Emirati nuclear engineer, Hend Mohammed Taleb, the first female employee at DEWA to join the National Service, Amina Hashem, the first Emirati engineer to join DEWA, and Zainab Abdul Rahman, the first Emirati administrative at DEWA. Colonel Al Sawaiya then talked

about women in military leadership. Dr. Matar gave a lecture titled Emirati Women, where she talked about genetic factors. Al Marashi highlighted women's role in the social service. The Forum also featured a discussion panel on women in the technical, administrative, and media fields. It was moderated by Shamma Lootah, Manager of Awareness and Building Capabilities at DEWA. Saleh, Busmait, Hashem, and Al Muaini took part in the discussion.



Dr. Abdulla K. Al Hammadi

Designation

VP-Strategy & Performance Management

Department

Strategy & Performance Management

Division

Strategy & Business Development

Qualifications

Bachelor of Science (1997)

Masters in Project management (2006)

MBA (2010)

PhD in Strategy (2012)



Tell us about your educational journey.

My educational journey since graduation from high school majoring in science was followed by a bachelor of science in 1997, Master in Project Management in 2006 and an MBA in 2010. I have a passion to further study the benefits realised from the dimensional effects to social well being, economic advantage and harmony with our natural world, I've pursued higher education and gained a PhD in Strategy in the winter of 2012. Inspired by the valuable work I've done on my thesis, my next academic step has been focused on research and writings with topics like a sustainable innovation culture, the mixture of art and science, sustainability leader-

ship, strategic values, the 5P's-Team dashboard of themes, and happiness.

Tell us about your first job interview.

I had my first job interview with Abu Dhabi National Oil Company. The role was for a project coordinator for the major refineries programs and projects in the Emirate of Abu Dhabi. I was called for the interview because I did well I suppose on two assessment tests as fresh graduate. One was psychometric and the other one on English language and overall math and science. I was accepted for the role and it's been indeed a happy start for a career gaining knowledge and experience with such great firm.

How long has it been since you joined DEWA?

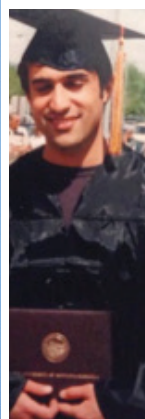
It's almost two years and I love it. Our leadership in DEWA supports precious elements of my personal choice for a career learnings and contribution which makes me happy to be onboard and envision success to our strategic team journey into 2021.

There's a large Sheikh Zayed photo framed and placed in your office (may God rest his soul in peace), there are no images except this one. How so?

Sheikh Zayed bin Sultan Al Nahyah is a world symbol for true leadership that built a nation and sustained a legacy for generations to enjoy. With Sheikh



HH Sheikh Hamdan bin Mohammed bin Rashed Al Maktoum, Crown Prince of Dubai, at one of DEWA's events.



Khalifa bin Zayed, HH Sheikh Mohammed bin Rashid Al Maktoum, Mohammed bin Zayed and other leaders of the UAE, we are blessed with this generation of leaders that have learnt and comprehended Zayed's method and are leading our UAE to a world class country that nurtures innovation, fosters talent and sustains social well being and economic advantage in harmony with our natural world.

In your 16 years of experience, what could you call your 'greatest accomplishment'?

One of my greatest achievement was on 2008 where I've created a team dashboard for the Al Ain Strategy Vision 2030. It has resulted in synergy among various stakeholders and teams working on iden-

tifying priorities, linking them to a portfolio that was initiated based on programs, cascaded into projects and measured by performance metrics. The team dashboard made it easier to envision stakeholders progress and success with their endeavors along the continuum strategic journey into 2030.

Do you consider yourself a manager or a leader? What makes a manager or a leader great?

I consider myself to be both. Strategy is a mixture of art and science. Thinking about context need to be aligned with the right content as objectives are balanced with deliverables in order to realise a vision and make it a living reality.

What is it that you're most passionate about outside of work?

