



مجموعة أبو ظبي للإستدامة
ABU DHABI SUSTAINABILITY GROUP

SUSTAINABILITY JOURNAL

Quarter 1, 2016

"Sustainability is not about restricting your activities but about engaging with the community, creating shared value and in so doing, being more productive."

Feature Interview with Clare Woodcraft-Scott,
CEO Emirates Foundation

A Circular Vision for the UAE?
Alex Lemille, Circular Economy Expert
shares his views



Your Abu Dhabi Sustainable
Business Leadership Forum
Programme inside this issue



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ADSG Sustainable Business Leadership Awards 2016

ADSG Announces the Dates for its Sustainable Business Leadership Awards.

The Abu Dhabi Sustainable Business Leadership Awards, launched for the first time in 2015, is an award and recognition scheme that is designed to recognise sustainability best practice and to raise awareness about the benefits of sustainable management practices for organisations. As part of the mission of the Abu Dhabi Sustainability Group (ADSG), this Award is another manifestation of the Group's commitment to knowledge sharing aimed at improving sustainability performance.

Awards documentation release date: Dec 10
Applications open from: Dec 15
Closing date for applications: Jan 31

The ADSG Awards will recognise organisations who have demonstrated sustainability impact across the following award categories:

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

Welcome to the Quarter 1, 2016 issue of the ADSG eJournal. Many of us will now be emerging from the exciting developments of the COP21 in Paris late last year, the challenges of the next steps of its implementation and the messages coming out of the World Economic Forum in Davos this January. In this issue, we are proud to showcase our feature CEO interview with Clare Woodcraft-Scott, CEO Emirates Foundation and to provide an article from a Valued Circular Economy Expert; Alex Lemille.

I hope the articles and features we bring you in this issue will provide good content to support your sustainability work, and as a special issue I hope it will give the information you need to make the most of the #ADSGForum2016.



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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 and the Emirates Foundation.

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



FSC Printed on paper from responsible sources.

I'm also happy to share that we have made progress in establishing a flow of topical articles for our journal for 2016, please do contact us if you have contributions you'd like to make or if you want to share sustainability news stories with our reader community.

Looking forward to hear from you throughout 2016.

With best wishes,

Sandra Anani

Sustainability & Communications Consultant

Contents

- 05 Comment from ADSG Director
- 06 Innovation For the Next Generation of Sustainability
- 11 Certified Training Programme on the Most Recent Global Reporting Initiative Guidelines - GRI G4
- 12 A Circular Vision for the UAE?
- 15 Abu Dhabi Sustainable Business Leadership Forum 2016 Programme
- 39 Join the ADSG Social Community



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Abu Dhabi Sustainable Business Leadership Forum

16th to 18th February 2016
Rosewood Hotel, Abu Dhabi, UAE

Innovation for Business Leadership

Don't miss out on the opportunity to join us in discovering how to tap emerging innovations to successfully scale sustainability now.

#ADSGForum2016

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Celebrating the Achievements of Our Community

It is with great pleasure that I welcome you to this special issue of the ADSG eJournal which also doubles up as our Abu Dhabi Sustainable Business Leadership Forum 2016 Programme.

A short year ago we had the opportunity to host the first Abu Dhabi Sustainable Business Leadership Forum. We know, based on that experience, how extraordinary, interesting and successful an event like this Forum can be as it provides a wealth of knowledge and sustainability expertise for sustainability professionals in our region. You told us in your feedback last year that 100% of you would return to the Forum in 2016, so here we are. The Forum last year showed us the value and importance of collaboration with and among partners, stakeholders and our members in order to reach our common goal of a more sustainable future for all of us.

Since then we also had several successful events, notably our collaboration with the Prince of Wales Accounting for Sustainability Project, the Pearl Initiative and ACCA. We are convinced that these positive outcomes were realised through sharing and working together. We also recognise that we have a significant amount of work for 2016 as we work together to help build a more sustainable future the new and rising generation.

