



مجموعة أبو ظبي للإستدامة
ABU DHABI SUSTAINABILITY GROUP

SUSTAINABILITY JOURNAL

Q3, 2021

**"Safeguarding
Abu Dhabi's natural
resources is the collective
responsibility of every
person in the Emirate."**

Net-Zero Action is Every Business's Responsibility

Interview with H.E. Dr Shaikha Salem Al Dhaheri
Secretary General,
Environment Agency - Abu Dhabi

ADSG Strategy Executive Summary
2021-2025 is in this Issue



**LEADERSHIP BUSINESS
FORUM**

SEPTEMBER 2021

Shaping the Future Today
An opportunity to join us to help support the
transition to the future today.

2021



Your Abu Dhabi Sustainable Business
Leadership Forum Programme is in this issue



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YEAR OF THE FIFTIETH
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ABU DHABI SUSTAINABLE BUSINESS LEADERSHIP FORUM 2021

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Transitioning to the Future Today

With 2021 marking the UAE's golden Jubilee, we must work in earnest towards the next fifty and beyond. In alignment with the Leadership of the Government of Abu Dhabi and the UAE, the Abu Dhabi Sustainable Business Leadership Forum 2021 will explore the key areas under the theme of Transitioning to the Future Today.

Given that sustainability took a leap forward during 2019/20 due to the COVID-19 global pandemic. As we return to a post-pandemic world, the urgent need for transformational change on a global scale is undeniable. In the UAE and round the world, the public and in particular investors are increasingly prioritising sustainability and demand that their portfolio companies provide detailed environmental, social, and governance information. Investors are demanding more transparency and action on climate related risks. The ADSBLF21 will help support the momentum for the transition to the future today.

Circular Economy & Natural Capital

- Circular Business Models: Sell More, Produce Less
- What are the business incentives and best practices for rethinking plastics packaging in your business strategy

Finance & ESG (Environmental, Social, and Governance)

- Why Valuing Nature is Essential to Business Success
- Taking a Strategic Approach that Benefits both Nature & Business - Managing Climate-related Risks
- From Risk to Vulnerability Management: What COVID-19 Has Taught Us About ESG Related Risks
- Addressing the Intersection of Environmental and Human Health

Delegates

The Forum attracts leadership including CEOs of the ADSG member organisations, sustainability professionals from private corporations, governmental organisations, academic institutions, NGO's and the media who are interested in learning and engaging with the current trends and opportunities in CSR and sustainability. Approximately 300 delegates attend the event, many of those are from ADSG member organisations as well as further afield given the event is presented virtually online.

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Dear friends and colleagues,

This special issue of the AD SG Sustainability eJournal marks an important phase of our transition towards a net zero future. Through the Abu Dhabi Sustainable Business Leadership Forum, we can collaborate and explore how we move forward and deliver the UAE's commitment to net zero carbon emissions by 2050.

We are honoured to have an article penned by Dr. Shaikha Salem Al Dhaheri, Secretary General of the Environment Agency - Abu Dhabi (EAD), Focussing on net zero and the role of business in meeting the climate change challenges.

I look forward to see all AD SG member organisations at the #ADSBLF21 and all delegates from across the world who will join us over the two-day event. We will announce the winners of the Abu Dhabi Sustainable Business Leadership Awards on Day1 - this is a key highlight every year - a great moment to pause and recognise achievements and hard work for all leaders and practitioners in sustainability in our region. I congratulate you all for your efforts.

The #ADSBLF21 brings a great line up of speakers as you will see in the Forum Programme in this issue, we are providing thought

leadership in day one with the CEO Plenary and Climate Change Panel in collaboration with the The Prince of Accounting for Sustainability Project (A4S).

Day two brings a more pragmatic approach with 2 panel discussions offering ample engagement. Allowing attendees to deep dive into topics with our expert panellists.

As this Forum provides excellent opportunities for knowledge sharing and networking (even online!).

I extend sincere thanks to the sponsors of the Forum; Lead Forum Sponsor Dolphin Energy and our Official Airline Carrier Etihad Airways for their continued support to this event. The Environment Agency - Abu Dhabi for hosting and supporting the Forum. Their sponsorship and support has enabled this event to take place

I encourage you to build on conversations held during our online event to reach a shared understanding of how we can progress in order to take action. Furthermore, I want to hear your ideas for collective improvement that all members of the AD SG can adopt and embrace. Please share them with me and I will include them in future issues of the AD SG Sustainability eJournal.

Yours sincerely,
Sandra Anani



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The opinions and views expressed in the AD SG Sustainability e-Journal do not necessarily reflect the AD SG's policy or position.

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CEO MAJORS FLAGSHIP

Meeting the Challenges of the

FUTURE TODAY

The Environment Agency – Abu Dhabi and Abu Dhabi Sustainability Group collaboration with members and partners to promote profitability through sustainability.



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مجموعة أبوظبي للاستدامة
ABU DHABI SUSTAINABILITY GROUP

Welcome Note from ADSG Director

It is with great pleasure to welcome you to the first issue of the ADSG Sustainability e-Journal for 2021. I hope that you and your loved ones are keeping well and feeling hopeful as we emerge from the shadows of the Covid-19 pandemic with resilience and determination to shape a better future.

My colleagues and I certainly feel that 2021 has been a year for reflection and to focus on positive action, as emphasised by the UAE's Golden Jubilee and the upcoming launches of the ADSG and A4S Circle of Practice Case Studies Report and the ADSG Strategy for 2021-2025, of which we are very proud. We are especially proud of, and grateful to, ADSG members and partners for their support of the new strategy, which will be showcased at this year's Abu Dhabi Sustainable Business Leadership Forum.

After careful deliberation and with a view to maintaining the public's health and safety, the ADSG has decided to present the seventh annual Abu Dhabi Sustainable Business Leadership Forum and Awards on an interactive digital format. We therefore look forward to welcoming a large and truly international audience to join this year's discussions, knowledge sharing and celebrations.

The theme of this year's forum is 'Transitioning to the Future Today'. With 2021 marking the UAE's golden Jubilee, we must work in earnest towards the next fifty and beyond. Sustainability took a leap forward during 2019/20 due to the COVID-19

global pandemic, but as we return to a post-pandemic world, the urgent need for transformational change on a global scale is undeniable. Plenary sessions have been curated to support the momentum for change and will explore key issues, such as ESG and new sustainable business models. We are also fortunate with the timing of this year's Forum, which falls hot off the heels of COP26 and provides the opportunity for speakers to share insights direct from the conference.

You can find the full programme of Forum and Awards events in this issue, alongside a special interview with Dr. Shaikha Salem Al Dhaheri, Secretary General of the Environment Agency - Abu Dhabi (EAD).

Finally, I would like to extend a special thanks to our supporter the Environment Agency-Abu Dhabi, the lead sponsor, Dolphin Energy, and the official airline carrier Etihad Airways whose continued leadership, support and collaboration has made delivering this forum possible since its inception in 2015.

To conclude, I look forward to welcoming you to this issue of the ADSG Sustainability e-Journal, to the Abu Dhabi Sustainable Business Leadership Forum and Awards 2021 - and to a more sustainable future.

Huda Al Houqani,
ADSG Director

Net-Zero Action

is Every Business's Responsibility

Interview with H.E. Dr Shaikha Salem Al Dhaheri

Secretary General,
Environment Agency - Abu Dhabi



"To achieve success,
we need to set **meaningful
targets** and scalable actions."

I am delighted to write to you in the ADSG Sustainability e-Journal, in this special issue published as part of the Abu Dhabi Sustainable Business Leadership Forum 2021, with its theme of 'Transitioning to the Future Today. It gives me the chance to reflect on where we are, and where we need to get to in our journey towards sustainability.

Given that we are completely reliant upon the natural world for most of our needs, I am constantly preoccupied with how we can balance environmental conservation with community needs and economic development. Creating an increasingly diversified economy, in line with the UAE Vision 2030 plan requires us to change how we operate and to adjust our approach. To achieve success, we need to set meaningful targets and scalable actions.

As the largest environmental regulator in the Middle East, the Environment Agency - Abu Dhabi (EAD) is responsible for managing all aspects of Abu Dhabi's environment. Our work integrates land, water, air and biodiversity management and promoting conservation and sustainable consumption.

Over the last 25 years we have achieved many successes, from the establishment of the Sheikh Zayed Protected Areas Network to protecting and restoring some of the most iconic species such as Dugongs, Houbara and the Arabian Oryx. The Arabian Oryx recovery is a conservation success story. Once at the brink, the species now thrives within the Arabian Oryx and Al Hou-bara Protected areas. This is in line with the legacy of the late Sheikh Zayed bin Sultan Al Nahyan whose pioneering captive breeding programmes and subsequent reintroductions were instrumental in changing the global threat status of the species.

Safeguarding Abu Dhabi's natural resources is the collective responsibility of every person in the Emirate. While EAD focuses

on regulating and enforcing Abu Dhabi's environmental laws to help protect biodiversity, every one of us is accountable when it comes to preserving our natural capital. We can make an impact only when every individual, community, and organisations play a part. We need champions. Champions for biodiversity and for climate change from across all sectors and all walks of life. We need to change our behavior and change our consumption patterns.

If we are to limit global temperature increases to 1.5°C we must collaborate and share knowledge to help companies in the critical work needed to decarbonise the economy, which inherently involves reduction in greenhouse gas emissions (GHGs), namely carbon. We don't have much time to make a significant reduction, so we need to change our pace.

In 2019, net-zero pledges covered 16% of the global economy, but now nearly 70% of the world has committed to net-zero by 2050. Our youth, and the generation next - my children's generation, who are expected to be the most

transformative age group in human history - are demanding nature and biodiversity protection for their own future.

The Climate crisis is real. The upcoming Climate COP 26 is expected to be attended by nearly 120 world leaders, mostly head of the states is an indication of the seriousness of the problem. A lot is expected from the summit as countries make commitments to address this crisis.

