



مجموعة أبوظبي للإستدامة
ABU DHABI SUSTAINABILITY GROUP

SUSTAINABILITY JOURNAL

Quarter 4, 2016

**"We are all involved in
building a sustainable
future together, across
the generations"**

*Dr. Abdullah Zamzam, Assistant
Secretary General of Operations,
Environment Agency - Abu Dhabi*

In this issue, articles from A4S,
Natural Capital Coalition
and much more!



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SUSTAINABLE BUSINESS LEADERSHIP AWARDS 2017

Enter the ADSG Sustainable Business Leadership Awards 2017 Now!
Five categories are now open that you can choose to enter.

Is sustainability high on your corporate agenda?
Is it at the heart of your company's decision making processes?

We are looking for organisations and leaders who are driving sustainability thinking, building sustainable business models and driving the sustainability agenda in the GCC. There are five awards. The following are the award categories:

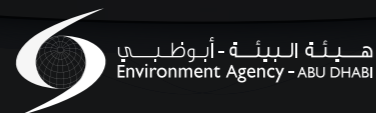
- Best Sustainability Initiative
- Best Sustainability Report
- Sustainability Manager of the Year
- Sustainability Leader of the Year
- Best Sustainability Communication Programme

Important Dates
Awards entries start from 14 December 2016 at
www.adsg.ae

Closing date: 14 February 2017

Contact us for more information:
ADSGAwards@adsg.ae

RECOGNISING SUSTAINABILITY LEADERSHIP IN THE REGION



Welcome to the Q4 issue of the ADSG Sustainability eJournal. In this issue we focus on key sustainability issues from the environmental perspective.

We are fortunate to have an interview with Dr Abdullah Zamzam, Assistant Secretary General of Operations at EAD and also an article from Shaikha Al Hosani, Acting Executive Director, Environment Quality highlighting the risks, challenges and opportunities that organisations in Abu Dhabi have to safeguard our natural resources.



www.adsg.ae

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The opinions and views expressed in the ADSG Sustainability eJournal do not necessarily reflect the ADSG's policy or position. Special thanks to the members of ADSG for providing information, pictures and support in the production of this Journal.

Photography provided by ADSG, EAD, Department of Municipal Affairs and Transport, CDP and Natural Capital Coalition.

Special thanks to Environment Agency - Abu Dhabi for their support.



Editor's Note

This, amongst a raft of updates and news from our partners such as CDP and the Natural Capital Coalition. I hope you enjoy reading this issue, and look forward to receiving your feedback and contributions for future issues of your Sustainability eJournal.

With best wishes,

Sandra Anani
Sustainability & Communications Consultant

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ABU DHABI SUSTAINABILITY GROUP

Abu Dhabi Sustainable Business Leadership Forum 2017

The ADSG is delighted to share the news that between 28 February and 2 March our members and stakeholders are invited to join us at the upcoming Abu Dhabi Sustainable Business Leadership Awards and Forum 2017 in Abu Dhabi, United Arab Emirates.

Three days of extraordinary discussion and intelligent, innovative insights that will inspire our delegates and partners to drive sustainable business leadership and success through integration of sustainability ethos and action into corporate decision-making processes towards a sustainable future.

It has been over 8 years since the Environment Agency - Abu Dhabi, established the Abu Dhabi Sustainability Group (ADSG) in collaboration with the Group's Founding Members. The Group was set up to mobilise action and shape leadership in the Emirate around the key sustainability issues that we face. This Forum provides an excellent platform to support the delivery of the Group's goals and aspirations.

The Forum will include numerous engaging panel debates on the latest thinking and developments in sustainability, extensive sessions and a variety of networking activities and events.

Innovative companies are turning threats into opportunities and in doing so, they are creating competitive advantage. Organisations in the Emirate need to transform their operations and supply chain into a sustainable model that delivers commercial benefits within the context of changing sustainable business models. The ADSG Sustainable Business Leadership Forum offers ADSG members and partners the important opportunity to meet, connect, engage, strengthen relationships and develop a unified approach towards meeting the challenges of sustainability in Abu Dhabi and the region.

Where:
Anatara Eastern Mangroves Hotel in Abu Dhabi, UAE.

When:
28 February - 2 March 2017

Start planning your participation at the upcoming year's high profile ADSG Sustainable Business Leadership Forum and make sure your company is represented at this key sustainability event.

Contact us for speaker opportunities and sponsorship details on email: ADSGCommunication@adsg.ae



مجموعة أبو ظبي للإستدامة
ABU DHABI SUSTAINABILITY GROUP

2016, Great Success

Welcome to our journal's 4th issue of year 2016, we would like to share our gratitude to all our ADSG members, supporters and partners for your contributions and engagement throughout 2016.

This year has marked a great success with the visit of His Royal Highness Prince of Wales, who asked me to thank you all for the great efforts as well as convey his warmest wishes for the coming years. The Prince of Wales's engagement with Abu Dhabi CFOs at the Circle of Practice meeting played an important role in inspiring finance leaders to adopt sustainable and resilient business models.

We have overcome great challenges during this year and we oversee great opportunities in the coming years through enhancing collaborations, networking and partnerships among the members. We are very enthusiastic to the forthcoming ADSG Abu Dhabi Sustainable Business Leadership Forum and Awards 2017, where we will have the opportunity to meet with you, celebrate your sustainability efforts, and learn from the organisations who demonstrate sustainable practices in their activities.

We are honored to extend our thanks to Dolphin Energy for their generous support and for their commitment to sustainability, our official event carrier, Etihad Airways who played a vital role nationally and internationally connecting us to the world, and finally to Al Roeya newspaper for being our media partner.

The Abu Dhabi Sustainable Business Leadership Forum 2017 Steering Committee members played an essential role in supporting the ADSG, we would like to thank Dr Abdullah Zamzam, Abdulla Al Shamsi, Jessica Fries, Sandra Anani and Erika Lindholm for their kind help and guidance on shaping the forum agenda.

Special thanks to Dr Abdullah Zamzam, Assistant Secretary General - Operations, Environment Agency - Abu Dhabi for his inspiring interview in this issue, and we look forward to developing our partnership with you and your businesses to deliver tangible solutions for our environment and society and to welcoming you, our members and partners to our 2017 forum.



هدى الحوقاني

Huda Al Houqani,
ADSG Director

Comment from
ADSG Director



Achieving Sustainability Excellence Through Organisational Behaviour and Change Management.

ADSG Interview with Dr Abdullah Zamzam, Assistant Secretary General of Operations at the Environment Agency - Abu Dhabi.



هيئة البيئة - أبوظبي
Environment Agency - ABU DHABI

The ADSG met with Dr Abdullah Zamzam, Assistant Secretary General of Operations at the Environment Agency - Abu Dhabi, to gain insights into his views on sustainability, and how he recommends that organisations could progress in their sustainability journeys. Dr Zamzam's focus includes overseeing corporate services, including Human Resources, Finance, Information Technology, Procurements & Contracts as well as Facility Management & Administration.

Q1 Sustainability is sometimes thought of as being synonyms with environmental sustainability?

How would you define sustainability? There are many perspectives in terms of the definition of sustainability. Some people think that sustainability is about planting and recycling, or it's about environmental sustainability. There is however, a broader definition for sustainability that should be considered and used.

Sustainability does not solely centre on environmental issues and concerns, whilst those are critical, sustainability inherently includes a wider range of issues spanning all matters that impact our community.