As you may have already seen, the theme for the Abu Dhabi Sustainable Business Leadership Forum 2016 is innovation for sustainability. Driving innovation is the key as we seek to become more efficient and effective. A new way of thinking, a paradigm shift. This is the reason why a regional sustainability Forum is much needed, while also offering a great challenge, not only from the perspective of the speakers' own input and work, but also for the entire regional sustainability community to go to the next level.

It is a distinct honour for us to hold for the second time as well the ADSG Awards.

The Awards offer a unique opportunity for organisations to showcase and share their success stories - this year, in our efforts towards continuous improvement, we aim to ask each winner to share more details about their winning projects and achievements, this is to help and double the impact of these Awards so everyone benefits on more than one level.

Our aim is that the Awards will support and recognise efforts and encourage organisations in our local communities to get involved in building a sustainable future and economy. We appreciate all entries and I would like to personally thank all the participating organisations for their efforts and for investing their time to share their valuable contributions.

Finally, I would like to offer special thanks and appreciation for the Environment Agency - Abu Dhabi (EAD) for incubating the ADSG and helping to establish and support the growth of this Group. With the guidance and leadership of the EAD, we are able to provide a platform for like-minded sustainability professionals and visionaries to meet, talk, share and learn on a voluntary basis in our beloved Abu Dhabi.



هدى الحوقاني

Huda Al Houqani,
ADSG Director

Comment from ADSG Director

A professional portrait of Clare Woodcraft-Scott, a woman with short blonde hair and blue eyes, wearing a white blazer and hoop earrings. The background is a neutral grey. A large orange graphic element is overlaid at the bottom of the image, containing text.

Innovation For the Next Generation of Sustainability

Clare Woodcraft-Scott is the Chief Executive Officer of Emirates Foundation, the national foundation of the UAE, responsible for driving its vision of supporting youth development in the country.

For this issue AD SG had the pleasure of interviewing Clare, to talk about sustainability challenges and the opportunities for young people in this area.

ADSG Q1: What do you see are the key hot topics for youth from a sustainability perspective?

CWS: I think that for youth today sustainability is much more fundamental than it was for previous generations. Sustainability is about using resources in a manner whereby they are around for future generations - it's about ensuring that we don't exhaust planetary resources. As a principle it is more intrinsically important for young people today than it was historically.

Research suggests that youth today are 'born green' and that Gen Y has more sensibility towards the idea of effective resource management than previous generations had. A report in the Guardian in 2013 cited research showing a 16% growth from 2009-2012, in the number of young people opting to buy as many green or eco-friendly products as they can suggesting a major shift in green attitudes and behaviour among youth.

A recent publication by Bessma Momani, a fellow of the Brookings institute, highlighted that Arab youth are embracing entrepreneurship more than any other region, challenging the traditional system of government where people are passive recipients of services. We see that young people are saying they don't want just any job, they want a job that gives them purpose.

According to a recent Deloitte Millennial Survey, Gen Y is calling for businesses to focus more on people (employees, customers, and society), products, and purpose and less on profits.

More and more young people want to join the third sector for a career rather than the commercial one. So it's difficult to pick out a specific hot topic but I would say that the principle of sustainability is much more firmly embedded in young people's mindset than it was ten or twenty years ago. Moreover, today youth are more inclined to think about sustainability as something they can affect. Ten or twenty years ago it was seen as something that only the corporate world or governments could engage around.



ADSG Q2: What are the youth views and thoughts around sustainability? Do they view it differently from the more traditional sense (triple bottom line)?

