



Driving Safety and Sustainability

Creating an optimal last-mile delivery network benefitting all stakeholders in Dubai



INTRODUCTION

This white paper has been meticulously curated by Adam Ridgway, CEO ONE MOTO Technologies a UAE based scale up, dedicated to bring change to mobility in the UAE and beyond. Scaling from Dubai into 13 countries with 26 more on his horizon.

Adam is very vocal about his mission, "To decarbonise last-mile delivery in the UAE." Pioneering two-wheeled electric vehicles in 2020 and leading the market towards a safer, greener and more profitable delivery network his team address the complexities and challenges inherent in the last-mile delivery sector, openly working with all stakeholders to achieve this. As one of the most pivotal yet troubled components of modern logistics, last-mile delivery is critical not only for the efficiency of supply chains but also for the sustainability and economic well-being of the communities it serves. In the context of the UAE, where rapid urbanisation and e-commerce growth are reshaping delivery landscapes, there is an urgent need for strategic change to ensure that this sector contributes positively to welfare, productivity, and environmental impact.

This document presents a comprehensive analysis of the sector's current state, identifies key areas for reform, and proposes actionable recommendations. However, achieving meaningful change will require more than industry collaboration. It is imperative that the government steps in to mandate the necessary regulations and policies to steer the sector toward greater efficiency, sustainability, and social benefit. Only through such government-led intervention can we unlock the potential for a positive transformation that will ensure a more productive and environmentally responsible future for the UAE's last-mile delivery sector.

The following pages aim to shed light on these pressing issues and encourage a forward-thinking approach to tackling the challenges that lie ahead.



IMPROVING LAST-MILE DELIVERY OPERATIONS IN DUBAI

Enhancing Safety, Profitability, and Sustainability

Executive Summary

The rapid growth of e-commerce and food delivery services in Dubai has brought significant challenges, particularly in the treatment and safety of delivery riders, operational constraints for fleet operators, and a lack of adherence to sustainable practices. Delivery riders often face unsafe working conditions, inadequate wages, and high pressure to meet delivery targets. Fleet operators and third-party logistics (3PL) companies struggle with rising costs, inefficiencies, and limited profitability. Meanwhile, the government lacks actionable data for policy-making and oversight.

This white paper examines these issues and proposes a roadmap to create a safer, more profitable, and environmentally sustainable last-mile delivery ecosystem. A key recommendation is to mandate the adoption of electric motorcycles by January 1st, 2026, leveraging technologies like ONE MOTO's electric vehicles and telemetry systems to address current challenges and deliver benefits for all stakeholders.

Current Issues in the Last-Mile Delivery Sector

1. Rider Safety and Well-being
 - **Unsafe Work Conditions:** Many riders face high accident risks due to limited safety training, poor vehicle maintenance, and inadequate protective gear.
 - **Excessive Work Hours:** Riders often work long shifts under intense pressure to meet delivery targets, impacting their physical and mental health.
 - **Low Earnings:** Limited earnings, compounded by high costs for fuel and vehicle maintenance, leave riders with minimal disposable income.
2. Operational Challenges for Fleet Operators and 3PL Companies
 - **High Operating Costs:** Rising fuel prices, vehicle maintenance costs, and insurance premiums reduce profitability.
 - **Inefficient Resource Utilisation:** A lack of data-driven decision-making and fleet optimisation leads to inefficiencies.
 - **Turnover and Retention Issues:** Poor treatment of riders results in high attrition rates, adding recruitment and training costs.
3. Public Policy and Regulatory Gaps
 - **Lack of Safety Standards:** Minimal enforcement of safety protocols and vehicle standards.
 - **Limited Sustainability Initiatives:** A significant reliance on petrol-powered vehicles contributes to environmental pollution.
 - **Data Deficiency:** The absence of real-time telemetry data hinders the Roads and Transport Authority and other regulators in making informed decisions.

The Vision for a Safer, More Profitable, and Sustainable Industry

The last-mile delivery sector in Dubai must evolve to prioritise safety, efficiency, and sustainability. This transformation requires a multi-stakeholder approach involving fleet operators, 3PL companies, and government authorities. Key elements of this vision include:

- **Safer Working Conditions:** Improved training, safety gear, and enforcement of rider welfare standards.
- **Increased Profitability:** Cost reductions through optimised fleet operations and the adoption of electric vehicles.
- **Environmental Sustainability:** A shift towards electric motorcycles and reduced emissions to support Dubai's sustainability goals.
- **Data-Driven Regulation:** Real-time telemetry systems to provide actionable insights for policymakers.

Action Points for Reforming the Last-Mile Delivery Sector

For Delivery Riders:

1. Mandate safety training and certification for all riders.
2. Provide subsidised safety gear and insurance.
3. Ensure fair compensation through transparent contracts.

For Fleet Operators and 3PL Companies:

4. Transition to electric vehicles to reduce operational costs.
5. Implement real-time telemetry systems to optimise routes and monitor vehicle health.
6. Invest in rider well-being to improve retention and productivity.

For Government Authorities:

7. Enforce safety and maintenance standards for all delivery vehicles.
8. Mandate the use of electric motorcycles by January 1st, 2026.
9. Partner with private companies to establish charging infrastructure for electric vehicles.
10. Leverage data from telemetry systems for urban planning and traffic management.

Environmental and Economic Benefits of ONE MOTO Electric Vehicles

Environmental Impact

- **Reduced Emissions:** Electric motorcycles eliminate tailpipe emissions, contributing to cleaner air in urban areas.
- **Lower Noise Pollution:** Electric vehicles operate more quietly than traditional petrol-powered bikes.
- **Sustainability Alignment:** Supports Dubai's commitment to reducing its carbon footprint and achieving net-zero emissions targets.

Economic Impact

- **Cost Savings:** Electric motorcycles have lower fuel and maintenance costs compared to petrol bikes.
- **Increased Efficiency:** Telemetry systems optimise routes and reduce idle time, saving energy and costs.
- **Incentives for Stakeholders:** Government subsidies and incentives can offset initial investment costs for fleet operators.

Strategic Roadmap: Mandating Electric Motorcycles by 2026

2024: Planning and Stakeholder Engagement

- Form a joint venture between the RTA and ONE MOTO.
- Develop a comprehensive plan for charging infrastructure and rider training programmes.
- Introduce financial incentives for fleet operators to adopt electric motorcycles.

2025: Pilot Programme and Infrastructure Development

- Launch pilot programmes with select 3PL companies to test electric motorcycles and telemetry systems.
- Build and operationalise widespread implementation of EV delivery networks in key urban areas.
- Begin phasing out petrol motorcycles through targeted regulations.

2026: Full Implementation

- Enforce the ban on petrol-powered delivery motorcycles.
- Ensure all fleet operators have access to affordable electric motorcycles and charging infrastructure.
- Monitor compliance and collect data to assess environmental and economic impacts.

Proposed Joint Venture: RTA and ONE MOTO

- A strategic partnership between the RTA and ONE MOTO could provide mutual benefits:
- For the RTA: Access to real-time data for urban planning, reduced emissions, and improved safety standards.
- For ONE MOTO: A guaranteed market for electric motorcycles, with opportunities to expand infrastructure and services.