To fight the climate crisis, the UAE Government announced the country's plan for net-zero emissions by the year 2050. For a nation with its economy largely based on oil and natural gas, this is a bold step. The government also pledged investment of 600 billion dirhams (\$163 billion) in renewable energy which will stimulate growth and diversification. We are proud to have shown leadership in making this ambitious commitment and possibly inspiring other countries in the region as well. Decision by Saudi Arabia, one of the largest oil producers in the world to be NetZero by 2060 is immensely significant.

"If we are to limit global temperature increases to 1.5°C we must collaborate and share knowledge to help companies in the critical work needed to decarbonise the economy."



The good news is that net-zero creates a plethora of opportunities for the private sector. It is the way forward for sustainable business as part of a successful diversified economy – giving a powerful boost to those businesses in terms of attracting investors. It makes good business sense, thinking and re-imagining circularity and how we can accelerate the reduction of consumption and waste. Waste must be eliminated as we can't afford to throw away the very re-sources that we need to build our sustainable future.

For years, the UAE has been committed to reducing GHG emissions, joining global efforts in climate action. This is in addition to financing clean energy projects, including Masdar, the Barakah nuclear energy plant, the country's vast solar energy parks, as well as the push towards agri-tech, which uses less water and land.

Globally, we are losing more than 73,000 square kilometres of forest every year, which is the equivalent of 27 football pitches every minute. This is depleting the planet's carbon sinks, as well as exacerbating the loss of biodiversity. A key component of successful net-zero emissions work will be how we communicate, show leadership, and deliver real reductions in emissions by deploying all our efforts and not just by using offsetting tactics. To keep track of the work, we must have key milestones that mark progress against the plan. We can't wait till 2050, we must act now.

The Dasgupta Review on 'The Economics of Biodiversity' is a must

read to understand and appreciate the importance of nature and how it shapes humanity. The review highlighted that together with the livestock we rear for food, constitute 96% of the mass of all mammals on the planet today. Extraordinarily, only 4% is everything else, from the Arabian Oryx to the dugongs. Unfortunately, we have accelerated the extinction rates and as per an Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES) report we risk losing an estimated one million species in the next few years. This may have significant impact on human health and well-being as species loss will further undermine ecosystem functioning and productivity.

Economics is a discipline that helps governments and companies make critical business and fiscal decisions. Thus, it matters to all of us. Economic models are concerned with mathematical lexicons that are quantitatively based. It involves estimates, budgets, revenues, expenditure and so on, historically excluding nature from the economic equation. As the economic part is critical in all business transactions, the same holds true as we work to repair our damaged ecosystems. We need to factor nature into our economic models as we work towards delivering our local net-zero actions as part of the global response.

Ecosystems and finance systems must start to align. In doing so, it shows us how, by bringing economics and ecology together, we

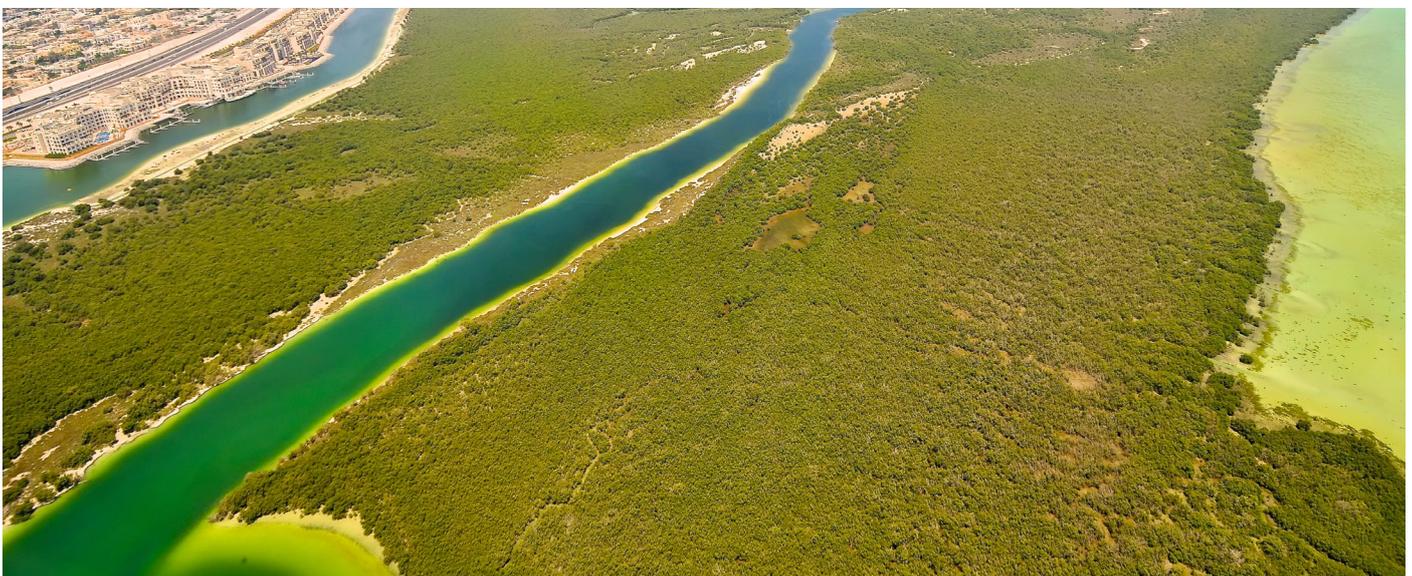
can help save the natural world at what may be the 11th hour – and in doing so, save ourselves.

At the UN climate summit, COP26, taking place in Glasgow, governments will have to set out national plans for meeting the 2015 Paris agreement. One of the many outcomes that I am looking forward to seeing and implementing is the Paris Rulebook, which will explain how the Paris agreement will become operational. We not only need to work together to protect the existing habitats and species at any cost but must also invest in restoring and rebuilding damaged ecosystems. This is the only guarantee to build defenses and develop resilient agriculture and infrastructure to avoid the loss of homes, livelihoods and even lives due to climate change.

Unfortunately, we are running out of time. We must act and act affirmatively to make this world a better place for ourselves as well as our future generation.

I hope that you and your companies will take actions. Actions towards NetZero and be the NetZero Champions. Hope this year's ADSG's Business Leadership Forum will stimulate such discussions.

I look forward to engaging with you throughout the two days of the event and celebrating the winners of the sustainability awards. In addition to the existing awards, **I am announcing a new award 'The NetZero Champions Award' for the company which has adopted most innovative approach to go green to achieve Net Zero.**



ADSG STRATEGY 2021-2025

INTEGRATING SUSTAINABILITY GOVERNANCE TO ACHIEVE IMPACT

Over the last decade, the Abu Dhabi Sustainability Group (ADSG) have been focused on capacity building and knowledge sharing, by funding certified training programs and establishing a plethora of activities, flagship programs, events and workshops. These workshops are attended widely by regional sustainability practitioners in such a way that had helped to fill critical gaps in capability, skills and expertise in the Emirate.

The next challenge is to show how these approaches and capabilities can translate into large-scale, life-changing impact.



The ADSG will continue its strategic direction towards 'integrating sustainability governance to achieve impact.' Fundamentally this strategy is designed to focus the ADSG and its members' individual and collective resources and expertise on integrating sustainability governance into core organisation strategy. This strategy aims to deliver to the priorities of the UAE Government's policies and, ultimately, to ensure the well-being of people and our planet alongside prosperity in Abu Dhabi.

In the next decade, the ADSG will be more focused and mission-driven. We will concentrate our resources on addressing three defined material issues:



Governance



**Climate
Change**



**Sustainable
Economy**

While these material issues may be broad, they have the potential to inspire an increased focus on our events, communication, training and other activities. We plan to measure our success by assessing how much of a difference the ADSG collectively delivers through measurable outcomes across the identified material issues. For each, we have set ambitious objectives which will continue to drive our outputs over the next five years.

The ADSG will continue to drive Environment Agency - Abu Dhabi (EAD) sustainability agenda by providing an intellectual, as well as a knowledge sharing and debating, platform providing links between government and the private sector. The aim is to mitigate the real business risks posed by climate change for the sake of future generations.

In the next five years, the ADSG will look towards the development of a conceptual model of sponsorship, giving potential sponsors the opportunity to set their brand centre stage in peer-to-peer and business-to-business relations within a truly unique sustainability platform and to position themselves as a leaders and innovators. As a multi-stakeholder membership organisation, we aim to collaborate through public-private partnerships to achieve impact to scale in Abu Dhabi. The ADSG as a sustainability platform offers the ideal opportunity for members from the government and private sector to connect, collaborate, pilot and/or share their activities to achieve greater impact.

The ADSG's strategy aims to achieve impact through 4 strategic priority work areas:

MISSION:

To promote sustainability management in Abu Dhabi by providing learning and knowledge sharing opportunities for government, private and not for profit organisations.

Integrating Sustainability Governance to Achieve Impact

PRIORITY1: Alignment

Supporting alignment between ADSG members and the 2030 visions by establishing a dashboard of shared indicators.

PRIORITY 2: Network

Increase the impact of individual members' activities through enabling shared initiatives, and knowledge sharing flagship programmes.

PRIORITY 3: Advocacy

Promote relationships within the ADSG members, Emirate, regional and global stakeholders & build advocacy for integrated sustainability governance, innovation, impact & non-financial reporting and stakeholder engagement.

PRIORITY 4: Membership

Ensure inclusivity so that the membership of ADSG has the capacity it needs for the future and reflects the diversified focus as outlined in the 2030 Visions through integrating sustainability governance.

