

Performance Competitiveness in Legal Work

The Government of Dubai Legal Affairs Department
Annual Report 2025





«The rule of law stands above
all, without discrimination or
favoritism»



His Highness
Sheikh Mohammed Bin Rashid Al Maktoum

Vice President and Prime Minister of the UAE
Ruler of Dubai
(May God protect him)



«The Delivery of Government Services reinforces Dubai's Leading Position on the Global Stage»



**His Highness
Sheikh Hamdan Bin Mohammed
Bin Rashid Al Maktoum**

Crown Prince of Dubai

**Deputy Prime Minister and Minister of Defence
Chairman of the Executive Council of the Emirate of Dubai**



«Justice is strength, pride, and the guarantor of stability and prosperity—and in Dubai, no one is above the law»

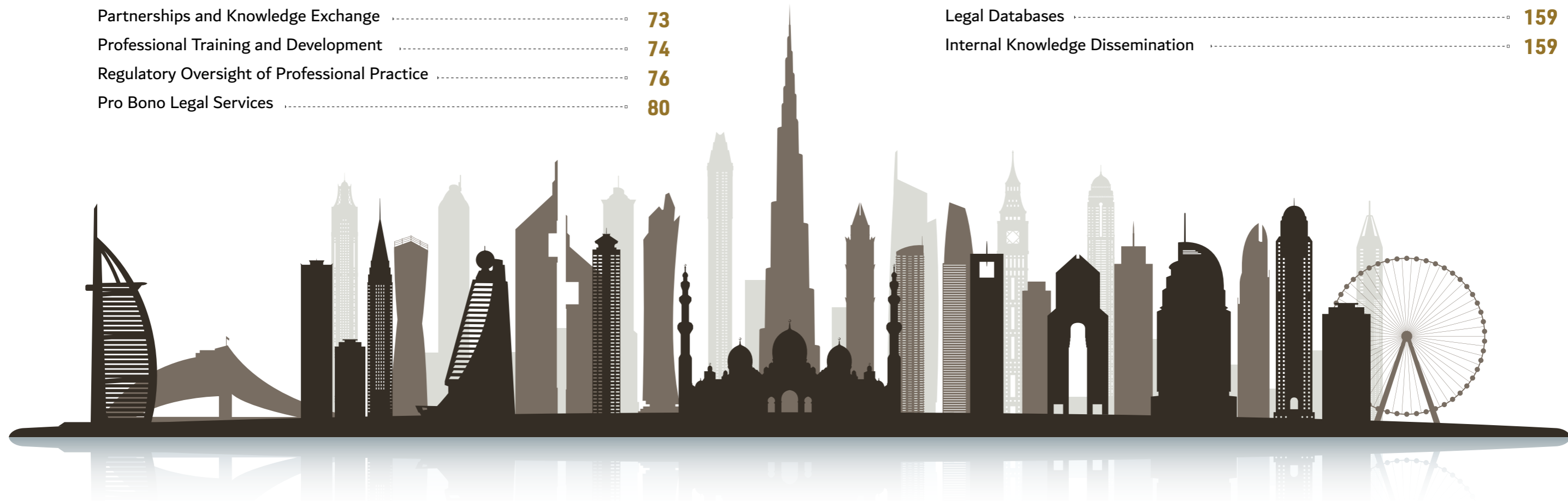


**His Highness
Sheikh Maktoum Bin Mohammed
Bin Rashid Al Maktoum**

**First Deputy Ruler of Dubai, Deputy Prime Minister,
Minister of Finance, and Chairman of the Judicial Council**

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Institutional National Responsibility

Amidst a reality characterized by rapid changes, intertwined challenges, and profound transformations, the Government of Dubai Legal Affairs Department continues to develop its operational ecosystem to elevate its capabilities and enhance the efficiency of its operations and procedures. This aims to meet the requirements of agility, proactive adaptability, and future readiness, in line with the Government of Dubai strategies, which are guided by the visions and directives of His Highness Sheikh Mohammed Bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai (may God protect him), while the implementation of the plans and strategies is overseen by His Highness Sheikh Hamdan bin Mohammed Bin Rashid Al Maktoum, Crown Prince of Dubai, Deputy Prime Minister, Minister of Defence, and Chairman of The Executive Council, and His Highness Sheikh Maktoum Bin Mohammed bin Rashid Al Maktoum, First Deputy Ruler of Dubai, Deputy Prime Minister, Minister of Finance, and Chairman of the Judicial Council.

As the cycle of its Strategic Map (2023–2025) draws to an end, the Department stands at the threshold of a new phase of institutional development — one that embraces global best practices and benchmarking to modernize and govern methodologies and strategies aligned with future requirements; harnesses artificial intelligence and emerging technologies to achieve the Department's priorities and targets; and makes the most of all available enablers and development opportunities that ensure the quality and efficiency of its services, whilst sustaining excellence and pioneering in delivering added value to its customers, partners, and the community. This consolidates Dubai's standing in the government and professional legal sector, according to competitive standards that enable an active contribution to Dubai's sustainable development — socially and economically — through upholding the rule of law, protecting rights, and providing a legal environment that supports the Emirate's global investment climate.

In presenting this Annual Report to its customers and all members of the community — a report that documents its achievements, records its activities, and highlights its performance indicators throughout 2025 — the Government of Dubai Legal Affairs Department reaffirms its commitment to the Government of Dubai's established approach to realizing the vision of continuous development within a government ecosystem that is ever more agile, innovative, and distinguished. This is pursued through launching initiatives and projects, developing institutional capacities, building bridges of cooperation with the community, and empowering the role of knowledge and raising legal awareness among targeted segments — in the sustained advancement of practices and the exchange of expertise — in addition to deepening the values of institutional integration through partnerships that support the Department's strategic objectives and meet the aspirations and needs of its customers; affirming that the pursuit of excellence is at once a comprehensive institutional and national responsibility.













Dr. Lowai Mohamed Khalfan Belhoul

Director General











2025 Achievements in Figures

(Government of Dubai Legal Affairs Department)










First: Government Disputes and Claims Sector





%45	Amicable settlement rate achieved by the Department	
684	Sessions held by the Department for amicable settlement efforts	
703	Lawsuits handled by the Department	
114,306,794	Savings made by the Department through the judicial representation of Government entities	
%92	Percentage of court judgments ruled in favor of Government entities	
%95,9	Percentage of legal and procedural compliance by Government entities in the complaints indicator	
%95,7	Percentage of legal compliance by Government entities in the Government lawsuits indicator	
497	Judgments and writs of execution received by the Department	
%33.4	Percentage of writs of execution related to cheques out of the total writs of execution	
4,700,000,000	Total financial value of the two arbitration cases handled by the Department	

Second: Government Entities Legal Support Sector











689	Government contracts and agreements completed by the Department	
+54,000,000,000	Financial value of contracts and agreements completed by the Department	
%14	Increase in the number of technology and AI contracts and agreements compared to 2024	
%8	Increase in the number of Government entities benefiting from contract and agreement reviews compared to 2024	
291	Legal support requests received by the Department	
145	Requests for legislative support and legal opinion services	
146	Other legal support requests received by the Department	
%100	The Department's compliance index score with legislation in force for 2025	
3520	Training hours conducted by the Department in mediation skills	
%9,3	Increase in the number of mediation skills trainees compared to 2024	

Third: Advocacy and Legal Consultancy Regulatory Sector











1586	Practicing advocates registered with the Department	
%4.5	Increase in the number of registered advocates compared to 2024	
547	Female advocates in the role of practicing advocates at the end of 2025	
1079	Advocates registered with the Court of Cassation	
%68	Registered advocates with the right of audience before the Court of Cassation	
3344	Legal consultants registered with the Department	
91	Arab and non-Arab nationalities practicing legal consultancy in the Emirate	
80	Permits issued to visiting legal consultants to appear in specific cases	
725	Advocacy and legal consultancy firms licensed by the Department	
84	International firms licensed by the Department	

12,746	Continuing Legal Professional Development (CLPD) Training hours	
4683	Legal consultants who benefited from CLPD Program in 2025	
%100	Resolution percentage for registration and licensing violations referred to the Competent Committee	
320	Professional conduct complaints reviewed by the Department in 2025	
%38	Percentage of convictions issued by the Professional Conduct Committee	
%7	Percentage of Professional Conduct Committee decisions resulting in a lack of subject-matter jurisdiction	
%56	Percentage of Professional Conduct Committee decisions resulting in the dismissal of the complaint	
978	Requests for pro bono legal services submitted through the platform in 2025	
395	Advocates and legal consultants registered on the Voluntary Legal Services Smart Portal	
%33.4	Increase in the number of practitioners registered on the Voluntary Legal Services Smart Portal compared to 2024	

Fourth: Technical Infrastructure Sector

116,914	Website visits in 2025	
%18.9	Increase in the number of website visits compared to 2024	
3585	Requests submitted via the Internal Services Management System (Labbeah)	
6684	Requests registered on the Case Management System (Tawtheeq)	
%11.8	Increase in requests submitted via Tawtheeq compared to 2024	
7908	Requests received via the Legal Profession System	
%100	Implementation of the Services 360 policy agenda according to the approved phases	
%100	Compliance rate with Dubai Data policies	
%100	Compliance with cybersecurity adoption standards for new technologies	
%100	Compliance with AI standards	

Fifth: Human Capital Sector

130	Internal and external training programs for the qualification and training of human capital	
89	Internal training programs conducted by the Department for its human capital	
41	External training programs attended by the Department staff	
%70+	Department employees benefited from the individual training program first phase	
4	Local and global platforms provided by the Department to support self-learning	
16	Employees received the Accredited Trainer Course in 2025	
2022	Training hours delivered by the Department's employees to external entities as part of the Department's knowledge transfer efforts	
1463	Suggestions submitted by the Department's employees via the suggestions system	
99	Suggestions submitted under the "Share Your Ideas" competitive initiative	
57	Suggestions received from the Department's customers and members of the public	

Establishment and Evolution of the Department



Since the early 1970s, marking the beginning of Dubai's modern development, the late Sheikh Rashid Bin Saeed Al Maktoum (may he rest in peace) issued the Resolution Establishing the Office of the Legal Advisor to the Government of Dubai to oversee the Government's legal affairs. This step represented a key milestone in

the evolution of Government legal work in the Emirate. At the time, the Office carried out a broad range of duties, including reviewing legislation, contracts, and agreements to which the Government or Government entities were party, regulating the advocacy and legal consultancy professions, and licensing foreign legal

consultancy firms to operate in the Emirate. In 2008, in line with the Emirate's economic and developmental growth, which necessitated the advancement of legal work to meet emerging requirements, His Highness Sheikh Mohammed Bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai

(may God protect him), directed the establishment of the Government of Dubai Legal Affairs Department. The Department was established as a Government entity and attached to His Highness The Ruler's Court, with the objective of providing a full range of legal services to the Government and Government entities in the Emirate of



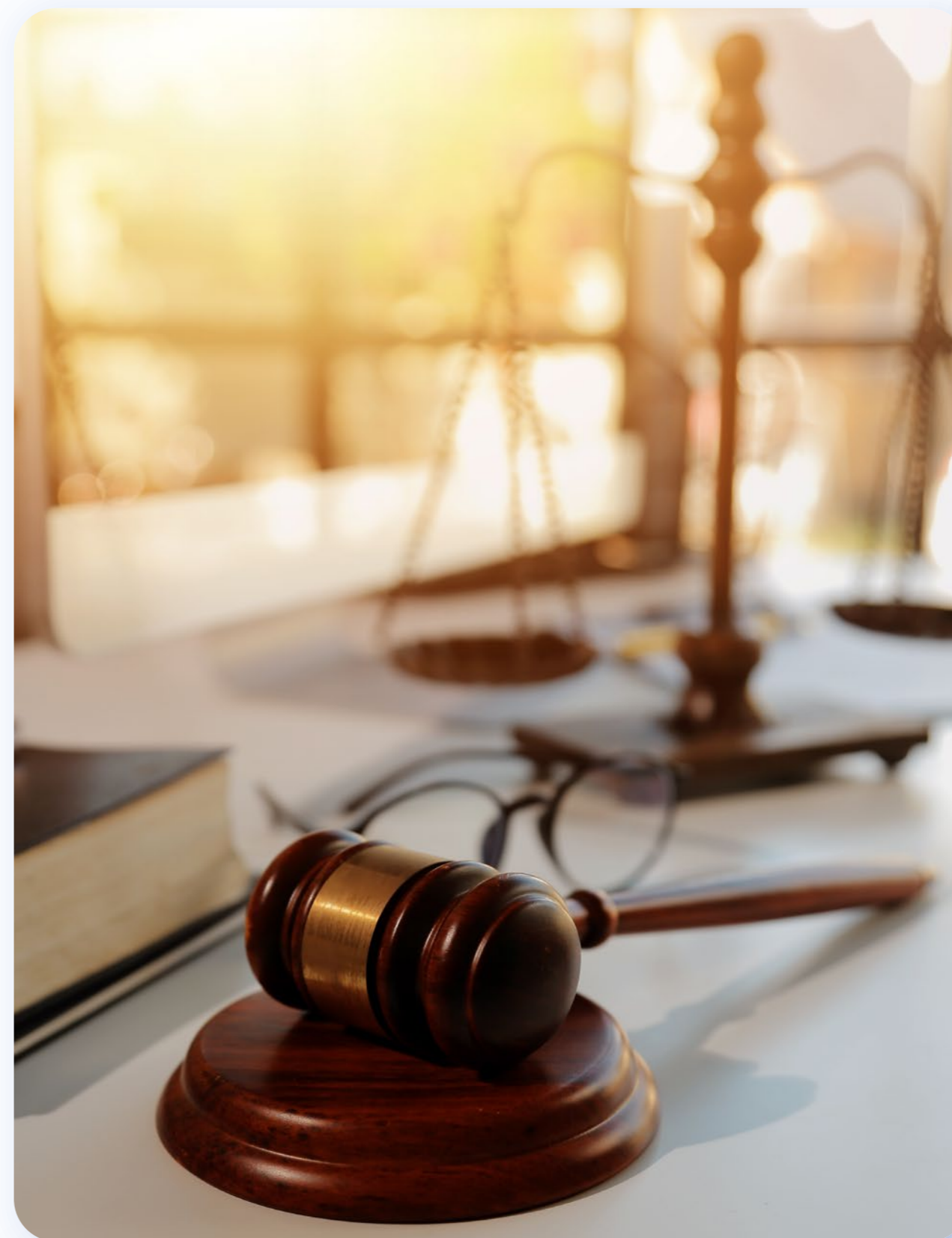
Dubai, and overseeing all legal matters required to keep pace with the Emirate's development across economic, social, and developmental sectors within a comprehensive legislative framework. His Excellency Dr. Lowai Mohamed Belhoul was appointed as Director General of the Department.

Pursuant to its Establishing Law No. (32) of 2008, the Department commenced the exercise of its powers in drafting and reviewing local legislation, issuing bylaws, explanatory memoranda, and legal opinions, and providing legal advice to Government entities. The Department also represents the Government in matters related to federal legislation and international agreements and participates in relevant federal committees. Legislative development continued until June 2014, with the establishment of the Supreme Legislation Committee in the Emirate of Dubai, chaired by His Highness Sheikh Maktoum Bin Mohammed Bin Rashid Al Maktoum, to assume jurisdiction over all legislative affairs.

The Department is responsible for overseeing disputes involving the Government or Government entities in the Emirate. This includes receiving complaints and claims filed against Government entities, seeking their amicable settlement, representing the Government and Government entities before competent judicial authorities, reconciliation and arbitration tribunals and centers, and enforcing final court judgments.

Under its Establishing Law, the Department is also mandated with regulating the practice of the advocacy and legal consultancy professions in the Emirate of Dubai. This includes licensing advocacy and legal consultancy firms to operate in the Emirate, registering advocates and legal consultants in the Roll maintained by the Department, supervising their qualification and training through the organization of training courses, programmes, and workshops across all legal disciplines, in addition to monitoring their professional activities.

Among the duties conferred upon the Department since its establishment is the provision of legal support and services to the Government and Government entities in the Emirate, enabling them to meet their needs and keep pace with economic, social, and developmental advancements. To that end, the Department reviews contracts and agreements to which the Government or a Government entity is party, and provides legal assistance and support during the negotiation of the terms and conditions of such contracts and agreements, with a view to ensuring their compliance with applicable legislation in the UAE, so as to protect the interests of the Government.



Duties and Functions of the Department



Pursuant to its duties and functions, the Government of Dubai Legal Affairs Department is responsible for:



Receiving complaints and claims filed against Government entities and seeking amicable settlement thereof in accordance with the applicable legal procedures.



Representing the Government and all Government entities in claims and disputes filed by or against them before the competent judicial authorities, reconciliation and arbitration committees and centers.



Enforcing court rulings and other enforceable instruments issued in favor of or against the Government and Government entities and representing them in execution disputes.



Licensing advocacy and legal consultancy professions and advocacy and legal consultancy firms and supervising their practice, in addition to issuing the necessary regulations, bylaws and resolutions.



Drafting and reviewing contracts and agreements to which the Government or other Government entities are parties, upon their request, as well as representing them in negotiations relating thereto.



Reviewing all articles of association of companies and corporations established by the Government or by other Government entities, including any companies to which the Government or other Government entities are parties.



Providing legal support and assistance to the Government and Government entities to enable them to carry out their duties and functions.



Supervising the training and qualification of advocates and legal consultants by offering training courses, programs, and workshops in all areas of law, aimed at training and qualifying local professionals to serve Government entities.



Drafting and publishing legal research and studies.





Strategy Elements

Vision



Pioneering and excellence in Government legal work and the legal profession in the Emirate of Dubai.

Mission



Delivering innovative services that enhance the competitiveness of Dubai Government legal sector and the legal profession, driving their contribution to the sustainable development of the Emirate through proactivity and digitalization.

Corporate Values



Partnership and Teamwork Spirit



Reliability and Commitment to Customers



Innovation and Proactivity



Effectiveness and Efficiency



Agility and Flexibility

The institutional strategy of the Government of Dubai Legal Affairs Department is founded on solid pillars that enable it to effectively contribute to strengthening Dubai's position as a global model that upholds the rule of law, through the tools that empower it to proactively adapt to rapid transformations and changes, and respond to the requirements of development through the policies it adopts.

Institutional Agility and Organizational Resilience

The Government of Dubai Legal Affairs Department adopts an integrated strategic approach based on institutional agility and organizational resilience as two fundamental pillars for achieving sustainable readiness and ensuring the continuity of critical legal services under all circumstances. This approach aligns with the strategic directions and priorities of the Dubai Plan 2033 and the objectives of the Dubai Economic Agenda (D33), which aim to double the Emirate's economic output and strengthen its position among the top three global cities.

In this context, the presence of an agile and flexible legal system is a key requirement for achieving this ambition. The approach also aligns with the requirements of the Dubai Government Excellence Program (DGEP), which promotes the concepts of excellence and institutional readiness across Government entities.

At the global level, the Department draws on internationally recognized best frameworks in the field of institutional agility and resilience, foremost among them the framework of the International Consortium for Organizational Resilience (ICOR), which represents the scientific and methodological reference for developing institutional resilience capabilities across five integrated dimensions, in addition to ISO 22316:2017 for organizational resilience, ISO 31000:2018 for risk management, and ISO 22301:2019 for business continuity.



Institutional Framework for Agility and Resilience

1- Institutional Documents

The Department has established an integrated system of institutional documents that form the internal organizational foundation for the implementation of institutional agility. This system consists of three core documents:



These documents are applied across all organizational units of the Department and cover all employees, customers, contractors, suppliers, and partners whose work is associated with the Department's systems, data, or processes, thereby reinforcing the principle of comprehensiveness in the application of institutional agility requirements.

2- International Model for Organizational Resilience

The Department has adopted an integrated international model for organizational resilience, known as (ICOR), as a key reference framework for developing and enhancing institutional agility and resilience capabilities. This is achieved through five integrated strategic dimensions that combine institutional capabilities and employee behaviors, enabling the Department to proactively adapt to changes, manage challenges with high efficiency and effectiveness, ensure performance continuity, and achieve its strategic objectives under all conditions.

The model is based on a core definition of organizational resilience as “the ability of an organization to absorb and adapt in a changing environment,” in accordance with ISO 22316:2017. This is complemented by the concept of institutional agility, defined as “the ability to understand potential futures and build dynamic capabilities and a supportive organizational culture,” in accordance with PAS 1000:2019.

Change Management and Levels

Recognizing the accelerating pace of change and the importance of institutional proactive responsiveness as a fundamental pillar for achieving excellence and sustainable organizational agility, the Department has adopted three interconnected, pivotal levels of change management. These levels aim to systematically and effectively integrate change management within the institutional work ecosystem, ensuring the efficient achievement of strategic goals while maximizing the utilization of technological and legislative advancements. These levels include:



First: Strategic Level

At its core, this level focuses on long-term planning, and is manifested in a comprehensive review and update process of the key stakeholder categories targeted by the strategy. This includes a precise analysis of the needs and expectations of each category to ensure that the Department's services and initiatives yield a tangible and sustainable impact. It also involves designing innovative legal solutions using emerging technology, in addition to developing future scenarios that place the Department in a state of readiness and preparedness, allowing for the agility required to achieve the desired strategic impact across society as a whole. Furthermore, it actively contributes to enhancing the competitiveness of the legal sector in the Emirate of Dubai by adopting global best practices based on benchmarking across the Department's various operational sectors, thereby ensuring continuous development and elevating the quality of services provided.