CWS: I am not sure that the concept of the triple bottom line is particularly well understood in regional markets. People are often still looking at sustainability only from a recycling or environmental perspective rather than more holistically or as a risk. So there tends to be a focus on protecting natural resources but not so much on everything else that goes

with sustainability - supply chain, production processes, employee rights, governance etc. On the other hand, in some markets, the triple bottom line may seem a bit passé. Of course an effective sustainability strategy means thinking about the triple bottom line but what about leadership? If you don't have leadership that believes in long term planning, managing reputational risk and minimising negative externalities, then the triple bottom line approach is not going to work. It's a complex question but sustainability is really about a mindset and about thinking



and acting ethically, responsibly and holistically towards all stakeholders. The younger generation was born into a digital world and are familiar with the whole new level of transparency that this brings forcing individuals and institutions to be much more aware of their behaviour and more accountable for it. And behaviour is what sustainability is ultimately about. So I think if you ask a young person about what sustainability is they would probably not say the triple bottom line but instead highlight the need to operate in a way that doesn't adversely impact the planetary resource base and with a real sense of social purpose.

When we at Emirates Foundation did research in 2013 around culture of giving amongst Emirati youth, it showed that a key driver for Emirati youth is being able to give back to the country and to make the country proud by doing something meaningful. Over ninety percent of Emirati respondents confirmed that 'giving' is an important Emirati value on a personal, social, institutional and moral level. Donations or volunteer work is a productive activity that necessitates cultural capital and a market for volunteer labour, exactly like the market for paid labour. So you could also argue that sustainability for youth is ethics and pride and being able to deliver a legacy. We see this particularly through our volunteering programs and the way in which young people thrive when they

feel an authentic connection to the community.

ADSG Q3: What are the key areas that Emirates Foundation is focused on?

CWS: Emirates Foundation is focused on guiding, inspiring and empowering youth – or as I call it – helping young people navigate the complexities of the twenty-first century. We have six programs: Takatof and Sanid are our volunteering programs, Kafa'at delivers career development and leadership training, Think Science empowers youth to innovate in science, technology, engineering and mathematics (STEM), Esref Sah educates youth on how to manage their personal finances and Kayani provides vocational skills. None of them are time bound which means that we keep delivering and developing them until the underlying issue that we are trying to address is resolved. We take a market-based approach with each one of our programs responding to a 'gap' in it, or a particular need that we see among youth. Each program is focused, scalable and has measurable outcomes.

This business based approach is called venture philanthropy which essentially means operating like a venture capitalist; identifying a specific issue, finding a solution, testing it and then scaling it (or abandoning it if it doesn't work). For

example, one common challenge for youth is financial literacy. Young people in the UAE and around the world often have problems managing their personal finances notably in the face of complex financial services and products (a reason that contributed to the 'sub-prime' global financial crisis of 2007). Without financial literacy, sadly something rarely taught in schools, you may struggle to build an asset base and financial security. In the UAE some 70% of youth under the age of 30 are indebted which can impact future prosperity and create social tension. Financial literacy is not an area you would immediately connect to sustainability but when you look at the bigger picture and see the global core challenges we face in terms of rendering our world more sustainable, the way our financial system operates is critical. Other examples are our volunteering programs. A lot of young people have significant free time on their hands. If they are not engaged or guided effectively, they may use that free time for activities that are not socially desirable. Through volunteering programs, we can engage young people more effectively and encourage them to become productive citizens. We see that volunteering also helps youth by boosting their confidence and giving them a sense of purpose. To me this also relates to sustainability since it forces people to think about broader societal issues and how to be a better citizen. It moves them away from

the idea that they are put on this planet just to get a job, make money and progress individually rather than collectively.

Our Think Science STEM program is another example. Ostensibly this is about encouraging young people to become more innovative through a specific scientific skill set but it also relates to the sustainability of the labour market. It is not sustainable to expect governments to provide jobs for everyone in the future. Even big corporates and the private sector will struggle to do this. So there is a need for young people to become more entrepreneurial and leverage the digital revolution. Today there are not enough young people studying STEM so we created Think Science to encourage more youth to study and build a career in this field. We work with the whole system - schools, the education regulators and the private sector. We have a science competition where young people come up with new STEM ideas to address local socio-economic and environmental challenges. And we see real talent in this space. Last year two Emirati girls who won our competition went on to win an international science competition. This innovation can directly support sustainability by deploying STEM skills to solve challenges related to the local society and ecosystem.