It has economic dimensions, it is in politics, it is in social issues. Whatever matter you reflect on, you will find that sustainability reaches it. When I read for my PhD in Sustainable Economic Development Strategies in the UK, my focus was from an economic perspective.

Understandably, that is important, however it placed emphasis on the economic development aspects and it was not really related directly to environmental sustainability. In my current role and capacity as Assistant Secretary General at the Environment Agency - Abu Dhabi I focus on the environmental sustainability issues, which is a challenge that we all need to rise to for the future of our nation and planet.

In my opinion, sustainability is not a function, it doesn't mean it's a job per se, it is an ethical and moral dilemma, built in to our personality as individuals and it is integral to our faith as humans, whatever faith that may be. It is built into our humanity to think within the context of

sustainability whenever we act.

Whether we are doing a job or we are thinking about resources, or we are dealing with our family, or we are dealing with whatever definition or our job require us to do. So it has a wider range spanning multiple dimensions and aspects.

Q2. Thank you for sharing this broad definition about sustainability, but on a more personal level, what does sustainability mean to you?

Balancing the essence of life between the resources we have available to us and managing our personal levels of consumption while keeping the same life style. Therefore I have to balance my resources with my needs, it is a balance of lifestyle.

It is not a zigzag issue where I can live today a certain lifestyle then tomorrow, but I can't continue to maintain that lifestyle. Sustainability is really to sustain a line of lifestyle whether I am in individual or an organisation or a country or a society or region or the whole universe. That is the balance of life.

Q3. And when it comes to family how important is it that we have a sustainable planet?

Yes of course it plays an important role, when you are closer and working with environmental sustainability matters day in day out.

The same, my family from the beginning were raised on having transparency, clarity on purpose in life and balance. For example, we taught our children the importance and value of a good education. We established, together what a minimum standard for my children's education would look like with the level we aim for as that of postgraduate degrees such as a masters degree. We sought to secure well reputable schools and universities, this meant that we have to manage our income to be able to provide this level of education and the way we want to raise our children. So, we sought balance, we understood that there are limits to all resources and we made some sacrifices to provide these high levels of education, as I believe that education and investment in future generations is critical to help build a sustainable future and planet.

For a sustainable planet, essentially we have to work within the resources that are available for us continuously and sustain that level of life within the planetary boundaries. That is the same for individuals as well as for organisations.

Q4. How does your role as Assistant Secretary General, Environment Agency - Abu Dhabi, shape your view of sustainability professionally?

Yes of course it plays an important role, when you are closer and working with environmental sustainability matters day in day out.

"I think the focus of any organisation in Abu Dhabi whether we are talking at the level of Environment Agency - Abu Dhabi, or the Government or at the federal government level, needs to incorporate emerging technology."



When you have a task which really tackles sustainability on a daily basis and in a much more pragmatic and deliberate manner then you get more focused on the issues. This provides a different context which offers another perspective from having your own inner compass, your own values and beliefs.

The opportunities in my role mean that I am able to direct resources, influence and drive change by making the main issues clear to people and then designing programs and services with purpose. And I believe today if we put our heads together, we all contribute to make our world

Dr. Zamzam
Assistant Secretary
General of Operations
Environment Agency
- Abu Dhabi

Dr. Zamzam is the Assistant Secretary General of Operations at EAD. His main focus is to oversee corporate services, including Human Resources, Finance, Information Technology, Procurements & Contracts as well as Facility Management & Administration. His career comprises of over 30 years' experience in the oil and gas sector, in academia and the real estate sector. He holds a PhD in Sustainable Economic Development Strategies from Coventry University, UK, a Master's in Business Administration (Management) from Woodbury University, USA and a Bachelor's degree in Industrial & Systems Engineering from the University of Southern California, USA.

really sustainable and balanced with regard to the environment and our contribution to Abu Dhabi as a sustainable city and to the Emirate's efforts to balance sustainability aspects together.

Q5. How do you see sustainability as a key area for future growth? How do you see that evolving in the UAE??

You know I think it will go hand and hand with the development that is taking place already in UAE. There is a challenge between progress and development of our country, developing our people, and developing the required infrastructure and that has consequences in terms of sustainability. We are proud that our leadership at the very top is taking careful consideration of and giving priority to sustainability. This is manifested through the provision of resources and supporting the sustainable development of the UAE. In addition to investing in education and awareness, that will mean we are all involved in building a sustainable future together, across the generations. Continuing on this path in the future will bring us that much needed balance. Development still can go on, sustainability remains important and as we move forward, we will reach the point of balance.

Q6. In your opinion, how that change organisations from the way they are operating today?

Organisations are dynamic by nature, one should never look to any organisation as a static entity. It

changes and evolves as times moves on and therefore an organisation should be flexible and should adjust as new risks, challenges and opportunities emerge.

Technology also changes, knowledge increases, employees become more aware and therefore organisations need to adjust always.

I think the focus of any organisation in Abu Dhabi whether we are talking at the level of Environment Agency - Abu Dhabi, or the Government or at the federal government level, needs to incorporate emerging technology.

This will be the issue in the way the organisation is set and not the physical movement of employees coming and going. Technology can assess impact, help in delivering the messages and the services to the people wherever they are in UAE. Everybody will be evolving to adjust to the technological advances and demands of the fourth industrial revolution.

I believe that technology once again transforms the way we do business. We cannot continue with the same level of consumption and attitude toward the environment. Today we conduct our business in a different way than twenty years ago and tomorrow will be different than how we do things today. If we don't change our behaviour, we will have to find another planet to live in!

Q7. How can organisations prepare for and profit from the challenges of sustainable development?

To make changes and drive a sustainable future takes leadership, passion and hard work. We need to make changes to how we work, and those changes need to 'stick'. To achieve this, organisations should invest into changing behaviour of people rather than issuing laws and regulations. Laws and regulation are really a final resort, and they could never anticipate all eventualities and so they are crafted in a less definite and more fluid way to allow the adaptation for different cases. So, in my opinion, the focus should be on changing the behaviour of individuals and to make sustainability as a clear criteria for success in the any future development.

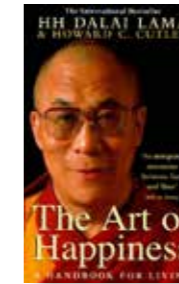
Once you convince people about a certain matter and they understand their impact and the role they play, then their behaviour automatically changes and you have won the case. If you will keep the behaviour as it is and issue laws and regulations people are smart and will find ways around those rules. I believe that we should aim to avoid laws and regulations where possible and to share the challenge and issues with our employees and within our teams so all employees act naturally.

Q8. What resources or books, what would you give our readers direction to go and look at or learn, how can we give them some resources or tools you personally like reading or find useful?

Through the initiative that His Highness Sheikh Mohamed launched about reading, I believe in this initiative and I would recommend that in reading we not only focus on politics or we read about history, but we read about sustainability and sustainable development. Once you get the mindset that sustainability is an important ethical issue then I believe reading and knowledge and

know-how will just follow as people become more interested in the subject and they will act based on that knowledge.

I am interested in and do read on the behavioural aspects, and I believe if you change the behaviour you will achieve a lasting impact with significantly better results for all the community. I recommend this book the *Art of Happiness* by the Dalai Lama and Howard Cutler.



Q9. Is there any resource that the agency offers, so that people can access some more knowledge about sustainability or case studies like knowledge management database or something like this?

The Environment Agency - Abu Dhabi has set up the innovation team, and sustainability, I believe, is one of the issues which came up during the team discussions. We have the suggestion team as well. We have been putting together a framework for us to move forward and we are developing several ideas through those two networks. There are ideas in which to encourage more reading where you motivate people to read more and come up with suggestions regarding sustainability and this could lead to new ideas that we are focusing on. The two networks are the innovation team and the suggestion team.