I'm passionate about sustaining an adequate fitness by playing different sports, gardening, seasonal snowboarding, spending quality time with family and reading.

Any success tips you'd like to share?

My passion is to learn and overcome challenges with a positive soul. We live in a beautiful planet and our life journey on it is meant to be lived and enjoyed. We need to practice being consistently focused on our passionate and dear goals and enjoy a happy life of learning from the past, living present with momentum and envisioning our future by creating it.

Tournaments' winner Sheikh Rashid bin Mohammed bin Rashid Al Maktoum



The late Sheikh Rashid bin Mohammed bin Rashid Al Maktoum, may his soul rest in peace, was born on 12 November 1981 in Dubai. He received his school education in Dubai, and graduated from Rashid Private School, before moving to the prestigious Royal Military Academy of Sandhurst in the UK, where he graduated in 2002.

His father, HH Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, instilled in him moral and humanitarian values. He also learned from his father the skills needed for taking the right decisions, and the characteristics of a successful leader. This had a big influence on building his leadership personality in all the positions he held.

Besides his official responsibilities, the late Sheikh Rashid bin Mohammed, had great interest for humanitarian work. He made many philanthropic contributions and was very keen to be personally involved in many activities and humanitarian initiatives,

notably the Dubai Cares. He attached great importance to its noble objectives to help disadvantaged communities in the world to keep up with development by providing educational for children.

The late Sheikh Rashid bin Mohammed had a key role in supporting sports in the UAE and made many contributions that promoted sports in Dubai.

The sports contributions of Sheikh Rashid were not limited to his official posts in local sports, but extended to global competitions, where he raised the UAE flag high with a number of big achievements.

The late Sheikh Rashid bin Mohammed had a special passion for equestrian sports, especially endurance races, where he mostly took part alongside his father, HH Sheikh Mohammed bin Rashid Al Maktoum, and his brother HH Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, Crown Prince of Dubai and Chairman of the Dubai Executive Council. At the international level, the late Sheikh Rashid made many

key victories and titles, most notably the Gold Medal of the endurance race in the Asian Games (Doha, December 2006) in addition to many local, regional and international championships.



Promoting National Identity for sustainability and happy society

DEWA has launched various initiatives that contribute to building an inclusive and cohesive society. One such example is presenting exemption packages for UAE citizens regarding their electricity and water use, acting on the generous gesture of HH Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, who ordered in October 2011, that the free-of-charge slab of UAE nationals' use be raised from 10,000 to 20,000 gallons/month for their private houses and farms. All amounts that exceed this slab will be charged only 1.5 fils per gallon. His Highness also ordered that all UAE Nationals who receive social subsidies from Ministry of Social Affairs be exempt from the electricity consumption tariff up to a maximum limit of 6,000 kW/month, with the excessive amount being charged according to UAE Nationals' slab system. To support the directives of HH Sheikh Mohammed bin Rashid Al Maktoum to relieve limited-income Emiratis, DEWA bears AED25,000 towards the costs of new electricity connections to private houses of UAE low-income nationals in Dubai. In most cases, this covers the entire cost. DEWA signed a memorandum of understanding with Dubai's Community Development Authority to initiate the necessary procedures for the implementation of this leading social initiative. Marking the 11th anniversary of the passing away of the late Sheikh Zayed bin Sultan Al Nahyan, the Founding Father of the UAE, DEWA launched a number of charitable and philanthropic initiatives on Zayed Humanitarian Work Day. It extended its Platinum sponsorship to 'Watani Emarat Humanitarian Work Award,' which is organised under the patronage of HH Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, Crown Prince of Dubai and Chairman of the Dubai Executive Council. The Award is organised on Zayed Humanitarian Day. Each year, DEWA organises its Anwar Dubai mass wedding for its National male and female staff under the patronage of HH Hamdan bin Rashid Al Maktoum, Deputy Ruler of Dubai, Minister of Finance and President of DEWA. This supports DEWA's commitment to employees' social stability and giving them peace of mind and a good start in life. DEWA sponsors Sanad cards to provide services for people with disabilities,