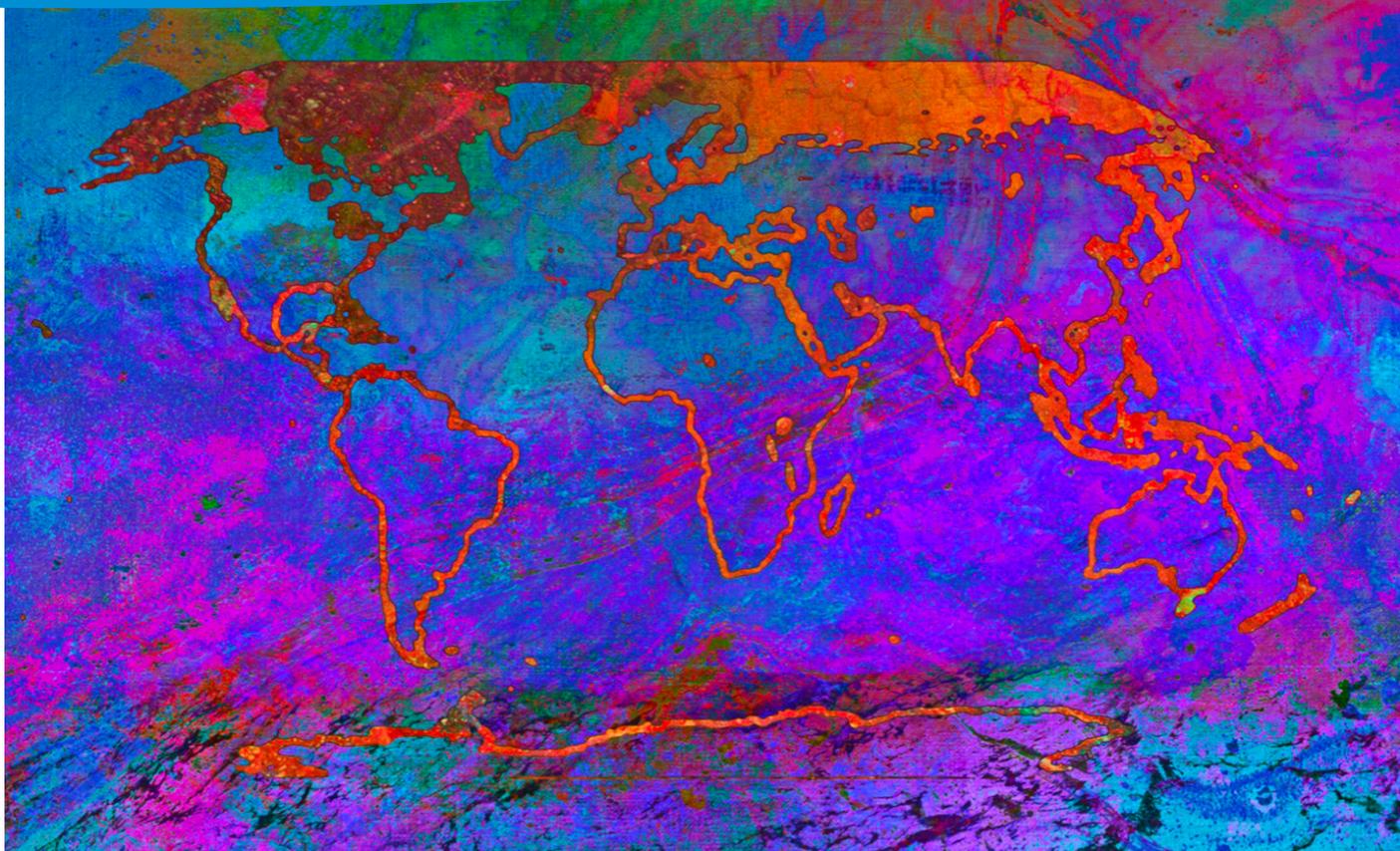
Each of the ADSG's strategic priority areas has KPIs and metrics that are supported by initiatives, engagement and activities to track progress and measure impact by engaging with member organisations and stakeholders to actively adopt an integrated decision-making approach within their organisations in a way that considers the business opportunities and risks posed by the identified material issues: governance, climate change and a sustainable economy.



Life at 50

Article by Sandra Anani

Founder and Director
Sustainability to Action



On August 9, 2021, the IPCC (the Intergovernmental Panel on Climate Change sponsored by the UN and the World Meteorological Organization) released a landmark report about the state of climate science. More than 230 climate scientists participated in the preparation of the report which was approved by 195 governments and based on more than 14,000 studies. It represents the "gold standard" of the physical climate science of climate change. It will be a focal point when diplomats gather in November at a U.N. summit in Glasgow to discuss how to step up their efforts to reduce emissions.**

The cover of the report features Environmental Graphiti® art commissioned by the IPCC based on a map used in the report.

You'd be forgiven if you thought I was writing about life at the grand old age of fifty, many of the readers of this article will no doubt be near or around that key milestone (including yours truly), half a century. Generation X, and at the prime of their careers whilst potentially preparing to hand over the baton to the next generation of leaders. That thought causes us to reflect on what state of business we are handing over, what shape is it in? How healthy is the company? Across all capitals, including financial, natural and human capitals.

This article is about a much more serious 50, hitting 50 degrees Celsius. Whilst globally many regions and cities regularly hit high temperatures of up to 50 degrees, or even higher yet. But there are many more cities that are seeing a rapid increase in temperatures, for example Kuwait saw record temperatures of 53 degrees in July 2021, making it the hottest place on earth.

The Middle East is warming at twice the rate of the global average. At this rate, by 2050 temperatures will increase by 4 degrees.



Sustainability to Action

Sustainability to Action (STA) is a group of consultants and associates who are experts in business responsibility in the areas of sustainability, corporate governance and responsibility, materiality, stakeholder engagement, communications and behaviour change through social engagement.

STA's team work with stakeholders to embed and integrate responsible business practices in organisations by providing insight and consultancy services, training, coach-mentoring and thought leadership.

Human influence has warmed the climate at a rate that is unprecedented in at least the last 2000 years. Thus the world faces inter-connected crises of biodiversity loss, climate change impacts, and human development inequities. Humanity is facing the next great extinction event. With polluted oceans and greenhouse gas emissions increasing, inevitably, the climate is changing. The earth's ecosystems are reaching a tipping point beyond which it will no longer be viable for business to continue along the same paths and patterns.

The United Nations Framework Convention on Climate Change's indicators show that governments around the world are not close to the level of ambition needed to limit climate change to 1.5°C and meet the goals of the Paris Agreement 2015. A lot hinges on the agreements and commitments that will come out of the United Nations Climate Conference in Glasgow. There is hope that deep cuts in emissions of greenhouse gases could stabilise rising temperatures. Echoing the scientists' findings, UN Secretary General António Guterres said: "If we combine forces now, we can avert climate catastrophe. But there is no time for delay and no room for excuses. I count on government leaders and all stakeholders to ensure COP26 is a success."

We can witness a recovery within this generation, as put by Sir David Attenborough at the opening of COP26 climate conference in Glasgow on 1 November 2021.

How might we make this transition towards the path of recovery? This is the chance for the private sector to step up, deal with the climate crisis, and it can only be done with the private sector leadership and commitment.

Consumers are demanding products that don't cost the earth. Governments and investors are calling for business to move from destroying the variety of life on earth, known as biodiversity, to contributing to its restoration, regeneration and stewardship. To deliver a sustainable economy, companies (primarily led by the private sector) will need to:

- Understand their impact and dependence on the natural world

- Focus on Net Zero and carbon capture mechanisms
- Set science-based targets to drive down impact and safeguard supply chains
- Act to conserve and restore biodiversity in collaboration within their own sector as well as across sectors

Companies that do not rapidly change will become the brands of the past, as extinct as the wildlife they impact upon.

Our activity is changing the climate in unprecedented and sometimes irreversible ways, but scientists say a catastrophe can be avoided if the world acts fast.

The public is now better informed about the degradation of natural capital, resulting in investors' increasing demand for sustainable investment options. Those investors are now seeking assets with transparent and robust Environmental, Social and Governance (ESG) credentials. Moreover, they require strong returns out of investment funds and trusts.

Now is the time. The global coalition committed to net-zero emissions by 2050 is growing, across Governments, businesses, investors, cities, regions and civil society. COVID-19 recovery plans offer the opportunity to build back greener and cleaner. Decision-makers must walk the talk. Long-term commitments must be matched by immediate actions to launch the decade of transformation that people and our planet so desperately need.

What is the role of the board?

At the end of the day it is board directors, individually and collectively, who must discharge their duty to protect the interests of their stakeholders and shareholders. The concept of stakeholder capitalism, whereby business leaders are required to define their mission as creating long-term value not only for shareholders but also for customers, suppliers, employees, communities, and others, is becoming much more popular and provides a better lens through which business leaders and boards can govern their business prudently with a keen eye on the long-term horizon - for future generations and not just our current Gen X, Y and so on.

This is where investors and finance comes in to play a key role.

Environmental, Social and Governance (ESG)

One of the key roles of the board in any organisations is about setting the purpose, vision, mission, values and strategy of the organisation that the board is overseeing. The ESG approach to investing doesn't just focus on financial returns, it also uses ESG factors to evaluate how sustainable companies, and arguably future-proof, they are.

ESG-led companies, and investment funds and trusts even more so, inherently promote the setting of ambitious, long-term sustainable objectives, which will enable them to get a better position in an increasingly competitive market. Good ESG practices are a result of good governance and oversight and it is here that good governance plays a key role since it is the board that drives and incorporates ESG matters into investment processes and internal decision making for companies, and therefore transforms the entire work dynamic, decision making and strategies of a company.

Organisations' awareness increases and the behaviour and culture shifts as they begin to put in place plans and actions to address and mitigate their social and environmental impacts with a long-term view. That is the only way to manage and minimise future business risks and improve their corporate image for both investors and the community.

Often, the process of implementation of ESG dimensions creates opportunities for innovations, both within an organisation and also from an investment perspective, allowing organisations not only to differentiate themselves from competitors with an innovative and strategic approach but to also drive improved efficiency, savings and products. This is highlighted in Porter (1991) where the research clarifies that the cost of implementing and reporting on an organisation's ESG performance may be an investment by the organisation that will be recovered and rewarded as it potentially improves efficiency and productivity.

Signalling the heightened importance of ESG investments, FTSE Russell, a leading global provider of stock

indexes, recently moved to tighten up the rules around reporting on ESG as well as the level of performance that listed companies are reporting. FTSE Russell has notified hundreds of companies of their removal from the approved lists over ESG performance and disclosures. Increasingly, corporations and their boards are actively being challenged on their ESG performance as indexes—and ultimately users and investors—are toughening up their approach to climate performance and the impact of carbon emissions. FTSE Russell claimed that 208 companies risk ejection from the FTSE4Good indexes because of low scores against new ESG standards. The companies on a warning represent 10% of index members. One hundred and five are from high-emitting industries, which have traditionally been good earners and stable income providers for more risk-averse investors.