Q10. Is this for the Environment Agency - Abu Dhabi only or can anyone participate from outside?

At this point, it is an in-house initiative that we are developing within the agency. We get lots of input such as from the last AD SG Hiwar session where a participant was passionately discussing agricultural issues. Agriculture is a topical issue in Abu Dhabi Government, so there is focus on it.

There are a lot of initiatives within the leadership regarding the Abu Dhabi plan, the 2030 vision, also our 2030 environment vision with a view to review the documents. These discussions are taking place to refine and therefore push those documents to play a key part as part of the whole vision of 2030 Abu Dhabi Emirate.

On a Federal level, the Government is also leading on sustainability through the inspiring initiatives and key projects of H.H Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the United Arab Emirates, and Emir of Dubai. So several work streams are coming together and are being coordinated that are enabling the UAE to deliver tangible results for a sustainable future.

Q11. Finally, the DSG was established by the Environment Agency - Abu Dhabi, can you share some more insights with us?

At the very core of the Environment Agency - Abu Dhabi, we believe in sustainability that's why the agency has lead with the establishment of the AD SG, because we believe in it we believe in partnership as the best platform with other entities to make progress and share knowledge. We believe that as a collective, much more can be achieved, and on a bigger scale. I believe AD SG is doing a great job as a framework by bringing people and milt- sector entities together to debate the important topic at hand.



About Environment Agency - Abu Dhabi (EAD)

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.

An Introduction to the Natural Capital Coalition, AD SG's Latest Partner to Encourage Sustainability Leadership in the Region

Even though we depend upon the services that nature provides like air and water, nature is, for the most part, invisible in our decision making. When we make a decision we do not have a way to account for our impacts and dependency on nature, and because of this we are reducing nature's capacity to support us.

The Natural Capital Coalition has come together to address this. It is a unique international multi-stakeholder collaboration that brings together the leading global initiatives and organizations to work together on projects related to natural capital.

The Coalition is made up of almost 250 organizations from across the global economy, with many more supporting. It is because of this systems approach that the Coalition can be a harmonizing force, bringing together all of the leading work in the natural capital space, and providing a platform to collaborate and get solutions to scale quickly.

The overall vision of the Coalition is of a world where we conserve and enhance natural capital rather than deplete it. We do this by



NATURAL CAPITAL COALITION

understanding our relationship with nature. By moving from just measuring what we are doing, to valuing it, and by seeing it as a system rather than as independent pieces.

The Coalition's most significant output to date has been the release of the Natural Capital Protocol (July of 2016). The Protocol provides businesses with a standardized framework to identify, measure and value their direct and indirect impacts and dependencies on natural capital. It harmonizes all of the leading approaches into one single global framework that is flexible and can be

used by anyone. Most importantly it was developed in a unique way, with 38 organizations collaborating and putting their intellectual property into the project to create something for the common good.

The Protocol focuses on informing decisions. It is not a reporting framework or a prescriptive tool. There are many declarations, strategies and disclosure frameworks, but we often forget that in order to achieve these we first must make decisions. The Protocol sets out a standardized way to do this.

The Protocol can help inform decisions at the product, project or organizational level. It can help with risk analysis, option appraisal, supply chains and understanding total net impact.

The four Stages of the Protocol follow a basic decision making process; "Why", "What", "How" and "What Next". It is this universal approach that makes the Protocol so useful. Although set out in a line following nine Steps, the Protocol is iterative and allows users to adjust and adapt their approach as they progress through the framework.

Since its launch in July, the Protocol has been downloaded many thousands of times, as businesses seek to benefit from a better understanding of their organisation's relationship to natural systems and ecosystem services, and align themselves with global initiatives such as the United Nation's Sustainable Development Goals, the Paris Agreement, and complimentary movements such as the Circular Economy and Integrated Reporting.

"The Coalition is focused on conserving and enhancing natural capital by moving from just measuring what we are doing, to valuing it, and by seeing it as a system rather than as independent pieces."



Natural Capital Protocol and sector guides core development consortiums. Source: www.naturalcapitalcoalition.org

In order to support organizations that are applying the Protocol, the Coalition has set up the Protocol Application Program. The Program provides a forum for organizations to come together to discuss successes and challenges, and aims to create a community of best practice.

While the Protocol is aimed at businesses, the Coalition recognises the importance of fostering the right enabling environment, and has been actively engaging with consultants, finance, civil society, policy makers and governments to help create this.

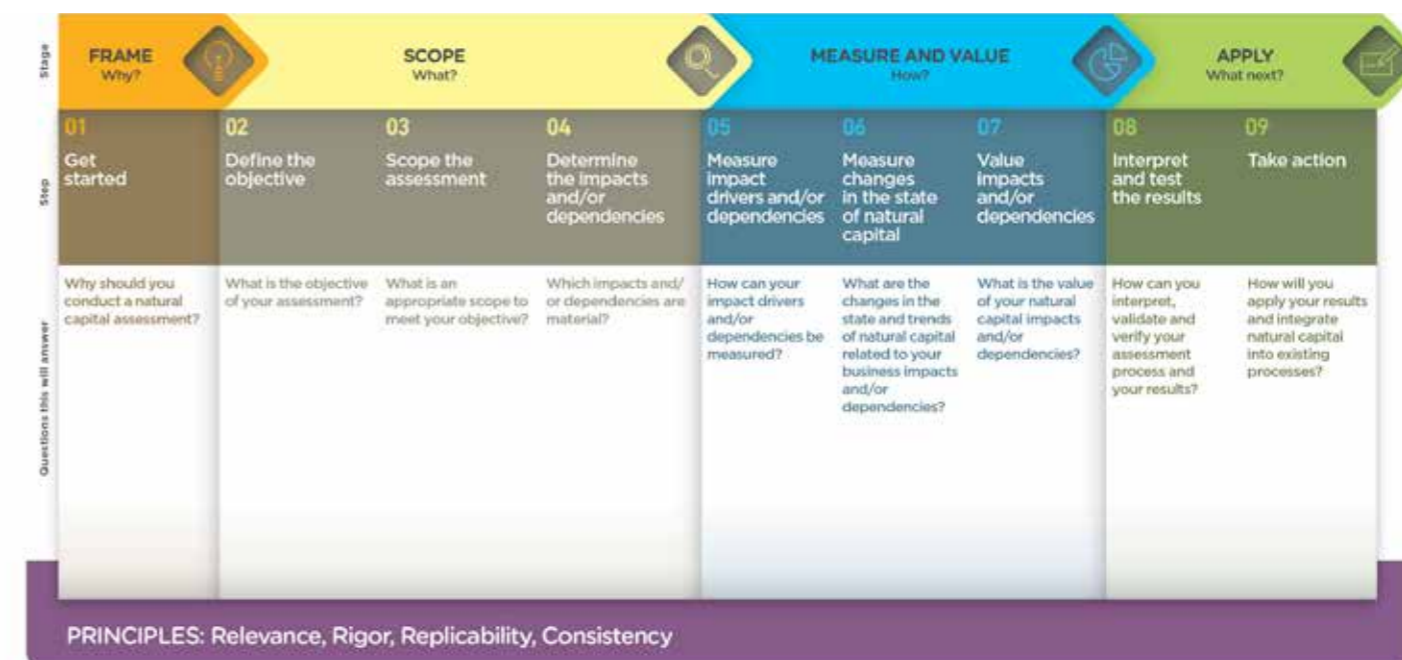
In December of last year, the Council

of the European Union officially recognised the Natural Capital Protocol, and called on the European business sector to use the Protocol to increase involvement in, and contribution to, achieving the Aichi Biodiversity Targets and the United Nations Sustainable Development Goals. Many other countries are now starting to do the same and we are seeing the Protocol picked up by leading business in virtually every country.