Second: Operations and Services Level

This level is the primary driver of operational transformation, as it focuses on the continuous development of business models and operational procedures, alongside the steady improvement of institutional service delivery channels. This contributes to enhancing the capability to manage change effectively, while enabling operational agility and proactive responsiveness to emerging requirements, ultimately achieving a distinguished and seamless customer experience. It also aims to ensure business continuity by building robust and solid operational mechanisms that allow for rapid adaptation and the maintenance of the required performance levels, while ensuring high efficiency in procedures.



Third: Resources Level

This level is anchored on developing institutional resources in all their forms—whether qualified human resources, advanced technologies, a robust digital infrastructure, or sustainable financial resources—thereby supporting the Department's resources and ensuring their optimal utilization. This aims to increase productivity with a focus on high value-added tasks and institutional priorities, and contributes to supporting the Department's change management efforts while enabling the necessary agility by building a sustainable resource ecosystem fully aligned with the Department's current and future needs.



Value and Impact Targets

The Department has adopted an integrated methodology that focuses primarily on achieving a tangible external impact, whereby internal processes, workflows, and delivered services are defined and designed in light of what is required to enable the sustainable and comprehensive realization of the targeted impact. This approach ensures that all efforts are directed toward serving its customers, while enriching the added value provided to them through innovative solutions, as well as enhancing the sustainable positive impact of the Department's role on both the social and economic levels.

Within the framework of this methodology, the Department has identified the following categories within its strategic map:



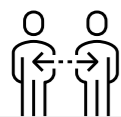
1. The Emirate's Community (Individuals and Institutions):

The Department has committed to delivering distinct value summarized as "enhancing the trust of the Emirate's community in the judicial system and swift justice with transparency and integrity." This is manifested in simplifying legal procedures, providing clear information accessible to everyone via interactive platforms, and ensuring transparency and reliability in swiftly and effectively addressing the public's needs, inquiries, and feedback.



2. Dubai Government

The value delivered to the leadership of the Emirate of Dubai is embodied in "consolidating Dubai's position as a global model that upholds the rule of law and swift justice as a requirement for the sustainability of comprehensive development." This objective reflects the Department's commitment toward enriching the legal environment and its subsequent contribution to enabling development and attracting investment, which positively reflects on Dubai's standing as a leading global hub for smart legal governance.



3. Government and Semi-Government Entities in Dubai:

Government and semi-government entities are among the customer categories that receive direct services. Therefore, the Department has defined the added value for this category as follows: "Enabling the elevation of the entity's legal maturity, protecting rights, and enhancing trust in it." To this end, the Department has developed numerous practices and services to build capacities, enhance practices, and empower legal workflows within government entities, in addition to representing these entities with fairness and reliability in disputes to which they are a party.



4. Legal Professionals

Legal professionals registered with the Department constitute the largest segment of the customer categories. The Department has formulated the target added value for this category as "collaborative work to proactively empower a professional legal sector capable of competing and ready to respond with agility to rapid changes." This is achieved through developing and managing regulatory frameworks that keep pace with specialized and technical advancements, in addition to building individual and institutional capacities, and supporting innovation in the legal services provided by the professional legal sector to the public.



5. Customers from of the Public Dealing with the Government Legal Sector and the Professional Legal Sector:

This segment encompasses the various categories of society who interact legally or contractually with either the Government sector or the professional legal sector. The added value provided to this segment has been defined as "raising awareness of the components of the legal system in the Emirate of Dubai and enabling these groups to engage with it through a clear and reliable methodology." Accordingly, the Department provides easy channels for interaction, communication, and the provision of legal information, while raising public awareness of their rights and duties through interactive digital resources, and simplifying legal procedures related to government services using smart interfaces tailored to the needs of various categories.



6. The Department's Employees:

The Department has defined the target value for this category as "attracting, developing, and empowering highly skilled and competent human capital, and keeping them happy at the Department." This encompasses providing a motivating work environment, continuous professional development programs, opportunities for career growth, and the enhancement of specialized and institutional skills, thereby ensuring the attraction, retention, and future-readiness of top talent.

International Standards in Institutional Performance



In 2025, the Government of Dubai Legal Affairs Department maintained its entitlement to five ISO certifications related to its operational systems, ensuring the highest standards of quality and efficiency in its institutional performance. This reflects the Department's commitment to institutional excellence through adopting standards and specifications in line with best international practices, which ensure strict compliance with quality requirements in institutional performance.



1- Quality Management System: ISO 9001:2015

A set of policies, processes, and procedures required for planning, implementing, and delivering services, this system aims to ensure the organization's ability to meet customer requirements and to embed the principle of continuous improvement in the services provided.



2- Risk Management System: ISO 31000:2018

The international standard for risk management supports organizations through the principles and general guidelines it provides for risk analysis and assessment, enabling them to enhance operational effectiveness, increase customer confidence, reduce potential losses, and improve performance in areas such as health and safety, planning, management, and communication, while also contributing to building a robust system capable of making appropriate decisions and promoting a preventive management approach across all levels.



3- Business Continuity Management System: ISO 22301:2019

This system serves as a framework of global best practices that enhance organizational resilience and enable it to continue its critical operations under emergency conditions, in addition to saving time and costs through the proper execution of tasks.



4- Information Security Management System: ISO 27001:2022

This system provides an integrated approach to ensuring the protection of all information with confidence and integrity, safeguarding data confidentiality, and protecting it from threats, while ensuring compliance with international and local standards in managing risks that threaten information security.

The standard also provides a structured framework that enables the organization to effectively manage information security, handle incidents, and ensure continuous business planning. In addition, it supports effective communication across various sections within the organization at the security level.



5- IT Service Management System: ISO 20000-1:2018

This is the first internationally recognized system for managing IT services and improving the quality and efficiency of service delivery. This system outlines the requirements for developing and implementing an IT service management system and highlights best practices for managing technical services.



Institutional Partnerships

As part of its commitment to the continuous development of capabilities that enhance the effectiveness of change management, agility, and institutional governance, the Department has ensured the organization and documentation of procedures for managing relationships with partners in an effective and sustainable manner, ensuring integration in achieving common goals, increasing operational efficiency, and enhancing service quality and institutional impact.

Partner relationship management is based on strategies framed by clear governance and continuous monitoring and evaluation mechanisms. These partnerships vary between local and international ones, and their targets are linked to services and projects, contributing to achieving added values that support the Department's strategic objectives.

In 2025, the Department concluded (5) agreements that support its developmental targets:



Cooperation Agreement with the General Directorate of Residency and Foreigners Affairs in Dubai Under the Pioneers of Excellence Initiative

The Government of Dubai Legal Affairs Department signed a cooperation agreement with the General Directorate of Residency and Foreigners Affairs in Dubai (GDRFA) under the "Pioneers of Excellence" initiative, as part of the Dubai Government Excellence Program, with the aim of supporting the Department in developing institutional capacities and enhancing practices of excellence and leadership.

The agreement was signed during GITEX Global at the Dubai World Trade Centre. The agreement was signed on behalf of the Department by His Excellency the Director General, Dr. Lowai Mohamed Belhouli, and on behalf of the General Directorate by His Excellency the Director General, Lieutenant General Mohammed Ahmed Al Marri. The agreement aims to promote institutional cooperation in the areas of knowledge and expertise exchange and the application of best practices, thereby contributing to the development of government performance, improving the efficiency of financial and operational resources, and enhancing human capabilities among the entities participating in the initiative.



Memorandum of Understanding with the University of Dubai in Artificial Intelligence Studies

The conclusion of this agreement comes within the framework of seeking to exchange knowledge and expertise, and to enhance and develop aspects of joint cooperation in the field of research related to artificial intelligence.

The Memorandum of Understanding—which was signed at the Department's premises by His Excellency Dr. Lowai Mohamed Belhoul, Director General of the Department, and His Excellency Dr. Eesa Mohammed Bastaki, President of the University—includes launching joint research initiatives in the field of artificial intelligence, and developing innovative policies that support capacity and skill building through training programs that enhance digital transformation efforts for both parties. Additionally, the Memorandum of Understanding covers the utilization of data sets and databases, in accordance with legislation relevant to Dubai Data, for academic research purposes that support the cooperation goals between both parties, as well as working jointly to establish frameworks, principles, and policies for the ethical use of artificial intelligence technologies.



Memorandum of Understanding with the Supreme Legislation Committee to Enhance Joint Cooperation

This Memorandum of Understanding aims to enhance joint cooperation frameworks and the exchange of legal expertise, knowledge, and practices between both parties, to support supervisory efforts regarding compliance with legislation in force, each in accordance with their respective duties and functions.

The Memorandum of Understanding—signed at the Department's premises by His Excellency Dr. Lowai Mohamed Belhoul, Director General of the Department, and His Excellency Ahmad Saeed bin Meshar, Secretary General of the Committee—includes cooperation between the two parties through joint projects aimed at the continuous advancement of Government legal work in the Emirate of Dubai, as well as cooperation in legal training for both sides, enriching knowledge through participation in conferences, seminars, lectures, and workshops held by either party, and the exchange of legal research and studies issued by them, as well as cooperation in shaping the future and enhancing creativity and innovation in the legal field.



Cooperation Agreement with the Roads and Transport Authority for the Exchange and Transfer of Knowledge and Expertise

As part of the "Pioneering Partners" initiative, the Dubai Roads and Transport Authority signed cooperation agreements at its headquarters with five Government entities, including the Government of Dubai Legal Affairs Department. This comes in the context of the Authority's selection as an "Elite Entity" in government excellence, an initiative launched by the Dubai Government Excellence Program, which is affiliated with the General Secretariat of the Executive Council of the Emirate of Dubai.

The agreement aims to exchange and transfer knowledge and expertise, share best Government practices, and enhance constructive cooperation in the field of institutional excellence and leadership, focusing on the tracks of project and initiative management, policies, and operations management.



Memorandum of Understanding with the Digital Dubai Authority in Technical Services

The Memorandum of Understanding (MoU) was signed during the activities of GITEX Global 2025, with the aim of enhancing and developing areas of joint cooperation in technical support services and digital transformation. The MoU, signed on behalf of the Authority by His Excellency Matar Saeed Al Hemeiri, Chief Executive Officer, and on behalf of the Department by Reem Abdullah AlFalasi, Director of the Support Services Directorate, encompasses cooperation between both parties in providing technical support. This support reinforces the Department's digital transformation efforts and contributes to the optimal utilization of technical systems used in its operations within its digital environment, thereby supporting shared objectives for government entities in the Emirate of Dubai to deliver innovative digital government services. The areas of joint cooperation between both sides, falling within the framework of the MOU, include providing necessary support in technical training through training programs provided by the Authority. These programs aim to enhance technical skills for human resources, build institutional capabilities, and utilize digital technology through an integrated ecosystem of shared expertise and partnerships. Furthermore, they support the Department's efforts, strategy, and vision toward enabling secure digitalization, supporting innovation and data management in service delivery, and continuously elevating performance levels.



Government Claims and Disputes



Developing the Government Claims System in the Emirate of Dubai

As part of its role as the central competent legal entity representing the Government and Government entities in the Emirate of Dubai regarding disputes and claims, the year 2025 saw a significant legislative achievement. This was marked by the issuance of Law No. (16) of 2025 Concerning Government Claims in the Emirate of Dubai, developed by the Government of Dubai Legal Affairs Department. The law aims to modernize the management system for Government disputes and claims, replacing the previous legislative framework. It was published in the Official Gazette of the Government of Dubai on November 26, 2025, and entered into force on its date of publication.

Objectives of the Law

This law represents a qualitative leap in regulating the lifecycle of Government disputes. It is not limited strictly to the litigation stage; rather, it establishes an integrated framework that begins with receiving and reviewing claims and attempting amicable settlements. It progresses through managing claims and representing the Government and Government entities before judicial authorities, bodies, tribunals, and conciliation and arbitration centers, and concludes with regulating the enforcement procedures of judgments and executive writs issued in favor of or against the Government.

The law explicitly states a set of objectives that reflect a strategic direction toward developing the Government disputes management system, most notably: regulating the procedures for receiving claims and managing lawsuits efficiently and effectively enhancing the principles of transparency and governance; consolidating the role of amicable settlement as a primary path for dispute resolution; protecting the interests of the Government and Government entities, and regulating the enforcement procedures of judgments and executive writs to ensure clarity of procedures and soundness of implementation.



Transparency and Proactivity

The Department developed this law following a comprehensive review of the previous legislative framework and an analysis of the practical challenges that arose during its application. It re-engineered procedures to enhance clarity regarding roles and responsibilities between the Department and Government entities. It also reinforces the centralization of managing claim files, lawsuits, and execution within the Department, while requiring Government entities to coordinate proactively and comply with the recommendations issued in this regard.

Furthermore, the law reinforces the amicable settlement path by regulating claim filing and referring cases to the competent Government entity to seek an amicable resolution within a specified timeframe, thereby contributing to minimizing recourse to litigation, reducing costs, and protecting the corporate reputation of the government and government entities. The law embodies an advanced legislative approach toward managing Government disputes through a more efficient, transparent, and proactive methodology. This is achieved by linking legal procedures to the Government decision-making process, rationalizing dispute-related spending, enhancing the quality of legal representation, protecting public funds and legal positions of government entities, and supporting the Government of Dubai's vision to build a flexible, empowering government that is highly prepared to handle future developments.

Amicable Settlement Efforts

Pursuant to the provisions of the Government Claims Law in the Emirate of Dubai, and pursuant to its Establishing Law No. (32) of 2008, the Department is mandated to receive complaints and claims submitted against Government entities and to seek their amicable settlement through a negotiation process aimed at resolving disputes between two parties, whereby each party presents acceptable solutions to reach an amicable resolution. This supports ongoing efforts to resolve disputes through alternative dispute resolution methods, with amicable settlement adopted as one of the indicators within the Dubai Priorities Plan to promote alternative dispute resolution methods.



Adoption of Amicable Settlement as an Indicator within the Dubai Priorities Plan Contributing to the Promotion of Alternative Dispute Resolution Methods

In 2025, the Department received (1022) complaints against Government entities, successfully achieving an amicable settlement rate of 45% of the total complaints prior to the claimants resorting to the courts, through (684) sessions conducted by the Department with the disputing parties.

It is worth noting in this regard that this mandate exercised by the Department, the mediation process it administers, and the amicable settlement efforts it undertakes are provided as a service to both parties to the dispute free of charge.



684

Sessions conducted by the Department to pursue amicable settlement efforts



45%

Amicable settlement rate achieved by the Department in 2025

Effective Tools in Serving Customers

The Department, in pursuing amicable settlement efforts, has been keen to adhere to all requirements that meet the customer service standards of the Government of Dubai, through:



Continuous enhancement of mediation skills and techniques among the Department's team responsible for amicable settlement, in accordance with best international standards and practices, with 100% of the team obtaining international accreditation as mediators in civil and commercial disputes from the International Mediation Institute, the highest global accreditation in this field.



Providing the necessary communication tools for conducting amicable settlement efforts, taking into account the cultural diversity in the Emirate, by offering communication options in four languages in addition to Arabic and English.



Providing diverse and effective communication channels that meet customers' needs in responding to all their inquiries in accordance with the highest standards of professionalism. In 2025, the Department handled (2,708) inquiries, including (746) online inquiries and (1,962) telephone inquiries, in addition to inquiries received through in-person visits to the Department's premises.

2708

Online and telephone inquiries handled by the Department



100%

Percentage of the amicable settlement team holding international accreditation as mediators



Efficient Development Procedures



As part of its development procedures aimed at saving time, effort, and costs for its customers, the Department has, since 2022, adopted a development measure based on designating a liaison officer within each Government entity to serve as a daily point of contact. Upon receiving a complaint, the Department refers the complainant to the liaison officer to explore the possibility of resolving the complaint promptly.

This measure has contributed, since its introduction until the end of 2025, to resolving (347) complaints without the Department initiating formal settlement procedures, reflecting its impact in saving time, effort, and costs for the parties to the dispute, and enhancing customer satisfaction with the Government of Dubai.

347

Complaints resolved without completing complaint procedures during 2022–2025, through liaison officers with Government entities, saving time, effort, and costs for both parties



Effective Impact of Amicable Settlement Efforts

The Department's efforts in pursuing amicable settlement, pursuant to its duties and functions, contribute to achieving the following:



Promoting Alternative Dispute Resolution Methods

Minimizing disputes against Government entities that would otherwise have been brought before judicial authorities, in line with Dubai's established approach in this regard.



Enhancing Community Trust

Amicable settlement efforts contribute to enhancing community trust in the judicial and legal system in the Emirate of Dubai through clear procedures characterized by neutrality and transparency, with the aim of reaching a mutual agreement and an amicable resolution of disputes and avoiding resorting to litigation as much as possible.



Saving Time, Effort, and Costs

Both parties benefit from amicable settlement efforts by saving time, effort, and costs through reaching an amicable settlement to the dispute and avoiding resorting to litigation, through efficient procedures followed by the Department in performing its role as a mediator in accordance with best international standards and practices.





First: Representing the Government and Government entities in claims filed by them:

Immediately upon receiving a request from a Government entity to file a lawsuit, the Department starts examining the legal position of the request. In the event that an amicable settlement cannot be reached between the parties to the dispute—following the Department's efforts to promote alternative dispute resolution—the Department initiates legal proceedings before the competent judicial authorities.

In 2025, the Department represented the Government and Government entities in 536 claims filed by them, with a total financial value of AED 130,710,509.



Judicial Representation in Government Claims

Pursuant to its Establishing Law, the Department is mandated to represent the Government and Government entities in claims filed by or against them before various competent judicial authorities of all types and levels, and before conciliation and arbitration tribunals and centers. This is conducted by undertaking all necessary legal procedures in claims to which the Government and Government entities are a party, to uphold the rule of law and protect rights.

In 2025, the Department received 703 claims through its various platforms, in which it initiated legal and judicial procedures. The Department handled these claims with the highest level of governance of Government legal practices in managing complaint and claim files to best serve public interest and enhance confidence in the Government's legal and procedural system in the Emirate.

703

claims were handled by the Department in 2025



Second: Representing the Government and Government entities in claims filed against them:

The Department undertakes judicial representation tasks of all types and levels before all judicial authorities immediately upon receiving the statement of claim from the judicial authority against the Government or a Government entity in the Emirate, through the Department's approved channels.

In 2025, the Department undertook the representation of the Government and Government entities in 167 claims filed against them, with a total financial value of AED 114,406,661.

Judicial Representation Performance Indicators

In 2025, through cooperation and integrated efforts with Government entities, the Department achieved financial savings for the Government in all claims filed against it, amounting to AED 114,306,794. Furthermore, according to its performance indicators, the Department scored a 92% success rate in judgments issued in favor of the Government and Government entities in claims brought before the judiciary.



92%

Percentage of court judgments ruled in favor of Government entities 4,306,794 AED



114,306,794

Savings made by the Department through the judicial representation of Government entities

The Department achieved a 36% amicable settlement rate of the total requests received from Government entities; this saves time, effort, and expenses for the judicial authorities, the Department, and the Government entities. This also reinforces the Department's efforts in line with the Dubai Government's directives to promote alternative dispute resolution methods.

36%

Amicable settlement rate of the total requests received from Government entities



Raising Legal Awareness

In line with the Department's commitment to achieving its strategic roadmap, which aims to make "the Emirate of Dubai a global model for the rule of law and expeditious justice as a requirement for sustainable comprehensive development," the Department held a workshop to raise legal awareness of best practices in rental disputes in accordance with the legislation in force. The workshop was presented by Legal Counsel Ahmed Badreddin AbdelKareem, of the Government Disputes and Claims Directorate, and was attended by more than 180 relevant persons from Government entities in the Emirate. The satisfaction rate among attendees was 95.6%.

The workshop included an introduction to the challenges and issues arising from lease contract disputes involving Government entities, with the aim of safeguarding and ensuring the financial and economic rights of these entities when engaged in this massive economic activity. This serves to raise the knowledge and awareness of relevant employees within Government entities, which is a key priority for the Department in terms of knowledge transfer and achieving legal efficiency in Government legal practices. In addition, it supports the objectives of the Emirate's economic sector by contributing to the rationalization of legal costs for Government entities, enhancing effectiveness, and streamlining dispute resolution procedures to bolster overall capabilities in Government legal work.

Brief Introduction to Lease Contracts

1. Mutual Consent

According to general rules, including regarding the validity of intent and capacity to enter into a contract, a contract is concluded by the meeting of the minds of both contracting parties to produce a legal effect. The expression of intent may be explicit, as is the case upon entering into a contract for the first time, or implicit, as is the case in the event of automatic renewal.

A contract remains valid between its parties and productive of its legal effects; however, the provision in Paragraph (2) of Article (4) of Law No. (26) of 2007 stipulates that all lease contracts of properties subject to the provisions of this Law, as well as any amendments thereto, must be registered with RERA.

Legal Compliance

In accordance with the key performance indicators as outlined under the Criterion of Governance of the Dubai Government Excellence Program (DGE), the Department is responsible for measuring two legal compliance indicators for Government entities: the compliance indicator for claims filed by or against them, and the legal and procedural compliance indicator for complaints filed against Government entities that fall within the Department's jurisdiction.

The Department completed 546 sub-reports for the measurement of these two indicators, which served as the basis for the 30 main reports issued by the Department, covering all entities subject to compliance measurement.

The score of the legal and procedural compliance indicator for complaints against Government entities reached 95.9%, while the legal compliance indicator for Government claims reached 95.7%.



These percentages reflect the Government entities' compliance in their practices with legal procedures and legislation in force, in commitment to the values of justice, transparency, and reliability in Government legal work in the Emirate of Dubai.