Key Components of the Partnership

- **Revenue Sharing:** The RTA receives a share of profits from an EV 3PL operator and data monetisation.
- **Subsidy Programmes:** Joint funding to make electric motorcycles affordable for fleet operators.
- **Telemetry Integration:** Collaboratively design a telemetry platform for data sharing and analytics.



ENVIRONMENTAL IMPACT OF DELIVERY VEHICLES IN DUBAI

Analysing CO2 Emissions from Delivery Motorcycles and Commercial Vans

Executive Summary

Dubai's reliance on delivery motorcycles and commercial vans contributes significantly to carbon emissions, exacerbating the city's environmental challenges. With 92,000 delivery motorcycles and 320,000 commercial vans in operation, these vehicles collectively release millions of tonnes of CO2 annually. Transitioning to sustainable transportation options is imperative to align with Dubai's sustainability goals and reduce environmental harm.

Current Issues in the Last-Mile Delivery Sector

1. Annual Emissions from Delivery Motorcycles

- Number of vehicles: 92,000
- Average emissions: 72 g CO2/km
- Average distance: 150 km/day
- Annual emissions per motorcycle:
- Total annual emissions: 362,664 tonnes CO2

2. Annual Emissions from Commercial Vans

- Number of vehicles: 320,000
- Average emissions: 180 g CO2/km
- Average distance: 200 km/day
- Annual emissions per van:
- Total annual emissions: 4,204,800 tonnes CO2

Total Emissions:

The combined annual emissions from delivery motorcycles and commercial vans amount to approximately 4.57 million tonnes of CO2.

Key Insights

1. Disproportionate Contribution: While motorcycles represent a smaller share of emissions, their impact remains substantial due to their high numbers and operational frequency.
2. Urgent Need for Policy Reform: Without intervention, the rising demand for last-mile delivery services will exacerbate emissions.
3. Potential for Electric Transition: Electric motorcycles can significantly reduce CO2 emissions, particularly in high-frequency operations.

Recommendations

1. Transition to Electric Vehicles (EVs):

- Delivery Motorcycles: Replacing 92,000 petrol-powered motorcycles with electric alternatives could eliminate over 360,000 tonnes of CO2 annually.
- Commercial Vans: A phased transition to electric vans would yield even greater environmental benefits.

2. Mandating Electric Vehicles:

- Policy Implementation: Introduce a mandate requiring all delivery motorcycles to be electric by January 1st, 2026.
- Incentives: Provide subsidies or tax breaks for fleet operators transitioning to EVs.

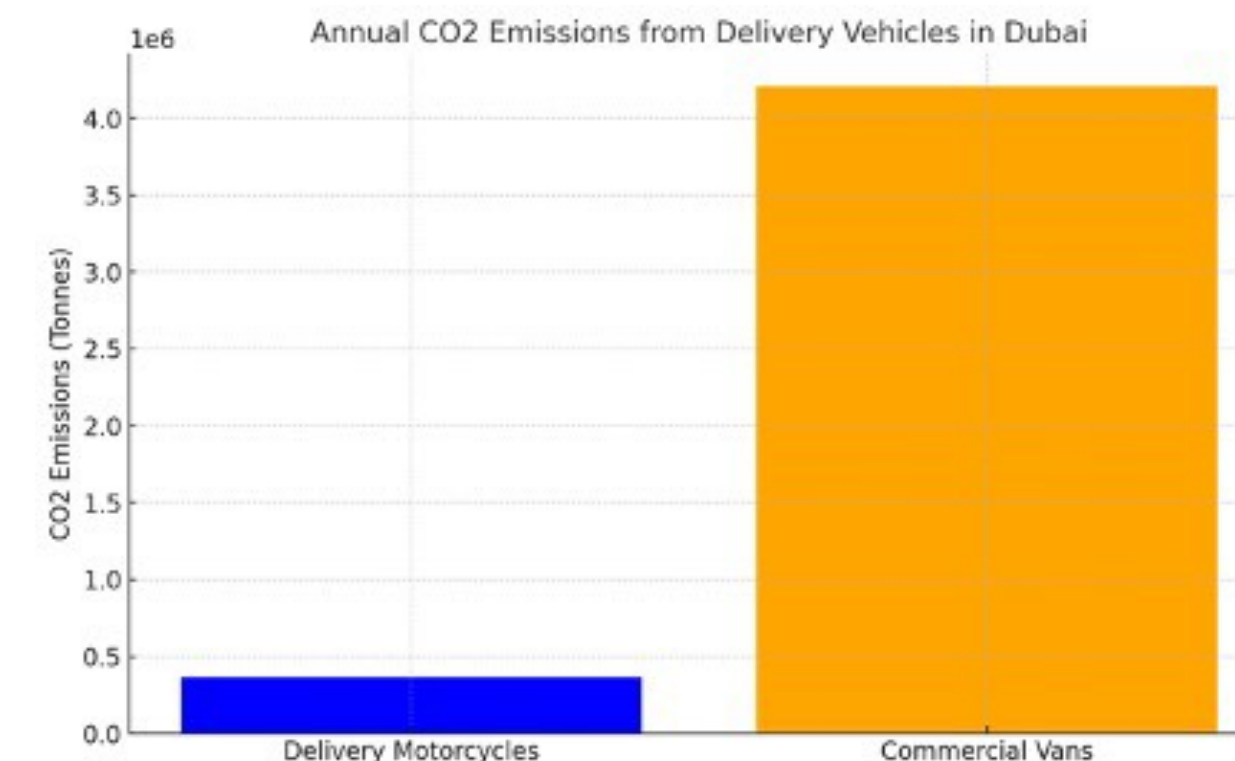
3. Collaboration and Infrastructure Development:

- Joint Ventures: Partner with companies like ONE MOTO to supply electric vehicles and establish charging infrastructure.
- Real-Time Data: Leverage telemetry systems to optimise routes, reducing energy consumption and emissions.

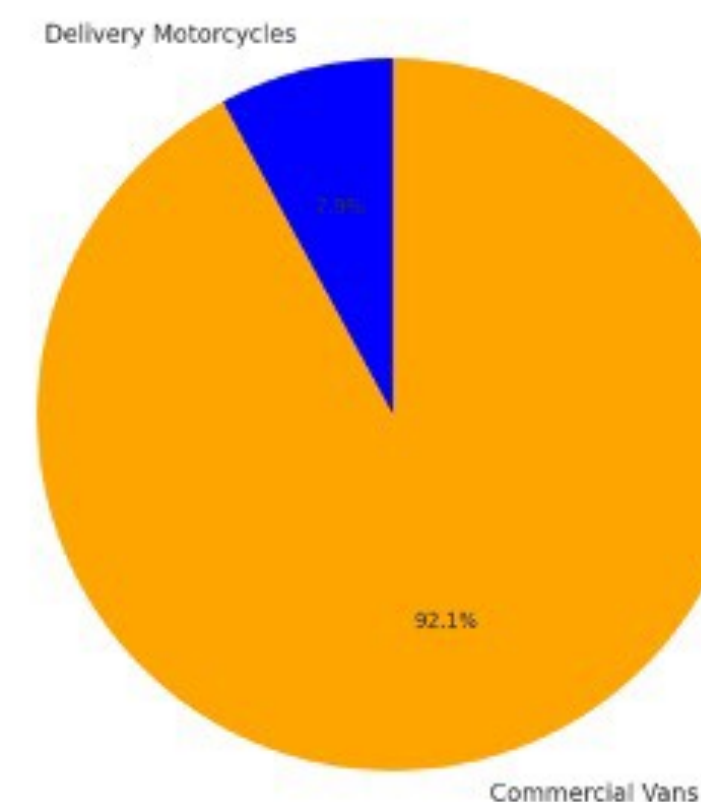
Visual Representation:

Bar Chart: Annual CO2 emissions show commercial vans are the primary contributors.