So what happens next? In 2017, the Coalition will be focusing on the application of the Protocol and developing robust case studies.

The Coalition will also be releasing a number of new sector guides to compliment the Apparel and Food & Beverage guides already in place. This will include a Finance Sector Supplement, which aims to build a bridge between the ongoing environmental, social, governance (ESG) work and natural capital.

To join the Coalition, take part in the Protocol Application Program, register interest in ongoing projects or to download the Natural Capital Protocol and related sector guides visit: www.naturalcapitalcoalition.org



Natural Capital Coalition. 2016. "Natural Capital Protocol". (Online) Available at: www.naturalcapitalcoalition.org/protocol

Development of the Compliance and Enforcement Program at the Environment Agency-Abu Dhabi



The Environment Agency-Abu Dhabi (EAD), the executive arm of environmental policy implementation in the Emirate of Abu Dhabi, was established in 1996 to protect and preserve the environment. EAD aims, through its activities and projects in environmental management and sustainable development, to ensure human health and safety, protection of the environment and conservation of natural resources. This can be achieved by setting the appropriate mechanisms to prevent pollution and minimize negative impacts resulting from different development activities in the Emirate.

Increases in the number and scale of development projects and industrial facilities over the past few years required the enhancement of EAD operations to maintain the balance

between environmental protection and economic development. An aggressive, multi-year, technological upgrade initiative mounted by EAD resulted in significant improvements in EAD's environmental permitting and compliance operations. This article highlights the major improvements achieved in EAD's compliance and enforcement program aimed at enhancing environmental awareness and compliance, and facilitating EAD operations to cope with Abu Dhabi's booming economy.

The mission of EAD's Environmental Enforcement and Compliance Section is to ensure that all industrial and commercial facilities and all development projects are in compliance with the conditions listed in the facility's permit or the project's no objection certificate, as

well as developing the inspection staff in the Agency's Enforcement and Compliance Section into a world-class team that has the expertise and experience to execute this mission.

EAD has established several cutting edge programs and tools to aid EAD achieve its mission. In 2011, EAD deployed the On-site Assessment, Compliance, and Inspections System (OACIS), a single integrated database containing data about the entities that EAD regulates. Incorporated into OACIS are the innovative Inspection and Compliance Tool (ICT) and the Data Collection Tool (DCT) that is part of the Risk Characterization and Hazard Evaluation System (RICHES). EAD has also implemented the Holistic Compliance and Enforcement Program (HCEP) and has developed and implemented a robust capacity building and training program for the



Agency's inspectors.

The Inspection and Compliance Tool (ICT)

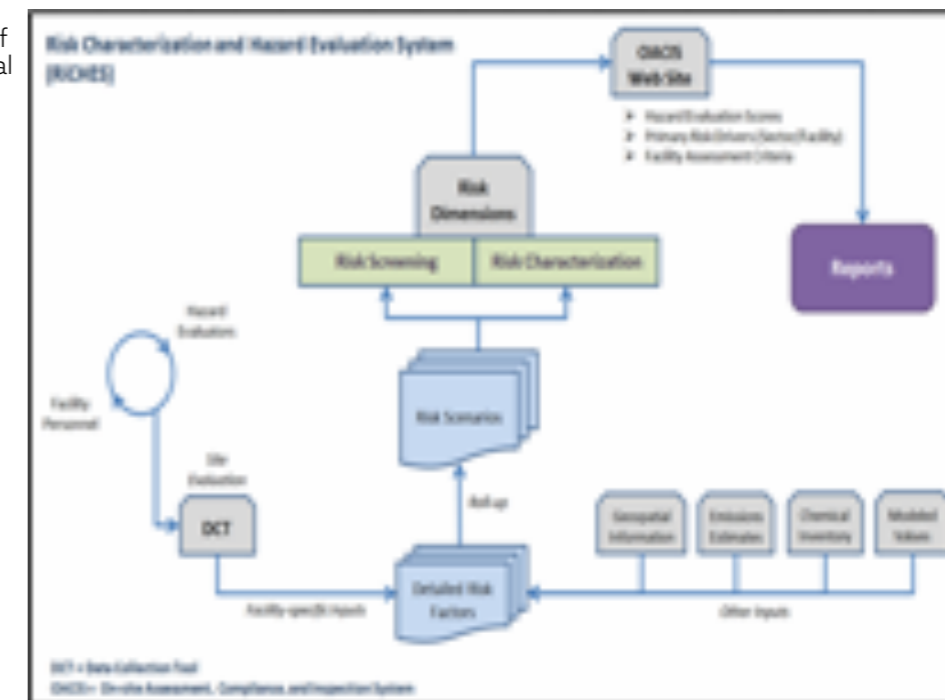
The ICT is a smart tool which enables field inspectors to conduct site-specific facility compliance inspections. EAD managers and inspectors can retrieve data on inspections conducted through the OACIS website. Prior its development, EAD inspection reports were hand written. While these paper reports documented the inspection, there was no mechanism to retrieve and analyze inspection data, and inspection reports were inconsistent and primarily based on the experience of individual inspectors. Since the development of the ICT in (year), EAD's environmental inspectors have conducted over 4,200 inspections through 2016.

The benefits of the ICT are numerous. as it allows inspectors to create comprehensive, detailed, and consistent inspection reports; and the OACIS website interface allows the inspection team to conduct detailed analyses of the collected inspections data and to make decisions about which facilities and development projects to target.

Risk Characterization and Hazard Evaluation System (RICHES)

EAD's environmental inspectors have conducted over 1,000 hazard evaluations that quantify "environmental risk" at a facility. The system evaluates facility operations, and identifies factors

that could pose potential harm to the environment. RICHES provides an easy-to-use screening tool to evaluate and rank industrial facilities based on risk. The data collected has allowed EAD to conduct a variety of analyses designed to improve the program including preparation of a risk-based inspection schedule to be implemented in 2017. This approach allows EAD to prioritize and more efficiently utilize its inspection resources based on risk, an approach that is on the drawing boards of top environment agencies around the world. EAD's innovative risk approach is unique and more advanced than those of other environmental protection authorities.



Holistic Compliance and Enforcement Program (HCEP)

The program is designed to:

- (1) Educate the regulated community about legal environmental protection requirements
- (2) Monitor compliance with environmental laws and regulations through inspections
- (3) Take increasingly strong actions to ensure timely and appropriate response
- (4) Prevent future noncompliance through strong enforcement measures.

The "holistic" program recognizes that all of these aspects are essential elements an integrated, comprehensive approach to monitor and assure compliance. The introduction of the HCEP has allowed EAD inspectors to improve compliance rates over time and manage the compliance of facilities that resist government environmental oversight.

The escalated compliance and enforcement approach initially utilizes cooperative approaches to ensure compliance such as awareness and programs, providing notice periods to rectify violations. These initial steps promote environmental protection and allow for enhanced cooperation between EAD and project proponents. If all else fails, the holistic compliance applies more punitive remedies including suspension of a facility's permit to operate, and finally legal prosecution.