546

sub-reports for the measurement of the two compliance



30

main reports issued by the Department



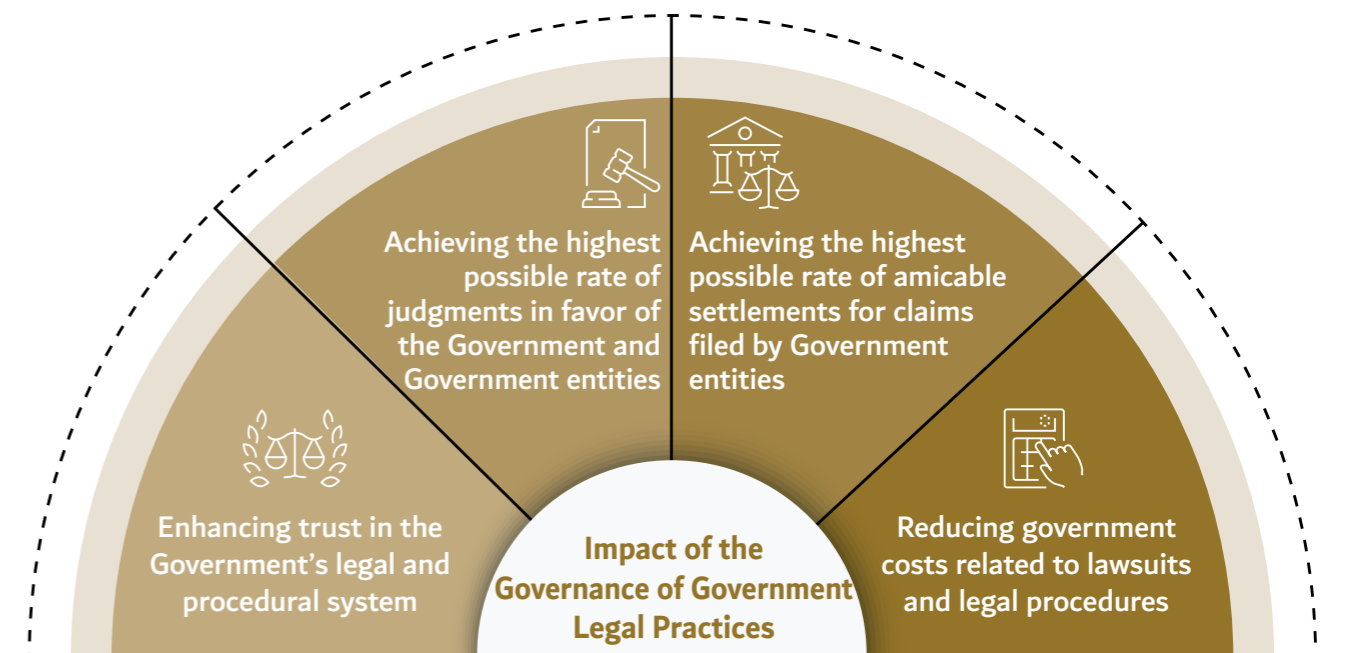
95,7%

Percentage of legal compliance by Government entities in the Government lawsuits indicator



95,9%

Percentage of legal and procedural compliance by Government entities in the complaints indicator



Execution of Court Rulings and Writs of Execution

Pursuant to its Establishing Law, the Department is mandated, as part of its duties and responsibilities, to enforce court rulings and writs of execution in favor of the Government and Government entities. In this capacity, the Department takes all necessary legal actions to enforce rulings issued by courts, judicial tribunals, and reconciliation and arbitration centers, as well as administrative resolutions and cheques that are considered writs of execution. Furthermore, the Department is responsible for enforcing rulings issued against Government entities.



497

Judgments and writs of execution received by the Department

In 2025, the number of execution claims received by the Department amounted to 497 rulings and writs of execution. The Department has taken all necessary measures to execute these instruments, including registration on various court systems, submitting requests for asset inquiry, attachments, sales, and the execution of eviction rulings.

The total value of execution claims in favor of Government entities reached AED 178,931,158 by the end of 2025.



Execution of Cheques

In implementation of the Federal Decree by Law No. (50) of 2022 Concerning Promulgating the Commercial Transactions Law, the provisions of which the Department is committed to applying while representing Government entities in cheque execution procedures as writs of execution and related execution disputes—the Department received 166 execution requests related to checks in 2025. This represents approximately 33.4% of the total execution requests received in 2025, with a total value of AED 65,234,472.

166

execution cases related to checks



%33.4

of writs of execution related to checks out of the total writs of execution.





Strengthening Cooperation Frameworks

As part of its ongoing coordination and consultative meetings with Government entities, the Department, represented by the Execution Section, held a meeting in 2025 with the Dubai Department of Economy and Tourism. The meeting aimed to enhance the efficiency of procedures for enforcing rulings and instruments in favor of the Government and Government entities, in addition to reinforcing compliance with relevant laws. Furthermore, the Section held a coordination meeting with Emirates Auction to consult on framing joint cooperation through a partnership agreement to regulate the sale of judicially attached or offered assets.



Amicable Settlements

As part of its efforts to consolidate the principles of prompt justice and raise the efficiency of public funds collection, the Execution Section adopted an integrated methodology based on activating the amicable settlement path as a strategic option before proceeding with execution measures. The Section also applied proactive systems to encourage early payment and reduce default rates. This is achieved through flexible mechanisms that fulfill the purpose of the ruling with the minimum possible time and financial cost.

In 2025, the number of amicable settlements concluded by the Execution Section reached 55 settlements, representing a significant portion of the total execution files eligible for amicable settlement. The amounts collected as a result of these settlements totaled AED 6,039,155, reflecting the effectiveness of the adopted approach.

The amicable settlement mechanisms and proactive messages resulted in a tangible reduction in operational costs and prolonged procedures, as well as a decrease in judicial disputes and stay-of-execution requests, thereby accelerating the collection of public funds.

55

amicable settlements prior to
execution proceedings





Raising Legal Awareness

As part of its efforts to raise legal awareness regarding the Department's functions and duties in execution, the Department conducted a training program for several employees of the Dubai Aviation City Corporation and Dubai World Central. The program introduced the procedures and requirements for enforcing check claims pursuant to Federal Decree by Law No. (50) of 2022 Concerning Promulgating the Commercial Transactions Law, in which the Department is mandated to represent Government entities as these are considered writs of execution.

The training program, delivered by Counsel Ahmed Fawzyi, Head of the Execution Section, and Counsel Aly Elberry, Assistant Head of the Section, defined the procedures and requirements associated with cheques as writs of execution, pursuant to the Commercial Transactions Law, which established alternatives for collecting the value of checks in the fastest and simplest ways—by obligating banks to make partial payment and considering a cheque marked by the drawee bank as having "insufficient funds" as a write of execution directly through the execution judge, thereby reinforcing the power of the cheque as a payment instrument in commercial transactions.

Proactive Collection Systems

The Department adopted a methodical framework for settlement management, which involved direct communication with the parties to the execution, studying the financial capacity of debtors, preparing enforceable payment plans, documenting agreements, and conducting periodic follow-ups to ensure compliance.

Regarding proactive systems to encourage payment, the Department, through the Execution Section, sent proactive notifications via SMS to debtors' mobile phones. These included notices of their financial obligations and urged early payment before formal execution actions were taken.

This contributed to raising work efficiency by reducing execution time, enhancing voluntary compliance, and preventing the accumulation of cases, which positively impacted the customer experience. The initiative supported the shift toward a proactive approach in managing execution files and contributed to enhancing the reputation of Government entities and supporting financial sustainability.



Arbitration

Pursuant to its Establishing Law, the Department is mandated to represent the Government and Government entities in claims and disputes filed by or against them before the competent judicial authorities, as well as reconciliation tribunals and arbitration centres. Accordingly, the Department represents Government entities in disputes through arbitration in most cases where the parties have agreed to settle their disputes through arbitration, which constitutes one of the methods adopted by the Government to resolve disputes as an alternative to litigation.

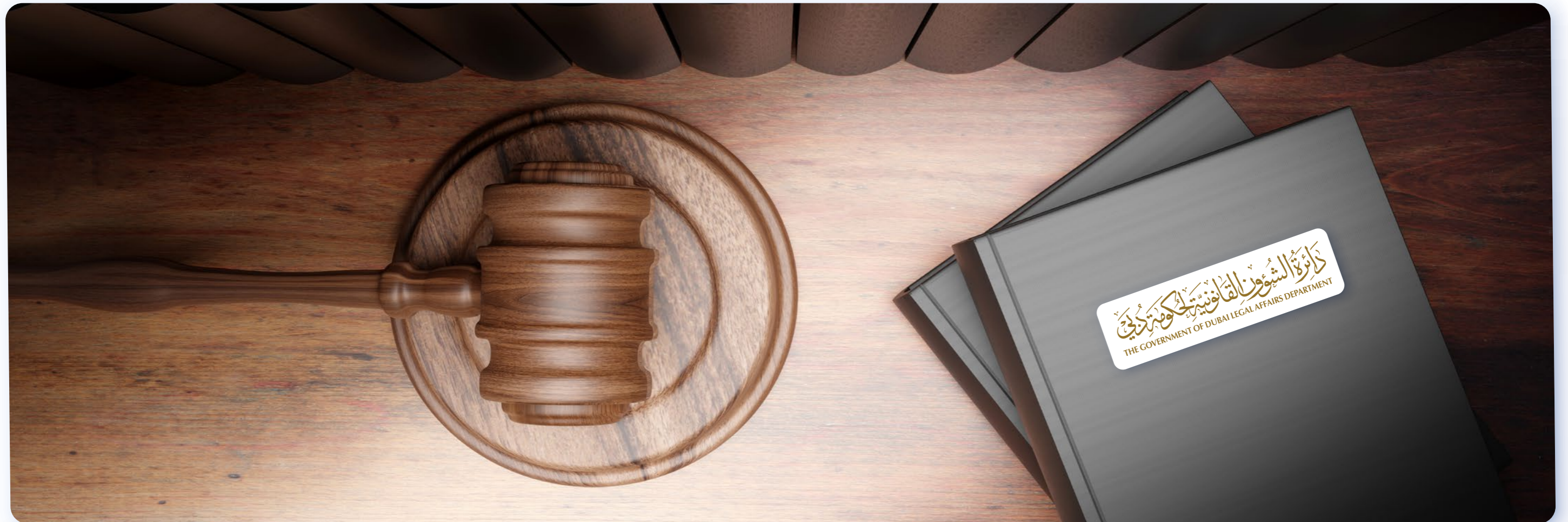
This process involves submitting a dispute on behalf of the Government entity as the claimant before the arbitration tribunal or defending the Government entity as the respondent throughout the arbitration proceedings, or representing it in both capacities in the arbitration case. The arbitration tribunal issues a binding decision on the dispute, and in some cases, the Department reaches an amicable settlement between the parties during the arbitration proceedings, leading to the termination of such proceedings.

In 2025, the Department handled two arbitration cases with a total value of (4,700,000,000). The first case relates to a complex technical dispute arising from works associated with a major transport infrastructure project, with an estimated value of (3,500,000,000) dirhams. The second case involved a technical dispute related to a large-scale mixed-use development project, with an estimated value of approximately (1,200,000,000) dirhams.



4,700,000,000

Total financial value of the two arbitration cases handled by the Department



Raising Legal Awareness

The Department is keen to provide knowledge support to Government entities to enhance legal awareness and enable it to carry out its assigned duties and functions. This is achieved through its training activities, promoting best practices in dispute resolution, and strengthening the capabilities of Government entities in Dubai to manage arbitration procedures efficiently and effectively. In 2025, on the sidelines of its participation in Dubai Arbitration Week, the Department conducted two workshops, as follows:

1

Characteristics and Stages of Arbitration:

The workshop covered the characteristics and stages of arbitration through a practical guide for Government departments, authorities, and entities in the Emirate of Dubai. The workshop also highlighted the importance of arbitration as an alternative dispute resolution method and outlined the key differences between arbitration and litigation before Dubai Courts and the Dubai International Financial Centre Courts.

The workshop, delivered virtually by Zahra Rose Khawaja, Legal Counsel of the Government Arbitration Affairs at the Department, presented a practical overview of arbitration proceedings, starting from the initial steps, through the formation of the arbitral tribunal and subsequent arbitration sessions, including the appointment of technical experts, and concluding with the post-award stage, including ratification, recognition, and enforcement of arbitration awards.

The workshop also addressed the key factors to take into account before opting for arbitration as a dispute resolution mechanism, enabling Government entities to assess whether arbitration is the appropriate method for resolving disputes, in addition to clarifying the role of such entities throughout the arbitration process to ensure the achievement of its intended outcomes.



2

Virtual Assets Disputes:

The Department organized a workshop on virtual asset disputes to introduce the skills required for drafting contracts that mitigate associated risks. The workshop included practical case studies that enabled participants to identify and discuss a number of legal issues related to modern FinTech contracts, thereby enhancing awareness of the relevant legal frameworks.

The workshop, delivered by Joseph Lee, Professor at the University of Manchester in the United Kingdom, and attended by a number of concerned employees from the Government of Dubai, addressed the concept of digital assets such as cryptocurrencies, non-fungible tokens (NFTs), and stablecoins. The workshop also provided a practical overview of the most common disputes in this field, including regulatory disputes, valuation and transfer pricing issues, fraud, and disputes arising from service provision such as cybersecurity breaches and unauthorized transactions, among other disputes related to digital assets.

The workshop also discussed arbitration as a dispute resolution mechanism, which is the preferred option for many digital asset platforms due to the ability to appoint specialized experts to adjudicate cases, and to avoid judicial precedents that may result from litigation before courts. The workshop further addressed some of the challenges associated with arbitration, particularly enforcement.



Regulating the Advocacy and Legal Consultancy Professions

**The Pillar of Justice
and the Rule of Law**



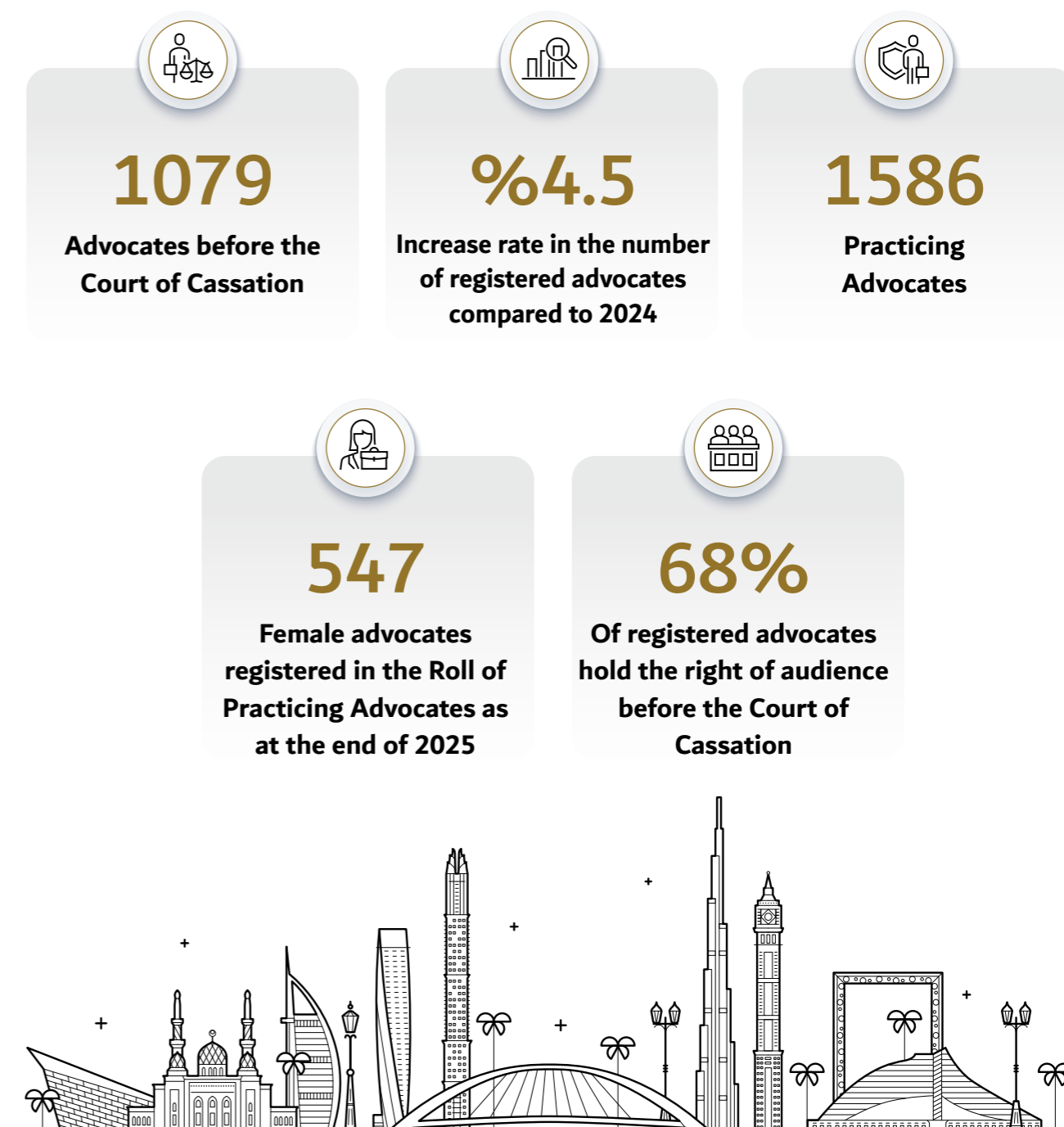
The conduct of the advocacy and legal consultancy professions in the Emirate of Dubai represents one of the foundational pillars for enhancing trust in the Emirate's investment environment and sustainable development, in accordance with the highest standards of legal services and expertise that meet the requirements of competitiveness of this global entrepreneurship hub.

Pursuant to its Establishing Law, the Department is mandated with licensing the advocacy and legal consultancy professions and firms, monitoring their work, issuing the necessary regulations, bylaws, and resolutions to that effect, and overseeing the qualification and training of legal consultants. The Department is keen on providing all supporting elements to enhance the efficiency of the professional legal system, keeping pace with legislative and economic developments, thereby contributing to the quality of legal services provided to customers in line with the highest standards of compliance with the legislation regulating the profession.



Advocacy Profession

By the end of 2025, the number of practicing advocates registered with the Department reached 1,586, representing a 4.5% increase compared to 2024. Among them, 1,079 advocates hold the right of audience before the Court of Cassation—the highest tier of litigation in the Emirate—accounting for approximately 68% of the total registered advocates and marking a 17.4% increase compared to 2024. Meanwhile, the number of female advocates registered in the practicing category reached 547 by the end of 2025.



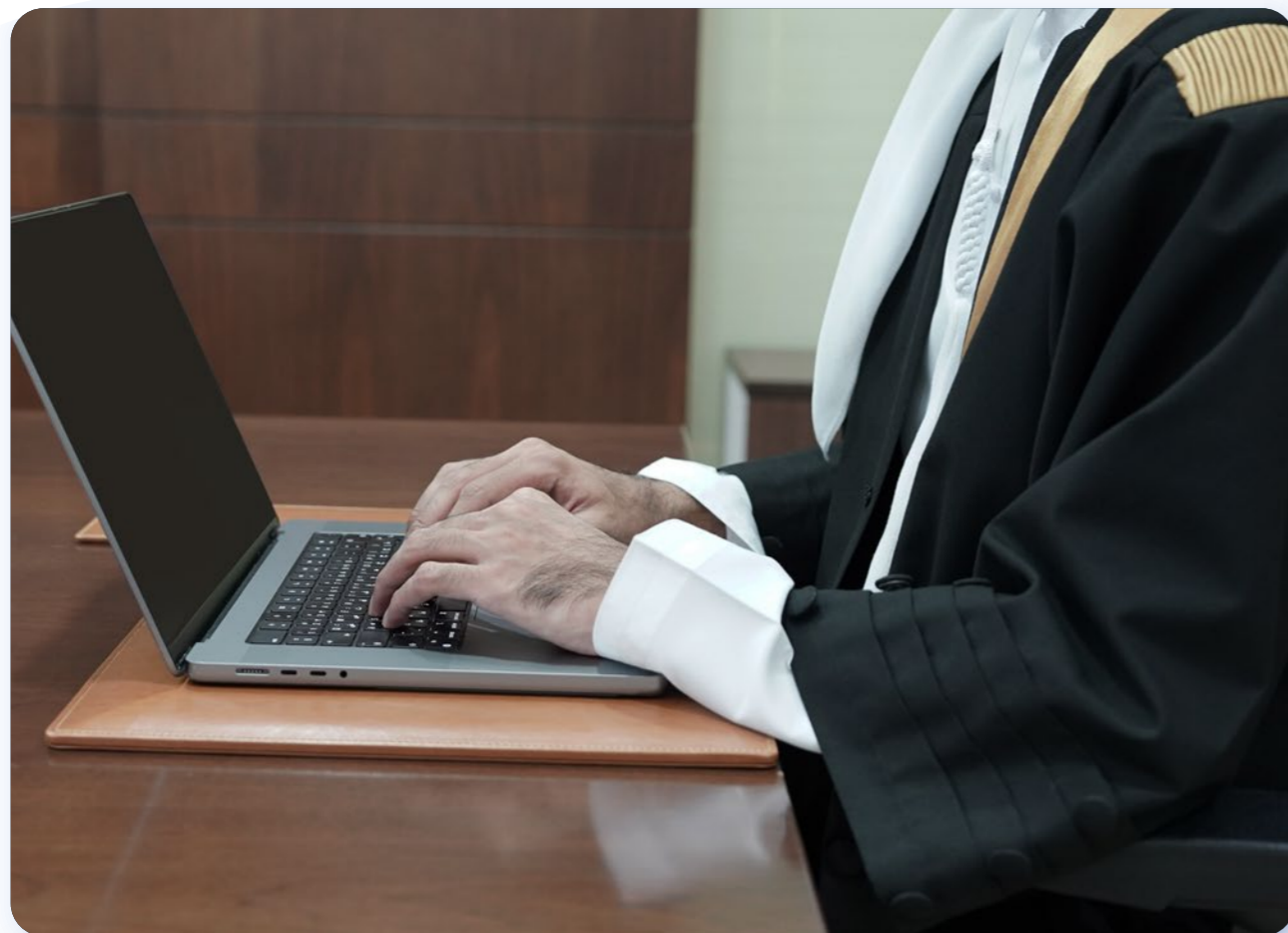
Supportive Facilitations

Pursuant to the bylaws regulating the profession in the Emirate, UAE nationals wishing to register in the practicing roll are exempted from 50% of the prescribed registration fee during the first three years of registration. Similarly, UAE nationals are granted the same percentage of exemption from the prescribed fee upon licensing or renewing a firm's

50%

Discount rate on the prescribed registration and licensing fees during the first three years of registration for UAE nationals in the advocacy and legal consultancy professions

license for every UAE national advocate or legal consultant working in or owning the firm, for a period of three years. This contributes to providing incentives that support attracting national talent to practice the profession, and simplifying procedures and requirements that enhance their active participation in this investment activity within the Emirate.