Our Kafa'at program focuses on helping young people access jobs in the private sector. Many young Emiratis want to work for the private sector but don't have the networks they need to be able to secure a job there. We have created a platform to connect young people with the private sector and provide them with the soft skills they need to survive in a more competitive multicultural environment. All of this is a way of helping young people better understand the links between sustainability and leadership. I think that we at Emirates Foundation have a great opportunity to take this new 'born green' generation and guide them to create a new generation of leaders. If you get the leadership right the rest will follow.

ADSG Q4: How do you go about equipping the next generation with the knowledge, skills and personal attributes to succeed and to help shape the future?

CWS: First of all you have to empower young people. The digital revolution has created quite a scary

place for young people with so many options available which was not the case previously when you were more connected to traditions and heritage and had by definition family, friends and peers to guide you. When you are connected to the entire world from a very early age it can render decision-making and choice-making much more complicated. The influences on your life are much more global. The level of complexity in society today is much greater. The speed of change is faster. If you cannot empower young people and guide them in this fast moving modern world, they can feel disconnected, disenfranchised and lost. This in turn can lead to a lack of self-esteem and a lack of self-confidence. Now more than ever young people need guidance and mentorship, someone to help them navigate this new world. This is why we also offer mentoring to our youth. It's difficult to predict the jobs of the future let alone provide career guidance for them. So the most important thing is to empower young people - let them know that you believe in them. The UAE in general is very good at making young people feel that the country believes in them with various efforts and initiatives in place to ensure that young people feel confident such as Abu Dhabi Education Council's career guidance system or the Abshir initiative. Young people are the future and if Gen Y is inclined to think more holistically, more responsibly and more systemically, they can be a driving force for sustainability.

ADSG Q5: What would you summarise as the main challenges facing the young rising generation?

CWS: The biggest challenge for the youth today in my view is the ability to navigate through this complex world. Your job may very likely change every two years which means you have to be able to develop your skill set and continuously develop yourself professionally. It is also about being able to manage a very complex financial environment, understand basic finance and the world economy and build financial security. You have to be able to engage effectively in your community. Cyberspace is a tempting place to be in, but if you can't engage outside of that environment you may struggle to build the networks, professional and social connections that you need to be a productive, engaged and successful citizen. If you look at Emirates Foundation's portfolio we

are essentially trying to cover all of the key challenges that we see young people facing and to provide the level of empowerment, guidance and support that they need to flourish.

ADSG Q6: What opportunities does sustainability open up for young people?

CWS: I would like to think that we are moving towards a world where we won't need to campaign for sustainability because people will intrinsically think more long term and think about how to avoid creating negative impact on the environment and the community they work in. The opportunity for this 'born green' generation is that they could be the first generation that sees an end to the need to talk about sustainability since it will simply become part of strategy and business as usual. Society and businesses will understand that operating responsibly and without creating negative externalities is no longer optional. I believe that young people can help institutionalise sustainable thinking as standard business culture.

ADSG Q7: As a founding member of the ADSG, please share with us the value of the partnership with the ADSG?

CWS: I hope that our work as founding members of ADSG and your work as an organisation will be done in ten or twenty years' time when everybody understands what sustainability is about, and is deploying it in everyday practice to the extent that it is simply called strategy. For now the value of this partnership and ADSG is that you are creating a community-wide understanding of the concept and offsetting fear and aversion to it. There are still a lot of people who are confused by it and get lost in the jargon. In the private sector it can be quite a scary proposition for small companies that think that it means they have to fundamentally overhaul the way they operate or incur significant costs. The value of ADSG as a platform and a group of champions is that it can help everyone understand that sustainability is not about undermining businesses but about creating opportunities. It is not about restricting your activities but about engaging with the community, creating shared value and in so doing, being more productive and more engaged. It is essentially about creating a long term strategy that

helps the business develop and grow and thrive for decades to come.