In addition, FTSE Russell is acting in response to requests from investors demanding more transparency in the form of improved reports detailing how those companies will increase their efforts to tackle global warming and climate-related risks.

Drivers for ESG investing

Apart from the obvious benefits of creating a more ethical portfolio, there is evidence that ESG investments deliver similar returns as traditional investments, potentially carrying less risk. Bloomberg has estimated the total assets under management tagged ESG could reach \$53 trillion by 2025, amounting to more than a third of the projected global assets of \$140 trillion. By the end of 2021, ESG assets could amount to \$37.8 trillion. In addition, businesses are starting to recognise that while sustainability trends, including climate change and resource scarcity, pose significant commercial risks, they create many opportunities. Incorporating these factors into both organisational risk management and business planning is imperative. Therefore, companies need to make environmental considerations accountable. Sustainability and profitability are intrinsically linked.

ESG investing and high returns

A 2019 white paper produced by the Morgan Stanley Institute for Sustainable Investing compared the



performance of sustainable funds with traditional funds and found that from 2004 to 2018, the total returns of sustainable, mutual and exchange-traded funds were similar to those of conventional funds. Meanwhile, other studies have found that ESG investments can even outperform conventional less sustainable ones. 'JUST Capital' ranks companies based on factors such as whether they pay fair wages or take steps to protect the environment. It created the JUST U.S. Large Cap Diversified Index (JULCD), which includes the top 50% of corporations in the Russell 1000 (a large-cap stock index) based on those rankings. Since its inception, the index has returned 15.94% on an annualised basis compared with the Russell 1000's 14.76% return.

ESG investing and lower risk

The 2019 white paper from Morgan Stanley also highlighted that sustainable funds showed a lower downside risk than traditional funds, irrespective of the asset class. The study found that traditional funds had a significantly larger downside deviation during turbulent markets, such as the fluctuations in 2008, 2009, 2015 and 2018, than sustainable funds. This means that in comparison, traditional investments had a higher potential for loss. It is interesting to learn that ESG funds have posted strong performance during 2020. Of 26 sustainable index funds analysed by investment research company Morningstar, 24 funds outperformed comparable traditional funds in the first quarter of 2020 (during the beginning of the COVID-19 pandemic).

Role of leadership - the board, governance and ESG

As investors are becoming increasingly aware that a company's performance on material ESG elements is linked directly to its long-term profitability, ESG investing is rapidly becoming mainstream, a fact that is transforming "sustainable investing" to "investing." Most CEOs are now aware that ESG issues should be part of their corporate strategy and act cohesively in their decision-making. However, a survey conducted by PwC in 2019 of more than 700 public company directors found that 56% thought boards were spending too much time on sustainability. Findings suggest that this may be due to corporate boards lack of diversity, with most directors surveyed as male, white, and from similar backgrounds. In addition, until the last few years, boards predominantly did not have a mandate or oversight of the company's sustainability, strategy or performance, focusing primarily on compliance tasks. This is rapidly changing worldwide and has given rise to the concept of corporate purpose, which is becoming more widely adopted and means that boards need to increase their focus on ESG concerns and manage their company for long-term success.

Here is to the next 50 years and beyond and to humanity's intelligence and ability to overcome.

Article by **Sandra Anani**,
Founder and Director,
Sustainability to Action

SMAT TOOL

SUSTAINABILITY
MATERIALITY
ASSESSMENT TOOL
(SMAT)



The Sustainability Materiality Assessment Tool (SMAT) is an electronic tool developed by a team of international experts as part of the Abu Dhabi Sustainability Group Capacity Building Programme. SMAT aids member organizations in assessing their sustainability performance, developing internal capacity, and issuing sustainability reports.



For more information click the following link:
<https://www.adsg.ae/assessment/assessment/instructions>

Access the tool by emailing



Mohammed Al Dhaheri,
Training and Capacity Building Manager,
at mohammed.aldhaheri@ead.gov.ae

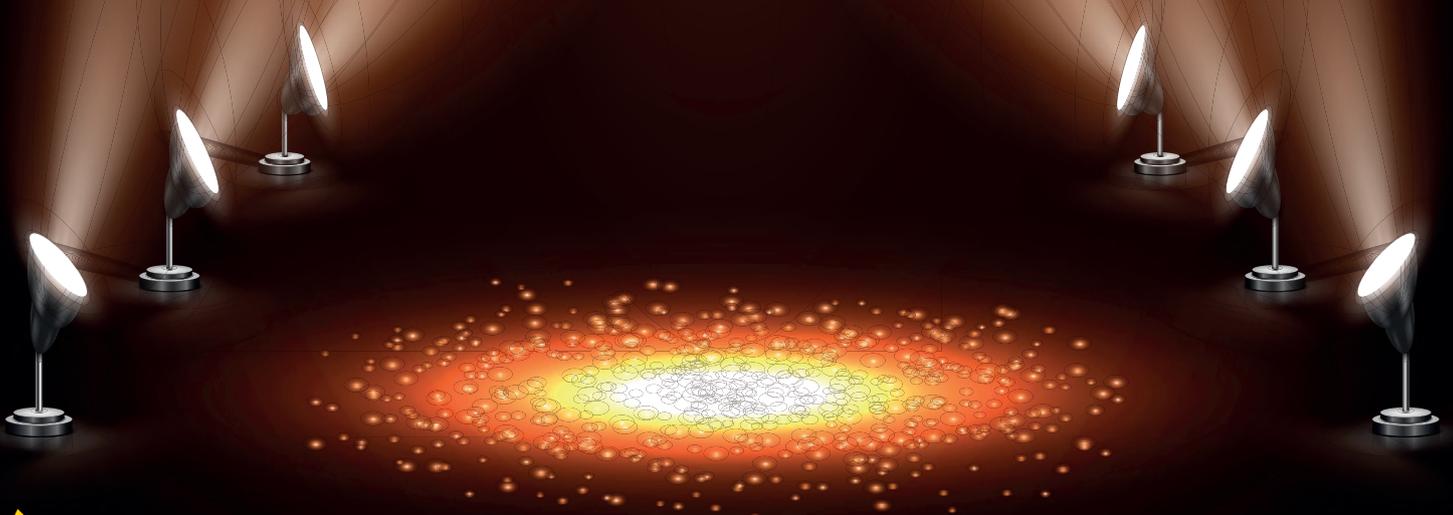




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ABU DHABI SUSTAINABILITY GROUP

SUSTAINABLE BUSINESS LEADERSHIP AWARDS 2021 INVITATION

The Abu Dhabi Sustainability Group cordially invites you to the
Sustainable Business Leadership Awards Digital Ceremony
on Tuesday 23rd November 2021



The Sustainable Business Leadership Awards will showcase and celebrate best practices in sustainability across the region. Join organisation leaders, industry experts, peers and sustainability leaders to celebrate the organisations and individuals who will be recognised and honoured for their achievements.

Categories to be awarded at the 7th Annual Awards as follows:

- **Best Sustainability Initiative**
- **Best Sustainability Report**
- **Sustainability Leader of the Year**
- **Sustainability Manager of the Year**
- **Best Sustainability Communication Programme**
- **Best Energy Management Initiative**
(Which will be awarded in partnership with the Energy Institute)

Award nominations open from 5th August 2021 till 5th October 2021.
Visit www.adsg.ae for more information.

After what can only be described as a challenging and uncertain year, we are delighted to invite you online and back to our flagship awards ceremony and welcome your engagement and participation in the AD SG Sustainable Business Leadership Awards 2021.

10:30 – 11:00 am	Keynote Speech by Jenny Andersson – Really Regenerative, Creative Strategist Strategic Narratives Future Insights & Reports
11:00 – 11:15 am	Winners Announcements
11:15 – 11:30 am	AD SG Members' Certificates of Recognition Presentation

To RSVP, please [click here](#) to register and confirm your attendance, this registration link will provide you access to the AD SG Forum 2021 as well.

Alternatively, please call +971 2 6934647 or email alina.lobo@adsg.ae should you have any queries.

Transitioning to the Future Today

#ADSGAwards21

NET ZERO

CARBON MANAGEMENT FLAGSHIP PROGRAMME

It starts with carbon management planning

Join the ADSG Carbon Management
Flagship Programme in collaboration
with the Energy Institute.



For more information contact:

Mohammed Al Dhaheri,
Training and Capacity Building Manager,
at mohammed.aldhaheri@ead.gov.ae



مجموعة أبوظبي للإستدامة
ABU DHABI SUSTAINABILITY GROUP

50 | عام الخمسين
YEAR OF THE FIFTIETH
P. E. I. | U. A. E.

ABU DHABI SUSTAINABLE BUSINESS LEADERSHIP AWARDS & FORUM 2021

Transitioning to the Future Today

23/24 November 2021

The unmissable sustainability event for GCC Region sustainability professionals

Forum Programme

Broadcast online from Abu Dhabi, UAE

Don't miss out on the opportunity to join us as we explore and collaborate on how to transition to the future today.

#ADSGForum21

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Sponsors & Partners

Sponsors

Supported by: Environment Agency- Abu Dhabi



Established in 1996, the Environment Agency - Abu Dhabi (EAD) is committed to protecting and enhancing air quality, groundwater as well as the biodiversity of our desert and marine ecosystem. By partnering with other government entities, the private sector, NGOs and global environmental agencies, we embrace international best practice, innovation and hard work to institute effective policy measures. We seek to raise environmental awareness, facilitate sustainable development and ensure environmental issues remain one of the top priorities of our national agenda.

Lead Sponsor Dolphin Energy



Dolphin Energy Limited was created to develop substantial energy projects throughout the GCC and to create long-term economic wealth and new business opportunities for GCC citizens, far into the future. Dolphin Energy's major strategic initiative, the Dolphin Project, involves the production and processing of natural gas from Qatar's North Field, and transportation of the dry gas by sub-sea export pipeline from Qatar to the UAE, which began in July 2007. The long term customers for Dolphin gas from Qatar are ADWEC (Abu Dhabi Water & Electricity Company), DUSUP (Dubai Supply Authority) and OOC (Oman Oil Company). Each has signed a gas supply agreement with Dolphin Energy for 25 years.