Legal Consultancy Profession

Statistics showed an increase in the number of legal consultants registered in the Roll of Practicing Legal Consultants with the Department by approximately 6% compared to 2024, with the number of registered legal consultants reaching 3,156 by the end of 2025. Given the competitive investment climate of the Emirate of Dubai, and the associated requirements for diverse legal expertise and specializations that meet the aspirations of investors in a regional hub for numerous global economic activities, the number of nationalities practicing the legal consultancy profession in the Emirate reached 91 Arabic and foreign nationalities.

3344

Legal consultants registered with the Department

91

Arab and foreign nationalities practicing the legal consultancy profession in the Emirate of Dubai



Visiting Legal Consultants

Upon a request submitted to the Government of Dubai Legal Affairs Department, advocates or legal consultants practicing outside the Emirate may be permitted to offer legal services as visiting legal consultants to plead in specific cases and for a specific period of time, in accordance with the requirements set forth in Administrative Resolution No. (51) of 2022 Approving the Bylaws on the Registration of Advocates and Legal Consultants in the Emirate of Dubai. The Department accepted 80 such requests in accordance with its applicable procedures, reflecting the regulatory flexibility adopted by the Department to protect the legal professional sector from any practices conducted outside the regulatory framework.

80

Authorization issued to visiting legal consultants to plead in specific cases



Licensed Firms

All advocates and legal consultants registered in the Department's rolls provide their legal services through 725 licensed firms, consisting of 589 advocacy firms and 136 legal consultancy firms. Meanwhile, the number of international firms licensed with branches registered with the Department reached 84, representing a 7.6% increase compared to 2024. These international firms account for 61.7% of the total licensed legal consultancy firms registered with the Department.



61.7%

Percentage of international firms out of the total legal consultancy firms



84

Licensed international firms registered with the Department



725

Licensed advocacy and legal consultancy firms registered with the Department

Launch of the New Legal Profession System

In 2025, the Department launched a new system for managing the profession regulation services, in commitment to implementing the Services 360 policy aimed at developing Government services. The new system provides an integrated platform covering all aspects related to its customers, including advocates and legal consultants registered in the Emirate, through holistic solutions that contribute to delivering the highest level of service quality. This marks a qualitative leap in the digital transformation journey of the services provided by the Department, including registration, licensing, and professional conduct services, in line with the directives of the Government of Dubai toward the continuous development of Government services.

The system features several capabilities that ensure an optimal customer journey, including:



Saving Time and Effort:

This is achieved through integration with Government entities relevant to the services of advocates, legal consultants, and their firms.



One-Stop Shop:

The system allows users to obtain the required service through a single window, without the need to navigate between multiple entities.



Navigating across Service Channels:

The system allows service recipients to transition seamlessly between service delivery channels, whether via the Department's website or its smartphone application.



Flexible and Easy Procedures:

Re-engineering services within the new system has reduced the required documents and enabled beneficiaries to access the Department's services using UAE PASS.

Raising Awareness among New Practitioners

As part of its awareness-raising initiatives, the Department is committed to holding sessions to raise awareness among new advocates and legal consultants, introducing them to the key legislation and resolutions in force regulating the profession. In 2025, 100% of the targeted individuals benefited from these sessions.

The awareness-raising sessions included educating participants on professional and ethical codes of conduct, as well as the legislation and regulations governing the conduct of the profession, in a manner that aligns with the Emirate of Dubai's reputation for providing premium legal services to clients of licensed firms.

The sessions also emphasized the importance of not breaching any of the duties associated with the advocacy and legal consultancy professions and adhering strictly to the professional code governing the conduct of the profession—whether toward clients, the judiciary, colleagues, or members of society—thereby strengthening confidence in the Emirate's legal system.



Strengthening Partnerships and Exchanging Expertise

In 2025, the Department held a series of meetings and gatherings with local and international legal entities, as part of its ongoing efforts to strengthen frameworks for joint cooperation within the professional legal sector.



Among the entities with which the Department exchanged insights on best practices and expertise was the Law Society of England and Wales. His Excellency Dr. Lowai Mohamed Belhou, Director General, received Mr. Richard Atkinson, President of the Society, Ms. Stephanie Brown, International Policy Advisor, and Ms. Jenny Smith, International Policy Assistant at the Society. The visit aimed to explore the Department's practices in regulating the advocacy and legal consultancy professions. During the meeting, the Department highlighted the efforts made to support the professional legal sector, showcasing its pivotal role in enhancing the global investment climate that distinguishes the Emirate of Dubai. This is achieved by providing regulatory requirements that facilitate streamlined, flexible processes for registering practitioners and licensing firms. These efforts align with the directives of the Government of Dubai to reduce requirements and conditions, thereby delivering excellent Government services to all customers. This commitment is clearly reflected in the steady growth of foreign investors attracted to Dubai's professional legal sector.

On a local level, the Department—represented by Dr. Juma Obaid Al Falasi, Director of the Advocates and Legal Consultants Affairs Directorate—received a delegation from the Sharjah Judicial Department. The visit aimed at exploring the practices of the Government of Dubai Legal Affairs Department in regulating the affairs of its registered advocates and legal consultants, as well as the procedures in force for monitoring licensed advocacy and legal consultancy firms in the Emirate. This meeting took place within the framework of strengthening institutional cooperation to support the pioneering professional legal sector and consolidate the rule of law.

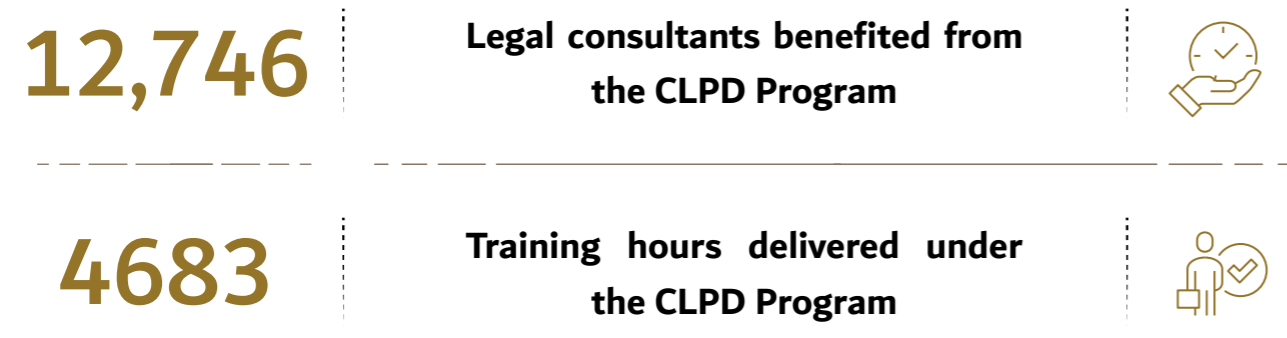
The delegation was briefed on the Department's practices in providing training programs for legal consultants. These programs keep pace with latest legal developments, support continuous professional development targets, and accommodate the diverse specializations and expertise of its registered practitioners, thereby enhancing the confidence of legal service recipients and ensuring the preservation of the Emirate's professional reputation.



Professional Training and Development

The Department is committed to implementing a Continuing Legal Professional Development (CLPD) program, which serves as a tool to sustain the quality of professional legal services provided in the Emirate. This is delivered through a training system that ensures meeting the professional qualification targets for its registered legal consultants, while keeping pace with legal developments and related legislation—forming an essential component in fostering a thriving investment climate and supporting entrepreneurship in the Emirate of Dubai. In 2025, and as part of the annual renewal requirements for registered legal consultants, the Department delivered (12,746) training hours, benefiting (4,683) legal consultants. The training delivery methods varied between in-person sessions and video conferencing technology.

The Continuing Legal Professional Development (CLPD) training program requires registered consultants to earn sixteen (16) credit points. These are divided into eight (8) mandatory points for subjects specified by the Department, which oversees their preparation, and another eight (8) elective points covering topics chosen by the legal consultant from external training providers accredited by the Department. To gather feedback on the training process for the purpose of continuous improvement and development, the Department conducts a survey to measure the happiness of the program's beneficiaries. According to the 2025 opinion poll, the happiness rate regarding the program reached 92.5%.



Regulatory Oversight of Professional Practice

As part of its mandate to regulate and oversee the advocacy and legal consultancy professions in the Emirate of Dubai, the Department takes all necessary monitoring and control measures to ensure compliance with the rules and conditions governing the conduct of the profession, in accordance with the applicable legislation, regulations, and resolutions. This is to maintain the quality of professional legal services provided in the Emirate, protect the interests of the Department's customers among those practitioners who comply with the procedures and regulations governing the profession, and safeguard the interests of their clients as well.



First: Field Visits

By virtue of its judicial enforcement capacity, the Department conducted thirty-five (35) field visits to its licensed advocacy and legal consultancy firms in 2025. These visits aimed to verify compliance with the rules, criteria, and requirements governing professional practice, such as renewing registration or licensing within the prescribed filing period, and ensuring the accuracy of relevant information. The visits also involved verifying the registration status of legal service providers and their compliance with the regulations and instructions issued by the Department—such as displaying the license in a prominent place within the firm—among other instructions where non-compliance warrants the imposition of legally prescribed penalties.

In addition to these field visits, the Department monitors any illegal activities across social media and websites, taking action against violators and imposing the legally prescribed penalties.

The number of violation reports documenting violations identified through monitoring operations or conducted visits during 2025 reached 174 violations, all of which were officially documented by the Department's judicial enforcement officers.

Second: Regulatory Monitoring

Through the Advocates and Legal Consultants Violations Committee, the Department is responsible for examining any violations committed by legal practitioners against the regulations, resolutions, and instructions issued by the Department regarding registration and licensing. The Committee is also competent to examine the impact of final court judgments convicting an advocate or a legal consultant of an offense involving breach of honor or trust or affecting professional ethics and duties. Furthermore, the Committee examines the impact of final disciplinary judgments or decisions issued by competent authorities, inside or outside the Emirate, convicting an advocate or a legal consultant of an act in violation of professional ethics and duties.

The number of violations referred to and reviewed by the competent committee reached fifty-three (53) violations, with a resolution rate of 100%.



100%

Resolution rate of violations referred to the competent committee



53

Registration and licensing violations reviewed by the competent committee

Second: Professional Conduct Oversight

Pursuant to its Establishing Law, the Department receives professional complaints involving any breach of duties associated with the advocacy and legal consultancy professions. Such breaches include any conduct by an advocate or a legal consultant that degrades the dignity of the profession, affects their client's rights, or reflects negligence or failure in defending them as dictated by professional standards and the requirements of the power of attorney. This extends to any other forms of non-compliance with professional practice rules, through any practices towards their clients, the judiciary, their colleagues, or any members of society.

In 2025, the Department reviewed three hundred and twenty (320) complaints through the Professional Conduct Committee for Advocates and Legal Consultants, which is composed of four panels. This process involved meticulous stages of verification, collection of necessary evidence and information, and holding professional conduct hearings to listen to both parties of the complaint, culminating in the issuance of a final decision on the referred complaint.

320

Professional conduct complaints reviewed by the Department in 2025



In 2025, the decisions issued by the Professional Conduct Committee for Advocates and Legal Consultants finding a lack of jurisdictional competence accounted for 7% of the total decisions reviewed by the Department, while 38% of the decisions resulted in conviction, and 56% resulted in the dismissal of the complaint. Accordingly, the conviction rate relative to the number of practicing professionals stood at 2.3% for every 100 advocates and legal consultants.

2.3%

Conviction rate per 100 advocates and legal consultants

7%

Of the decisions resulted in a lack of jurisdictional competence

56%

Of the decisions resulted in the dismissal of the complaint

38%

Of the decisions resulted in conviction

Committed to the highest standards of transparency, the Department allows both parties to a complaint—the complainant and the respondent—to submit a written grievance against the decisions of the Professional Conduct Committee before the Department's Grievance Committee. This constitutes a fundamental safeguard for legal practitioners and firms, in addition to the safeguard that its decisions are not immune to judicial review.

Grievances submitted to the Committee are reviewed and decided upon in accordance with approved criteria and procedures aligned with best practices in the field. The accuracy rate of the decisions issued by the Professional Conduct Committee, following review by the Grievance Committee, reached 98%. This reflects a high level of precision and efficiency in the decisions of the formed committees, which benefit from the extensive legal and judicial expertise of the chairpersons, vice-chairpersons, and members of the Department's internal committees.

98%

Accuracy rate of decisions issued by the Professional Conduct Committee following review by the Grievance Committee



Pro Bono Legal Services

Driven by its social and humanitarian mission, and to reinforce the role of the advocacy and legal consultancy professions in supporting voluntary and humanitarian work, the Department launched the Voluntary Legal Services Smart Portal in 2018 to provide free (pro bono) legal consultations. This initiative was awarded the "Innovative Endowment Sign", a recognition granted by the Mohammed Bin Rashid Global Centre for Endowment Consultancy to entities with sustainable community contributions based on the concept of innovative endowment.

To support this initiative, the Department counts the pro bono legal services provided to the community by its registered legal consultants through the Portal toward the non-mandatory Continuing Legal Professional Development (CLPD) activities required for the annual renewal of a legal consultant's registration with the Department. Furthermore, in cooperation with the Dubai Digital Authority, the Department has made this service available through DubaiNow, the unified application for government services in the Emirate of Dubai. By the end of 2025, the number of legal practitioners registered on the Portal reached 395 advocates and legal consultants, representing a 33.4% increase compared to 2024. Additionally, the number of requests submitted during 2025 reached 3,208, processed through a 100% automated system.

33.4%

Increase in the number of legal practitioners registered on the Portal compared to 2024



3208

Number of requests submitted through the Portal in 2025





Government Legal Support



Drafting and Review of Contracts and Agreements

Pursuant to its Establishing Law, the Government of Dubai Legal Affairs Department is mandated to draft and review contracts and agreements entered into by the Government or Government entities, upon their request. The Department also represents these entities in relevant negotiations and provides legal support during the pre-contractual negotiation phase.

In 2025, the Department completed the drafting, reviewing, and provision of legal advice for 689 Government contracts and agreements, with an approximate total value of AED 54.7 billion. This reflects the Department's massive contribution to the Dubai Economic Agenda (D33), which aims to double the size of Dubai's economy by 2033 and consolidate the position of the Emirate among the top three global cities for business, innovation, and quality of life.

689

Contracts and agreements
completed by the Department in



+54,000,000,000

The financial value of contracts and agreements
finalized in 2025



Strategic Role

The Department provided pivotal support for various high-value and technically complex projects, implementing a diverse range of high-impact strategic initiatives. These included: Pioneering Public-Private Partnership (PPP) projects in infrastructure and urban development; advanced technology and infrastructure projects, sovereign finance deals and capital market programs, special arrangements for major investments and funding pools, as well as the upcoming establishment of the Dubai International Mediation Centre (DIMC), set to become the first world-class, internationally accredited mediation center of its kind in the MENA region.

The Department also supported cross-border cooperation frameworks, international development and workforce initiatives, regulatory programs, sector-specific quality accreditations, performance-based budget reforms, comprehensive strategic planning for the environment and sustainability, and the organization of major international events.

Qualitative Indicators

The Department continued its strong upward trajectory in legal work related to Technology and Artificial Intelligence, completing 256 requests—a 14% increase compared to 2024. Additionally, high-value transactions saw a significant leap of 71%.

This growth reflects the Government's accelerating digital transformation agenda, driven by the expansion of Artificial Intelligence (AI) usage, the adoption of cloud-based government services, and the enhancement of cybersecurity capabilities. Furthermore, the Department provided specialized legal advisory support for major strategic government projects, including the Dubai Cashless Strategy, large-scale cloud infrastructure projects, cybersecurity initiatives, and the development of advanced digital governance frameworks.



14%

increase in the number of AI and Tech contracts and agreements compared to 2024

The number of Government entities benefiting from the Department's contract and agreement services rose to 41 entities in 2025, representing an 8% increase compared to 2024. This growth underscores the growing confidence in the Department's role as a primary supporter of effective government operations.



8%

increase in the number of beneficiary Government entities compared to 2024



Legislative Support and Legal Advice Services

The Government of Dubai Legal Affairs Department provides various forms of legal support to Government entities, upon their request, to enable such entities to carry out their duties and functions in accordance with the legislation in force.

In 2025, requests for legal support received by the Department amounted to (291) requests, of which (145) were requests for legislative support services and legal opinion, which included supporting Government entities in legislative matters, and providing legal opinion and advice on inquiries received from Government entities regarding various legal matters referred to the Department.

291

Number of legal support requests received by the Department



Key legislative projects that were examined, reviewed, and commented on include: Law No. (11) of 2025 Establishing the Dubai Judicial Expertise Centre, the Law on Antiquities and Archeological Sites in the Emirate of Dubai, the Law on the Dubai Culture and Arts Authority, the Law on the Rental Disputes Center in the Emirate of Dubai, Executive Council Resolution Regulating the Use of Cameras in Documenting Violations and Enforcement Procedures, Resolution Approving the Implementing Bylaw of Law No. (19) of 2024 Regulating Law Enforcement Capacity in the Emirate of Dubai, and draft Executive Council resolutions related to the End-of-Service Benefits Program for employees.

145

Number of legislative support and legal advice requests received by the Department



The number of other legal support services reached (146) requests, including the provision of legal support on digital solutions, such as data digitization, digital transformation of legal processes, and AI-based virtual assistants, in addition to various areas of intellectual property, including trademark registration, registration of intellectual and technical works, and providing advisory services related to patent registration.

146

Number of other legal support requests received by the Department





Membership in Government Committees

In addition to direct legal support, the Department provides legal support through its legal counsels by participating in the membership of a number of committees, including those related to administrative violations of employees, grievances and complaints formed within Government entities, based on the request of those entities, as well as committees related to tenders, including negotiated tenders and Government procurement.

Legislative Awareness

As part of its knowledge programs, the Department organized awareness sessions on the latest legislation issued at both the local and federal levels. A total of (140) training hours were delivered in 2025, contributing to the dissemination of legal knowledge, enhancing compliance with legislation, and improving the quality of Government work through a clearer understanding of procedures and responsibilities.

Applicable Legislation Compliance Indicator

In 2025, the Department scored 100% in the Applicable Legislation Compliance Index, measured by the Supreme Legislation Committee. This index is one of the key indicators applying to Government entities in the Emirate of Dubai to assess the Department's compliance with the legislation governing its work in terms of implementation and application.

This achievement reflects the efficiency of Government operations through adherence to standards and procedures governed by legislative frameworks, and underscores the Department's commitment to delivering legal services with the highest level of procedural accuracy. It also contributes to reinforcing the rule of law and demonstrates an institutional framework aligned with the leadership and global standing of the Government of Dubai, while supporting its objectives and priorities in enhancing the confidence of customers and partners in the Emirate's legal system.

100%

Department's score in the Applicable Legislation Compliance Index for 2025



Mediation in Dispute Resolution

Since 2022, the Department has adopted a multi-faceted and phased project to enhance the Emirate's role in the field of dispute mediation, as one of the most important alternative methods for amicable dispute resolution. This aligns with the strategic priorities of the Dubai Plan, achieved through collaboration with the ADR Center (one of Europe's largest specialized centers in civil and commercial mediation) and the International Mediation Institute (IMI).

The Department has established a methodology that includes building capacity and enhancing skills to possess the necessary tools for resolving disputes with the highest levels of integrity, reliability, and transparency. It also aims to promote a culture of mediation among the community and clients, providing mediation and dispute avoidance services to the private sector according to international best practices.



Establishment of the Dubai International Mediation Centre (DIMC)



As a continuation of the partnership with the ADR Center, and following the Department's seven-star rating in the benchmarking program implemented by the Dubai Government Excellence Program (DGEP) in 2025, the Department completed its efforts to establish the Dubai International Mediation Centre (DIMC).

These efforts culminated in the approval of the Executive Council, chaired by His Highness Sheikh Hamdan Bin Mohammed Bin Rashid Al Maktoum, Crown Prince of Dubai, Deputy Prime Minister, Minister of Defence, and Chairman of the Executive Council of Dubai, to establish DIMC. DIMC is specialized in dispute avoidance and amicable resolution methods and is classified as one of the strategic projects approved by the Executive Council in 2025. It is the first center of its kind in the region to hold international accreditation, providing innovative services in dispute prevention, mediation, and specialized training.

Effective Training & Qualification Program

The year 2025 saw a new cohort graduate from the IMI-accredited Certified Mediator program, with 82 trainees completing the mediation skills program—representing a 9.3% increase compared to 2024—with a total of 3,520 training hours.