ADSG Q8: Please share with our readers Emirates Foundation's sustainability management and communications work, in terms of how you approach it and key milestones you've achieved.

CWS: Emirates Foundation went from being a quite short-term grant giving organisation four years ago, to restructuring and becoming an operational foundation that follows the model of venture philanthropy. So in 2012 we transitioned from issuing hundreds of grants every year to third-party organisations, to being an operational foundation with just six core programs focused on one area. As a result, we are much better placed to measure our impact, control our cost effectiveness and efficiency and articulate our output in the aggregate, which we could not do before. By getting consolidated feedback from our youth and with core metrics for each program, we can measure and report our performance much more transparently and be held fully accountable around what's working and what's not. We now have an aggregate business score card just as a commercial organisation would. That for us is a major achievement.

ADSG Q9: What are your thoughts about sustainability reporting? Has your reporting changed since becoming more transparent, or do you focus on specific areas?

CWS: Sustainability reporting is definitely a learning curve, whether you do it for the regulators, your shareholders or your clients. Writing a sustainability report forces you to create institutional learning, think about how you are dealing with your stakeholders and think more long-term and more systemically.

The first couple of years of sustainability reporting may be a bit of a painful learning curve of self-discovery. But doing the report helps you to understand your organisation much better and ask the right questions. Who is in our supply chain, who are our stakeholders, what is our organisational culture and how do our operations impact the external world? I feel it is a great mental exercise for ensuring that you are operating ethically, respectfully and effectively. I think in the 21st Century any organisation that does not have a sustainability report is probably missing a trick.

Our reporting is more comprehensive now. Before we did not have enough information on what we were doing

so we were not able to articulate our output, whilst now we can. But first and foremost the sustainability report is an internal tool to tell you if you are headed in the right direction and truly delivering on your mission.

ADSG Q10: How can ADSG members and partners support Emirates Foundation's work and projects?

CWS: We are trying to create a new generation that is empowered and engaged. We welcome any organisation that can help us grow and develop young talent, provide opportunities in the private sector, provide mentoring opportunities or internships or other support. We are a public-private partnership – our running costs are funded by the government but our programs are entirely funded by the private sector.

We are always looking to engage with the private sector and we can only help create the next generation in collaboration with others. So if there is any way that members think they are interested in working with young people and supporting young people then we would very much welcome engagement with them.

Interviewed by: **Erika Lindholm**, Sustainability Associate, STA

Clare Woodcraft-Scott

Chief Executive Officer
Emirates Foundation

Clare Woodcraft-Scott is the Chief Executive Officer of Emirates Foundation, the national foundation of the UAE established by the UAE's Crown Prince, HH Sheikh Mohammed Bin Zayed Al Nahyan and Chaired by the UAE's Minister of Foreign Affairs, HH Sheikh Abdullah Bin Zayed Al Nahyan. The Foundation focuses on guiding, inspiring and empowering youth in the UAE and addressing various challenges that young people face around their personal and professional development including leadership, community engagement and financial literacy.

Woodcraft-Scott was hired to oversee the transition of the foundation from a traditional grant-making entity to one that is an early regional adopter of venture philanthropy. This meant a fundamental shift from short-term grant making to long-term, measureable and financially viable social investment through corporate partnerships and a managed endowment. Prior to joining Emirates Foundation, Woodcraft-Scott was the Deputy Director at Shell Foundation which applies a similar model and invests in social enterprises to address global energy related development challenges to an annual \$20mn budget.

Woodcraft-Scott has over 20 years of experience working in the field of sustainable development primarily out of emerging economies. She worked first as a development practitioner, then a journalist and then as a corporate executive specializing in the areas of CSR/social investment, government relations and stakeholder engagement. In her earlier capacity as Regional Director of Communications for Shell in the Middle East and

North Africa, she led a team of over 50 professionals across 14 countries managing a budget of around \$100mn in social investment. Earlier she headed up Visa International's public affairs arm in emerging markets working with governments in the Middle East, Africa and Central and Eastern Europe to promote electronic payment as a means of achieving greater financial transparency and growth.