Pie Chart: Delivery motorcycles contribute 7.35%, while commercial vans account for 92.65%.



Percentage Contribution to CO2 Emissions



Summary Table: CO2 Emissions Analysis

Vehicle Type	CO2 Emissions (Tonnes)	Average Distance (km/day)	Emissions per Vehicle (g CO2/km)
Delivery Motorcycles	362,664	150	72
Commercial Vans	4,204,800	200	180



A DECARBONISED DELIVERY NETWORK IN DUBAI: MANDATED

Positioning Dubai as a Global Leader in Sustainable Urban Logistics

Executive Summary

Dubai's position as a global hub for trade and innovation presents an unparalleled opportunity to lead the transition to a sustainable economy. By mandating a fully decarbonised delivery fleet, Dubai can demonstrate its commitment to the UAE Green Agenda and the 2050 Net-Zero Initiative, bolstering its reputation as a leader in environmental stewardship.

This initiative aligns with global trends, such as Norway's success in transitioning to electric vehicles (EVs), while setting Dubai apart as the GCC region's outlier for sustainable practices. The policy will not only generate positive global awareness but also position Dubai as a model city for urban sustainability, inspiring regional and global emulation.

Alignment with UAE Green Agendas

1. UAE Green Agenda 2030: Supports the sustainable development of key economic sectors.
2. 2050 Net-Zero Initiative: Aims for carbon neutrality, with a significant focus on reducing transportation emissions.
3. Smart Dubai Initiative: Promotes the adoption of clean and smart technologies in urban logistics.

Global and Regional Impact

Global Awareness and Leadership

- PR and Marketing Benefits: Dubai's mandate for a decarbonised delivery fleet will attract international media coverage, enhancing its global reputation as a sustainability innovator.
- Commitment to Global Goals: Aligning with the UN Sustainable Development Goals (SDGs), particularly SDG 11 (Sustainable Cities and Communities) and SDG 13 (Climate Action).
- Positioning Dubai as a Global Benchmark: Emulating and building upon Norway's EV success to lead the global narrative on green urban logistics.

Regional Leadership

- Outlier in the GCC: Setting a precedent for other GCC nations to follow, reinforcing Dubai's leadership in green innovation.
- Economic and Environmental Influence: Demonstrating that sustainability can drive both economic growth and environmental protection.

Case Study: Norway's EV Leadership

Norway has emerged as a global leader in EV adoption, with over 80% of new car sales being electric in 2023. Key benefits achieved include:

1. Significant Emissions Reductions: A 35% reduction in transport-related emissions since 2015.
2. Global Recognition: Positioned as a global model for sustainable transportation policies.
3. Economic Growth: Growth in EV-related industries, including manufacturing, infrastructure, and maintenance services.

Dubai has the potential to replicate and adapt this model, demonstrating that decarbonisation is feasible in an urban logistics context.

Benefits of a Decarbonised Delivery Fleet

Environmental Impact

- Reduced Carbon Emissions: A decarbonised fleet could cut CO2 emissions by over 4 million tonnes annually.
- Improved Air Quality: Reduced vehicle emissions will significantly lower urban pollution, improving public health.
- Energy Efficiency: Transitioning to EVs, particularly electric motorcycles and vans, ensures optimal energy utilisation.

Economic and Operational Impact

- Cost Savings: EVs have lower operating costs, including reduced fuel and maintenance expenses, benefiting fleet operators and logistics companies.
- New Economic Opportunities: The growth of EV infrastructure and services can create jobs and attract investment.
- It would attract EV and Automotive manufacturers to consider the UAE as a hub for assembly and manufacturing (Make It In The Emirates), facilitating the supply chain growth and stimulating Foreign Direct Investment.

Global PR and Marketing

- Showcasing Leadership: Demonstrating Dubai's capability to drive impactful, scalable, and innovative sustainability initiatives.
- Attracting Green Investment: Enhanced appeal for global investors seeking alignment with sustainable projects.

Policy and Governance Benefits

- Data-Driven Decision Making: Telemetry and smart infrastructure integration will provide actionable insights for urban planning and policy development.
- Increased Global Influence: Enhanced participation in global climate forums and leadership in defining GCC regional green agendas.

Policy Recommendations

1. Mandate a Decarbonised Delivery Fleet
Timeline: Require all delivery motorcycles and vans to be electric by January 1st, 2026.
2. Public-Private Partnerships (PPPs)
Collaborate with EV manufacturers (e.g., ONE MOTO) and infrastructure providers to develop affordable and scalable solutions.
4. Demonstrate commitment
RTA/DTC to operate their own decarbonised fleet, benefitting from additional revenue streams and highlighting that Dubai is prepared to commit to a better decarbonised delivery environment.
5. Financial Incentives
 - Subsidise EV purchases for fleet operators and 3PL companies.
 - Provide tax benefits for businesses investing in green logistics.
6. Regional Collaboration
Establish Dubai as a training and innovation hub for decarbonised logistics, enabling knowledge sharing across the GCC.

Strategic Outcomes

1. Regional Impact
Inspire GCC nations to adopt sustainable transportation policies, positioning Dubai as the benchmark for green logistics.
2. Global Leadership
Gain recognition as a pioneer in urban sustainability, amplifying Dubai's voice in global climate policy discussions.
3. Economic Growth
Drive innovation and investment in the EV ecosystem, creating jobs and fostering economic resilience.

Mandating a decarbonised delivery fleet is not just an environmental necessity but a strategic opportunity for Dubai to solidify its position as a global leader in sustainable urban logistics. By drawing inspiration from Norway's EV success, Dubai can achieve significant environmental, economic, and reputational gains, while setting the benchmark for the GCC region and beyond.



SAFETY IN NUMBERS POSITIVE IMPACT FOR DUBAI

How accidents have affected reputation and lives for the past decade, and how EVs and telemetry can positively reduce accidents and fatalities by 30% over the next 10 years.

Executive Summary

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How factual are the statistics provided?

Without the use of modern data capture and AI, how can the data presented openly be verified, validated and cited?

Over the past decade, Dubai has experienced a significant number of road traffic accidents involving delivery motorcycles and commercial vans. Data from the Dubai Police indicates that in 2022, there were approximately 3,600 traffic accidents in the emirate. While specific figures for delivery motorcycles and commercial vans are not publicly detailed, these vehicle categories are known to contribute notably to the overall accident statistics. [SOURCE](#)

Projected Reduction in Accidents with Electrification and Telemetry Integration (2025-2035)

Implementing a mandate for all commercial delivery vehicles to transition to electric vehicles (EVs) equipped with advanced telemetry systems is projected to significantly reduce road traffic accidents. Telemetry systems provide real-time data on vehicle performance and driver behaviour, enabling proactive safety measures.