Since the program was launched in 2022, until the end of 2025, the number of program graduates reached 307 trainees, with a total of 13,195 training hours implemented by the Department for all trainees. The number of trainees from Government entities reached 247 trainees, all of whom, after passing the program, obtained international accreditation from the International Mediation Institute, as qualified mediators in resolving civil and commercial disputes. This program is the only one of its kind that is offered in Arabic in its entirety and accredited by the International Mediation Institute, in addition to being offered in English. The percentage of Government employees who received training exceeded 80% of the total number of trainees, which fosters a culture of amicable settlement within the Government work system.



The Department is the only entity in the Middle East and North Africa (MENA) region with 18 certified mediators at the highest international professional level. According to data available on the website of the International Mediation Institute, the Department is the only entity globally with an Arabic-speaking team (native speakers) holding this international accreditation.

18

Certified mediators within the Department at an international professional level



The Department is the only entity globally with an internationally accredited mediation team of Arabic native speakers.

Mandatory Course

The Government of Dubai Legal Affairs Department introduced training on client representation skills during mediation in resolving civil and commercial disputes within its Continuing Legal Professional Development (CLPD) Program, which targets all registered legal consultants in the Emirate of Dubai, as part of its efforts to qualify and train registered legal consultants with the Department.

Renewing the registration of a legal consultant in providing legal services in the Emirate requires obtaining 16 training hours annually, including 8 mandatory hours for topics determined by the Department, and others that include topics selected by the legal consultant from external training providers accredited by the Department. In this context, the Department specifies training on client representation skills during mediation within the mandatory hours for renewal requirements, thus becoming the first regulatory entity globally to include this training within its mandatory programs in qualifying advocates and legal consultants, with 2999 legal consultants benefiting from the program in 2025.

Surveys reflected the happiness of legal professionals with their qualification to represent clients during mediation and the importance of that training to their work, with the happiness rate reaching 88.1%.



80% +
of trainees of Government Entities' employees



13,195
total mediation skills training hours since the program launch



307
total graduates since the program launch



88.1%
satisfaction rate with the mediation course as part of professional development



2999
legal consultants benefited from the program in 2025



Promoting a culture of mediation within the business community

The Department participated as a keynote speaker in several local and international events, with the aim of raising awareness among the business community about dispute mediation and how to benefit from it as an effective means of resolving disputes to ensure business continuity and growth. These include:



Presentation and active participation at the Center for Negotiation and Dispute Resolution at the California State University College of Law, U.S.



Workshops and knowledge-sharing sessions presented by the Department's delegation to officials from JAMS, the world's leading mediation services provider, which were attended by members of the Weinstein Fellowship from several countries.



A series of introductory workshops for Dubai Multi Commodities Centre (DMCC) companies through the Department's partnership with the Centre.



Setting the practice of the Department as a leading model for governments and states

Through its long-standing partnership with the International Mediation Institute (IMI), the Department reached the conclusion on the importance of strengthening IMI's role in government mediation practices, based on the Department's pioneering experience. This led to the formation of a global committee within IMI named the Public Policy Committee, with the Department as a member.

Furthermore, a sub-committee was established, chaired by the Department, dedicated to promoting the practice of mediation in disputes where Government entities are a party. This

is achieved by conducting comprehensive studies across all continents to identify any government dispute mediation practices—even if partial or limited—alongside specialized surveys and research in partnership with stakeholders in target countries. These efforts aim to develop a comparative global model that draws on the Department's leading experience, encouraging governments to adopt mediation while providing the methodologies and tools to support it.



The Department is a member in the Global Policy Committee of the International Mediation Institute



Human Capital

Pillar of Institutional Development



The Department believes in the vital role that human capital plays in achieving its strategic targets related to development and the quality of internal processes, ensuring institutional sustainability, and delivering leading and distinguished services to its customers. The Department therefore strives to attract outstanding talent and invest in their development through the launch of qualification and training programmes, while fostering a motivating and positive work environment.



Attracting National Talent

In line with its strategy to attract, develop, and empower highly talented and competent human capital, and as part of its commitment to attracting specialized national talent, the Department participates annually in the Ru'ya Careers UAE to strengthen its workforce with competencies that contribute to the continuous enhancement of its institutional capabilities and the advancement of its development objectives in carrying out its duties and functions.

The career fair serves as a meeting point for a wide range of national talents across various specializations. Accordingly, the Department offers job vacancies in legal and administrative fields, and during the career fair, interviews are conducted with candidates who possess the required academic qualifications and specialized skills. These interviews are carried out by a recruitment committee comprising representatives from Human Resources and the relevant organizational unit, in accordance with criteria that ensure the achievement of the Department's targets and promote competitiveness in attracting professional talent and expertise.

Training Programs

The Department has developed an annual training plan aimed at the continuous enhancement of the skills of its human capital through a comprehensive program covering all job levels across its legal and administrative sectors. The training areas vary between specialized, professional, and technical fields.

In 2025, the Department implemented (130) training programs, including specialized qualification programs, accredited professional certifications, and future skills development for the Department's senior leadership, along with the development of second- and third-tier leadership. The Department also provided a selection of internal and external programs, as well as access to leading self-learning platforms for its employees, in addition to numerous initiatives aimed at knowledge transfer and exchange, while adopting international methodologies to measure the impact and effectiveness of training.

130

internal and external training programs to qualify and develop human capital



1

First: Internal Training:

In 2025, the Department implemented (89) internal training programs, totaling (5,233) training hours, with an average of (25) training hours per employee, exceeding the central targets for all categories.

2

Second: External Training:

At the level of external training programs attended by the Department's employees, in partnership with relevant entities and institutions, a total of (41) training workshops were conducted.

41

external training programs in 2025



High-Quality Qualification Programs

The Department has been keen to enhance the capabilities of its national workforce through high-quality qualification programs to ensure continuous learning and skills development, thereby contributing to the improvement of its institutional performance. Accordingly, the Department enrolled a number of its employees in various qualification and professional programs, as follows:

1

Executive Diploma in Behavioral Insights: Delivered by the Mohammed Bin Rashid School of Government, this program aims to deepen the scientific understanding of human behavior, apply behavioral insights in the design of public policies, enhance the experience of Government services, and lead institutional change based on behavioral insights. The knowledge and skills acquired through the diploma were applied through a practical project related to some of the Department's functions aligned with the priorities of the Dubai Plan 2033.

Project: "Dubai... Capital of Alternative Litigation"
Shaikha Nasser Alqattan
The Government of Dubai Legal Affairs Department
Executive Diploma in Behavioral Insights

The Behavioral Challenge
Some government entities in Dubai refrain from sharing all documents and paperwork related to complaints filed against them. This hinders the Department's mediation efforts between the complainant and the government entity and reduces the opportunity to achieve an amicable settlement before the legally specified two-month period ends.

The Desired Behavior
The respondent government entity provides the Legal Affairs Department with a response to the complaint that is comprehensive, inclusive of all elements, and contains all relevant documents and paperwork from the very first response.

Proposed Solutions Using Behavioral Interventions
Modifying the notification letter sent along with the complaint from the Department to the government entity through:

- 1** Adding phrases incorporating the elements of collective impact:
- "Did you know that [Name of Entity] achieved the highest rate of amicable settlements during the year XX?"
- "We look forward to your entity achieving the first place in the 'Response Quality' indicator across the government."
- 2** Adding a clarifying phrase:
- "Note: Your commitment prevents informing the complainant of the written response."
- 3** Adding motivational phrases:
- "Join us in achieving Dubai's vision: 'Dubai... Capital of Alternative Litigation'."
- "We thank you for your cooperation as part of the team that saved \$5 amount for the Government of Dubai during the year XX."

Expected Impact:
Raising the comprehensiveness rate of the first response received from government entities regarding complaints. Supporting the Department's efforts in conducting mediation between the complainant and the government entity, thereby increasing chances of achieving an amicable settlement within the shortest timeframe.



2

Future Leadership Horizons and Excellence Program: Implemented by the Department in collaboration with a specialized UAE-based company, this program targeted heads of organizational units with the aim of enhancing self-awareness, fostering adaptability in embracing new ideas, and strengthening the ability to adopt optimal leadership styles in line with work priorities and the nature of job roles. The program also focused on developing new skills for effectively handling challenging situations in diverse team environments, in addition to introducing tools for presenting more creative and innovative ideas in the workplace.



3

Diploma in Female Leadership Development – "Inspiring Leaders": As part of its efforts to empower national talent and equip them for future leadership roles, in line with the Government of Dubai's direction to develop a generation of UAE national leaders capable of keeping pace with future requirements, the Department launched the national talent empowerment initiative (Masari). Under this initiative, the Department enrolled two of its national female employees in the Diploma in Female Leadership Development – "Inspiring Leaders," in collaboration with Hamdan Bin Mohammed Smart University, in support of the leadership's vision to develop inspiring female leaders capable of driving change and creating impact within their communities and organizations.



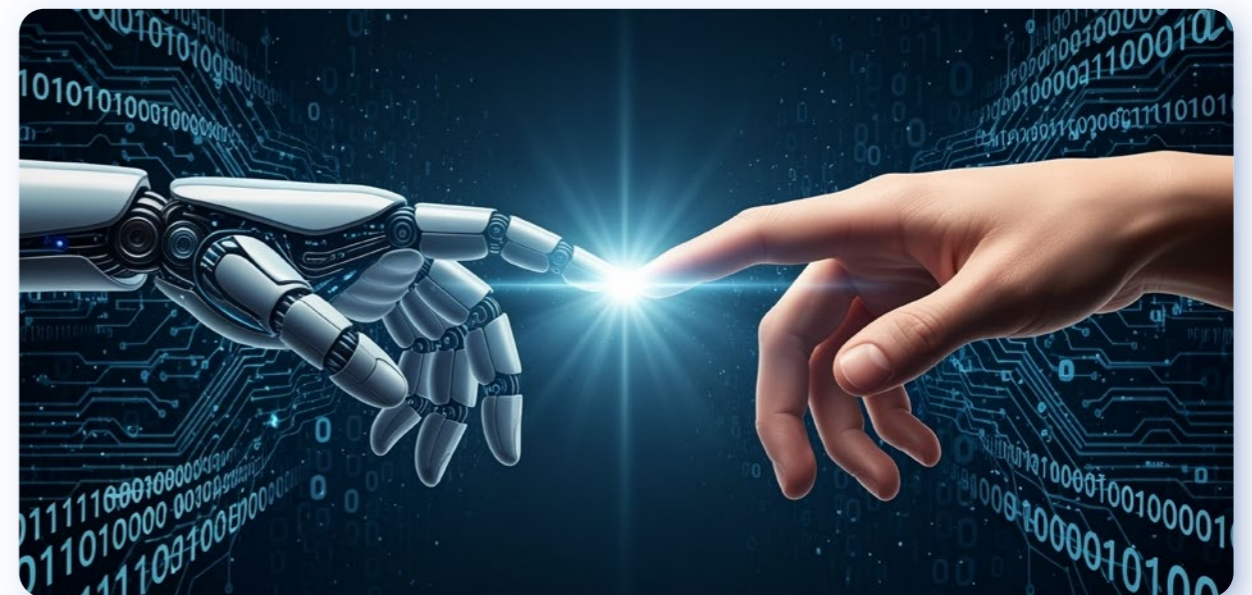
4 **Data Analysis for Management Program:** Delivered by the London School of Economics and Political Science, this program aims to equip employees with decision-making skills in situations of uncertainty and ambiguity, using available data and evidence. It also focuses on developing the ability to understand causes and probabilities, assess risks, integrate data and statistics, and present them in visual and narrative formats to facilitate data- and evidence-based decision-making.



6 **Regulatory Reporting Program:** Organized by the Financial Audit Authority Academy, this program aims to equip employees with the skills to prepare internal regulatory reports in accordance with international auditing standards, ensuring the achievement of impact and added value through the use of case studies and practical examples.



5 **Professional Certificate in Corporate Finance:** Offered by Columbia University, this certificate covers the development of valuation frameworks for various assets, cash management, risk mitigation, identification of cost-related asset opportunities, and exploration of alternative financing options for organizational operations.



7 **Digital Transformation and Artificial Intelligence Program:** Offered by Etisalat Academy, this program aims to provide an understanding of the role of artificial intelligence in digital transformation and how it can be used to design customer-centric Government services, while recognizing the ethical and security risks associated with the use of artificial intelligence.



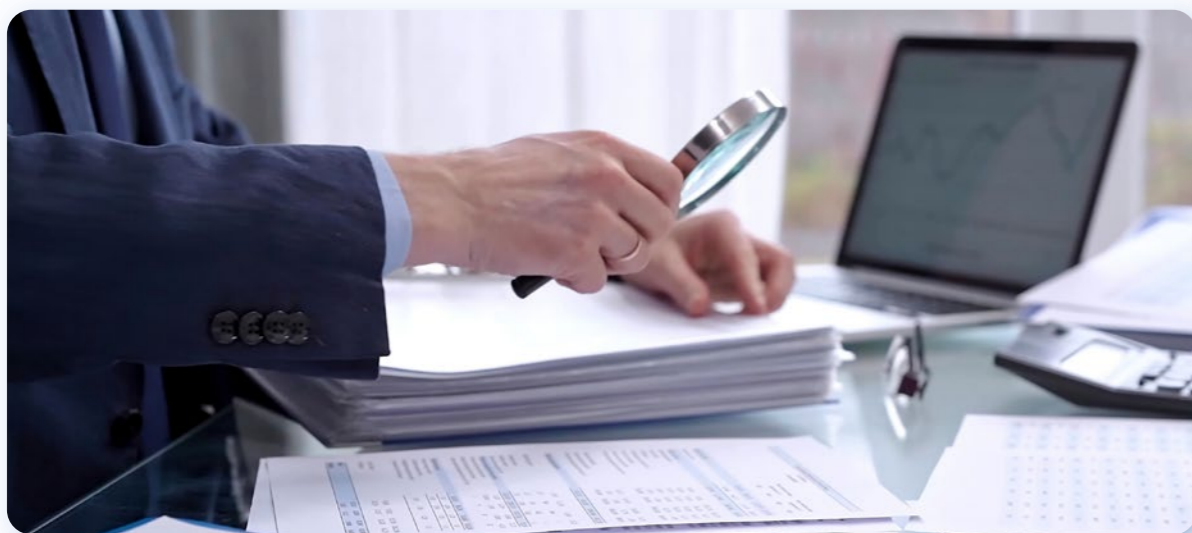
8

Presentation Skills and Public Speaking Program: Offered by Etisalat Academy, this program aims to develop capabilities in preparing professional presentations, mastering techniques of delivery, persuasion, and influence, and enhancing effective communication tools in meetings and formal forums, thereby improving the efficiency of information delivery in the workplace.



10

Diploma in Creativity and Innovation: An initiative offered by Etisalat Academy, this program aims to develop creative thinking skills and enhance employees' ability to utilize the necessary tools and techniques to adopt innovative solutions and generate ideas that contribute to launching viable initiatives and projects. It also supports embedding innovation in improving institutional performance, enhancing services, developing organizational processes, and increasing efficiency in line with future requirements.



9

Professional Diploma for Government Auditors: Implemented by the Financial Audit Authority Academy in collaboration with the Mohammed Bin Rashid School of Government, this program aims to equip employees with the skills required to perform auditing functions and understand various control mechanisms in line with best professional practices, while preparing them to obtain professional certifications in the field of auditing.



11

Training of Trainers (ToT) Program: This program aims to prepare internal cadres with expertise in both legal and non-legal fields as certified trainers in accordance with the British CPD Certification Service standards. The first cohort included (16) graduates, each of whom developed diverse training content and delivered it as part of their graduation project.

16

Employees completed a Training of Trainers 2025 (ToT) course in



Transfer of Expertise

As part of a sustainable framework for the transfer of expertise among the Department's employees, and to support and refine the skills of newer staff, the Department successfully completed the first phase of the Expertise Transfer Program, which targeted 100% of its UAE national legal professionals. This phase involved assigning them a variety of legal tasks under the direct supervision of a group of legal counsels, providing practical on-the-job learning and development opportunities. The Department also conducted several assessments to measure the impact of this phase and collect feedback from the targeted participants. Based on these outcomes, the Department launched a guide for the second phase of the program, expanding its scope to include a broader group and more complex tasks. This phase is implemented through mentoring and guidance provided by more experienced employees who were enrolled in the Training of Trainers program, in order to maximize the program's impact in its second phase.

With regard to the transfer of the Department's expertise to external entities, through its employees and legal counsels, a total of (2,022) training hours were delivered in 2025.

2022

Training hours delivered by the Department's employees to external entities as part of its efforts in knowledge and expertise transfer



E-Learning

The Department, in collaboration with several local and global self-paced e-learning platforms, provided accounts and training opportunities through platforms such as Coursera, Udeemy in cooperation with the Federal Digital Government Academy, edX, and Udeemy Business in collaboration with DGOV Academy. Coverage exceeded 70% of the Department's employees, and the Department aims to reach 100% of the targeted group. This initiative is intended to enhance self-learning pathways for all employees in line with their individual development plans through these platforms, as one of the approved tracks within the 2025 training plan. The initiative also provides employees with access to world-class training programs covering a wide range of specialized and professional fields, contributing to reducing time, effort, and costs associated with managing training processes, while enhancing employee performance through self-directed learning courses.

4

Local and global platforms provided by the Department to support self-learning



70%+

of the Department's employees benefited from the self-training program in its first phase



Wellbeing and Happiness in the Workplace

The Department launched several initiatives that contribute to enhancing health and safety in the workplace and fostering a happy and positive work environment that reinforces quality of life both within and beyond the workplace, reflecting positively on productivity levels. These initiatives include:

Employee Wellbeing Program Initiative:

Through collaboration with Lyra Wellbeing, the Department launched an employee wellbeing program targeting all its employees. This comprehensive program provides employees and all their family members aged (18) and above, with full privacy and confidentiality, access to professional psychologists, nutritionists, fitness coaches, and financial advisors. All the initiative's features are available through a smart application, 24/7, in six languages.

هل تعلم؟ Did you know?

في عالم يشهد انخفاضاً في الوصمة المحيطة بالصحة العقلية، يتزايد عدد الأفراد الذين يتجهون نحو العلاج حالياً، يسعى 44% من الأشخاص للحصول على الرعاية، مما يمثل زيادة ملحوظة مقارنة بالماضي.

Many people do not seek treatment for mental illness due to the associated stigma. Only 44% of adults with diagnosable mental illnesses receive treatment.

برنامج دعم رفاه الموظفين
Employee Assistance Program

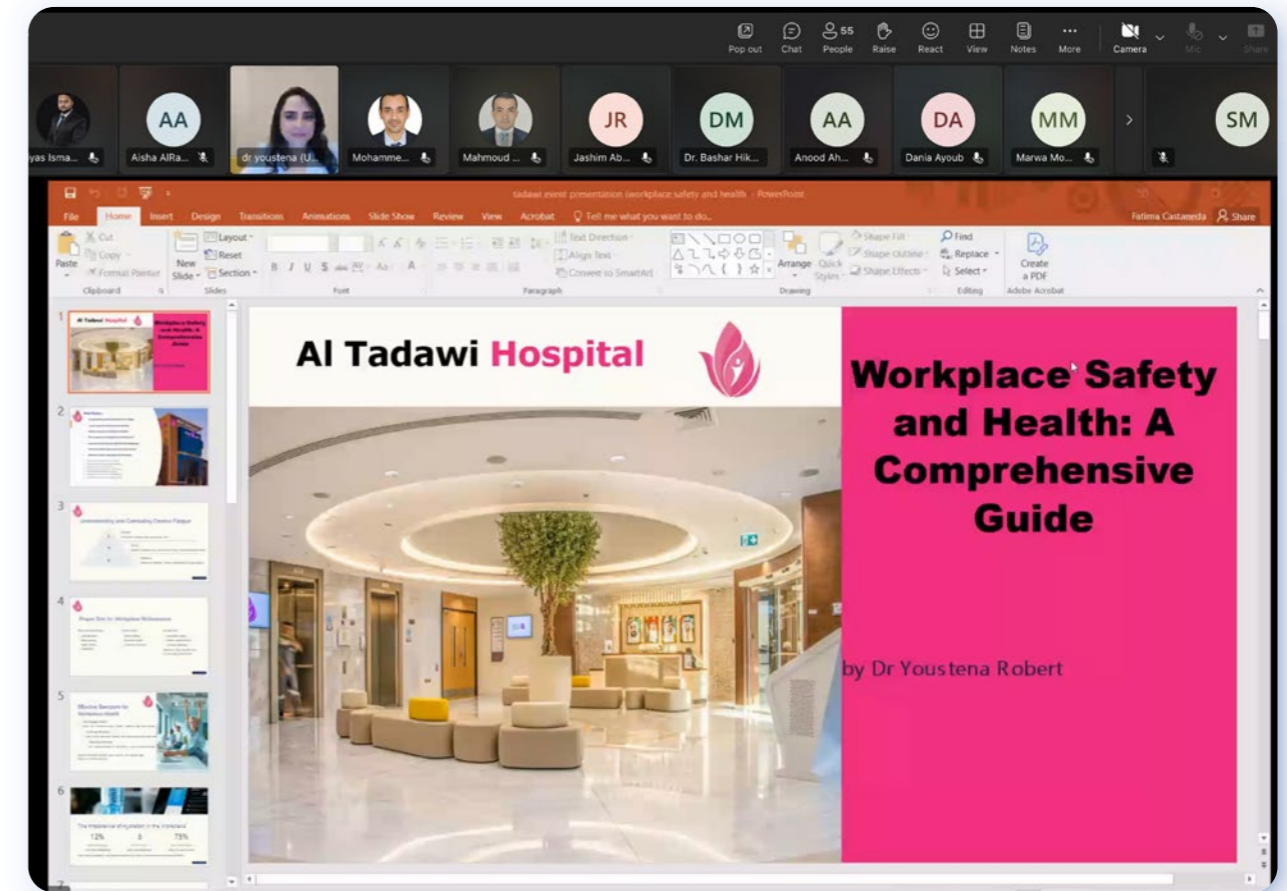
2026 webinar topics lyra wellbeing

Quarter	Topic	Date	Time
Q1: DIRECTION	Reignite Your Spark: Discover Your Strengths & Set Lasting Goals in 2026	JAN 14	11:00am (UAE time)
	The Mindful Toolbox: Everyday Strategies for a Stronger Mind	FEB 11	English 11:00am & Arabic 3:00pm (UAE time)
	Her Health, Her Truth: Honest Conversations Through Every Stage	MAR 4	English 11:00am & Arabic 3:00pm (UAE time)
Q2: FOCUS	Finance Unfiltered: Everything You Wanted to Ask (But Didn't)	APR 8	11:00am (UAE time)
	The Purpose-Driven Professional: Your Guide to Fulfilling Work	MAY 13	English 11:00am & Arabic 3:00pm (UAE time)
	Panel Discussion Mental Health Tune-Up: How Are You Really Doing?	JUN 10	English 11:00am (UAE time)
Q3: PURPOSE	Rise & Thrive: Your Blueprint for Finding Purpose and Overcoming Burnout	JUL 8	English 11:00am & Arabic 3:00pm (UAE time)
	The Balancing Act: Modern Parenting, Work, Kids, and the Online World	AUG 12	English 11:00am (UAE time)
	Empowering Hope: Suicide Prevention through Real Support and Real Change	SEP 10	English 11:00am (UAE time)
Q4: INTENT	Keeping Abreast: The Truth, Strength, & Science in Breast Cancer Awareness	OCT 14	11:00am (UAE time)
	Building Your Brand: Crafting a Reputation That Lasts	NOV 11	English 11:00am (UAE time)
	Beyond the Horizon: Reflect, Refine & Reset for 2027	DEC 9	English 11:00am & Arabic 3:00pm (UAE time)
bonus talks		JUN 3	English 11:00am (UAE time)
		OCT 7	English 11:00am & Arabic 3:00pm (UAE time)



Weekly Walking Initiative:

In line with the wise leadership’s directives to promote sports as a sustainable lifestyle, and as part of the Department’s commitment to fostering a healthy and positive work environment that enhances employee happiness and improves quality of life both within and beyond the workplace, and in implementation of its employee care policy focusing on physical and mental wellbeing, as well as strengthening team spirit, the Department implemented for the second consecutive year—under the direction of His Excellency the Director General—a weekly walking initiative held every Friday morning. The initiative has received strong engagement from employees and achieved a satisfaction rate of 93.9% in a survey conducted to measure their satisfaction with the initiative.