In 2014 EAD executed its first legal action against a non-complying



BEFORE

facility under the HCEP with the result that the offending facility was fined 50,000 AED and subsequently cleaned up its operations. The photographs below depict before and after views of the same equipment at this facility and illustrate the effectiveness of EAD's inspectors and of the HCEP. Since this initial case, 39 additional cases have been brought before the court.



AFTER

The industry outreach portion of the HCEP is the Eltezam Environmental Compliance Campaign. The overall purpose of this campaign is to enhance environmental compliance rates by increasing environmental awareness of employers and workers, including recent changes to environmental permitting, inspection, and the compliance and enforcement processes.

Two Eltezam campaigns were conducted for two industry sectors: concrete products and fiber-reinforced plastics.

The main lessons learned were that the events created goodwill; facilities performed better after the events were conducted; and facilities whose representatives attended the event performed better than those that did



not attend. EAD plans to conduct more of these types of efforts with different sectors in the future.

EAD's capacity building and training program is a key element of the inspection and compliance program. EAD's inspection team has completed thousands of hours of training over the past eight years. These training sessions have included capacity building and mentoring in the development and use of the ICT, DCT, and the HCEP along with technical training in a large number of

technical subjects including industrial sector trainings and health and safety training.

Overall, the inspections program at EAD continues to evolve, and compliance is improving as inspectors are able to conduct more inspections and become more experienced in the use of the ICT and also in the implementation of the HCEP. Program statistics from 2013 through 2016 show significant growth and improvement in the compliance of facilities in Abu Dhabi:

the number of annual inspections more than doubled from 637 to 1327 per year and the compliance rate of facilities increase by approximately 21 percent. EAD managers expect this improvement to continue during 2017 as inspectors become more experienced and as EAD implements its risk-based inspections schedule.



Sheikha Al Hosani
Acting Director for the Environment Quality Sector
 Environment Agency - Abu Dhabi

I joined Environment Agency-Abu Dhabi (EAD) in 2002 after completing my qualification as a chemical engineer. Serving initially as an environmental officer in the Chemical and Hazardous Materials Section, over the past 12 years I have held progressively more responsible leadership positions in key EAD operational and policy sectors, including hazardous materials, waste management, environmental policy, air quality management, and climate change mitigation. In 2012 I became the Director of the Environmental Monitoring and Analysis Division in the Environment Quality Sector of EAD, which is charged with the operational and scientific mission of collecting, analyzing, and reporting on all environmental data from the air, marine water, groundwater, and soils media in Abu Dhabi Emirate. In 2014 I was promoted to the position of deputy Executive Director of the Environment Quality Sector of EAD and in early this year I was promoted to the position of Acting Executive Director for the Environment Quality Sector, a four division sector comprising (105) EAD employees and more than 30 contract personnel, responsible for EAD's programs and operations to monitor, assess, and protect air, marine and ground water, and soil quality; mitigate climate change; manage hazardous chemicals and waste; develop environmental policies and regulations; permitting, inspection, and environmental compliance; and management of environmental emergencies.



The Department of Transport's 2015 Sustainability Report



Sustainability: DoT's Strategic Approach

The Department of Transport (DoT) is looking back on a long history of sustainability reporting. As the first government department to produce a sustainability report, we have been reporting ever since 2009. DoT's

seventh annual sustainability report illustrates the Department's key results and achievements throughout 2015 in its endeavor towards creating a sustainable present and future transport service for the Emirate of Abu Dhabi.

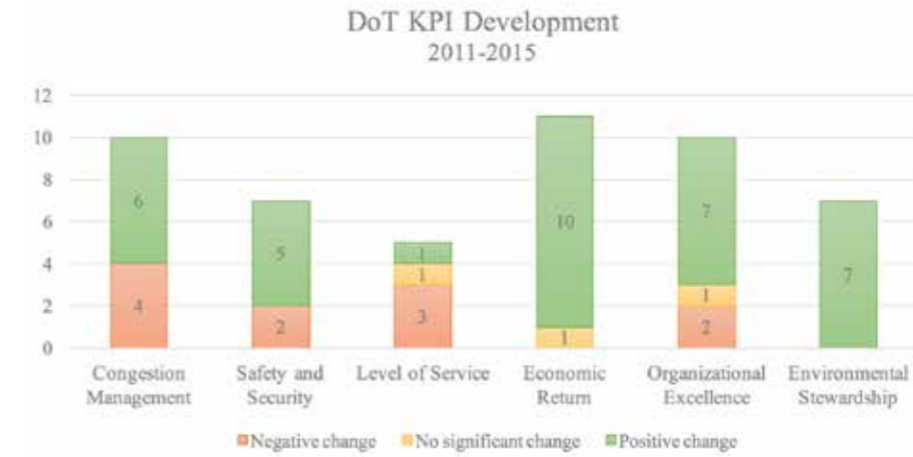
The Department's sustainability efforts are guided by the vision of achieving sustainable development, by integrating sustainability into its roles as a planner, regulator, operator and developer of public transport. The Department does value its role in being a contributing power behind progress in Abu Dhabi and in fully realising the Emirate's vision, the Department strives to augment the pace of sustainable growth through an unrelenting commitment to excellence in sustainability management, while meeting and eventually exceeding the Emirate's transport needs.

Six Pillars of Sustainability Management

DoT's sustainability framework translates this ambition into six manageable and measurable areas: Congestion Management, Safety and Security, Level of Service, Economic Return, Organisational Excellence and Environmental Stewardship. Ultimately, these areas serve as the foundation for DoT to measure and manage its sustainability performance in an integrated way, and to identify and capitalize on opportunities for future sustainable growth.

Sustainability Reporting Challenges and Achievements

As Global Reporting Initiative GOLD Community member, we are proud to have produced another GRI G4 in accordance 'core' report, despite recent resource constraints. The



comprehensive data gathering and auditing process, which is relying on multiple internal and external data providers, has been one of our key challenges. In this regard, it must be mentioned that all the work provided by DoT's Sustainability Management Working Team is voluntarily and adds to each members' responsibilities and workload, which is often conflicting with the tight reporting schedule.

In addition, numerous feedback cycles with external service providers such as designers and translators have also been time consuming. Nevertheless, the result is satisfying and in hindsight we are happy to observe that so far, data tracking and reporting has yielded overwhelmingly positive developments of key performance indicators (KPI's)

since 2011. Out of 50 KPI's, 36 show a positive performance, especially in crucial areas such as public transport network, road and pedestrian fatalities, economic impact, Emiratization and female employment but especially around environmental impact. Only 11 indicators follow a negative trend, which is in some cases due to better data quality available.

Key Highlights of our 2015 Report include:

- Steadily increasing numbers for public transport usage: 52 million public bus passengers, 23.5 million guests at Abu Dhabi airports, 170,000 cruise ship passengers and 93,500 ferry users, 71 million taxi customers and 64 Mawaqif parking sectors.
- Augmented customer service

through smart systems such as the DARB mobile application and "Hafilat" automatic fare collection system in public buses.

- High economic relevance, illustrated by record numbers of both freight and cargo handling.
- Demonstrated organizational excellence: 79% Emiratization rate and 25% women in management.
- Environmental stewardship, demonstrated by a new, sustainable bus station in Al Ain and the launch of a Low Emission Vehicle Strategy for Abu Dhabi.

Outlook: The Future of Sustainability at DoT

As for our continuing sustainability efforts, a new challenge awaits us, since the Department of Transport is being merged with the Department of Municipal Affairs. This will impact our mission and role in the Emirate, as well as change our sustainability reporting scope. We are currently working on our 2016 sustainability report for the transport sector only, however we are keen to produce a report covering the newly established Department of Municipal Affairs and Transport (DMAT) thereafter.