Key Projections:

- **Enhanced Safety Features:** EVs often come equipped with advanced driver-assistance systems (ADAS) that can mitigate collision risks.
- **Driver Monitoring:** Telemetry allows for continuous monitoring of driver behaviour, facilitating immediate corrective actions and targeted training programs.
- **Predictive Maintenance:** Real-time data enables timely maintenance, reducing the likelihood of accidents due to mechanical failures.

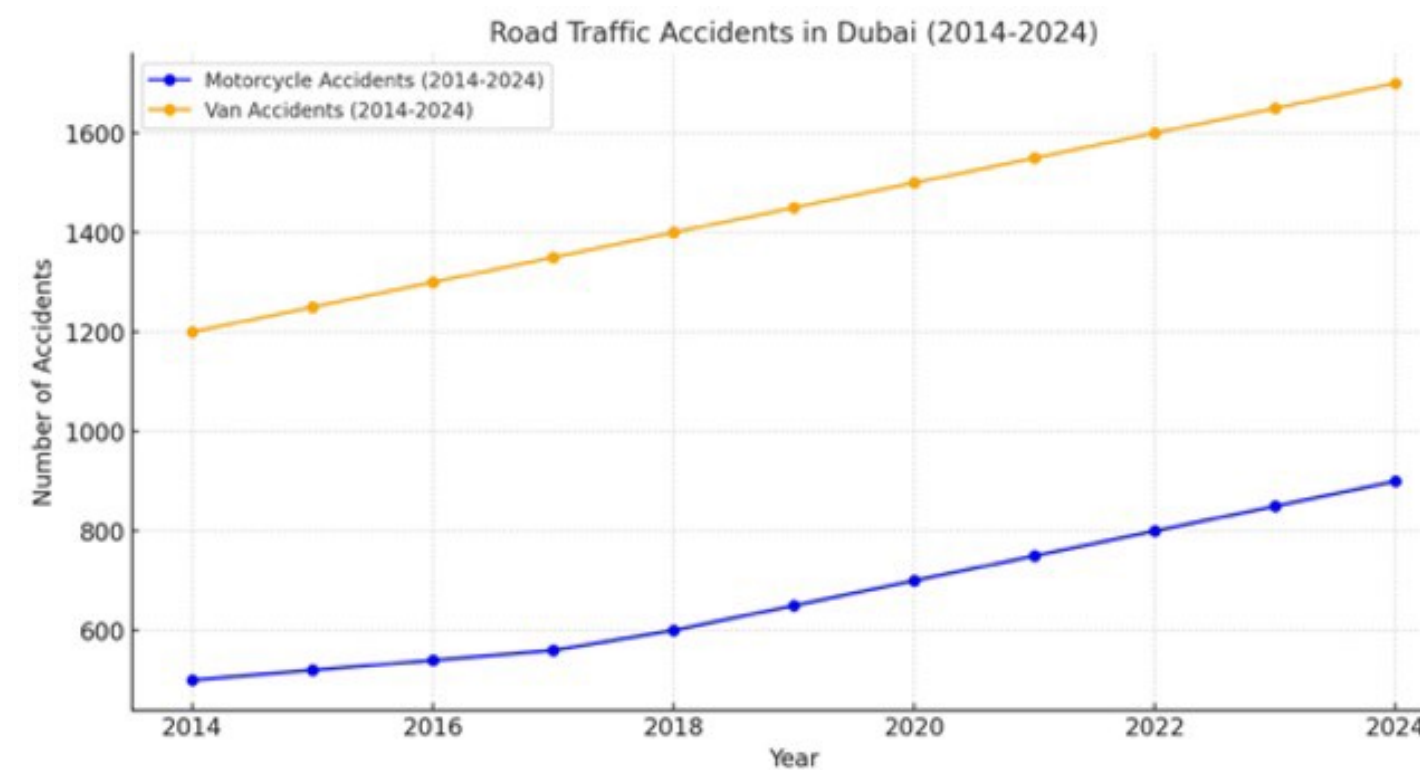
Forecasted Accident Reduction:

Based on studies from regions that have adopted similar measures, a conservative estimate suggests a potential reduction in accidents involving delivery motorcycles and commercial vans by up to 30% over a decade. This projection aligns with findings that vehicle telematics can contribute to safer urban transport. [SOURCE](#)

The graphs below illustrate the trends and projections for road traffic accidents involving delivery motorcycles and commercial vans in Dubai:

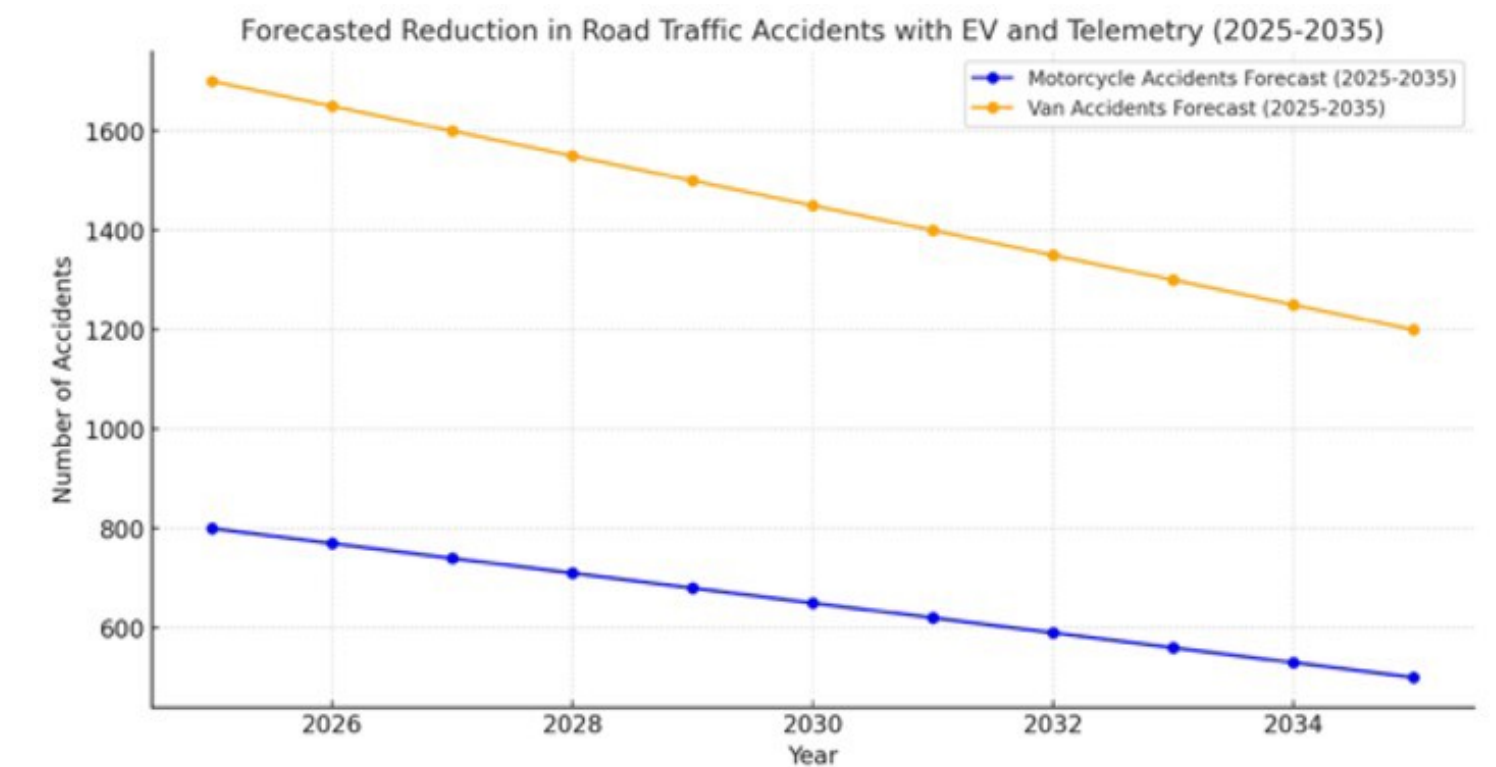
Road Traffic Accidents (2014-2024):