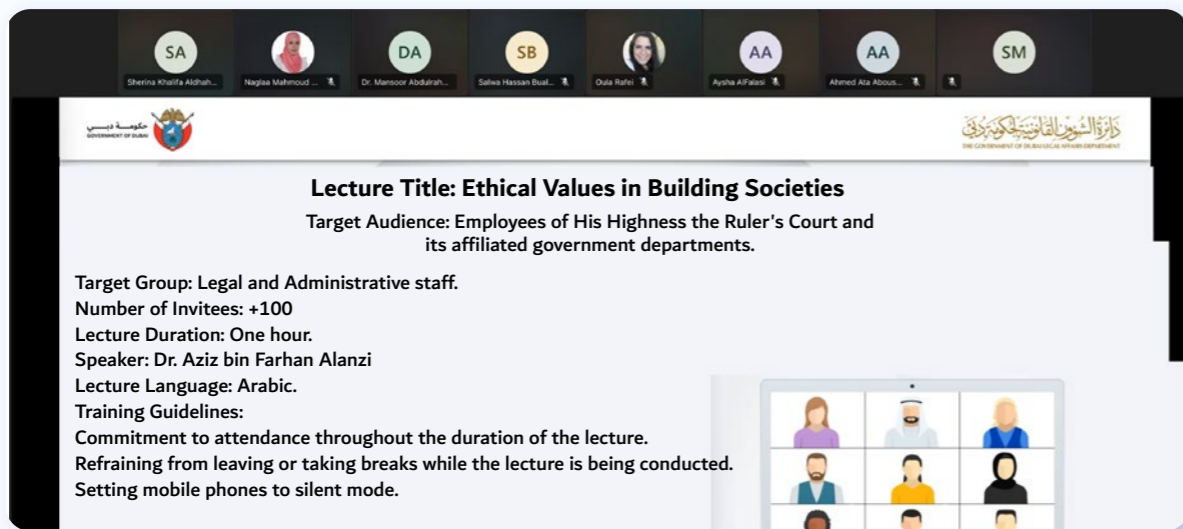
Health Prevention Initiatives:

The Department, in collaboration with relevant healthcare entities, was keen to organize and participate in initiatives aimed at supporting employees’ quality of life both within and beyond the workplace through health prevention, blood donation, early detection of cardiovascular diseases, provision of seasonal influenza vaccinations, early detection of breast cancer in conjunction with Breast Cancer Awareness Month (October of each year), and first aid workshops.

The initiatives also included raising awareness of health and safety in the workplace by organizing an awareness workshop on occupational health and safety in office-based roles and functions, in conjunction with the World Day for Safety and Health at Work, in collaboration with Tadawi Healthcare.

The Department also organized, in collaboration with Dubai Health, and in conjunction with World No Tobacco Day, an awareness workshop on the smoking cessation program to raise awareness of the harmful effects of this habit, introduce methods for quitting, and help prevent its adverse impact on health and society.

The Department also organized a lecture on the impact of tolerance on enhancing mental health, attended by His Excellency the Director General, in conjunction with the International Day for Tolerance. The lecture was delivered by Dr. Rafia Obaid Ghubash, Professor of Psychiatry, to raise awareness of the role of tolerance in fostering inner peace and emotional well-being, and in avoiding negative thinking that adversely affects mental health.



Organizing a Ramadan Religious Lecture:

The Department organized a lecture for its employees titled “Moral Values in Building Societies,” during the holy month of Ramadan, which represents an opportunity to enhance religious awareness. The lecture was delivered by His Excellency Dr. Aziz Bin Farhan Al Anzi, a member of the Board of Trustees of Al Qasimia University in Sharjah. The lecture emphasized that among the foremost values highlighted by Islam are morals, as they constitute a fundamental pillar in building individuals, societies, and nations, and serve as a measure of a Muslim’s character and the completeness of their faith, noting that proper conduct in dealings with others completes acts of worship.





Gems from the Life of a Leader

To: The Employees of the Government of Dubai Legal Affairs Department

The Department's Happiness and Positivity Team is delighted to present you with the book, "Lessons from Life" by His Highness Sheikh Mohammed bin Rashid Al Maktoum, may God protect him. This insightful work documents His Highness's journey spanning nearly sixty years in national and humanitarian service and outlines his enduring leadership philosophy. We wish you an enjoyable read and hope that this book inspires you professionally and personally.

The Happiness and Positivity Team

Best Regards

درر من حياة قائد

السادة/ موظفي دائرة الشؤون القانونية لحكومة دبي تحية طيبة وبعد،

يسر فريق السعادة والإيجابية بالدائرة أن يوفر لكم كتاب "علمتني الحياة" لصاحب السمو الشيخ/ محمد بن راشد آل مكتوم "حفظه الله ورعاه"، والذي يتضمن خلاصة تجربة سموه وفلسفته القيادية الممتدة لحوالي ستين عامًا من العطاء الوطني والإنساني، نرجو لكم قراءة ممتعة، وأن يلهمكم الكتاب على الصعيدين المهني والشخصي.






فريق السعادة والإيجابية

وتفضلوا بقبول فائق الاحترام والتقدير




Happiness and Positivity Initiatives:

The Department reconstituted the Happiness and Positivity Team, which is responsible for implementing initiatives that strengthen relationships among employees, promote work-life balance, and reinforce the values of institutional belonging and employee loyalty. These initiatives were diverse in their objectives, and in 2025, the team continued to implement initiatives that contribute to employee happiness and foster a positive work environment, including:

- 
 Distribution of the book "Lessons from Life" by His Highness the Ruler of Dubai to all Department employees, to promote the values reflected in His Highness's book.
- 
 Communicating with employees on their special occasions, such as "Congratulations on your newborn," "Welcome back safely," and "Congratulations on returning from Hajj."
- 
 Granting employees early leave on certain occasions and events, such as the Government Games and the first week of the academic year to accompany their children, as well as granting female employees early leave on Emirati Women's Day and International Women's Day.
- 
 Providing standing desks to encourage healthier work practices in the workplace.
- 
 The "Our Summer is Flexible" initiative, which involves reduced working hours during the month of September.

Ramadan Iftar:

In line with the positive values upheld by the Government of Dubai in fostering a work environment characterized by a spirit of familiarity and brotherhood among employees, the Department organized a group gathering during Ramadan 2025 through a Ramadan Iftar that brought its employees together during the holy month. The event included a number of cultural and recreational competitions, away from the work environment, providing a valuable opportunity to strengthen social bonds among employees.



Innovation and Future Foresight

The Department's innovation system represents one of the key enablers of Government development, reinforcing the values of excellence, enhancing service quality, and improving procedures that facilitate the customer experience. It also contributes to improving performance indicators and anticipating the future through innovative ideas. Accordingly, the Department has been keen to provide the means that create a creating a supportive environment for its employees to suggest innovative ideas. Statistics indicate that, in 2025, a total of (1,463) suggestions were submitted by the Department's employees, while (57) suggestions were received from customers and members of the public.

Enablers and Incentive Policies

The Department adopts incentive policies and procedures that support the innovation process and contribute to building and developing the capabilities of its human resources in innovative thinking practices. These efforts build on previous initiatives aimed at establishing the enablers that support the Department's innovation and future foresight system. The key achievements in 2025 related to innovation incentive policies and enablers can be outlined as follows:

1

Training Programs: The Department organized (3) specialized workshops to raise awareness among its employees of innovation tools. These workshops are as follows:



A- Creativity and Innovation Concepts: To introduce the characteristics of creative thinking and develop successful models for innovative initiatives that contribute to solving problems and enhancing institutional performance.



B- Innovation and Future Foresight Tools: To highlight innovation mechanisms in generating and developing ideas, the relationship between innovation and strategic planning, and enhancing institutional readiness for future changes.



C- Intellectual Property Rights: To introduce national legislative efforts in protecting intellectual property and their role in supporting the economy and fostering creativity, as well as to highlight the various types of intellectual property and the means of protecting them.



2

“Share Your Ideas” Initiative: A competitive initiative launched by the Department as part of its participation in the UAE Innovation Month, aimed at motivating employees to submit innovative ideas that contribute to improving procedures and services. The initiative resulted in (99) suggestions covering various aspects of institutional work.

3

“Suggestion Implementation Hackathon” Initiative: An initiative aimed at speeding up the implementation of development ideas and transforming them into actionable projects, contributing to the Department's commitment to adopting employees' ideas and initiatives in the area of continuous improvement and development.

4

Providing Knowledge in Innovation: The Department enriched its library in 2025 with a number of specialized publications in innovation and future foresight, acquiring (30) titles that contribute to building an institutional culture based on leveraging innovation in work development and future planning.

Events and External Participation:



A- Visit to the Museum of the Future: As part of its participation in UAE Innovation Month, the Department organized a visit for a number of its employees to the Museum of the Future. The Museum stands as a prominent cultural landmark in future foresight across the fields of science, technology, and innovation, utilizing immersive applications that explore the horizons of technology in the service of humanity.



C- Young Innovators Initiative: As part of a simple, safe, and engaging educational activity that fosters exploration among children and develops their creative thinking, the Department engaged with children from the nursery at the Government Departments Complex attached to His Highness the Ruler's Court during a recreational day held as part of UAE Innovation Month. The activity aimed to develop cognitive skills and encourage observation and experimentation through interactive games and activities.



B- Exploring the Practices of the Sharjah Research, Technology and Innovation Park: As part of its activities during UAE Innovation Month, the Department organized a visit for a number of its employees to the Sharjah Research, Technology and Innovation Park to explore its practices. The park represents a leading scientific hub in promoting innovation and linking creativity to current and future needs across fields such as artificial intelligence, advanced technology, sustainability, and smart cities, among other areas that support the knowledge economy.

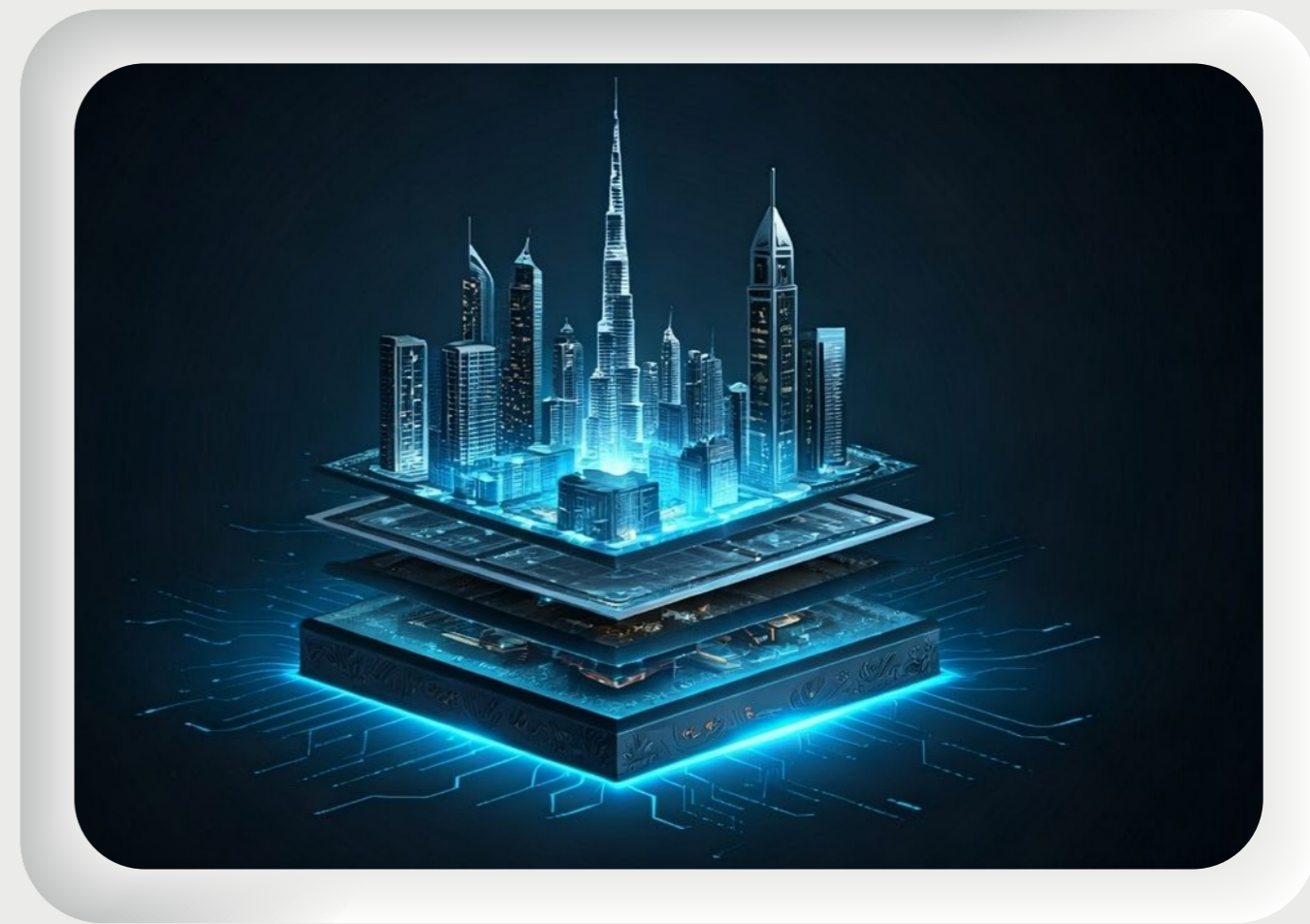


D- Future City Labs: The Department participated in the Future City Labs organized by the Dubai Municipality Academy to support innovation and future foresight, in line with the Emirate's vision to transform into a smart and sustainable city by 2030, through digital transformation of Government services, enhancing sustainability, and supporting innovative projects.



Technical Infrastructure

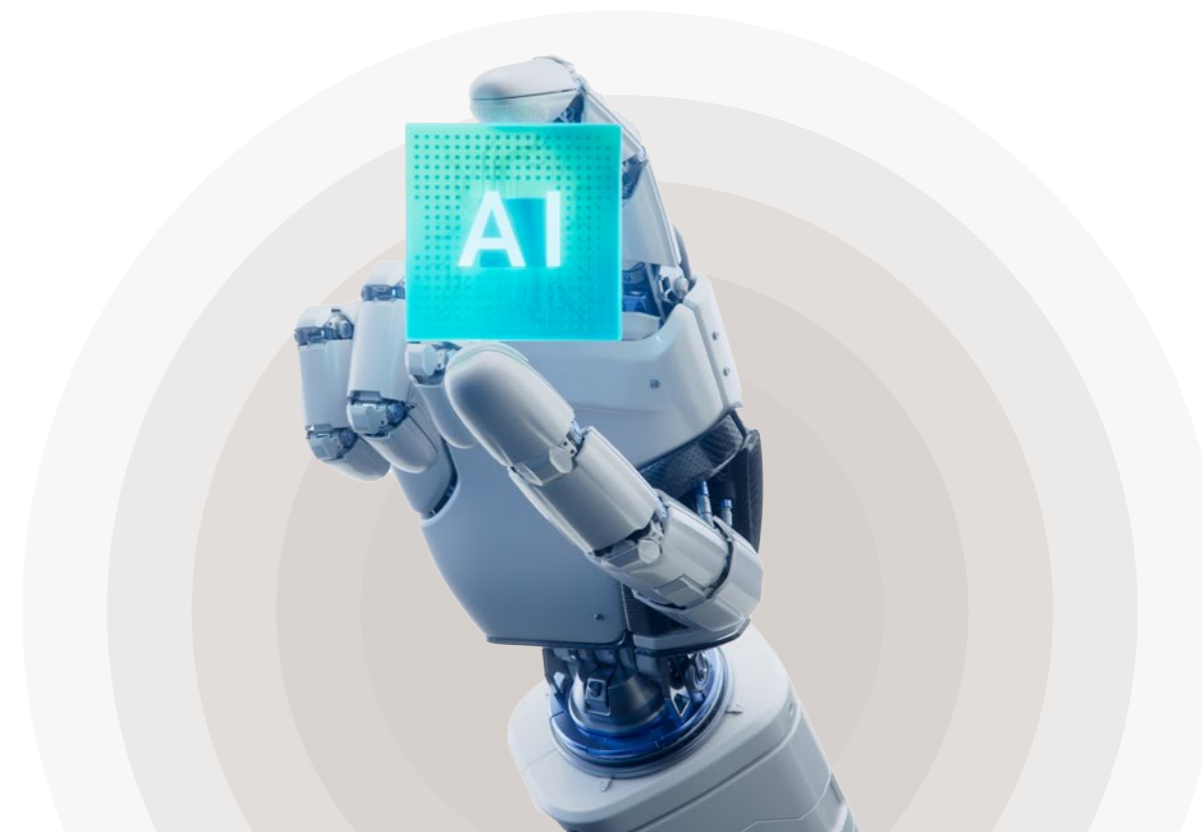
Digital Transformation in the Age of AI



The Department continued its efforts to develop its technical infrastructure to achieve its future-readiness strategy, and to manage its internal operations to ensure its customers receive prompt and easy access to services that align with the Dubai Digital Government Strategy, through a reliable framework that meets customer needs and requirements.

AI Enablers

Out of its commitment to developing policies that support the digital transformation journey, in line with the visionary leadership's directives to employ artificial intelligence technologies to elevate life quality, enhance future readiness, utilize the latest tools and technologies that boost competitiveness, and improve customer experience, the Department adopted the following during 2025:



First: AI Policy

During 2025, the Department launched its AI Policy, which aims to adopt a comprehensive, institutional approach to employing AI technologies within Government entities in the Emirate of Dubai. It serves as one of the driving mechanisms for digital innovation by strengthening digital channels, services, products, operations, and infrastructure, in addition to building the necessary skills among the Department's employees.

In accordance with the policy provisions, the Department is committed to international standards that ensure software quality and document the life cycle of system development. This begins from the requirements gathering phase, moving through design, development, testing, and implementation, and concluding with the operation and maintenance phase.



Launching the Artificial Intelligence Policy, which is committed to documenting the software and systems life cycle while observing AI ethics.

Furthermore, in accordance with the policy, the Department is committed to balancing technological innovation with the public interest by regularly reviewing AI policies to ensure alignment with societal and technological advancements. It also ensures adherence to ethical values, safeguarding individual privacy, protecting personal data, and following global best practices in information security to protect data from any breaches or misuse.



Second: Strategic Roadmap for Digital Transformation and Artificial Intelligence

The Department launched its Strategic Roadmap for Digital Transformation and Artificial Intelligence, which enhances the institutional framework through AI-powered services in a secure, agile, and flexible digital environment.

The strategy aims to enrich the Department's efforts toward comprehensive digital transformation of all operational processes, thereby enhancing the quality and efficiency of the various Government services provided across the Department. This is achieved by employing AI technologies—both in advancing the automation of processes and services and enabling data-driven decision-making through big data analytics—within a secure cyber environment.