For comments and questions regarding our sustainability report, please contact our Sustainability Management Working Team at mansour.malik@dot.abudhabi.ae

Six Pillars of Sustainability Management



Congestion Relief

Providing transportation options that encourage the uptake of public transport while addressing sources of congestion through infrastructure development and parking control.



Safety and Security

Developing policies and educational initiatives that increase safety and encourage best practices within DoT and throughout the transport system, enforcing compliance internally and among contractors.



Level of Service

Increasing reliability and comfort of our services and maintaining open channels of communication and engagement with our customers.



Economic Return

Building a globally competitive transportation system that facilitates economic growth and makes optimal use of government funds for public benefit.



Organisational Excellence

DoT grounds its strategy in the Abu Dhabi 2030 Vision. The development and regulation of a strong and efficient transportation network in support of this vision demands excellence from all DoT employees. DoT therefore seeks to attract, retain and train an exceptional workforce.



Environmental Sustainability

Environmental stewardship makes the transport system more efficient, allowing for the conservation of resources and the reduction of emissions. We are accelerating our progress towards environmental sustainability by measuring and minimising our environmental impact while integrating cleaner technologies into the transportation system and increasing environmental awareness.



ADSG with support of DoT organised certified training in Energy Management Essentials

Latest Updates from GRI Reporting Standards



The organisation behind the world's most widely used and trusted sustainability reporting standards the Global Reporting Initiative (GRI), is making significant headway in helping companies understand and implement the new standards. Already over the last year they have held training events, made several senior appointments, and collaborated with high profile organisations as part of a move towards greater corporate transparency.

The GRI is an international independent body, which on 19th October 2016, launched the new Sustainability Reporting Standards, as a way to help businesses, governments and other organisations disclose their impact on the environment, as well as diversity and human rights.

To help organisations better understand and communicate these new regulations, they are running free of charge events in the USA, India, Iran, France, South Africa and the United Kingdom. These events will be held until May 2017 and include an overview of the GRI Guidelines, as well as a networking opportunity and chance to question the experts.

More recently, the GRI also hosted a Reporters' Summit on 13th February 2017, in Arizona. The event was specifically for professionals who direct and manage the sustainability reporting function within their organisations. Participants were given access to specific tools, case studies and practical solutions, to help them in their reporting duties.

In addition, a 16 hour training course was launched this month for those needing advice on how to prepare a sustainability report in accordance with the Standards. GRI has sought to increase the accessibility and ease of use of the Standards (compared

with the previous G4 guide), with a simplified terminology and a more logical structure, for example an online mapping tool. This simple mapping tool is designed to help companies to switch from G4 to GRI standards, [click here](#) to download the simple excel sheet and to use it.

A group of 100 companies are also providing support via 'The GRI Standards Pioneers' initiative. These companies will be early adopters of the Standards, setting an example of best practice. They will receive exclusive support and benefits from GRI to meet the targets.

To help improve corporate reporting, GRI is collaborating with the IIRC (International Integrated Reporting Council), to clarify how companies can use both the GRI Standards and the International <IR> Framework in their integrated reporting.

As another way to promote transparency, GRI is working with 'The EU Directive on Non-Financial and Diversity Disclosure' to strengthen the support for businesses as they begin adhering to the new Directive. The criteria provided outlines which and how many companies are required to issue a report containing non-financial data. As part of this collaboration, GRI signed a memorandum of understanding with CSR Europe - the European Business Network for Corporate Social Responsibility. This joint effort means that both organisations can expand their reach and knowledge sharing opportunities

In addition, GRI recently made a number of key senior appointments. Timothy J. Mohin, a well-known sustainability practitioner, advocate and author, became the organisation's new Chief Executive on 16 January 2017. The GRI Global Sustainability Standards Board (GSSB) also announced the appointment of a new Chair, Judy Kuszewski, and six new Board members, all with the necessary expertise for helping to set global sustainability reporting standards.

So it is clear, that by strengthening the organisation, both internally

GRI Progress Summary and Timeline

13 February 2017
[GRI Reporters Summit](#)

8 February 2017
[GRI and CSR Europe support businesses in complying with the new EU Directive on Non-Financial Disclosure](#)

8 February 2017
[The GSSB appoints a new Chair and six new members](#)

8 February 2017
[Learn how to use the GRI Standards: Sign up for GRI's new training course](#)

16 January 2017
[GRI Appoints CSR Leader Tim Mohin as New Chief Executive](#)

11 January 2017
[Why These Pioneering Companies Are Already Making the Switch to GRI Standards](#)

11 January 2017
[GRI works with IIRC and leading companies to eliminate reporting confusion](#)

October 2016 - May 2017
GRI Standards launch events

19th October 2016
[GRI official launch date](#)

2016
[GRI Standards launch events in Scottsdale and Phoenix \(Arizona\), Mumbai, New Delhi, Paris, London, Boston, Teheran, Johannesburg](#)

and externally, and reaching out to companies in an open and accessible way; GRI is on path to achieving its mission of empowering decision makers to take action towards a more sustainable economy and world.

Article written by **Sandra Anani**
Director
Sustainability to Action

Stay in touch with the AD SG on the move and keep up to date on the latest news and activities.

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[#ADSGForum2017](#)
[#ADSGAwards2017](#)



Poolside Reception

The Abu Dhabi Sustainability Group cordially invites you to attend the Networking Reception for the Abu Dhabi Sustainable Business Leadership Forum 2017.

The Reception will be held on Day 1 of the Forum on 1st March at 5:00 pm. Join us to network with your peers and the ADSG Forum speakers. **See you there!**

Date: Wednesday 1st March 2017

Time: 17:00 - 19:00

Venue: Eastern Mangroves @ the Pool Deck



CFO COP Meeting - Towards Integrated Thinking in the Gulf Region



Introduction

Abu Dhabi Sustainability Group (ADSG), Pearl Initiative and HRH The Prince of Wales Accounting for Sustainability Project (A4S), with support from the Abu Dhabi Airport Company and Etihad Airways hosted the second Finance Leaders Circle of Practice Meeting in the Gulf Region on 7 November 2016 in Abu Dhabi. This was the second of a bi-annual series of meetings where finance leaders convene to share ideas, experiences and set the pathway towards Integrated Thinking.

The meeting was attended by over 70 CFOs and financial leaders from many leading organisations from across the Gulf Region with a strong interest in advancing corporate sustainability practices

Meeting Objectives

The objective of this roundtable was for participants to shape the Gulf Region Finance Leaders Circle of Practice – a vehicle to help share ideas, experiences and good practices in driving sustainability and setting the pathway towards Integrated Thinking.

- Identify the main risks faced by finance leaders in the Gulf Region and get an understanding of how improved sustainability practices can help to mitigate some of these risks.
- Discuss the role macro-sustainability trends play in the long term strategic decision making in companies the Region.
- Discuss challenges faced by

companies in the Region and the finance functions specifically in identifying and mitigating sustainability risks.

- Provide finance leaders with the opportunity to share relevant experiences and good practices and build a network of likeminded peers.
- Share which types of information would be valuable to be able to better address sustainability risks and include sustainability practices in the strategic decision making process.
- Launch the Arabic version of the "Managing Future Uncertainty" guidance booklet including case studies from companies in the the UAE.