Steady increase in accidents for both motorcycles and vans due to rising delivery demands and urban congestion.



Forecasted Reduction (2025-2035):

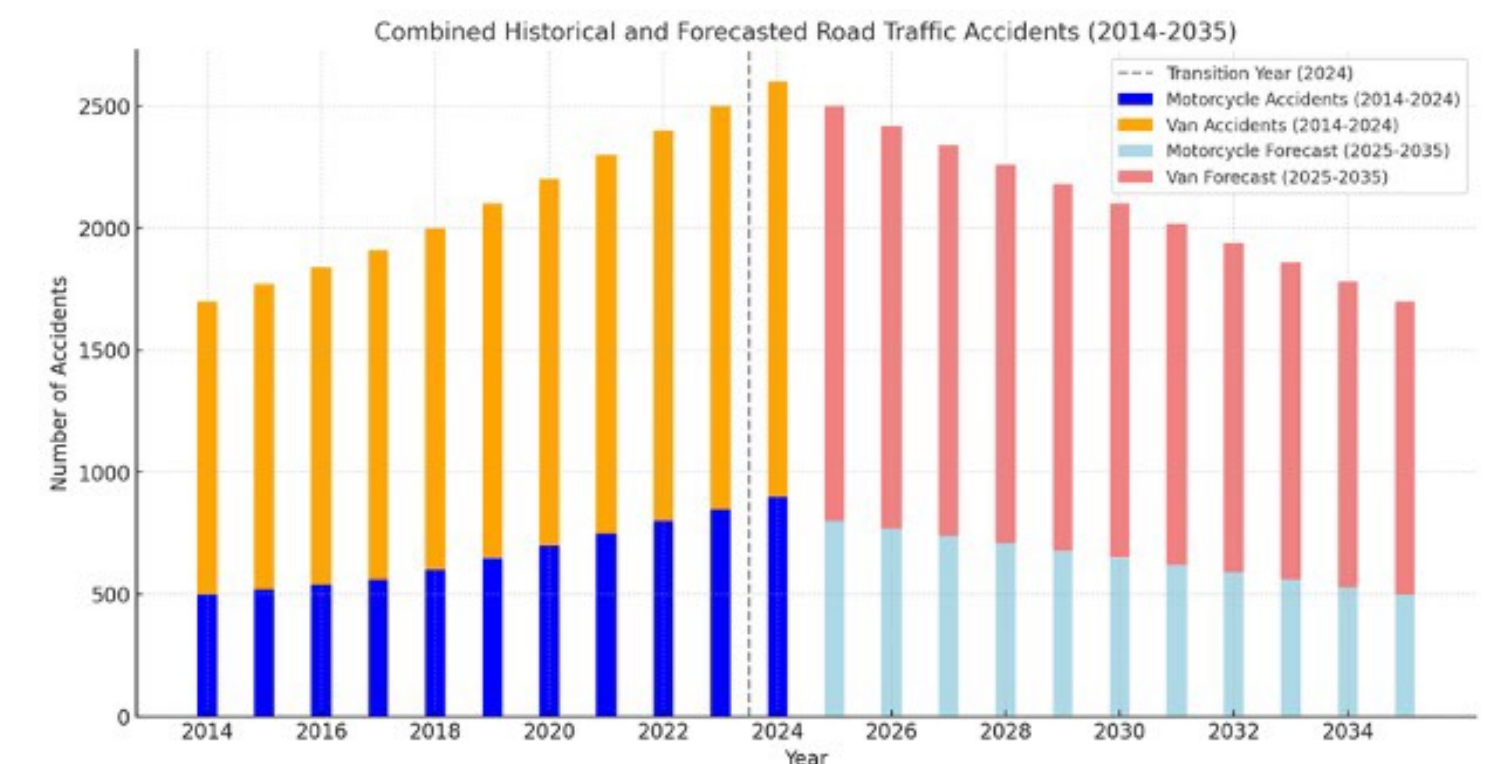
A significant decrease in accidents is projected following the introduction of electric vehicles (EVs) with telemetry systems. These features enable safer driving practices, enhanced vehicle monitoring, and reduced risks associated with mechanical failures.



Combined Analysis (2014-2035):

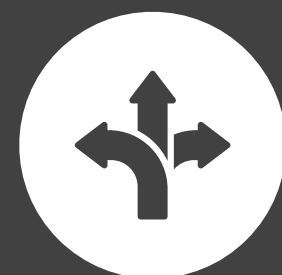
The bar chart highlights the stark contrast between historical accident data and the projected safer environment post-2025, reinforcing the impact of electrification and telemetry on road safety.

These visuals underscore the potential for policy-driven interventions to transform urban logistics into a safer and more sustainable ecosystem.



WHAT DUBAI RESIDENTS WANT?

Do they have sustainable values?
Do they want change?