Official Airline Carrier Etihad Airways



Etihad Aviation Group, a diversified global aviation and travel company, is considered to be one of the world's most acclaimed aviation brands. Etihad Airways, the national airline of the UAE and a division of the group, was formed in 2003 and quickly went on to become one of the world's leading airlines. Etihad Airways flies to over 84 destinations with a fleet of 100 Airbus and Boeing aircraft, serving 17.8 million passengers and carrying 682,100 tonnes of cargo in 2018. In recent years, the organisation has received numerous awards for its superior service and products, cargo offering, loyalty programme, aviation training and Maintenance, Repair and Overhaul (MRO) service.



The Prince's Accounting for Sustainability Project (A4S)

The Prince's Accounting for Sustainability Project (A4S) was established by HRH The Prince of Wales in 2004 to convene senior leaders in the finance, accounting and investor communities to catalyse a fundamental shift towards resilient business models and a sustainable economy. The A4S CFO Leadership Network was launched at St James's Palace in December 2013. It brings together a group of leading CFOs from large organizations that are seeking to embed management of environmental and social issues into strategy and decision making, and is currently the only network of its kind. The Network has worked on a number of projects including this guidance. The outputs from the other projects are available from the A4S website www.accountingforsustainability.org



Energy Institute

The Energy Institute is the not-for-profit chartered professional membership body bringing together expertise to tackle urgent global challenges. Responding to the climate emergency while meeting the energy needs of the world's growing population calls for energy to be better understood, managed and valued. This ambition is at the heart of our social purpose.

We are a global, independent network of professionals spanning the world of energy, convening and facilitating debate, championing evidence and sharing fresh ideas, giving voice to issues of concern and where necessary challenging the industry we work with.

Energy professionals - our members - of all ages, genders, backgrounds and disciplines look to us for the knowledge, skills and good practice they need to pursue impactful careers in this vital, fast-evolving field. As a safe collaborative space for industry, academia and policy makers, we deliver standards, guidance, training and qualifications that raise the bar in operations in almost all areas of the energy system: upstream and downstream oil and gas, onshore and offshore wind power, fugitive methane reduction, battery storage, hydrogen, CCUS and integrated networks.

In health and safety, energy management and related behaviour change methods we equip professionals in diverse fields with the essentials needed to protect people, assets and the environment, and to get the most efficient use out of all energy consumed. Our products and services are continuously refined to keep pace with and support the changes under way in our field.

Professionals in energy have changed the world before and now they are changing it again. The EI exists to support them and anyone who wants to better understand or contribute to tackling these urgent global challenges.

energyinst.org @EnergyInstitute



Carbon Disclosure Project (CDP)

CDP is a global non-profit that runs the world's environmental disclosure system for companies, cities, states and regions. Founded in 2000 and working with more than 590 investors with over \$110 trillion in assets, CDP pioneered using capital markets and corporate procurement to motivate companies to disclose their environmental impacts, and to reduce greenhouse gas emissions, safeguard water resources and protect forests. Over 14,000 organizations around the world disclosed data through CDP in 2021, including more than 13,000 companies worth over 64% of global market capitalization, and over 1,100 cities, states and regions. Fully TCFD aligned, CDP holds the largest environmental database in the world, and CDP scores are widely used to drive investment and procurement decisions towards a zero carbon, sustainable and resilient economy. CDP is a founding member of the Science Based Targets initiative, We Mean Business Coalition, The Investor Agenda and the Net Zero Asset Managers initiative. Visit cdp.net or follow us @CDP to find out more.



Abu Dhabi Global Market (ADGM)

Abu Dhabi Global Market (ADGM), an international financial centre (IFC) located in the capital city of the United Arab Emirates, opened for business on 21 October 2015. Established by a UAE Federal Decree as a broad-based financial centre, ADGM augments Abu Dhabi's position as a global trade and business hub serving as a strategic link between the growing economies of the Middle East, Africa and South Asia and the rest of the world.

ADGM's strategy is anchored by Abu Dhabi's key strengths spanning over private banking, wealth management, asset management, derivatives and commodities trading, financial innovation, sustainability and more. Comprising four independent authorities: ADGM Authority, ADGM Courts, the Financial Services Regulatory Authority and the Registration Authority, ADGM as an IFC governs the entire 114 hectares (1.14sqkm) of Al Maryah Island which is a designated financial free zone. It enables registered financial and non-financial institutions, companies and entities to operate, innovate and succeed within an international regulatory framework based on common law. Since its inception, ADGM has been awarded the "Financial Centre of the Year (MENA)" for four consecutive years for its initiatives and contributions to the financial and capital markets industry in the region.*

For more details on ADGM, please visit www.adgm.com or follow them on Twitter and Instagram: @adglobalmarket and LinkedIn: @Abu Dhabi Global Market (ADGM)



Capitals Coalition

The Capitals Coalition is a global collaboration redefining value to transform decision making. The Coalition sits at the heart of an extensive global network that has united to advance the capitals approach to decision-making.

The Coalition provides an overview of the landscape, highlights connections, engages in outreach and facilitates expert advice within the capitals community.

The Coalition ensures that different parts of the system are connected to one another and that leading organizations and experts are working collaboratively to achieve our shared ambition.

By working with many thousands of global partners, the Coalition accelerates momentum, leverages success, connects powerful and engaged communities, and identifies the areas, projects and partnerships that can collaboratively drive transformational change.





About Abu Dhabi Sustainability Group (ADSG)

The Abu Dhabi Sustainability Group (ADSG) is a membership initiative whose mission is to promote sustainability management in Abu Dhabi by providing learning and knowledge sharing opportunities for government, private companies and not for profit organisations in a spirit of cooperation and open dialogue.

The ADSG was established by Environment Agency – Abu Dhabi in June 2008 as a forum of members who have signed the ADSG Declaration, committing to adopt best practices of sustainability management and reporting and to actively participate in ADSG activities. The ADSG is open to new members willing to practice and champion sustainability in Abu Dhabi. The ADSG is an organisation with far-sighted aspirations with a mission to encourage co-responsibility in Abu Dhabi thereby ensuring government entities, private corporations and not for profit organisations are working towards achieving the goal of economic, environmental and social sustainability. Additionally, the Group intends to contribute to the strengthening of intercultural dialogue along with mapping global and local sustainability trends that are relevant to the GCC and beyond.



Mission

The ADSG mission is: “To promote sustainability management in Abu Dhabi by providing learning and knowledge sharing opportunities for all government, private companies and not for profit organisations who are, or wish to become ADSG members, in a spirit of cooperation and open dialogue”.



Transparency

Promoted transparency by encouraging members to report on their sustainability performance.



International Recognition

Raised Abu Dhabi’s international profile as #1 worldwide by having the highest number of government organisations reporting in accordance with the Global Reporting Initiative (GRI) guidelines.



Awareness

Raised sustainability awareness across Abu Dhabi through providing a networking platform for government, private and non-profit organisations.



Networking

A unique network of over 40 leadership organisations in Abu Dhabi that brings public, private and non-profit sectors together to address sustainability challenges through a new cross-cutting institutional platform for collaboration on policy instruments.



Accountability and Responsibility

ADSG members are increasingly integrating sustainability considerations into their planning and decision-making processes.



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Short Agenda - Programme of Events

Please register to confirm your place by clicking [here](#). For any queries please contact ADSGforum@adsg.ae



DAY 1: Tuesday 23rd November

- 10:00 - 10:05** **Introduction to the Forum and Launch of ADSG Strategy 2021 - 2025**
Huda Mohd Al Houqani - Director, Abu Dhabi Sustainability Group
Environment Agency - Abu Dhabi
- 10:05 - 10:10** **Opening Keynote Address**
Sustainability Transition Keynote: Rethink Business Through a 2050 Lens.
How to Protect and Restore Ecosystems for the Next Fifty Years.
HE Dr Shaikha Al Dhaheri - Secretary General, Environment Agency - Abu Dhabi
- 10:10 - 10:15** **Welcome From Our Lead Sponsor**
Obaid Al Dhaheri - CEO, Dolphin Energy
- 10:30 - 11:30** **Abu Dhabi Sustainable Business Leadership Awards Ceremony**
- **Keynote Address**
Jenny Andersson - Really Regenerative, Creative Strategist,
Strategic Narratives, Insights and Reports
 - ADSG Sustainable Business Leadership Awards Winners Announcement
 - ADSG Members Certificates of Recognition for Publishing Sustainability Reports
- 12:00 - 12:10** **A message from Her Britannic Majesty's** Ambassador to the United Arab Emirates
to the Abu Dhabi Sustainable Business Leadership Forum 2021.
- 12:10 - 13:10** **Plenary Session 1: CEO Panel**
How to Harness Nature-Based Business Solutions and Sustainable Business
Models to Full Effect.
- 13:10 -14:00** **Lunch Break**
- 14:00 - 15:00** **Plenary Session 2**
Launching the ADSG and A4S Circle of Practice Case Studies Report
Creating a Climate Change Roadmap and Delivery Plan: Where to Start?
- 15:00 - 15:05** **Closing Comments Day 1**
Huda Mohd Al Houqani - Director, Abu Dhabi Sustainability Group
Environment Agency - Abu Dhabi



DAY 2: Wednesday 24th November

- 10:00 - 11:30** **Plenary Session 3**
ESG Explored, What Does it Really Mean?
- 11:30 - 12:00** **Coffee Break**
- 12:00 - 13:30** **Plenary Session 4**
Sustainability as a Service: How to Engage Your Customers and Promote Loyalty
- 13:30 - 13:35** **Forum Outcomes and Conclusions**
Huda Mohd Al Houqani - Director, Abu Dhabi Sustainability Group
Environment Agency - Abu Dhabi
- 13:35** **Forum Adjourns**

All registered attendees of Panels 2, 3 and 4 will be entered into a draw to win five airline tickets to a destination of their choice courtesy of our Official Airline Carrier, Etihad Airways.