Meeting Outcomes Opening of the Circle of Practice A Speech by HRH The Prince of Wales

The meeting commenced with opening remarks by HRH The Prince of Wales highlighting some of the challenges our economy and society today and calling for leadership



from the finance community to find solutions to overcome a threatening combination of risks including the pollution and over-consumption of finite natural resources, the risk of climate change, unprecedented levels of financial indebtedness, and an unsustainably fast growing world population.

A4S plays a key in supporting companies and especially their finance and accounting functions to address some of these challenges. He further applauded efforts by companies in the Gulf Region to respond to these sustainability risks and in particular the companies whose case studies were presented in the newly launched "Managing Future Uncertainty" booklet. He stressed that the implementation of better sustainability practices will provide added benefits and make businesses in the Region more profitable.

Welcome Address

His speech was followed by a welcome address by H.E. Razan Khalifa Al Mubarak, Secretary General of the Environment Agency Abu Dhabi who highlighted the importance of leadership in advancing the sustainability agenda as the Region was still playing "catch-

up". The Environment Agency is supporting this effort by specifically addressing climate change issues, working on monitoring a balanced ecosystem and providing and generating data and information materials to improve decision making. She closed her talk by stressing that the success of sustainability initiatives relies on the collaboration between business, civil society and government.

Champion of Sustainability Award

HRH The Prince of Wales was awarded the Champion of Sustainability Award by Badr H. Jafar, Founder of the Pearl Initiative,

in recognition of his relentless efforts towards enhancing global understanding of the importance of sustainable business practices.

Launch of the New Publication

Huda Al Houqani, Director of the Abu Dhabi Sustainability Group introduced the new Arabic version of the "Managing Future Uncertainty" guidebook. The publication provides detailed information in integrating risks resulting from macro-sustainability trends into business decision making and includes case studies on Etihad Airways, National Bank of Abu Dhabi, Masdar and Abu Dhabi Airports. The new guidebook



can be downloaded here. The guidebook in English can be found here and the UAE case studies in English here.

Panel Discussion

"Risks and opportunities, integrating risks resulting from macro-sustainability trends into business decision making"

Panellists:

- Dr. Richard Perry, Advisor, Organisational Development, Environment Agency - Abu Dhabi
- Abdul Majeed Al Khoori, Acting CEO and Group CFO, Abu Dhabi Airport Company
- Jessica Fries, Executive Chairman, Accounting for Sustainability

Moderator:

- Carla Koffel, Executive Director, Pearl Initiative

The three main topics covered during the moderated panel discussion were macro-sustainability trends, ways in which sustainability challenges can be overcome and how these issues can be included in the company strategy.

The points covered included:

- Raising awareness among finance leaders for the need for improved sustainability practices.
- Macro-sustainability trends can threaten entire business models but also present opportunities if addressed strategically.
- The focus should not only be on macro-sustainability trends but also on the set of risks around them such as environmental and social risks and health and safety.
- Moving away from traditional sustainability ideology to factoring in social, financial and environmental factors
- Businesses need to find solutions to manage such risks, how to quantify measures taken and how they can engage with people across their organisations but also with different stakeholders.
- It is key to raise awareness among CFOs to look beyond the short term cost of sustainability and look at the long term horizon where companies will be able to reap benefits from improved practices such as lower operational costs. Not thinking about sustainability today will lead to higher costs in the future.
- The finance function has the means to do more to advance sustainability practices.



Facilitated Session

Understanding sustainability risks and how to integrate them into decision making

This workshop explored the different frameworks, tools and processes used by organisations to assess risks, impact and opportunities arising from sustainability while giving participant the opportunity to share examples.

Participants were given a set of risks and asked to select five main risks they deemed most threatening or relevant to their respective businesses and to discuss the selected risks and their impact. Participants were then encouraged to discuss the risks chosen by the majority within each group and discuss the following questions, before sharing the outcomes of the discussion with the wider participant group.

- What are the likely business impacts from these risks?
- How would you measure the likelihood and scale of the impacts?
- What would probable costs be to the business if these impacts occurred?
- What additional information would be useful to plan for these risks?
- Do you currently have this information? If not, how might you acquire it?

Results of the Facilitated Session

- Key risks vary widely between industries: e.g. Oil companies seemed to factor in environmental issues as opposed to economic or social factors.
- There has been discussion on resource scarcity and on the increase in the price of materials
- Human rights and ethical labor practices are a concern for many companies in the Region

- The lack of taking actions on social and environmental issues will have an impact on the organization's reputation
- Participants agreed that there were opportunities in the risks
- Participants agreed that the failure to act on climate change will have devastating outcomes
- Learning from experiences and sharing good practices is key to future planning
- Participants called for a clear and effective risk identification process as many felt that identifying key risks was sometimes challenging. There is a need for a sophisticated identification process of risks
- Solutions brought forward to address the risks discussed included collective action, the development of clear KPIs and raising awareness by sharing best practice examples
- Some of the key risks discussed were climate change, unemployment and reputational risk

Overall Takeaways

- Companies in the Region have made some progress in implementing sustainability practices
- There still is a lot to be done to move from basic CSR initiatives to integrated strategic sustainability models
- More work is needed to raise awareness among finance leaders to advance sustainability practices. They often find it challenging to convince their companies to consider long term benefits over short term costs
- CoP members should engage with networks and associations across the Region
- There is a need for:
 - Sustainability-related data
 - Tools enabling companies to effectively identify sustainability risks
 - The production of guidance materials and case studies relevant to the region

Suppliers Report 434 Million Tonnes of Emissions Reductions as Big Buyers Flex Purchasing Muscle



As the global economy moves towards implementation of its new climate goals, the world's largest purchasing organizations are using their buying clout to drive down emissions across their supply chains.

The Missing link: Harnessing the power of purchasing for a sustainable future report from CDP, written in partnership with BSR and the Carbon Trust, reveals that reductions equivalent to 434 million tonnes of carbon dioxide – more than France's total greenhouse gas (GHG) emissions in 2014 – were achieved by suppliers worldwide in 2016.

The reductions were disclosed to CDP, the not-for-profit global environmental data platform, at the request of 89 of the world's largest purchasing organizations, including

BMW, Johnson & Johnson, Microsoft and Walmart. These 89 big buyers wield a combined purchasing power of US\$2.7 trillion.

The Paris Agreement on climate change, now in international law, requires global GHG emissions to be reduced to net zero well before the end of the century. With supply chains responsible for on average four times a company's direct emissions, they are a critical focus area for global corporations seeking to avoid the risks and capitalize on the opportunities presented by the low-carbon transition.

The new report – which includes commentary from McKinsey & Company – also reveals the names of the 29 companies awarded a position on CDP's first ever supplier

engagement leader board. Selected from over 3,300 companies that were assessed, they are recognized as leaders for their work with suppliers to reduce emissions and lower climate-related risks in the supply chain.

They include:

Braskem S/A: The Brazilian petrochemical company runs targeted workshops with its suppliers, which provide training and technical support on identifying opportunities to reduce emissions and lower costs. Nearly 44% of emissions outside Braskem's direct control (scope 3) are now reported to the company.

Hewlett-Packard: The American IT company has helped its suppliers avoid 800,000 tonnes of CO₂e emissions and save more than US\$65 million through development of energy-saving action plans targeting local efficiency improvements.

Royal Philips: The Dutch technology company identifies so-called 'risk suppliers' that it targets for

...and reap business benefits

US\$12.4 billion savings from emissions reduction projections reported by 2,151 supplier respondents

Over one third of reported emissions reduction projects resulted in savings of at least **US\$100,000**

What is Working?