including valet parking in all its branches, wheelchair and Maraheeb service, in addition to providing priority services for customers with special needs. The Zakher Card provides a better lifestyle for the elderly in Dubai, in recognition of their contributions and their role in community building and development, and adheres to the teachings of Islam, and the customs and traditions of the Emirati community. Other CSR initiatives by DEWA include the 'Flag over our home' campaign to raise UAE flags over the houses of the elderly in Dubai and share the UAE National Day celebrations with them, in cooperation with the Awqaf and Minors Affairs Foundation.

DEWA's staff collected money for solar-powered projects in mosques, poor people's houses and orphanages in China. DEWA donated five million dirhams to supply fresh drinking water to 200,000 people in underprivileged countries. This was part of DEWA's participation in the UAE Water Aid initiative, launched by HH Sheikh Mohammed bin Rashid Al Maktoum to provide potable water to 5 million people in countries that suffer from acute water shortage.

Each day, throughout the Holy Month of Ramadan, over 2,400 people benefited from DEWA's daily Iftar meals, which was one of the events held at DEWA's Ramadan tents set up at its headquarters and a number of its branches. Several other religious, cultural, and social events and activities were also organised to promote the spirit of tolerance, compassion and selflessness among staff. During the Holy Month of Ramadan, DEWA participated as a major sponsor of the 4th 'Ramadan Aman' campaign organised by Al Ihsan Charity Association. As part of the initiative, DEWA staff are distributing Iftar meals to drivers on the roads and at traffic intersections before Maghrib prayers during Ramadan. The initiative is held in collaboration with police departments from different Emirates. It highlights the noble values of the late Sheikh Zayed, especially in promoting humanitarian activities that are close to Emirati culture.

DEWA organises Arweehom (Arabic for 'Quench their Thirst') campaign to provide DEWA employees and labourers of contracting companies working in DEWA's projects with meals, bottles of cold water and food-storage

bags. Farhat Eid (The Joy of Eid) is another CSR initiative by DEWA to honour the society's unsung heroes like mosque imams, school guards, police staff, cleaners, nurses, and other members of society who work during the holidays for the comfort of other members of society.

Emiratisation is key to National identity at DEWA

DEWA has an integrated strategy to promote Emiratisation. This is underlined by its allocation of 300 jobs to new graduates in technical and administrative majors. The organisation also follows an ambitious plan to increase the percentage of Emiratis who work at DEWA and has already achieved excellent results with UAE Nationals comprising 83.53% of senior management, 44.39% middle management, and 33.38% in non-supervisory positions. DEWA's Emiratisation includes launching ambitious programmes to train and prepare Emiratis to enter the technical fields in this vitally significant sector. The scholarship programme offered is subject to the rules, regulations, and scholarship procedures adopted at DEWA. To qualify for the scholarship, a student's high school rate must be 80%, at least. After completing their bachelor's degrees at Rochester Institute of Technology (RIT) Dubai, scholarship recipients will be hired in engineering positions at DEWA where they will receive competitive packages.

In 2013, DEWA collaborated with the UK's Business and Technology Education Council (BTEC), a global vocational training organisation, to launch the DEWA Academy. It prepares young Emiratis in various technical and professional fields through academic and practical training covering different areas of the industry including generation, transmission and distribution of electricity and desalination of water. DEWA grants graduate students who have completed years of study in its Academy a degree from BTEC, one of the pioneering vocational-rehabilitation entities in the world. DEWA Academy plays a significant role in training Emirati technicians thanks to its advanced curricula that comply with the highest international standards. It provides trainees with the required technical and professional capacities to compete in the highly competitive labour market due to the development the business market is witnessing in Dubai and the world.

Safe and Defensive Driving

Muhammad Azam Awan
Executive H&S Training

The term **Defensive Driving** refers to driving a vehicle in such a way that a driver can minimize the risk of an accident, or any other adverse situation on the road.