Detailed Agenda of Forum Sessions



DAY 1: Tuesday 23rd November

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- **Abu Dhabi Sustainable Business Leadership Awards Winners Announcement**
- **ADSG Members Certificates of Recognition for Publishing Sustainability Reports**

Time	Event
12:00 – 12:10 GST	A message from Her Britannic Majesty's Ambassador to the United Arab Emirates to the Abu Dhabi Sustainable Business Leadership Forum 2021.
12:10 – 13:10	Plenary Session 1: CEO Panel How to Harness Nature-Based Business Solutions and Sustainable Business Models to Full Effect. Today's businesses recognise what is expected of them from their stakeholders, customers, and employees. We look to the business community to take responsibility for its own sustainability in a proactive manner. Governments and organisations have set targets nationally and internationally regarding climate change however, we are all under obligation and the clock is ticking. From a business perspective it is also the only way to ensure longevity of a vision. Through the application of tools such as circular business models and ESG criteria we can make significant progress. As we look to the next 50 years within our region and beyond, how will nature-based solutions, circular business models and ESG transform our institutions and thoughts on the future? <ul style="list-style-type: none">• What is an unsustainable economic model, and how does it relate to socioeconomic and consumption patterns?• In light of the 2021 Dasgupta Review, what new thoughts are there on biodiversity services and valuing assets?• How does COP26 change dialogue and our focus?
Speakers	<ul style="list-style-type: none">• HE Dr Shaikha Al Dhaheri – Secretary General, Environment Agency – Abu Dhabi• Jessica Fries – Executive Chairman, The Prince's Accounting for Sustainability Project (A4S)• Craig Bennett – CEO, The Wildlife Trusts• Mark Gough - CEO, Capitals Coalition
Moderator	<ul style="list-style-type: none">• Jonathan Labrey – Chief Policy Officer and Head of UK Office, Value Reporting Foundation

14:00 - 15:00
GST

Plenary Session 2

As discussed in the first panel, climate change is everyone's business and everyone has something to contribute.

The Circle of Practice has recently published their report titled Sustainability Engagement in the Gulf Region State which showcases several significant case studies demonstrating successful campaigns regarding sustainable business.

The CoP was established in 2015 by Abu Dhabi Sustainability Group (ADSG) in partnership with His Royal Highness, the Prince of Wales's Accounting for Sustainability Project (A4S). It brought together like-minded organisations and finance leaders who believe in embedding sustainable business practices and improving transparency in corporate reporting.

Businesses need to recognise that while sustainability trends, including climate change and resource scarcity, pose great commercial risks, they also create opportunities. Incorporating these factors into both organisational risk management and business planning is imperative.

Considerations of this panel include:

1. Managing Future Uncertainties
2. Net Zero: the Role of Finance

Speakers

- Greg Fewer - Chief Financial and Sustainability Officer, Aldar Properties
- Daniel Tromans - Treasurer, Etihad Aviation Group
- Jeanne Ng - Director, CLP Research Institute, CLP Holdings Limited
- Capucine Dourdin Jeunet - Sustainability Business Division Director - Middle East & Africa, Schneider Electric

Moderator

- Susan Whyte - Head of CFO Programme, The Prince's Accounting for Sustainability Project (A4S)

Closing comments and announcement of the panel winner/s of the Etihad Airways draw.





DAY 2: Wednesday 24th November

Event	Event
10:00 – 11:30 GST	Plenary Session 3 ESG Explored, What Does it Really Mean? ESG is a mindset not a tick box exercise, it's about changing company culture. It requires a buy in on all levels. As such it's not going to happen overnight, but it must become a priority. Businesses need to truly comprehend the ESG criteria and then understand how to align their business model to it. Speakers <ul style="list-style-type: none">• Salwa Al Muflahi – Director of Sustainability & CSR at Aldar Properties• Andrew Barker – SHEQ Director, Algihaz Holding• Sabine Content – Director Corporate & Stakeholder Engagement, Global Reporting Initiative (GRI)• Prisha Bhoola – Portfolio Consultant, Lireas Holdings (Pty) Ltd Moderator <ul style="list-style-type: none">• Mohammed Juma Saeed Al Dhaheri – Section Manager of Training and Capacity Building, Abu Dhabi Sustainability Group, Environment Agency - Abu Dhabi

Closing comments and announcement of the panel winner/s of the Etihad Airways draw.

12:00 – 13:30 GST	Plenary Session 4 Sustainability as a Service: How to Engage Your Customers and Promote Loyalty Managing your business sustainably will benefit not only your organisation but your customers. Businesses need to decide how they are going to communicate their intentions and encourage buy in. This is also a part of community involvement and as such serves your ESG efforts. Customers like to feel included as it improves the customer experience and promotes loyalty. You must communicate with them, allow them to participate and invite feedback, and educate them through transparent business actions. A modern business goes beyond product and returns. It is a commitment to humanity. Speakers <ul style="list-style-type: none">• Craig Bennett – CEO, The Wildlife Trusts• Raji Hattar – Chief Sustainability and Compliance Officer, Aramex• Dexter Galvin – Global Director, Corporations & Supply Chains, CDP Moderator <ul style="list-style-type: none">• Sandra Anani, Director and Founder, Sustainability to Action
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Closing comments and announcement of the panel winner/s of the Etihad Airways draw.



Speakers



HE Dr. Shaikha Salem Al Dhaheri Secretary General Environment Agency - Abu Dhabi



Her Excellency Dr. Shaikha Salem Al Dhaheri is the Secretary General of the Environment Agency - Abu Dhabi (EAD), the largest environmental regulator in the Middle East.

Dr. Al Dhaheri has overseen the implementation of numerous programs on biodiversity, protected areas, threatened species and fisheries, including national and global species resettlement programmes.

Dr. Al Dhaheri began her career at EAD as a Research Assistant in the Agency's Terrestrial and Marine Biodiversity sector in 2000, and was later appointed as Executive Director of the division in 2012.

Dr. Shaikha Al Dhaheri received the Government Excellence Award medal from the Chairman of the Abu Dhabi Executive Council in 2015.

H.E. is also an active member of many international organizations. In 2021, she was re-elected as a Regional Councillor to the International Union for the Conservation of Nature (IUCN) in Western Asia for the second time.



Obaid Al Dhaheri Chief Executive Officer Dolphin Energy Limited



Mr. Obaid Abdulla Al Dhaheri is the Chief Executive Officer of Dolphin Energy Limited. Prior to his appointment, Mr. Al Dhaheri was the company's Chief Financial Officer, responsible for the function of corporate finance, risk, quality and strategy. Al Dhaheri joined Dolphin Energy in 2004 as a Business Analyst tasked with economic modeling, business planning and corporate reporting. He progressed up the corporate ladder to lead the Strategic & Corporate Planning Division. Al Dhaheri is a graduate of BSc in Science with concentration in Physics & Electrical Engineering from Portland State University.



HE Patrick Moody British Ambassador United Arab Emirates



Patrick Moody is British Ambassador to United Arab Emirates. Patrick studied law at New College Oxford before joining the Foreign and Commonwealth Office in 1988. He is also a civilian graduate of the UK Defence Academy Higher Command and Staff Course (2010). He has served overseas in Mexico, the UK Delegation to NATO and as Deputy High Commissioner in Malaysia. He has had a wide range of responsibilities in the Foreign and Commonwealth Office including working on Southern Europe, the Balkans, Africa, international financial crime, and trade promotion policy. He has also been the Director for International Policy in the UK Border Agency, and Head of Border policy in the Home Office. He has been working on South Asia issues since 2012 most recently as Acting Director of South Asia and Afghanistan in the FCO.



Jessica Fries
Executive Chairman
The Prince's Accounting for Sustainability Project (A4S)

Jessica Fries is Executive Chairman of The Prince's Accounting for Sustainability Project (A4S), established by His Royal Highness The Prince of Wales in 2004. She has led A4S since 2008, working with the finance community to catalyze a shift to a sustainable economy, with a focus on practical actions and targeted interventions capable of achieving global change. While at A4S, Jessica has been responsible for establishing the International Integrated Reporting Council (IIRC), as well as A4S's CFO Leadership Network and capital markets programme. Previously, Jessica held a number of roles at PwC advising a wide range of companies, governments, investors and not-for-profit organizations. Jessica has written extensively on ways to integrate sustainability into business and finance, and has been a member of a number of International, European and UK Government Committees, including the UK Treasury's Sustainability Reporting Steering Committee, the European Commission's Expert Group on Non-Financial Disclosure and the UN Sustainable Stock Exchange Advisory Group. She is currently a member the IIRC Council, the Smith School Global Sustainable Finance Advisory Council, the UN Global Assessment Report Advisory Council and Vice Chair of the Global Reporting Initiative. Jessica is a chartered accountant, a fellow of the Royal Society of Arts, has an MSc in Economics from the London School of Economics and a BA in Economics from the University of Cambridge.



Greg Fewer
Chief Financial and Sustainability Officer
Aldar Properties



Greg Fewer is the Chief Financial and Sustainability Officer at Aldar Properties. He is responsible for a broad remit that covers finance, corporate finance, treasury and sustainability.

Prior to joining Aldar in 2011, Mr Fewer was Deputy Head of Structured Finance & Capital Markets at Mubadala, and an Associate Director at Barclays Investment Bank in London.

Mr Fewer holds a Master of Business Administration from London Business School, UK.



Mark Gough
CEO
Capitals Coalition



Mark Gough is the CEO of the Capitals Coalition, an open and inclusive, collaborative space to harmonize and enable thinking across all the capitals. As the Executive Director of the Natural Capital Coalition, Mark led the work that delivered the Natural Capital Protocol, the internationally accepted framework for business and developed the global community of practice which is still growing today. Mark was also on the board of Social and Human Capital Coalition, which is now unified with the natural capital approach through the capitals Coalition. Mark previously worked for The Crown Estate, helping to develop its integrated vision and strategy. Prior to this he was the Global Environmental Manager for the information company, Reed Elsevier. Mark is on the TEEB Advisory board and has sat on a number of national and international committees, including the Steering Committee of the United Nations CEO Water Mandate, the Board of the Alliance for Water Stewardship, and the Aldersgate Group, which brings together business, politics and civil society to drive action for a sustainable economy.