- ▼ Energy efficiency projects (almost 50% of top 100 projects by savings)
- ▼ Using more sustainable materials for products and packaging
- ▼ Process innovations that minimize water use and carbon emissions

participation in its numerous supplier sustainability programs. It has also developed a tool to help suppliers with less experience in disclosure to quantify their carbon emissions.

Dexter Galvin, Head of Supply Chain, CDP said: "We congratulate the 29 leading companies that are using their buying clout to drive change across their supply chains. Companies have a critical role to play in delivering on the Paris Agreement, and as well as setting their own house in order, it is essential they turn their attention to the risks and opportunities outsourced to their supply chain."

"By harnessing their purchasing power, big buyers have the potential to deliver the large-scale, rapid change that is needed and lead the

way towards our sustainable future."

Nicola Kimm, Head of Sustainability, Philips Lighting said: "We are delighted to be recognised as global leaders for our work driving down emissions and improving efficiency in our supply chain. Lower emissions in the supply chain isn't just about helping the environment, it's a business imperative which boosts our competitive advantage and builds our resilience for a low carbon future."

The report, which analyses climate and water-related data disclosed by more than 4,300 companies, also indicates that the sustainability commitments and practices of leading organizations are not being replicated at scale downwards through the supply chain. Despite a 20% increase since 2015 in the

number of big buyers requesting climate and water-related data from their suppliers, this is not translating into downstream action, with only 22% of responding companies currently engaging with their own suppliers on carbon emissions and 16% engaging with their suppliers on water use.

Common barriers to engagement include companies' lack of experience in calculating and managing their own emissions, a perceived lack of leverage over business partners, costs associated with managing an engagement program and an absence of mandatory requirements from customers or regulation.

Where companies are proactively engaging with their suppliers, they face a serious lack of transparency,

Suppliers identify significant opportunities...

68%

Identify opportunities related to climate change, including opportunities to increase sales of low-carbon products and create competitive advantage

Nearly **1,000**

Opportunities identified linked to changing consumer and customer preferences and benefits to corporate reputation.

But supplier emissions are trending in the wrong direction

▼ Despite impressive savings and business benefits reported by many suppliers, **most suppliers do not report overall emissions reductions in 2016.**

Figure 5. Supplier year-over-year emissions direction

Emissions performance

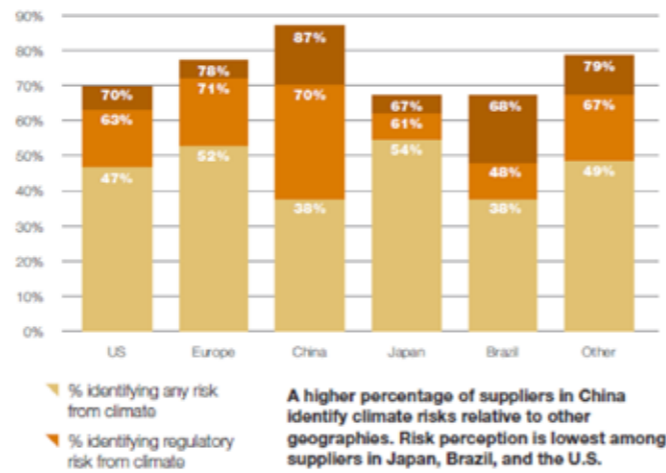
- ▼ 34% decreased
- ▼ 23% increased
- ▼ 36% insufficient data to report change
- ▼ 7% no change



...and risk perception does not match reality

Nearly 25% of suppliers are unable to identify climate risks to their businesses, though 44% expect a climate-related impact to their business within the next 3 years

Figure 4. Percent of suppliers perceiving climate risks, by geography



with nearly half (47%) of suppliers not responding to their customers' requests for climate and water-related disclosure.

The data also reveal that suppliers are failing to capitalize on the myriad opportunities presented by the low-carbon transition. While they reported a combined US\$12.4 billion in savings from emissions reduction projects, fewer than half (47%) have set climate targets and just 34% reported achieving a decrease in emissions in the past year. Only one quarter of respondents are realizing climate opportunities by enabling their own suppliers to reduce emissions, or growing revenue through sales of low-carbon products or services.

Tara Norton, Managing Director, BSR, said: "Large buyers have a tremendous opportunity to catalyze supplier climate action, both through addressing the drivers of inaction

and by elevating and rewarding those suppliers that demonstrate leadership.

This year's report provides practical insights on how buyers can partner with suppliers for mutual benefit, including facilitating access to tools and resources that enable emissions reductions, providing incentives for good performance, and supporting suppliers to improve climate risk management, including setting science-based targets."

The report contains a four-part framework, developed by the Carbon Trust, for companies to catalyze change within their supply chains. The framework sets out the journey to cascading sustainability throughout the supply chain, from understanding the risks and opportunities, to planning and taking action to embed sustainability within procurement processes.

Tom Delay, Chief Executive, Carbon Trust, said: "Supply chain is the next frontier in sustainability. Managing the environmental impact of your own operations is expected behaviour. But the greatest opportunities for reductions are typically outside of direct operational control, in the supply chain. While some are showing what can be done today, the majority do not yet have a clear understanding of how to measure their impact or find the value in working with suppliers. Large public and private sector organizations can deliver change at the scale and speed required to address the challenges of climate change and resource scarcity. We hope that our insight and the examples from the leaders engaged with CDP help to accelerate the shift to a more sustainable, low carbon economy."



About CDP

CDP, formerly Carbon Disclosure Project, is an international, not-for-profit organization providing the global system for companies, cities, states and regions to measure, disclose, manage and share vital information on their environmental performance. CDP, voted number one climate research provider by investors, works with 827 institutional investors with assets of US\$100 trillion and 89 purchasing organisations with a combined annual spend of over US\$2.7 trillion, to motivate companies to disclose their impacts on the environment and natural resources and take action to reduce them. Some 5,800 companies, representing close to 60% global market capitalization, disclosed environmental information through CDP in 2016. CDP now holds the most comprehensive collection globally of primary corporate environmental data and puts these insights at the heart of strategic business, investment and policy decisions. Please follow us @CDP to find out more.



NATURAL
CAPITAL
COALITION



مجموعة أبو ظبي للإستدامة
ABU DHABI SUSTAINABILITY GROUP

التعاون من أجل تقديم بروتوكول رأس المال الطبيعي

A collaboration to introduce the
Natural Capital Protocol to the Region



Abu Dhabi Sustainable Business
Leadership Forum 2017

Date: 1 March - 2 March 2017
Time: 10am Delegate Registration Opens
Venue: Anantara Eastern Mangroves Hotel in Abu Dhabi



مجموعة أبو ظبي للاستدامة
ABU DHABI SUSTAINABILITY GROUP

SUSTAINABLE BUSINESS LEADERSHIP AWARDS 2017

**Enter the ADSG Sustainable Business Leadership Awards 2017 Now!
Five categories are now open that you can choose to enter.**

Is sustainability high on your corporate agenda?
Is it at the heart of your company's decision making processes?

We are looking for organisations and leaders who are driving sustainability thinking, building sustainable business models and driving the sustainability agenda in the GCC. There are five awards.

The following are the award categories:

- **Best Sustainability Initiative**
- **Best Sustainability Report**
- **Sustainability Manager of the Year**
- **Sustainability Leader of the Year**
- **Best Sustainability Communication Programme**

Important Dates

Awards entries start from 14 December 2016 at
www.adsg.ae

Closing date: 14 February 2017

Contact us for more information:
ADSGAwards@adsg.ae

RECOGNISING SUSTAINABILITY LEADERSHIP IN THE REGION