Driving is one the most dangerous task which we do every day. Accidents involving motor vehicular accidental death is one of the leading cause of deaths. (an average of more than two every day in UAE.)

In a recent survey of 1,007 UAE drivers, 34 per cent of the respondents said their concentration levels dip while driving. This is particularly true in the cases of young motorists (aged between 18 and 24), of whom 43 per cent feel they are at times inattentive. More than 90 per cent of accidents involved male drivers and 61 per cent were caused by drivers between the age of 26 and 38. 21% decline in deaths in traffic accidents in UAE in 2015. Injuries on the decline in first quarter of 2015 compared with same period last year. A total of 147 deaths were recorded during the first three months of 2015, compared with 186 during the same period in 2014. This represents a 21 per cent decline.

Tips for Safe and Defensive Driving:

1. Daily inspection before starting the vehicle, as follows:

- Engine oil level.
- Engine coolant level.
- Battery acid level.
- Brake & clutch fluid if equipped.
- Tyre inflation.
- Instrument panel for satisfactory operation.
- All electrical accessories.
- Any abnormal leakages from the vehicle, while parked.
- Emergency Kit. (First aid box, hand gloves, torch, reflective safety vest, water, tyre pressure gauge)

2. Avoid Distractions:

Sending text messages, changing CDs, adjusting radio, adjusting things, using cell phones, eating, and interacting with passengers are distractions that you should take care to avoid when driving.

3. Buckle Up

Wearing your seat belt is an essential safety tip for drivers. Not only are you more likely to get injured in an accident if you aren't wearing a seat belt, you can also be fined for failing to do so.

4. Follow Traffic Signals

Pay close attention to and obey stop signs and traffic lights.

5. Obey Speed Limits

When driving, it's important to stick to the posted speed limit at all times.

6. Make Adjustments for Weather

When the weather is less than perfect, such as rainy, sandy, snowy, or foggy conditions, use extra precautions when driving and follow guidelines for staying safe in the particular situation you are facing.

7. Maintain a Safe Distance

Guard your safety by actively creating space around your vehicle, never allowing yourself to get "boxed in." Adequate space creates time and helps you avoid collisions.

8. Avoid unsafe lane changes

Try to maintain a speed near that of the flow of nearby traffic. Remember your lane discipline and keep right unless passing. Remember to check the blind spot before making a lane change, too.

9. Avoid Large Vehicles

It is advisable to keep away from large and heavy vehicles, and avoid driving either in front or behind them. If you are driving behind a large vehicle, maintain a safe distance from it and see that you do not attempt to overtake it from the wrong side.

10. Go with the flow

Most drivers know that speeding is a major cause of accidents, but driving too slow

can be dangerous, too. Drive at speeds that most other vehicles are going.

11. Be Predictable

Don't make sudden stops or lane changes. Instead, take care to ensure that other drivers are likely to be able to predict your actions to maximize safety.

12. Never Drive Under the Influence

It's essential to avoid operating a vehicle if you have been drinking, taking certain types of prescription or non-prescription drugs, or are otherwise impaired.

13. Yield Right of Way

When other drivers has the right of way, be sure to yield to them. Also, don't make the mistake of assuming that everyone else will yield to you when they should. Regardless of who has the right to go, yield if it seems that the other driver may not be observing standard practices for yielding.

14. Know Where You Are Going

Plan your travel route ahead of time so that you aren't struggling to figure out where to go while you are operating a motorized vehicle.