Craig Bennett
Chief Executive Officer
The Wildlife Trusts



Craig has been described as “one of the UK’s top environmental campaigners”, by The Guardian as “the very model of a modern eco-general” and has been listed as one of the UK’s top “social media CEOs”. He regularly appears in the print and broadcast media, and is well known as a public speaker, adviser, and contributor to Executive Education programmes.

Craig started as Chief Executive of The Wildlife Trusts in April 2020, with the ambition of putting a third of the UK’s land and sea into nature recovery by 2030.

Craig was previously CEO of Friends of the Earth where he refocused the organisation on its unique role of empowering communities to take action to tackle the climate and ecological crisis. This resulted in a step-change in the scale and impact of the movement with over 200 new Friends of the Earth community groups set up during his tenure. Craig led Friends of the Earth to numerous campaign victories including on bees, fracking and against the expansion of Heathrow Airport.

Earlier in his career, Craig was Deputy Director at The University of Cambridge Institute for Sustainability Leadership (CISL), and Director of The Prince of Wales’s Corporate Leaders Group on Climate Change (from 2007 to 2010). Before that, he campaigned on corporate accountability, trade, and wildlife issues at Friends of the Earth and on international wildlife crime at the Environmental Investigation Agency (EIA).

Craig has twenty years’ experience of designing and contributing to executive education and leadership programmes at numerous universities and business schools, including the Judge Business School, London Business School, and Duke CE. He is Honorary Professor of Sustainability and Innovation at Alliance Manchester Business School.

He has a BSc (Hons) in Human and Physical Geography from The University of Reading and an MSc in Biodiversity Conservation from University College London, and an Honorary Doctoral degree from University College of Estate Management (UCEM).



Daniel Tromans
Group Treasurer
Eithad Airways



Daniel Tromans is Group Treasurer at Eithad Airways: senior leader of a large multi-cultural global team, responsible for corporate & structured finance, treasury operations, balance sheet management, financial risk, insurance, and global taxation. He joined the UAE’s flag carrier in 2019 and has over 20 years’ experience working with prominent international organizations.

Daniel has been a long-time champion of sustainable finance and has led several transactions over the past decade. These include: the world’s first Transition Sukuk; the first United Nations Sustainable Development Goals loan in global aviation; project financing of recycling/ waste processing facilities in the aluminum and cement sectors; and carbon capture initiatives for large industrials within the UAE. He has also overseen the implementation of Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA).

Prior to joining Eithad Airways, Mr. Tromans held senior finance and investment roles in capital-intensive sectors based in the GCC. Mr. Tromans was previously with Accenture’s corporate strategy practice based in the City of London, serving multinational clients and institutional investors throughout Europe and the Americas.

Mr. Tromans is a chartered certified accountant and a CFA charter holder. He holds a Master’s degree from the Manchester Business School and a Bachelor’s degree in International Economics from the University of Manchester, UK.



Raji Hattar
Chief Sustainability Officer
Aramex



Mr. Hattar joined Aramex in 1991 as a Corporate IT Officer. In 2001 he was appointed as the Corporate Customer Relationship Manager and helped to establish the team concept within Aramex. In 2006, he took on the role of Chief Projects Officer and helped in establishing the Sustainability team. He also led the team that developed Aramex's first Sustainability Report (2006), which is the first of its kind in the entire region. In 2010, Mr. Hattar spearheaded the team responsible for issuing Aramex's first Carbon Footprint report.

As part of Aramex's contribution to the UN Global Compact initiative, Mr. Hattar was promoted to his current position as Chief Sustainability Officer in 2008, and since then, he leads the company's ambitious Sustainability strategy aiming at building on the fully sustainable business model Aramex has. Through his current position, he established the Compliance team at Aramex and built the compliance program for the company in-line with the highest international standards which allowed Aramex to comply with all its stakeholders' compliance requirements.

Mr. Hattar is an active member of the company's Global Management Team and has extensive knowledge in corporate practices and in-depth understanding of current and future market trends.

He is a board member of Ruwwad - Entrepreneurs for Development, a regional Corporate Social Responsibility initiative (www.ruwwad.net). A member of the UNGC Human Rights working group and the UNGC 10 Principle working group. The Steering Committee of the Caring for Climate and the GRI Smart Resource Group; Member of the GRI Corporate Leadership Group on integrated reporting; Chairman of the Jordan UNGC local Network board. And the chairman of the Jordan Green Building Council and a member of the Dubai Sustainable Finance Working Group.

He was a speaker on "The 17th meeting of the UN Climate Change Conference (COP17)" that was held in 2012 in Doha, Qatar; and on "The 2017 UN Climate Change Conference (COP23)" that took place in Bonn, Germany. In addition, he is an observer on "The Paris Agreement", which aims to strengthen the global response to the threat of climate change, and the ability of countries to deal with the impacts of climate change.

Passionate about sustainability and mitigating climate change risks, Mr. Hattar leads Aramex's strategy to convert its entire fleet to electric vehicles, in order to reduce operational CO2 emissions, which was piloted in Amman, Jordan in 2017. In addition to that, he led Aramex's successful Solar Farm project for Amman operations, as well as, two rooftop Solar Farms project on Aramex's Dubai Logistics City facilities.

Mr. Hattar holds a Master of Business Administration (MBA) degree in Finance and Sustainability from the University of Cumbria, UK.



Dexter Galvin
Global Director of Corporations & Supply Chains
Carbon Disclosure Project (CDP)



Dexter leads CDP's work to support companies in building a truly sustainable economy, by measuring and understanding their environmental impact in their own operations and in their global supply chains. His remit includes developing market-leading products for companies through CDP's Reporter Services team, working with CDP's corporate partners, and overseeing CDP's involvement in the We Mean Business 'Commit to Action' campaigns with corporations. Prior to his current role, Dexter ran CDP's program to enable major multinationals and governments to achieve sustainable supply chains, and in 2013 he launched Action Exchange, after joining CDP, in 2008.



Salwa Al Maflahi
Director of Sustainability & CSR
Aldar Properties



Salwa Al Maflahi is the Director of Sustainability & CSR at Aldar Properties. In her current role, Salwa oversees the group-wide Sustainability and CSR strategies of Aldar Properties and ensures its integration across the Group's activities worldwide, as part of its vision to become "a leading real estate developer and manager that creates memorable experiences and value for our customers and shareholders".

Currently Salwa's is developing and driving the Carbon Neutral Action Plan across Aldar's different business units, raising the company's Sustainability and ESG Profile in the Middle East and globally, and leading CSR efforts to bring value and impact to the communities.



Huda Al Houqani
Director of Abu Dhabi Sustainability Group (ADSG)
Environment Agency-Abu Dhabi (EAD)



Huda Al Houqani was appointed as the Director of the Abu Dhabi Sustainability Group (ADSG) in 2012, as a public private partnership initiative established by the Environment Agency- Abu Dhabi (EAD), to promote sustainability management in Abu Dhabi by providing learning and knowledge sharing opportunities for government, private and not for profit organisations.

With over 20 years of experience in environment and sustainability, Huda has worked with major organizations across a broad range of industries including leading public and not-for-profit sector institutions, international NGO's, and private corporations in the UAE and globally. In the past few years she has led the launch and implementation of several strategic partnership initiatives such as the annual Abu Dhabi Sustainable Business Leadership Forum and Awards, Energy Management, Natural Capital and Accounting for Sustainability Circle of Practice Project to name a few. In addition she has extensive experience in stakeholder engagement, strategy implementation, sustainability networking platforms, managing certified trainings as well as large scale sustainability forum that is designed to successfully drive sustainable development, innovation, and responsible business growth.



Jonathan Labrey
Chief Policy Officer (& Head of UK Office)
Value Reporting Foundation



Jonathan Labrey is Chief Policy Officer at the Value Reporting Foundation, leading the organization's influencing strategy with policymakers and regulators. He has over 17 years of experience working in public policy, corporate governance and regulation in the accountancy and corporate reporting fields.

Mr. Labrey was responsible for global policy and strategy at the IIRC from 2012-2021. During this time, he developed a particular expertise in Asian markets, having worked across the region while living in Singapore. He has developed a deep understanding of capital market and corporate governance issues, working closely with businesses, investors, regulators and accountancy professional bodies.

Mr. Labrey led the public affairs and policy team at the ICAEW from 2004-10. From 2010-2012 he was head of communications at the UK's Financial Reporting Council. He graduated in Law from King's College London and started his career in the UK Parliament as an advisor to several Members of Parliament.



Jeanne Ng
Director
CLP Research Institute



Jeanne Ng is currently the Director of the CLP Research Institute. She joined CLP in 2003 and was involved in starting up the Group Environmental Affairs and Group Sustainability functions, establishing corporate environmental policy and strategy across the CLP Group and setting up the Group Sustainability function to manage CLP Group's sustainability matters, including sustainability-related strategy, reporting and communications. She was recently tasked with starting up the CLP Research Institute, focusing on emerging technology trends and their implications for the business, enabling more informed medium and long-term business decision-making and strategy development. Prior to joining CLP, she had extensive experience in the environmental industry including senior roles in international environmental / engineering consulting companies. She was involved in most of the early Hong Kong governmental air pollution and climate strategy and policy studies and is regarded as one of Hong Kong's experts in air and greenhouse gas emissions inventories.

[Jeanne is currently a Board member of the International Electric Research Exchange (IERE) and Global Electronics Council (GEC). She was previously a Board member of the International Integrated Reporting Council (IIRC), as well as a member of the Advisory Council of the Sustainability Accounting Standards Board (SASB) and the Stakeholder Council of the Global Reporting Initiative (GRI).]



Sabine Content
Director of Corporate & Stakeholder Engagement
Global Reporting Initiative (GRI)



As Director of Corporate & Stakeholder Engagement, Sabine is responsible for all global corporate engagement, as well as raising awareness and building relationships between GRI and key partner organizations and stakeholders. This includes the GRI Community Program, GRI's core network of supporters, made up of over 500 organizations in more than 70 countries. The Corporate & Stakeholder Engagement department, brings together a worldwide network of companies and organizations committed to GRI's mission to empower decision makers everywhere through its sustainability standards and multi-stakeholder network, to take action towards a more sustainable economy and world.