Launching the Strategy To enrich the Department's efforts toward comprehensive digital transformation of all operational processes, thereby enhancing the quality and efficiency of the services provided by the Department

The strategy aligns with both local and federal national strategies, which have underscored the importance and priorities of adopting artificial intelligence. AI has become a vital tool in fostering innovation and enabling future-readiness, driving the swift creation and development of services, and increasing automation to meet customer expectations and elevate their experience. This alignment further emphasizes leveraging big data, digital capabilities, and advanced technology in Government work.

Third: Committee for Artificial Intelligence Governance

To further the Department's objectives in implementing artificial intelligence, a committee was formed to oversee its governance. This ensures compliance with current and future AI laws, policies, standards, and guidelines issued by the Digital Dubai Authority, thereby guaranteeing adherence to advanced governance frameworks and best practices.

Furthermore, the committee is tasked with fostering a culture of innovation by exploring the latest AI technologies and methodologies, and regularly updating its systems and



AI Governance Committee
A committee to ensure compliance with current and future AI laws, policies, standards, and guidelines, guaranteeing adherence to advanced governance frameworks

governance frameworks based on technical advancements and lessons learned from implementation. It also ensures that potential risks associated with AI systems are identified, assessed, and mitigated with effective response strategies, alongside promoting AI culture and knowledge through capacity-building programs to develop AI-related skills across the Department.



Technical Systems

The Department possesses effective and secure technical systems that contribute to raising the efficiency of institutional work, enhancing the quality of its services, and providing an advanced digital work environment. It is fully committed to the highest levels of data and information confidentiality and privacy, in compliance with all requirements of the Dubai Electronic Security Center (DESC), thereby delivering the highest standards of cybersecurity within the Government of Dubai.



Website: One of the primary windows for introducing the Department's services and accessing them through the necessary tools for a seamless customer journey, in addition to providing up-to-date information on all the Department's activities. The number of website visits in 2025 reached 116,914, representing an 18.9% increase compared to 2024.



The Department's App: The Department's smartphone application is an important channel for enhancing the customer journey when accessing and utilizing its services.



Legal Profession System (LPS): A dedicated system for receiving applications related to practicing the professions of advocacy and legal consultancy. It is accessible via both the smart application and the website, with the number of applications submitted reaching 7,908 during 2025.



Voluntary Legal Services Smart Portal: A platform launched by the Department during 2018 to provide pro bono (free) legal consultancy services. During 2025, a total of 3,208 request were received through the Portal.

18.9%

Increase in website visits compared to 2024

116,914

Website visits during 2025

Internal Services Management System (Labeah)

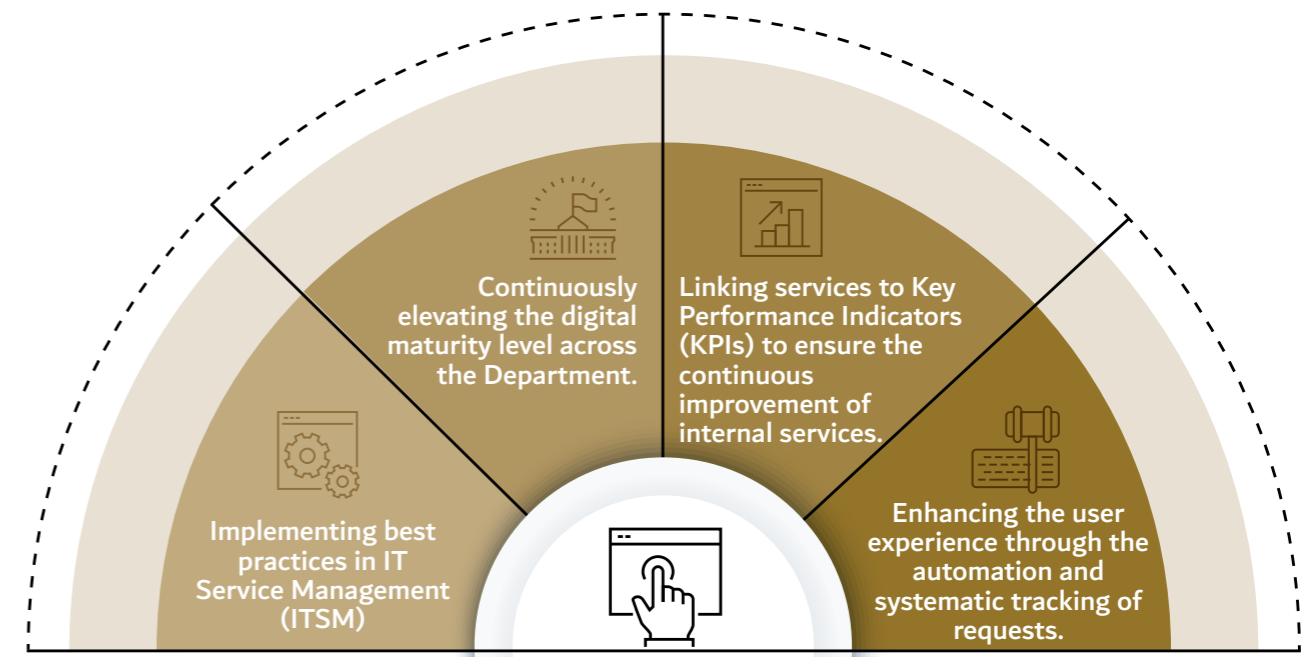
As part of the Department's efforts to advance digital transformation and elevate the maturity level of information technology services, the Internal Services Management System (Labeah) was developed and activated. This system enables the Department's employees to browse and request internal services from a catalog featuring more than 40 services.

The 2025 Digital Maturity Assessment Report issued by the Digital Dubai Authority highlighted the system's role in advancing digital maturity. It is considered one of the key digital enablers that contributed to raising the Department's digital maturity level, particularly in the IT service management dimension, by enhancing operational governance and achieving integration among institutional services. This supports the Dubai Government's directives toward providing integrated and efficient digital services. The number of requests received through the system in 2025 reached 3,585.

During 2025, new services were added to the platform to cover 100% of internal services, which directly contributed to raising the digital maturity level within the Department. This positive impact was fully reflected across all the Department's services, improving the internal work environment through the optimal utilization of technical systems in a manner that ensures complete governance of services, ease of use, and streamlined procedures.

Internal Services Management System

The Internal Services Management System (Labeah) contributes to achieving the following:

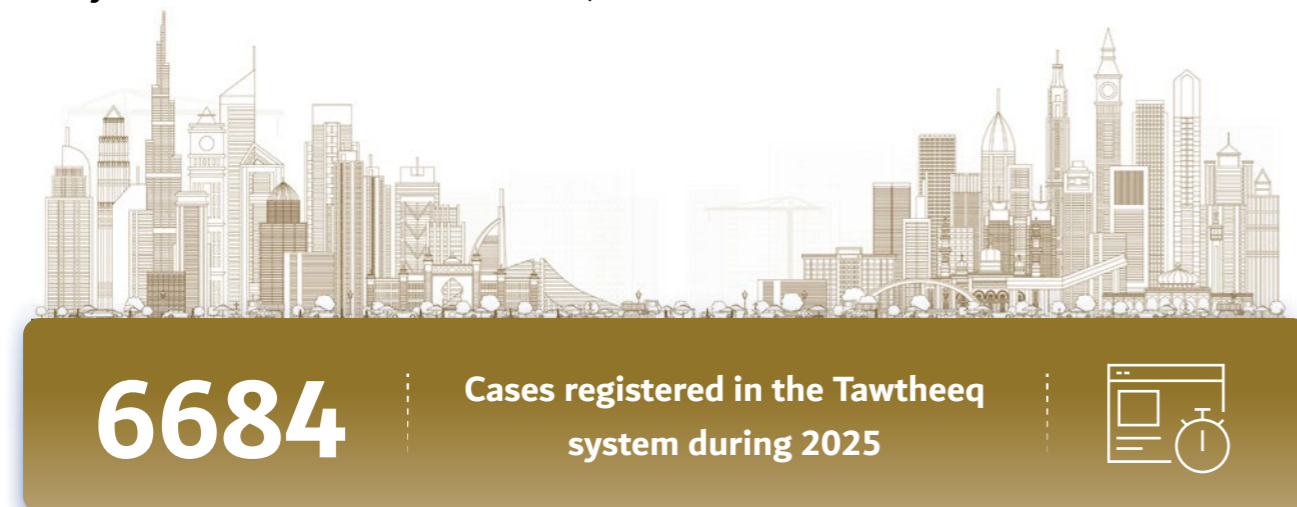


Case Management System (Tawtheeq)

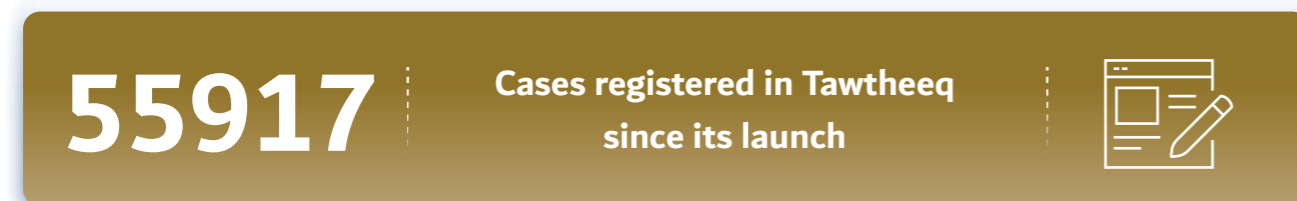
The Department possesses a robust technical infrastructure that has facilitated the automation and management of its internal operations, which are directly linked to the services provided to its customers. Among the key systems contributing to this achievement is the Case Management System (Tawtheeq)—a digital platform designed to manage and archive all incoming requests to the Department in accordance with its functions, handle their processing, and manage cases associated with internal tasks and projects of the Department.

The system regulates the management of cases by establishing precise turnaround times and clearly defined responsibilities to ensure thorough follow-up. It organizes the formation of the assigned work team, identifying both the lead member and the assigned member. This structure is tied to weekly reports detailing the progress of each task/case, which are documented in the system to facilitate easy tracking of the latest updates on the relevant case until its successful completion and closure.

During 2025, the number of cases registered in the system reached 6,684, representing an 11.8% increase compared to 2024. Meanwhile, the total number of cases registered since the system's launch in 2013 reached 55,917.





These cases encompassed Government disputes and lawsuits, arbitration, execution, and Government legal support requests. They also included the regulation of advocacy and legal consultancy professions, Government contracts and agreements services, as well as all cases pertaining to internal operations linked to the Department's work.





Case Management System


The CMS (Tawtheeq) contributes to achieving the following:

- 

Archiving and classifying documents and records for easy retrieval, in line with digital archiving requirements in government work.
- 

Efficient, effective, and accurate data management, while providing the highest level of information security.
- 

Clear responsibilities and precise procedures in case management, in accordance with corporate governance principles.
- 

Ensuring privacy and confidentiality in forming work teams to fulfill institutional compliance controls and requirements
- 

Managing assignments and tracking completion stages to ensure work efficiency and quality.

Technical development of services

The Department achieved scored high in the indicators for its technical infrastructure development project, aiming to complete a pioneering digital transformation in the legal services provided to the public, private practitioners, and Government entities. This comes within the strategic directives regarding the implementation of the Dubai Government's "Services 360" policy, which was launched by His Highness Sheikh Hamdan bin Mohammed Bin Rashid Al Maktoum, Crown Prince of Dubai, Deputy Prime Minister, Minister of Defence, and Chairman of the Executive Council of the Emirate of Dubai.



Results of the Department's Compliance with Dubai Government Technical Policies

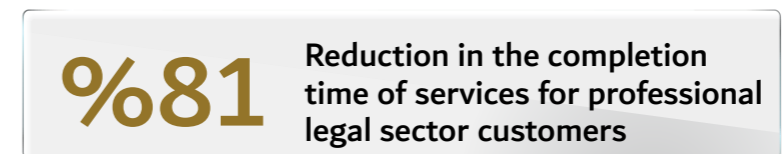
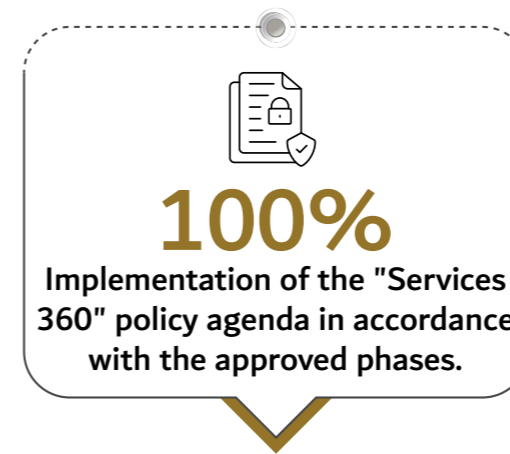
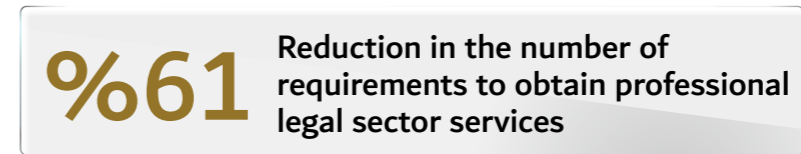
The evaluation results for compliance with technical policies showed that the Department achieved a full 100% compliance rate across all key areas, which include: Artificial Intelligence, Cloud Computing, IT Strategy, IT Project Tracking, Shared IT Services, and City Applications.

This result reflects a high level of institutional commitment to implementing approved policies and procedures, ensuring that technical operations align with regulatory requirements and approved standards across the Dubai Government. Furthermore, these indicators confirm the maturity of the technical governance framework within the Department and the effectiveness of the established systems for managing and monitoring compliance.

These results are the fruit of ongoing efforts in policy development and the enhancement of monitoring and follow-up mechanisms, as well as the integration among various organizational units to ensure the effective implementation of compliance requirements.

The Department is keen to maintain this advanced level of compliance, with a strong focus on continuous development, keeping pace with global best practices, and enhancing institutional capabilities in the areas of digital governance and smart transformation.

On the other hand, the Department succeeded in achieving its internal targets for service development and digital transformation within the implementation phases of the Digital Transformation Strategy 2023–2025, according to the following indicators:



The digital transformation project for services witnessed the development of the customer journey for advocacy and legal consultancy practitioners. This aimed to enhance their service acquisition experience and save their time and effort by linking relevant government entities involved in service delivery and reducing required documentation. Additionally, it enabled access to all services using the UAE Pass. Overall, this contributed to streamlining procedures to maintain the efficiency and quality of service delivery, focusing on the customer experience, and achieving the highest level of customer happiness with the services, as it is a core objective of customer service in the Dubai Government.

Digital Maturity

Based on the results of the 2025 Digital Maturity Assessment Report issued by the Digital Dubai Authority, the Department achieved an overall maturity level of level four (4) out of five levels in the digital maturity index. This marks clear progress compared to level two (L2) in 2023 and level three (L3) in 2024, reflecting a clear upward trajectory in digital transformation and the consolidation of technical governance practices.

The Department recorded sustainable progress across the four key dimensions (Customer Experience, Information Technology, Data, and Cybersecurity). In 2025, the assessment framework underwent methodical updates, including weight adjustments and the introduction of digital transformation contributions, making the maintenance of Level 4 (L4) a significant institutional achievement.

The Department's attainment of this level relies on several key institutional strengths, including:



An integrated IT strategy aligned with the corporate strategy.



Comprehensive documentation of technical policies within the Department, totaling 76 policies.



Implementation of Software Development Life Cycle (SDLC) methodologies compliant with ISO 27001 and Dubai Electronic Security Center (DESC) requirements.



Advanced management of technical services by managing the service catalogue and linking it to Key Performance Indicators (KPIs).



A high adoption rate for shared services, reaching 90%.



High maturity in digital skills assessment, standing at 94%.



Technical indicators

100%



Compliance level with cybersecurity accreditation for new technologies.

100%



Compliance with cloud computing standards and policies.

100%



Utilization rate of shared government channel services

100%



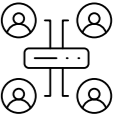
Implementation of Dubai Government policies in tracking technical projects.

100%



Compliance level with Dubai Data policies.

100%



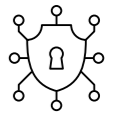
Availability rate of knowledge, expertise, and trainers in the cybersecurity field.

100%



Adoption of the Government Resource Management System.

100%



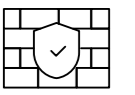
Compliance with Artificial Intelligence standards.

100%



Adoption of electronic payment for services ("Dubai Pay").

100%



Adoption of City Experiences policies.





A Distinguished Presence at GITEX Global

The Department participated in GITEX Global 2025 within the Digital Dubai Government pavilion at the Dubai World Trade Centre. This participation aimed to showcase the Department's latest digital initiatives, which reinforce its ongoing efforts to deliver innovative government legal services.

Within its pavilion, the Department showcased a number of technical initiatives and projects. This included the launch of the new Legal Profession System, which was developed in alignment with the Dubai Government's policy for service delivery and development. It provides integrated, comprehensive, and proactive services through digital channels that offer customers the flexibility, speed, and quality required to obtain services. The system is

featured within the Department's new smartphone application, following the addition of advanced technical features that ensure an enhanced user experience in receiving services.

The Department's participation in the exhibition also included introducing the AI-powered Legal Assistant initiative. Aimed at the Department's customers, it provides technical legal support for filing complaints against government entities by assisting complainants in drafting their complaints in all languages, in accordance with service requirements. Furthermore, it saves customers time and effort through an initial verification of service requirements—such as jurisdiction and required documentation—thereby enhancing the customer experience.

Coinciding with the Year of Society, the Department launched the Little Lawyer initiative on the sidelines of its participation in the exhibition. This is an interactive digital platform powered by artificial intelligence technologies aimed at raising legal awareness among children by providing legal information through an engaging and secure technical medium, thereby contributing to building a generation that respects the law, knows its rights, and is aware of its duties.



An Impactful Engagement at Dubai AI Week

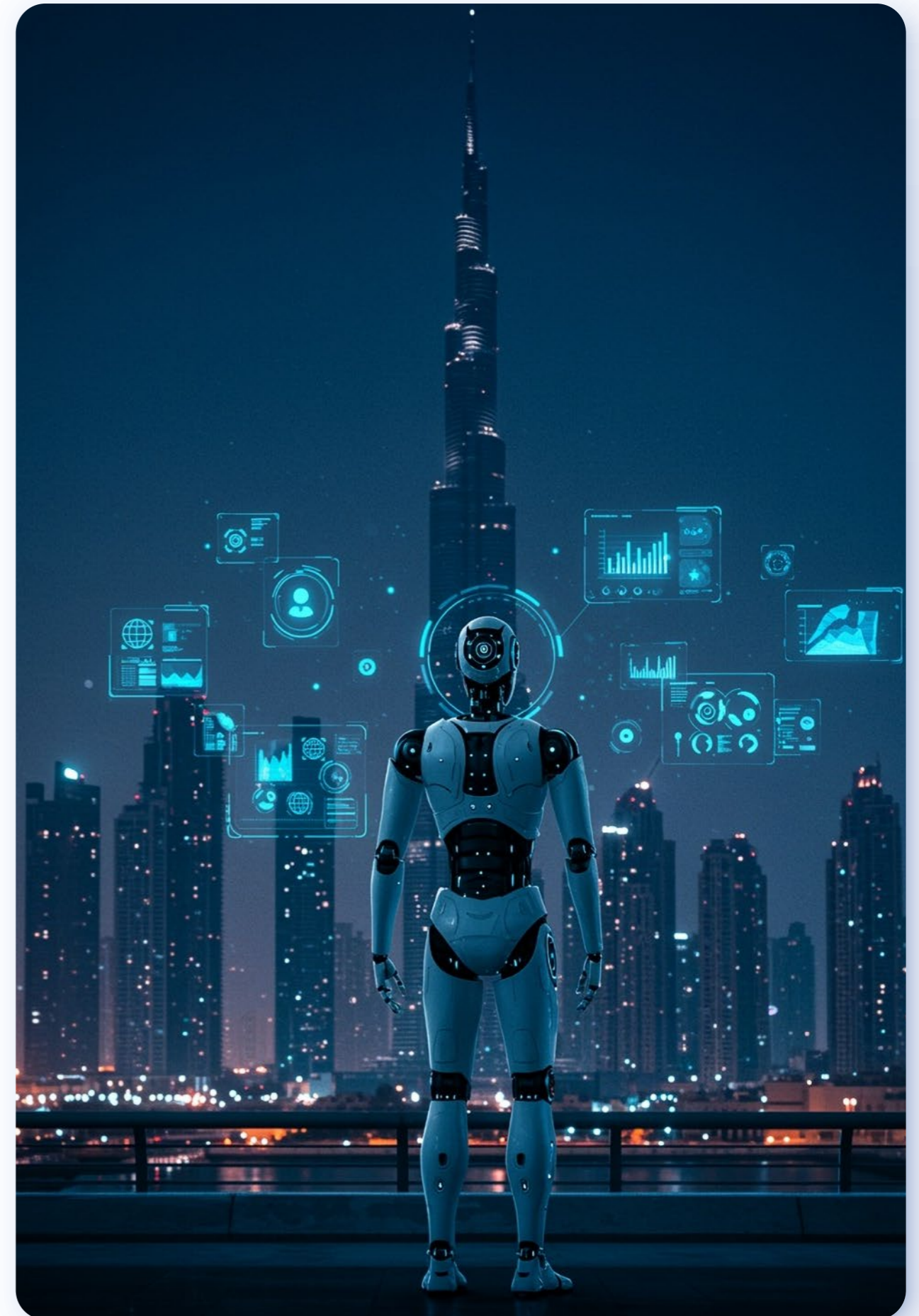
The inaugural edition of "Dubai AI Week" was launched in 2025 under the patronage of His Highness Sheikh Hamdan Bin Mohammed Bin Rashid Al Maktoum, Crown Prince of Dubai, Deputy Prime Minister, Minister of Defence, and Chairman of the Board of Trustees of Dubai Future Foundation. Organized by the Dubai Centre for Artificial Intelligence (DCAI)—which is overseen by the Dubai Future Foundation—the event saw prominent participation from the Government sector, major technology companies, and AI pioneers from around the world.