15. Use Headlights When Needed

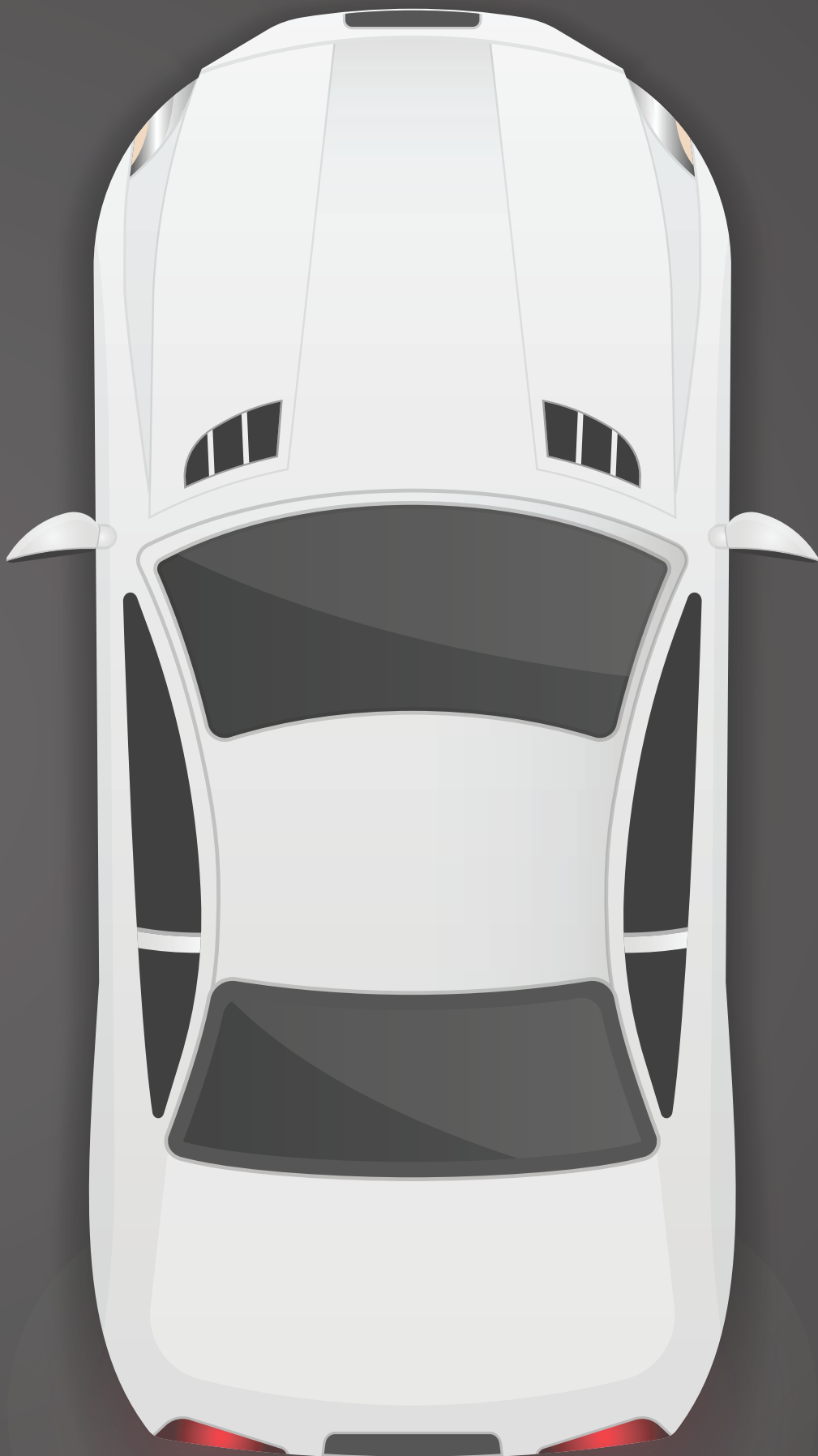
Headlights aren't just necessary at night. When you are driving in the rain or fog, turning on your headlights can play an important role in keeping you - and those around you - safe on the road.

16. Keep a proper driving position

Maintain a comfortable, upright driving position, with both hands on the steering wheel (preferably at the nine- and three-o'clock positions). This will put you in a better position to make sudden avoidance maneuvers.