Author of a substantial body of work, she has served as Finance Editor of the Middle East Economic Survey, a market leader in the energy sector. She has also written extensively about development in the Middle East, trends in the philanthropic and third sector and the value of social enterprises. She is frequently asked to speak publicly about the topic of talent and youth and how industry can better connect to the academic sector. In 2014 she was voted the UAE's most influential female British citizen by a leading business magazine, Arabian Business.

She currently has multiple non-profit advisory roles including for the Berkeley Program Entrepreneurship and Development in the Middle East and the University of Salford's UAE Board. She is also a founding Board member of the Arab Foundations Forum, a regional network of foundations and advises Operation Hope, a US based entity promoting financial literacy, on regional engagement.

Clare Woodcraft-Scott has lived in the Middle East for over twenty years and is a fluent Arabic speaker having studied classic Arabic at University. She holds a bachelor's degree from Salford University in the UK and a Masters in Sustainable Development from the London School of Economics. She is a British citizen but also fluent in French.

Certified Training Programme on the Most Recent Global Reporting Initiative Guidelines - **GRI G4**



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Over three days in the month of March 2016, the Abu Dhabi Sustainability Group (ADSG) shall hold a certified training programme on the most recent Global Reporting Initiative (GRI) Guidelines - GRI G4 - for the Group members. The training shall be delivered on behalf of the ADSG by Ernst and Young (EY), who is a certified GRI training partner in the UAE, KSA, Qatar and Kuwait.

The session shall familiarize the ADSG member participants with the GRI G4 Guidelines and to understand the principles and guidelines which will help them when preparing their organization sustainability reports.

The programme is aimed at raising awareness and promoting a hands-on experience on selected topics such as:

- > Planning for the company's sustainability reporting process
- > Stakeholder engagement and materiality assessment
- > Understanding of the GRI terminology, such as aspects, report boundary, issue prioritisation and validation
- > Internal management systems development, KPIs identification and goals setting
- > Value of the assurance of the report and internal benefits
- > Overall sustainability communication, both internal and external, and printed and digital, to help companies enhance their engagement practice



At the end of the training course, each participant shall receive a certificate of attendance from GRI.

Please contact us by email at: training@adsg.ae to register.

A Circular Vision for the UAE?



Guaranteeing no one would “ride a camel*” for sure.

by **Alex Lemille**

A dangerous race against boundaries

When Sheikh Rashid bin Saeed Al Maktoum delivered his famous saying about his great-grandson*, he had in mind the end of the oil era for the Dubai Emirate. Today, the United Arab Emirates have emerged as a powerful nation, with the economic diversity that should ensure a prosperous future. The prolific land has everything to attract millions of people across the globe eager to enjoy what the UAE has to offer best: an experience unlike anywhere else. To be able to offer such services to businesswomen and men, and to tourists’ alike, continuous efforts and investments are required to maintain the offering as perfect as the brochures promise. The thing is that when you start delivering on amazing potentials, you have to carry on with the pace which more often than not keeps on accelerating constantly: needing to create new niche markets, the necessity to advertise more to stay on top of the many new destinations that are now competing against the Emirates, the glossier the

better, until when? Can one see the end of this constant one-upmanship without expecting another upheaval? **A land and a global market of scarcities requires adaptation**

As phone, computer or car manufacturers, recovering the many materials from old or second-hand devices has become a very lucrative business. Why? Not due to the poor recycling rate that one can obtain from goods that were never meant to be dismantled. But rather because – even if this is a costly exercise today – mining already extracted materials has now become cheaper than relying on the long-term supply of raw materials. More and more part manufacturers are now looking at ways to protect themselves from the financial risks of solely getting their supplies from the raw material market. Emerging economies, expected new middle class, monopolistic positions on critical elements, war risks and resource scarcity in a world with a constantly growing population tells us that this might be the right move. Generating several cash-flows from the same product is the new deal!