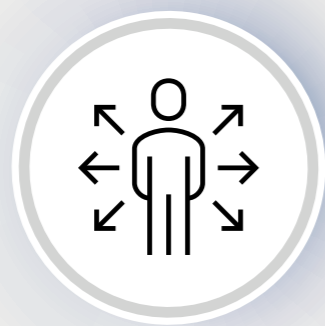
The Department actively participated in this important event by organizing a workshop on the role of artificial intelligence in fulfilling cybersecurity requirements. The session was delivered by Dr. Eva-Marie Müller, Data and AI Expert, and Ms. Aisha Al Marzooqi, Director of Cybersecurity Licensing and Permits at the Digital Dubai Authority. It was attended by more than 900 Dubai Government employees and legal professionals registered with the Department.

The Department also organized a workshop on the importance of employing artificial intelligence in Government work and the legal profession. Presented in both Arabic and English by Eng. Ahmed Al Zarouni, IT Strategy and Cybersecurity Expert, the workshop was attended by over 1,300 Dubai Government employees and legal professionals registered with the Department.

2200+

Beneficiaries of the two knowledge workshops held by the Department in conjunction with Dubai AI Week.





Institutional Communication and Events

**Effective Tools for Enhancing
Community Trust**



The Department, through its media policy, has been keen to reinforce its strategic message via a communication system that ensures swift and positive engagement with its customers, contributes to strengthening its media presence to showcase its achievements, and ensures that the Department's messages are delivered clearly and professionally, in line with the Government Communication General Guide for the Departments, Authorities, and Public Corporations Affiliated to the Government of Dubai.

Media Presence Indicators

Building on its active role within the legal system of the Emirate of Dubai, and in light of its functions and duties in the Government legal sector and the legal professions sector, the Department has been keen to leverage modern media platforms, alongside mainstream media, to showcase its achievements, promote its services, enhance its institutional reputation, and highlight its initiatives through employing diverse communication tools to engage with its customers.

The total number of the Department's followers across all social media platforms reached (20,538) by the end of 2025, reflecting an increase of %13.1 compared to 2024.

The Department also took into consideration the cultural and social diversity of its target audience by publishing content in both Arabic and English across various communication platforms and channels.



%13.1

Increase in the number of followers across the Department's social media platforms



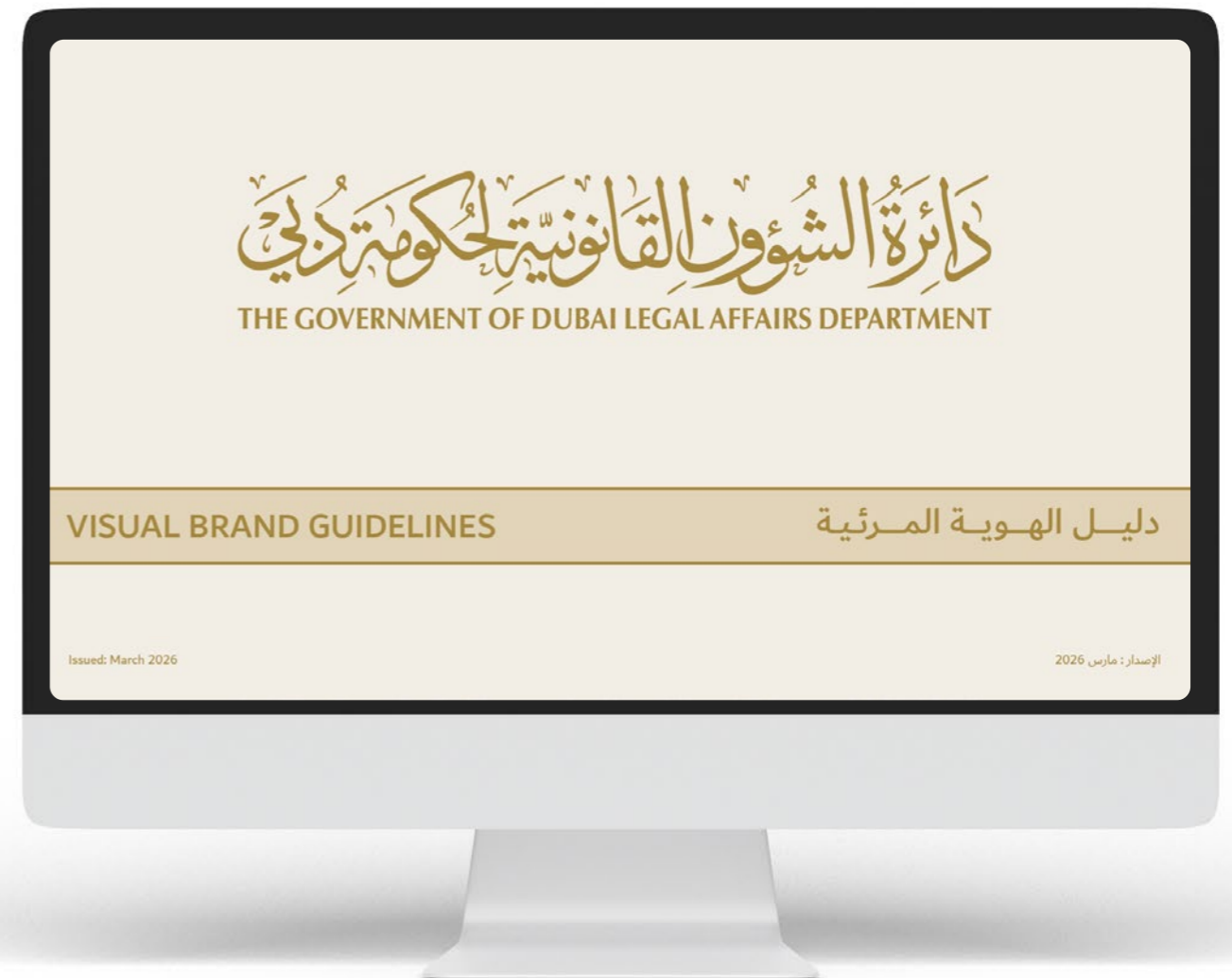
20,538

Followers across the Department's social media platforms

Launch of the Visual Identity Guide

In 2025, the Department launched its Visual Identity Guide, following the introduction of its new institutional identity at the end of 2024, as part of its commitment to continuous development as a well-established approach within its strategy and a core value in keeping pace with emerging developments.

The guide includes detailed instructions on the use of the Department's logo across various platforms, outlining the methodology for its use to ensure consistency with the approved visual identity. The guide also defines the elements of the identity and their technical specifications, which must be adhered to in all official uses, whether applied independently or alongside other logos, in accordance with the established guidelines.





National and Community Participation

The Department's national and community role stems from a firm commitment grounded in the noble values of national and humanitarian belonging, which represent a sustainable approach in the Emirate of Dubai and the United Arab Emirates as a whole. In 2025, the Department actively participated in a number of national and community initiatives and events including:



54th UAE National Day:

The Department participated in the celebrations of the 54th National Day of the United Arab Emirates, attended by His Excellency Dr. Lowai Mohamed Belhouli, Director General of the Department, along with a number of senior staff and employees from His Highness The Ruler's Court (HHRC) and its attached Government entities.

This occasion reflects the exceptional unification experience through which the foundations of the nation were established by the determination and will of the founding fathers, and further advanced by wise leadership that has continued the journey of excellence and achieved distinguished accomplishments across various sectors.





Flag Day:

The Department participated in Flag Day celebrations, attended by His Excellency Dr. Lowai Mohamed Belhoul, Director General of the Department, along with a number of their Excellencies, directors of Government entities attached to HHRC, in addition to heads of organizational units and employees. This participation reflects the importance of this national symbol, which embodies unity and shared determination, and reinforces the values of loyalty and belonging.



Hag Al Laila:

The Department celebrated Hag Al Laila with its employees, marking the mid-Sha'ban occasion and reviving an authentic Emirati tradition rooted in the UAE's cultural heritage across generations.



Martyrs' Day:

The Department marked Martyrs' Day, which instills in future generations the sacrifices of the nation's loyal martyrs who believe that answering the call of the nation is a sacred duty, ensuring that its flag remains raised with pride. This occasion honors and commemorates those who gave their lives for their country in fields of courage, dignity, and honor, and stands as a lasting example of sincere loyalty and dedication for future generations.



Emirati Women's Day:

The Department celebrated Emirati Women's Day with its female employees, observed annually on August 28, reaffirming the important role of women in national and community development.



Iftar Initiative:

A number of the Department's employees participated in a voluntary Iftar initiative by distributing meals to workers in one of the labor gathering areas, as part of the Department's social responsibility and contribution to supporting charitable and humanitarian efforts in the Emirate of Dubai.



Dubai Run Challenge:

In its seventh edition, the Department participated in the Dubai Run, held on Sheikh Zayed Road as part of the Dubai Fitness Challenge, which aims to make Dubai the most active, healthy, and vibrant city in the world, while fostering a healthy and motivating work environment that enhances quality of life within and beyond the workplace, promotes happiness and positivity, and contributes to improved productivity.



Dubai Games:

The Department participated in Dubai Games 2025 with a men's team, aiming to strengthen team spirit among employees of Government entities at both local and federal levels through a series of physical and mental challenges.



Emarat Al Aman Initiative:

A team from the Department participated in the challenges of the Emarat Al Aman initiative, held under the patronage of His Highness Sheikh Mansoor Bin Mohammed Bin Rashid Al Maktoum. The initiative encompassed a range of individual and team-based mental and physical challenges, with participation from both the Government and private sectors.

People of Determination Initiatives

The Government of Dubai Legal Affairs Department has continued its national, community, and humanitarian commitment to supporting the vision of the wise leadership in making Dubai a city friendly to people of determination and enhancing their effective integration into society, through the launch of policies and initiatives that support their empowerment.

Over the past years, the Department has adopted several practices, including the use of Braille in internal office signage, ensuring that all digital service channels are accessible to people of determination, and establishing a policy for dealing with people of determination both internally and externally, in addition to other initiatives and practices that reinforce its efforts in this area.

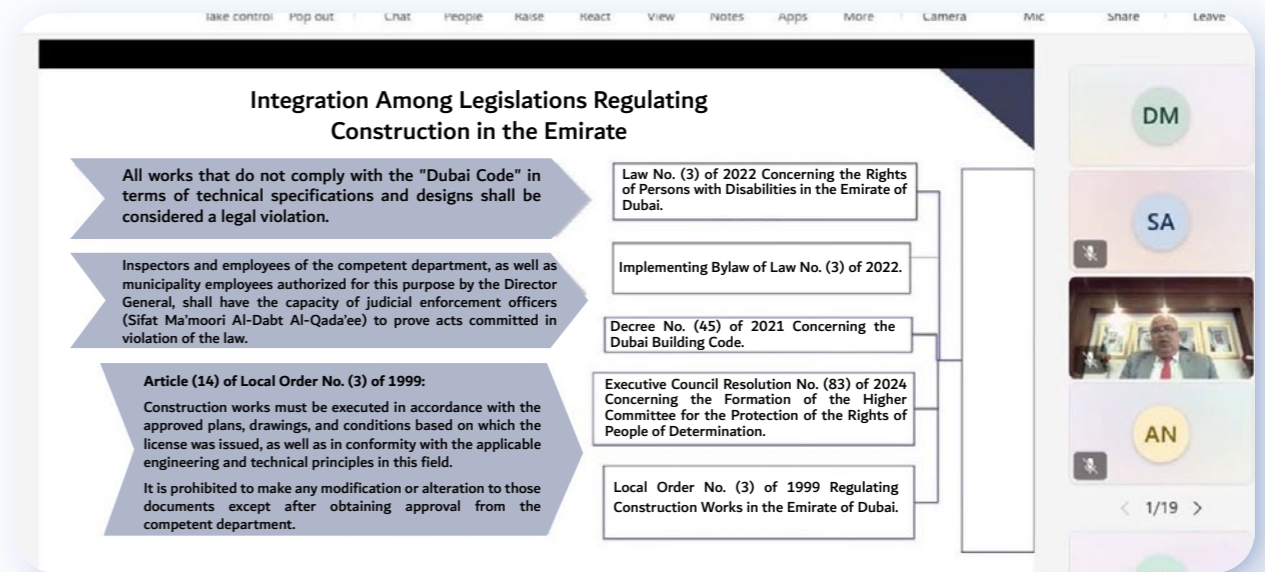
In 2025, the Department implemented a number of initiatives that support its community responsibility toward People of Determination, including:



People of Determination Expo:

The Department participated in the International People of Determination Expo 2025, held at the Dubai World Trade Centre. The event provided an opportunity to showcase its initiatives and the tools it employs to facilitate access for people of determination to all its services, as well as to provide the enablers that create a suitable environment to meet their needs in accessing these services. It also enabled the Department to explore best practices and experiences that support its efforts in empowering People of Determination.

Among the activities featured at the Department's pavilion was a workshop titled "National Efforts in Empowering and Leveraging Artificial Intelligence to Support People of Determination," delivered by Legal Counsel/ Reda Mahmoud Elsayed of the Government Disputes and Litigation Section, and Engineer Essa Ali Al Mannai, an AI researcher. The workshop introduced AI-powered technological tools that enhance accessibility for people of determination, as well as the legislative framework governing this field at both the local and federal levels.



Awareness of Dubai Code for Buildings Accessible for People of Determination:

In collaboration with Dubai Municipality, the Department organized an awareness workshop on the Dubai Code for Buildings Accessible for People of Determination, delivered by Dr. Aysar Attia, Legal Specialist, and Engineer Nasr El Din Mohamed of Dubai Municipality. The workshop was attended virtually by a number of Government employees and legal professionals in the Emirate. The workshop aimed to enhance awareness of the legal and engineering frameworks that ensure the required standards and specifications in buildings to guarantee accessibility and provide a safe environment that meets the needs of People of Determination.



Forsa Career Fair for People of Determination:

As part of its commitment to attracting national talent from among People of Determination, the Department participated in the "Forsa Career Fair for People of Determination", in line with its community responsibility and its role in supporting the vision of the wise leadership to make Dubai a city friendly to people of determination.



Legal Knowledge

Leveraging Knowledge for
Institutional Capacity Building



Knowledge constitutes a core component of institutional capacity, driving continuous development and efficiency, while transforming expertise and skills into sustainable value. Consequently, the Department is keen to provide the necessary enablers and knowledge resources that elevate practices, foster organizational learning, and enhance workforce productivity.

Specialized Legal Publications

In accordance with the duties outlined in Law No. (32) of 2008 Establishing the Department—which explicitly includes preparing and publishing specialized legal research, studies, and publications—the Department has strengthened its knowledge-sharing initiatives. This is achieved by developing publications that are either shared externally via the Department’s official website or circulated internally to maximize the legal knowledge accessible to its employees. In 2025, the Department issued two key publications:

A. The Regulatory Framework for Professional and Ethical Accountability in the Advocacy and Legal Consultancy Professions in the Emirate of Dubai

This publication addresses the regulatory framework governing the disciplinary accountability of advocates and legal consultants in the Emirate of Dubai through two main pillars: first, the procedural aspects of the disciplinary accountability system guided by judicial precedents; and second, the substantive aspects governing disciplinary violations.

The significance of this publication stems from accountability being a fundamental cornerstone in preserving the ethics and code of conduct of the advocacy and legal consultancy professions, ensuring the competence and quality of the legal services provided through them.



B. Execution Procedures at the Government of Dubai Legal Affairs Department: A Guidebook

This guide aims to establish a comprehensive and unified reference for personnel involved in the execution process within the Department. The guide outlines the operational steps to be taken when initiating execution procedures and includes the standard templates used in this regard. Given that execution procedures are technical matters requiring high precision in defining the sequence of actions—while considering the practical realities that execution may impose—the guidebook serves as an instructional tool. The guide provides a clear roadmap for employees to follow throughout the enforcement process to successfully recover the rights subject to the execution lawsuit.



Future and Benchmark Studies

Recognizing the pivotal role that specialized studies play in supporting decision-making and developing operational policies, and in line with its efforts to solidify Dubai’s position as a global hub for legal excellence and good governance, the Department conducted three (3) future and benchmark studies during 2025.

These studies monitor current trends to forecast future changes and analyze their impact on areas related to the Department’s scope of work. Additionally, they involve conducting benchmarks with distinguished institutions in specific fields to identify best practices at local, regional, or international levels within the same line of work, aiming to exchange knowledge and identify development and improvement opportunities.

1

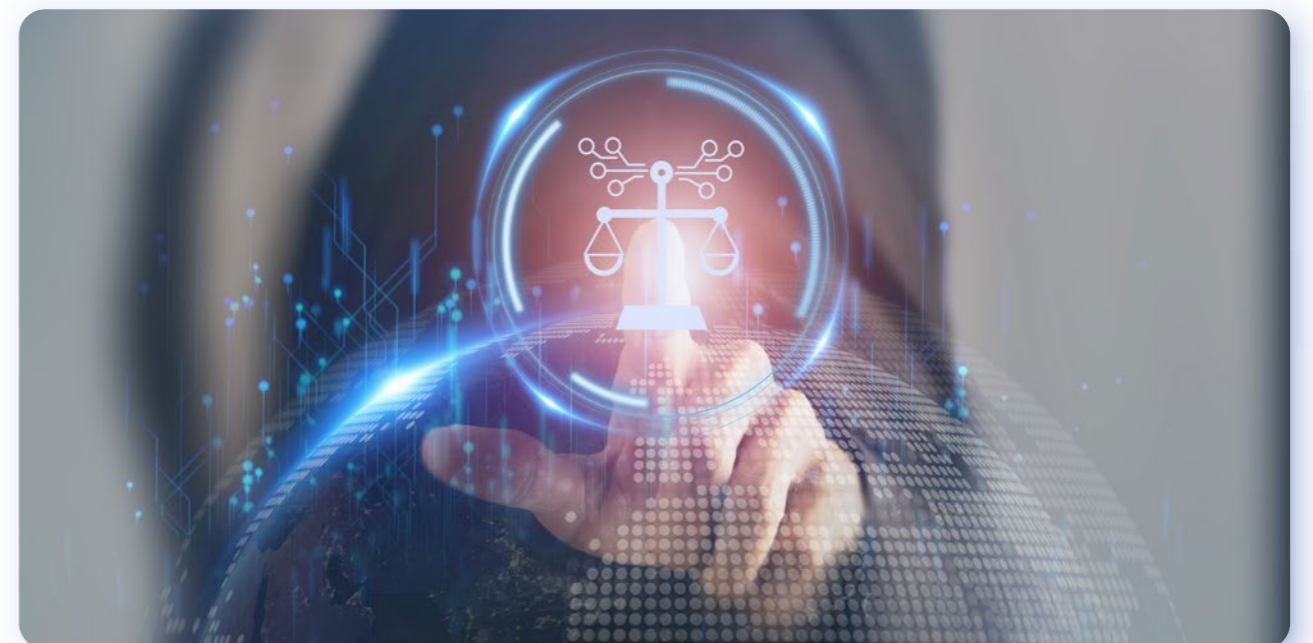
A future study on the impact of artificial intelligence and digital transformation on Government legal operations and services: An applied foresight study on the services of the Government of Dubai Legal Affairs Department.

2

A benchmark study on the execution of judgments issued in favor of individuals and companies against the Government and Government entities: Designed to explore the development of enforcement mechanisms and procedures to instill the values of justice, enhance operational efficiency in Government work, and reduce expenditures resulting from interest.

3

A benchmark study on translation work in government operations across the GCC countries: Intended to identify the prominent strengths and areas of improvement.



The Department's Library

The Department has been keen to enrich its library with the latest specialized publications in the legal and knowledge fields. These resources are acquired from international book fairs held within the UAE, based on recommendations from the Department's legal counsel to meet the knowledge requirements of their job duties. A total of 65 specialized books and studies were acquired. In 2025, the library recorded 102 book loans and 212 visits.

The Department provides digital access to its physical library collections through an e-catalog. This tool facilitates quick and easy access to the legal knowledge required by employees, allowing them to assess how well the content matches their knowledge needs. Accompanying the continuous updates of the library's collection, table of contents catalogs are prepared and distributed to the Department's employees to keep them informed of new titles and the core concepts they cover. Accordingly, 67 circulars featuring newly acquired books were issued during 2025.

65

Specialized books and studies added to the Department's library during 2025.



Legal Databases

The Department provides immediate access to five (5) legal databases. Through user-friendly search tools, these databases facilitate access to legislative texts, judgments, and judicial precedents locally, regionally, and internationally, in both Arabic and English. This enables employees to leverage data in their legal research and analysis, driving speed, accuracy, and professional efficiency.

Furthermore, the Department has provided its employees with corporate subscriptions to the Dubai Public Library, Sharjah Public Library, and the Mohammed Bin Rashid Library, ensuring the availability of additional resources and specialized databases to promote continuous learning and institutional knowledge development.



Internal Knowledge Dissemination

Driven by its commitment to fostering knowledge among its employees, the Department has actively pursued internal knowledge dissemination. It provided the Legal Translation Section House Style Guide- 2025 to serve as an operational knowledge reference for its staff. Additionally, it provided employees with knowledge newsletters relevant to legal work, totaling 130 knowledge newsletters in 2025. These newsletters include the Federal and Local Gazettes, alongside circulars on books acquired by the Department to update employees on its latest knowledge resources.

130

Knowledge newsletters circulated in 2025



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