SURVEY RESULTS

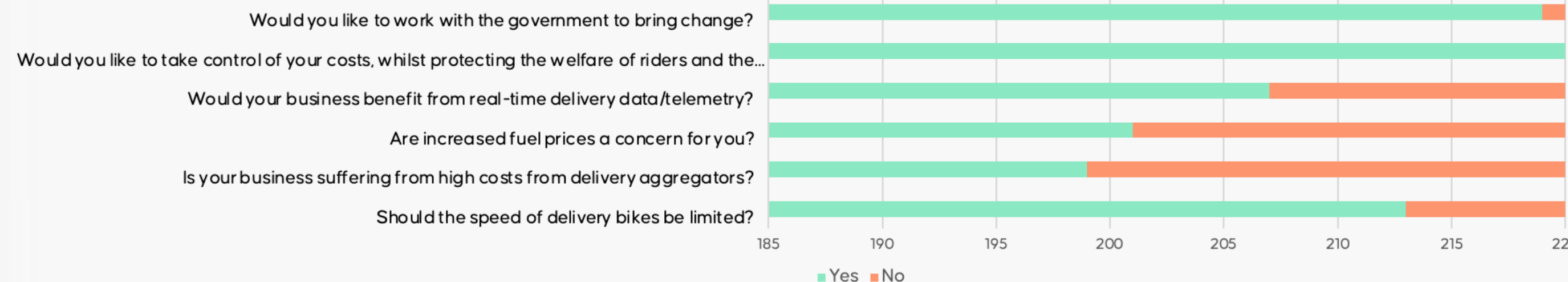
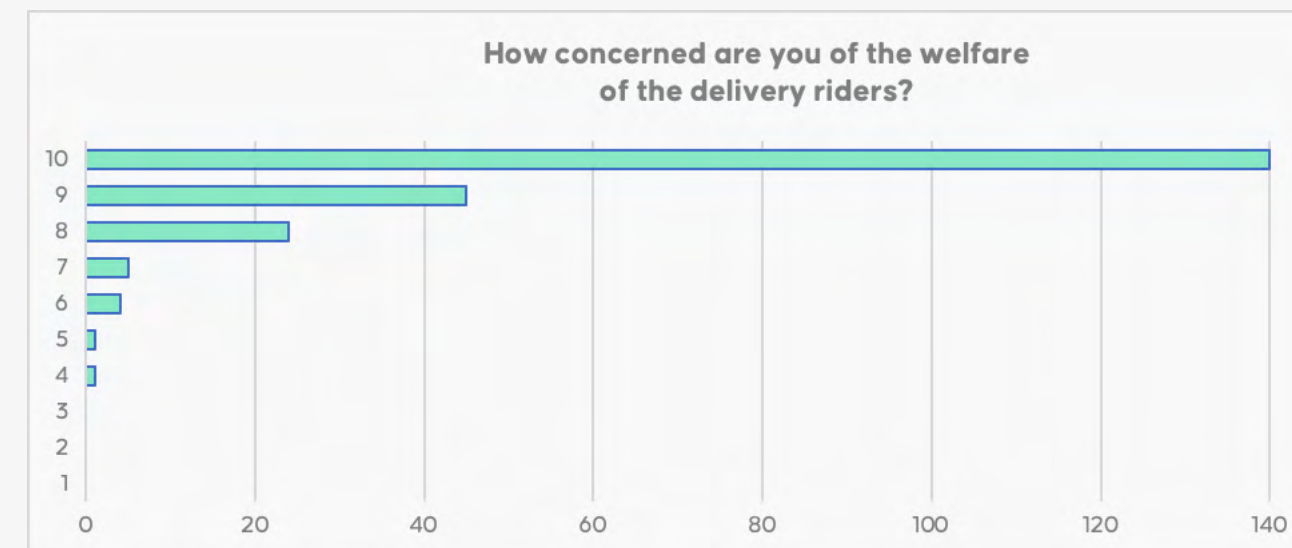
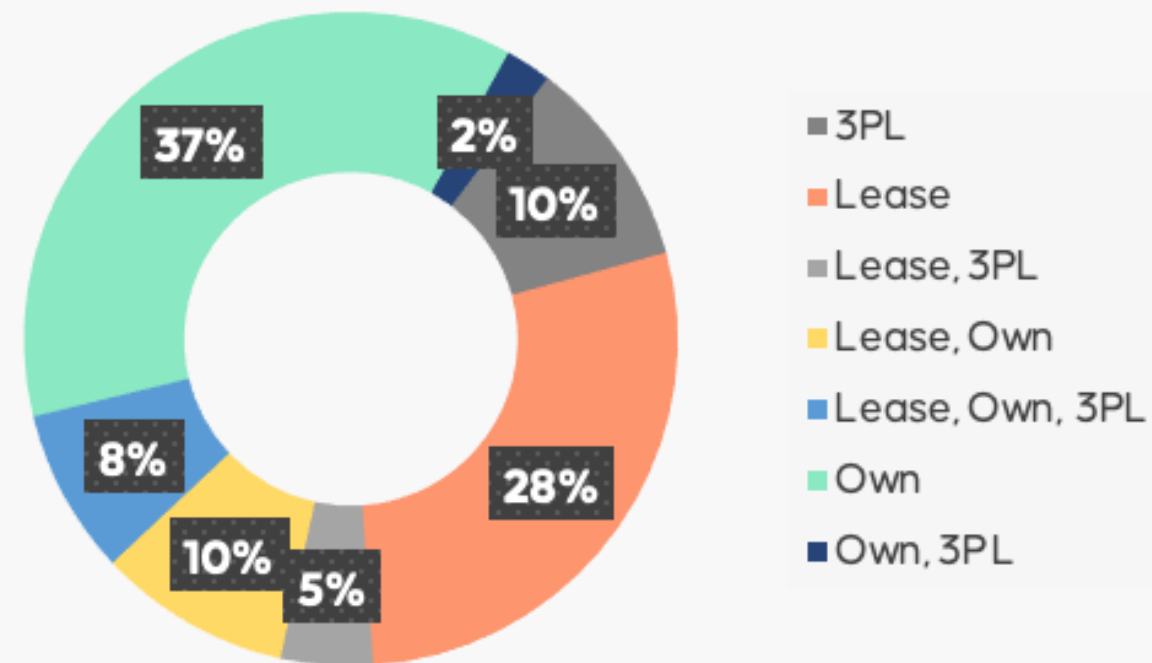
A survey was conducted on LinkedIn to understand the issues surrounding 3PL, rider welfare and the costs of delivery.

RESTAURANTEURS 3PL OPERATORS

220 survey participants

- 63% Dubai
- 18% Abu Dhabi
- 12% Sharjah
- 7% Ras Al Khaimah

How do you operate your delivery fleet?



1,206 survey participants

Consumers ordering products and food deliveries each week

TOP 3

Sustainable Values	%	Total
Air Quality	70.1%	846
Transportation	66.0%	796
Preservation of Planet	60.9%	735
Manufacturing	53.6%	647
Recycling	45.7%	551
Food Waste	36.1%	435
Sea Pollution	33.5%	404

of orders a month

Food

% OF POPULATION ORDERING

Products

Grocery

0	10.5%	9.5%	24.1%
1	7.5%	21.9%	12.4%
2	8.1%	29.4%	19.3%
3	13.3%	12.8%	14.2%
4	21.6%	9.0%	14.7%
5	23.7%	7.5%	6.9%
6	9.1%	2.0%	1.2%
7	3.2%	1.9%	0.5%
8	1.0%	2.0%	2.0%
9	2.0%	0.0%	1.9%
10	0.0%	4.2%	2.7%