Sabine is from the Netherlands and before joining GRI she worked for over 15 years in the international apparel and textiles industry. This work motivated Sabine to contribute to a world where creating financial value, goes hand-in-hand with safeguarding the environment and societies.

GRI (Global Reporting Initiative) is the independent, international organization that helps businesses and other organizations take responsibility for their impacts, by providing them with the global common language to communicate those impacts. We provide the world's most widely used standards for sustainability reporting - the GRI Standards.

GRI envisions a sustainable future enabled by transparency and open dialogue about impacts. This is a future in which reporting on impacts is common practice by all organizations around the world. As provider of world's most widely used sustainability disclosure standards, we are a catalyst for that change.



Mohamed Al Dhaheri
Section Manager - Training and Capacity Building, Abu Dhabi Sustainability Group Environment Agency - Abu Dhabi



Mohamed is the Training & Capacity Building Manager at the Abu Dhabi Sustainability Group. He has worked in several reputable organization as specialist in professional procurement and contracts.

He has a bachelor degree in business administration science as well as a certified professional procurement and contracts from Chartered Institute of Procurement & Supply.



Capucine Dourdin Jeunet
Sustainability Business Division Schneider Electric



After more than 10 years on the Energy Sector working from trading to consulting services, Capucine Dourdin Jeunet has joined the SBD division of Schneider more than 4 years ago to support International Companies based in Europe on their Climate Change Journey. Following the raise for Sustainability topics in the area, Capucine is now leading the Sustainability Business Division of Schneider for MEA based in Dubai. This division focus on supporting corporations in their Sustainability / Climate Change Journey.

This service balance strategic vision and road mapping with the implementation of tangible actions and technology. The fully integrated approach spans energy management, resource efficiency, renewable energy procurement, carbon offsetting, value chain decarbonization, and AI-driven data collection and disclosure.



Susan Whyte
Head of CFO programme The Prince's Accounting for Sustainability Project (A4S)



Susan is Head of CFO programme of The Prince's Accounting for Sustainability Project (A4S), established by His Royal Highness The Prince of Wales in 2004. She manages the global CFO networks and leads on the expansion of the programme. Susan has over twenty years' experience as a project and programme manager. Prior to A4S she worked in the financial sector managing IT implementation, restructure and regulatory projects. She moved to the not for profit sector and worked in CAFOD, an international overseas development agency, as a programme change manager managing the delivery of a divisional restructure. Susan has a B.Comm and H.Dip in System Analysis from NUI Galway.



Andy Barker
SHEQ Director
Al Gihaz Holding

Andy has 30 years industrial experience in Health, Safety and Environmental Management.

He received his MSc in Environment and Safety Management in the late 90s, and went on to use this both in industry and in a social setting.

Andy has debated waste management policy with the Scottish Government's Environment committee, was interviewed by the BBC on this matter, and represented friends of the Earth in discussions with Ministers on planning legislation as well as speaking at their invitation at public events.

Andy participated in a European pilot study to retrofit Sustainable Urban Drainage, which later became European policy, and developed a renewable energy plan for an existing manufacturing facility.

Andy continues to assist companies save significant sums in effective/efficient waste and energy management.

Andy continues to influence business cultures to improve how safety and environmental subjects are understood and managed and has spoken at over 20 international conferences on the subject in the US, UK, Europe, Middle East and the Far East.



Prisha Bhoola
Portfolio Manager
Lireas Holdings (Lireas)



Prisha Bhoola is a Portfolio Manager at Lireas Holdings (Lireas), the investment subsidiary of Hannover Re, the third largest reinsurance company in the world. With a sound understanding of the principles of Corporate Governance and Risk Management, Prisha is able to put this knowledge and experience to good work to benefit the investments in the Lireas portfolio.

Prisha serves as a Representative, Non-Executive Board member of various entities, as part of her role at Lireas. She also currently serves on the Board and Governance sub-committee of the Oprah Winfrey Leadership Academy for Girls. She was previously a Board and HR sub-committee member of Save The Children in South Africa.

Prisha has over 20 years of experience in Internal Audit, Risk Management and Corporate Governance. Prior to joining the Hannover Re Group, Prisha spent 9 years in the Middle East where she worked as Head of Internal Audit of Abu Dhabi Airports and as Senior Manager within the Enterprise Risk Services division of Deloitte in South Africa, New Zealand and the United Arab Emirates.

Prisha completed a BCom Honours Degree, specialising in Internal Auditing at the University of Pretoria as well as a Masters in Business Administration (MBA) with the University of Manchester's Alliance Manchester Business School. Prisha is a Certified Internal Auditor (CIA) and Certified Director (Cert. Dir). She is a fellow member of the Institute of Internal Auditors and a member of the Institute of Directors of South Africa.

Description from colleagues: Ex-auditor and Board member with flair, a curious mind, a personality and lots of Corporate Governance in her DNA!



Jenny Andersson
Regenerative Strategist
The Really Regenerative Centre

Jenny is a regenerative practitioner, strategist and agent for change who walks side by side with brands, organisations, cities and municipalities who want to be part of the movement to create a new regenerative economy. As a strategist, facilitator and educator, Jenny harnesses the power of the collective intelligence of organisations and communities to create visions for the future they want – together – and find the vitalising energy, psychological safety and will to sustain long term change.

Jenny cares deeply about healing the story of separation between humanity and nature, and between humans themselves through divisive cultural, social and economic barriers. She believes strongly in the power of connection between people and place. Her work helps to surface the bio-culturally unique stories of people and place which set and sustain vision to travel to tomorrow's regenerative future



Sandra Anani
Founder and Director,
Sustainability to Action



Sandra Anani is a recognised sustainability and governance expert, with over 20 years' experience. She has dedicated her career to the sustainable development, starting in 1994 with British Airways, where she managed operations and commercial roles. In 2003 Sandra joined the British Airports Authority, covering operations and assurance at Heathrow Airport.

Sandra joined Abu Dhabi Airports Company to lead the development of corporate sustainability. In 2013 Sandra worked with the Abu Dhabi Sustainability Group to develop sustainability communications and events. Sandra is currently preparing a research proposal in application for her PhD on sustainability and organisational behaviour.

Her diverse career has been complemented by her ongoing commitment to academic development, including an MBA in International Business Management from the University of London and a Master in Laws in Corporate Governance from the University of Law in Bloomsbury, London and is a certified governance professional. Sandra is a member of the Corporate Governance Institute in London.





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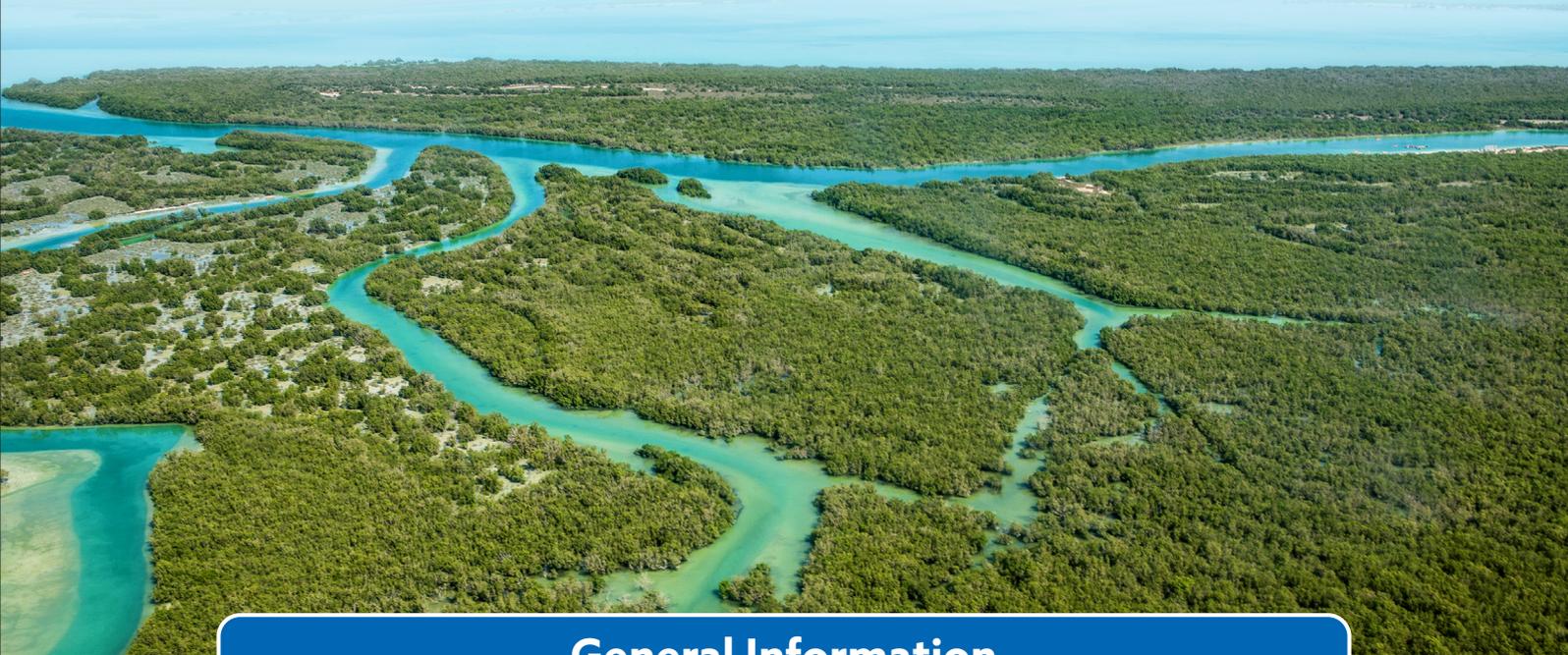


هيئة البيئة - أبوظبي
Environment Agency - ABU DHABI

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General Information

Forum Location

The Forum will be held online via Zoom.

If you need to contact a member of the ADSG team please email ADSGforum@adsg.ae

Registration

To register please click [here](#).

A joining link to the event will be shared in the coming weeks.



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