17. Proper Vehicle Maintenance

Take care to ensure that your automobile stays in good working condition. This includes keeping fluids topped off, performing schedule engine maintenance, making certain tires have plenty of air, and ensuring that the vehicle's exterior lights are functional at all times.



How to protect your accounts and devices from hacking?

In this digital era, hacking is a threat that every internet user is facing. Personal information is readily available on people's devices and accounts, thus they serve as an easy target for hackers.

However, internet users can protect themselves from this threat and prevent it from happening. They can do so, by learning how to detect if their devices or accounts are hacked, and by doing the right thing to reduce harm.

You can determine if your device or account is hacked when you can't access it even if you type in your password. Or, when your friends and colleagues start

receiving messages and emails from you that you haven't sent to them personally. Sometimes, your device might even run programs that you never installed.

All of these and many more, are signs of hacking. The upcoming emails will provide you with all the information you need to identify the signs of a hacked account or device. It will also provide you with the tools to protect your information.

How to know if your account is hacked?

1. You can no longer log in to your account, even though the password is correct
2. Your friends or co-workers are receiving

emails and messages from you that you never sent

3. Your computer is running programs that you never installed
4. Your anti-virus informs you about an infected file

What you should do if your device is hacked?

1. Change your password immediately, if you can still log in to your account
2. Perform a full scan with your updated anti-virus program. If it detects any infected files, follow the steps it recommends
3. Report any hacking incident as quickly as possible to the IT Service Desk



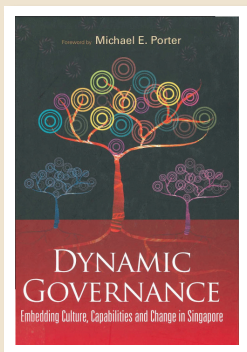
Knowledge Management



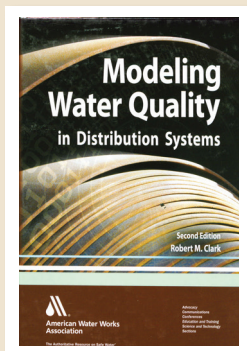
The books featured here are available for loan from the DEWA Knowledge Centres. The Knowledge Centres are located in DEWA offices in Al Quoz (The Sustainable Building), Warsan and Al Qusais. For further information or assistance please email us at knowledge.centre@dewa.gov.ae



Title: Sheikh Khalifa Life and Times
Author: Noor Ali Rashid
Language: Arabic / English
Pages: 144 pages
Availability: Al Qusais, Warsan and Al Quoz Knowledge Centres
Brief: HH Sheikh Khalifa bin Zayed Al Nahyan succeeded his father as President of UAE in November 2004. Sheikh Khalifa - Life and Times is <royal photographer> Noor Ali Rashid's sixth book. It provides a rare and intriguing glimpse into Sheikh Khalifa's public and private lives and graphically illustrates how Sheikh Khalifa has continued the far-reaching vision and legacy of Sheikh Zayed.



Title: Dynamic Governance
Author: Boon Siong Neo
Language: English
Pages: 508pages
Availability: Al Quoz Knowledge Centre
Brief: This book provides an in-depth look at dynamic governance, the key to success in a world of rapid, increasing globalization and unrelenting technological advancements. If bureaucratic public institutions can evolve and embed the culture and capabilities that enable continuous learning and change, their contributions to a country's socio-economic progress and prosperity would be enormous.



Title: Modeling Water Quality
Author: Maurice Clar
Language: English
Pages: 400 pages
Availability: Warsan and Al Quoz Knowledge Centres
Brief: Water quality modeling is a powerful tool to help in understanding the processes and factors that influence water quality in potable water distribution systems. This updated and expanded edition will help setting up a realistic mathematical simulation of the distribution system and water quality and will let readers control the fate of contaminants as they travel through the distribution system. This book outlines the major elements involved in water quality modeling and the development of applications of water quality models.