220 SURVEYED F&B OPERATORS

219

Want to help the government make improvements

100%

Said they need to manage the costs of deliveries to keep their businesses going

198

Of the UAE F&B industry face high costs with delivery aggregators

210

Want telemetry installed, to optimise their fleet

97%

Believe motorcycles should be speed restricted below 100kmh

55%

State fuel prices are a direct concern

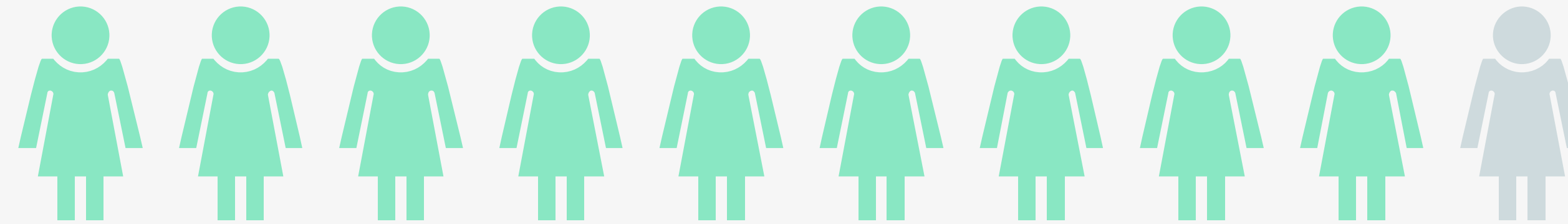
100%

Of riders pay their own fuel costs

UAE CUSTOMER SURVEY

THE RESPONSE & RESULTS

87%



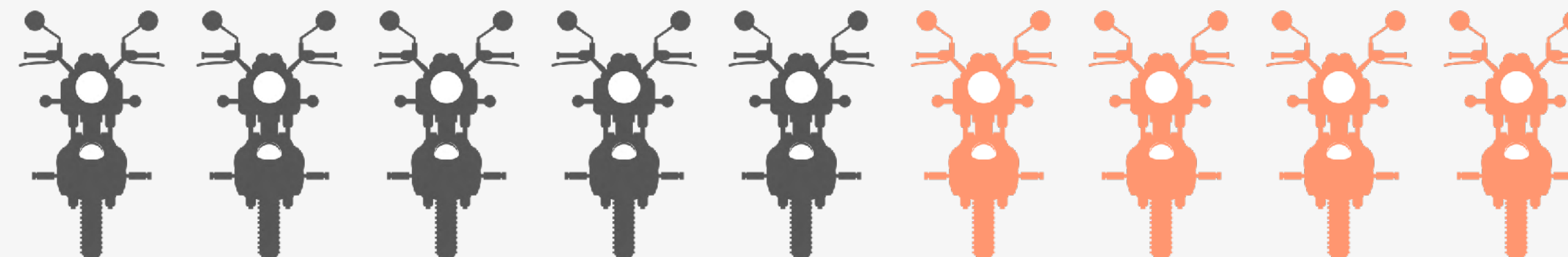
Out of a rating of 10, 87% of operators value the importance of riders safety and welfare with a score of 8 and above.

209

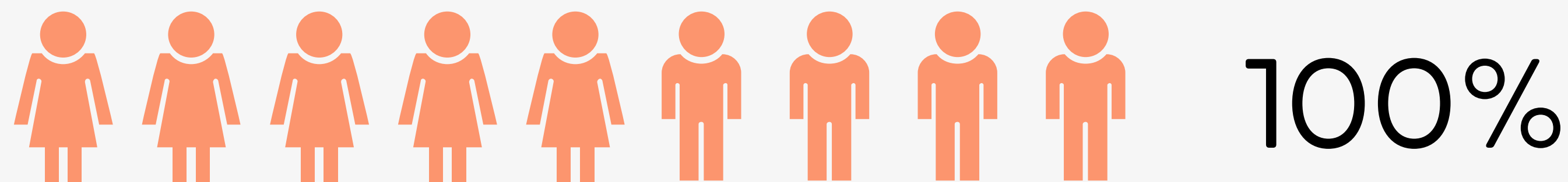


A total of 209 companies are dramatically affected by the cost of delivery

44/39



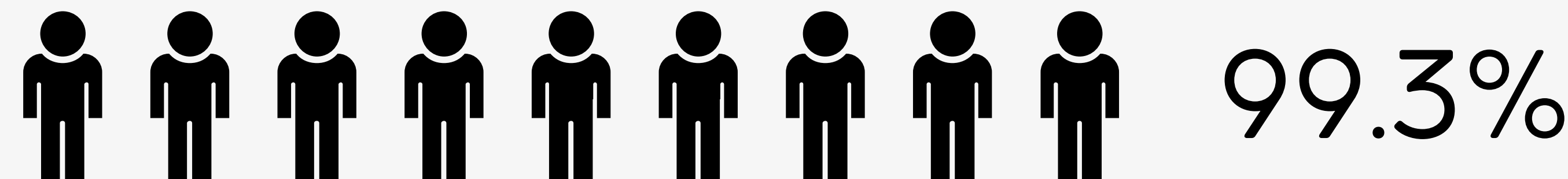
44% of companies lease a fleet of up to 100 vehicles. 39% own the vehicles they operate.



Of surveyed customers would be prepared to pay more for sustainable deliveries.



The average additional price they would be prepared to pay is AED 6.73 (up from AED 5.4 in 2019)



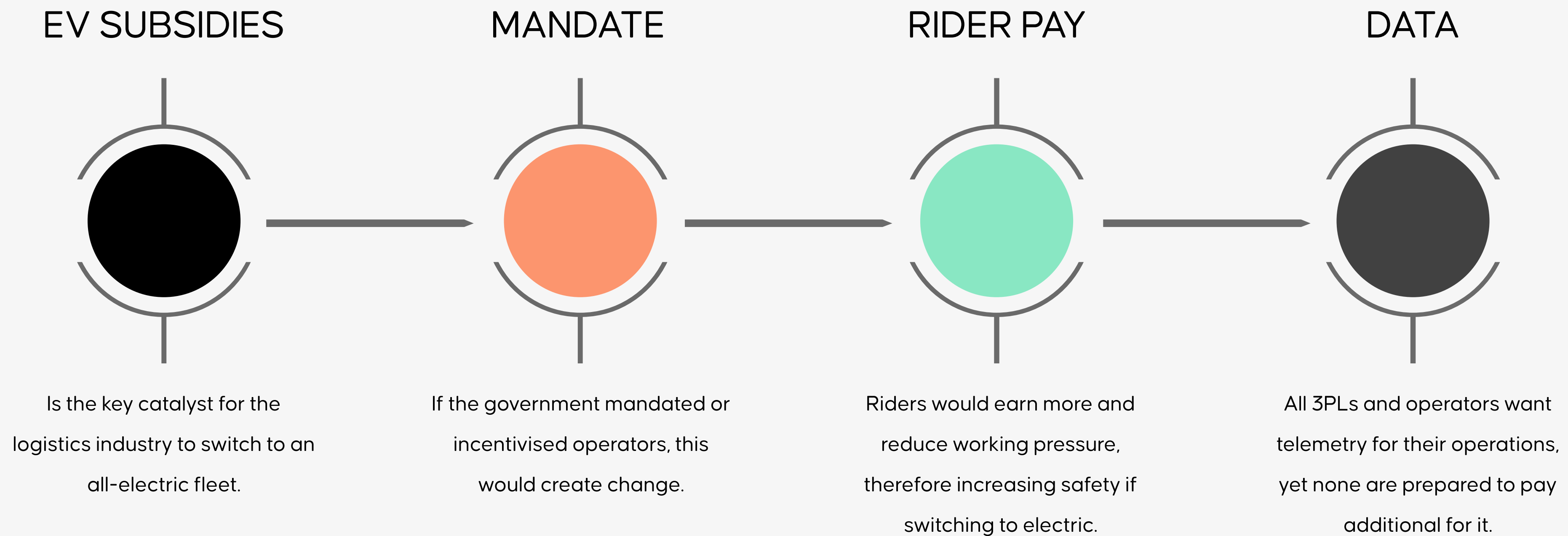
Of those surveyed would choose a sustainable delivery company above one that isn't (Same food, delivery time)

WE ARE THE PEOPLE

The UAE population were surveyed to see if the sustainable values of companies operating are mirrored with those of the consumer.

THE PROCESS OF CHANGE

What will it take for the last-mile of the UAE to become a sustainable model?
ENVIRONMENTALLY, COMMERCIALY & THE WELFARE OF RIDERS?



A person wearing a white helmet and a green shirt is riding a white electric scooter away from the camera on a wooden boardwalk. The scooter has a white delivery box on the back with a logo and the text "ONE MISSION". The license plate is "DUBAI 35759". The boardwalk is bordered by a white picket fence, and there are green plants in planters along the path.

ONE MISSION

“TO ELECTRIFY
ALL LAST-MILE VEHICLES
IN THE UAE BY 2026.”

ALL WE WANT: ASK US TO HELP CREATE A SAFER DELIVERY ECOSYSTEM

INTRODUCING THE SOLUTION

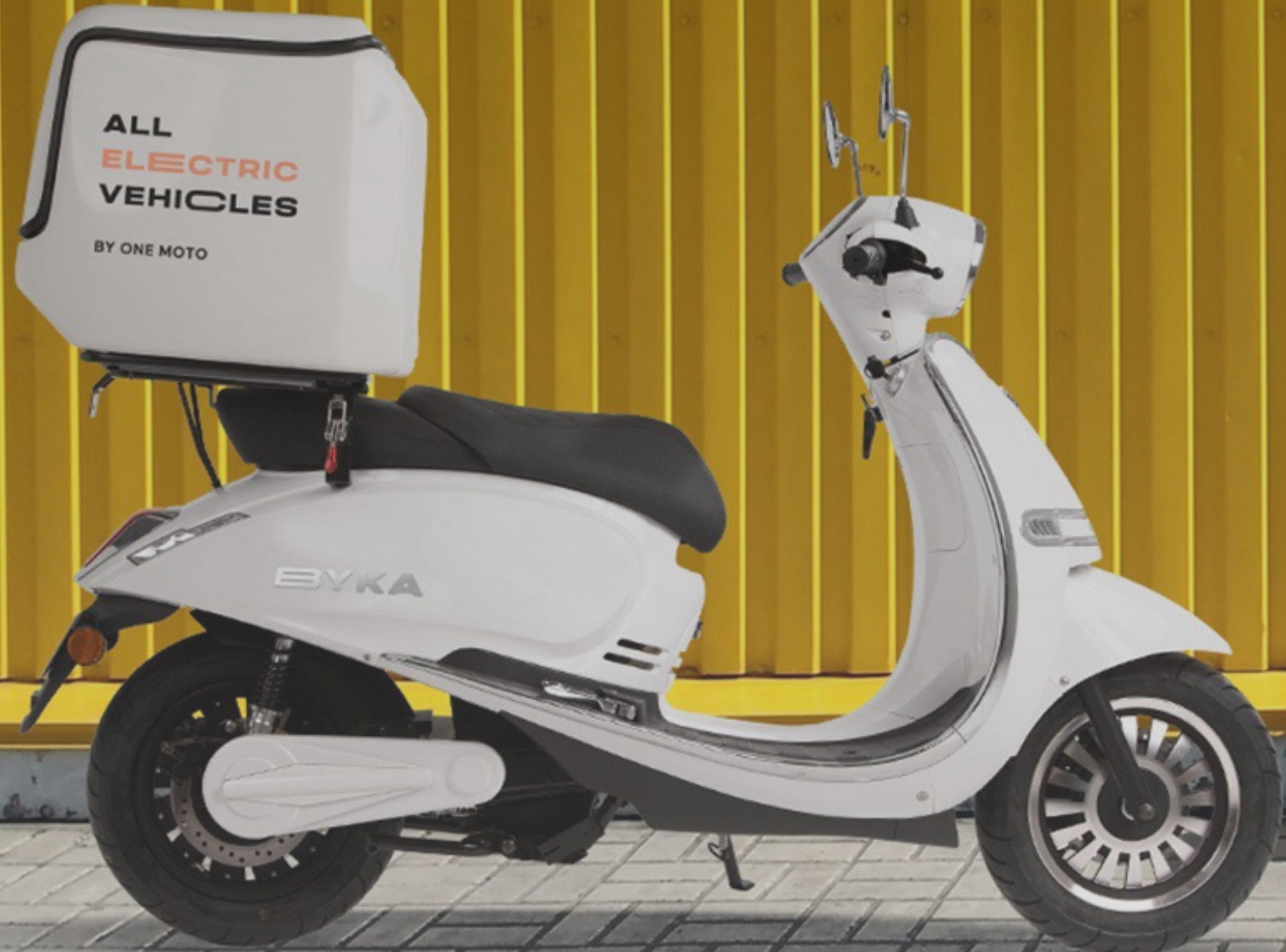
ONE MOTO

“UAE companies are able to lease a fleet of fully electric vehicles”.

SAFETY & WELFARE
REDUCE WORKING PRESSURE &
INCREASE SAFETY OF RIDERS

ENVIRONMENT
AIR POLLUTION IS HUMANITIES GREATEST
KILLER, KILLING 5MILLION EACH YEAR

COMMERCIAL
INCREASE PROFITS & REDUCE
OPERATIONAL COSTS



PROBLEMS

THE INDUSTRY IS SUFFERING

CHANGING
LEGISLATION

ASSET
OWNERSHIP

INCONSISTENT
RIDER PAY

INVESTOR
LOSSES

MINIMISED
MARGINS

SERVICING &
MAINTENANCE
COSTS

HIGH CHURN
RATE

VARYING
FUEL COSTS

DIVERTED
RESPONSIBILITY

UNPROFITABLE
OPERATIONS



ALL-ELECTRIC DELIVERY FLEET

exclusive

meet deliva.



delivering the future of mobility by the RTA

PROPOSAL ONE

GREEN LICENSE PLATES

- ① OTHER CITIES INTRODUCED THEM
- ② INCREASED EV AWARENESS
- ③ INCREASED RTA REVENUE

EV **دبي** 1971

EV **دبي** 2025

PROPOSED DESIGN



RTA

THE LATEST IN

micro-mobility

meet commuta.



shared mobility brought to you by the RTA

HOW WE MAKE A DIFFERENCE

SUMMARY



EV OWNERSHIP

1. Offer corporate tax incentives on buying Electric Vehicles.
2. Mandate the adoption of an EV fleet.
3. Micro-financing for riders.



GOVERNMENT TO LEASE VEHICLES

1. Acquire B2B delivery vehicles for own 3PL platform.
2. Deliver a market precedent in delivery sector.
3. Generate additional revenue.



MOPED POLICY CHANGE

1. Use vehicles with speed restrictions.
2. Decide upon locations for deployment.
3. Geo-fence locations.
4. Use only permitted on non-motorways.



P2P SHARING

1. Monitoring the usage and riders.
2. Government can take control and monitor.
3. Create accountability and ownership.



BATTERY AS A SERVICE

1. Affordable mobility.
2. Subscription models for community commuters.
3. Lifestyle inclusive ownership options (multi-vehicle forms)

SOURCES:

SOURCES:

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