The new opportunity for growth lies in the re-use of products that are

obtainable exclusively as a service or with momentary ownership. In the UAE, numerous products are used for a limited time before the need for change occurs. How about driving the economy at a fast-pace towards a model of performance and experience? It is possible, the UAE can do it and the benefits can go beyond just being economic. It could also maintain the country’s original values: preserving the land, nurturing the future of the country’s children while giving everyone a chance to prosper. The shift is simple to understand, but requires coordinated decisions that the country can accomplish. There are many reasons for that. The first one that comes to mind is the infrastructure: top of the range internet speed and connected apparatus would enable the performance economy to flourish instantly.

The foundations of a performance economy are all set.

Imagine the large electronic brands proposing the best audio-visual experience to customers from their kitchen to their living room with the promise to offer them the best technology at all times, or according to what customers would see as



being an excellent service. Television, tablet, smartphone, fridge and washing machine would be fitted in your house with the assurance of constantly upgrading them as agreed in the service agreement. You would not have to worry about technology advances anymore, the contracted brand(s) would ensure you enjoy the best experience you have ever dreamt of: They would make their profits in keeping you happiest for the longest possible time! Payment to access the equipment would be either made on a monthly basis or upon you using the devices. In a country with a high concentration of connected gears, this would not be an issue for people to adopt this new way of accessing products.

Remanufacturing ensuring a prosperous and stable future.

Remanufacturers would then ensure that their factories collect as many of their used devices as possible, electronics (but everything else too!) that are now made to be made again, producing new televisions and tablets for the UAE market and beyond. Jobs would be created, merchandise would be made in the UAE for the use of UAE citizens and residents, customised to their needs

and at lower cost since there is no longer transportation expenditure to include, and no future CO2 tax to worry about.

Besides the few examples provided above, such a new economic model could have many ripple effects on the UAE, ensuring that this so-called lateral growth preserves the land as well as its societies.

*Sheikh Rashid bin Saeed Al Maktoum (born 1912; died October 7, 1990) Sheikh Rashid was the Vice President of the UAE from its founding, and Ruler of Dubai for 32 years. He is known as the Father of modern Dubai, transforming a small trading port into a major international shipping centre. The discovery of oil in the 1960s made it possible to expand port facilities and construct an international airport. His understanding that Dubai needed an economy that would thrive beyond the the emirate's limited oil reserves is expressed in his saying: "My grandfather rode a camel, my father rode a camel, I drive a Mercedes, my son drives a Land Rover, his son will drive a Land Rover, but his son will ride a camel."



Alex Lemille

Valued Circular Economy™ Expert

Alex is the founder of Wizeimpact (Wizeimpact.com), a for-purpose consultancy that leverages business-as-a-powerful-tool to find solutions to our social and economic challenges.

In 2012 Alex was part of the Circular Economy 100 club of companies (then at Cisco Systems) organised by The Ellen MacArthur Foundation, foundation that made Circular Economy visible to a wider business audience globally. Since then he has published several papers and delivered numerous speeches on Circular Economy, a restorative economic framework that is reshaping our capitalist model. In 2014, he has developed a socially inclusive version of Circular Economy: A Valued Circular Economy™ where [PovertyWaste]™, as both are externalities of our linear system. This social approach to a Circular Economy was shortlisted for «The Circularity 2016», the world premier circular economy awards hosted by the World Economic Forum (WEF). The concept was also presented at the Disruptive Innovation Festival (Nov'15 - ThinkDIF) organised by The Ellen MacArthur Foundation.

In 2016 Alex was recognised as Highly Commended in the Circular Economy Leadership category by WEF and is a Guest Member of the Circular Economy Taskforce 2016 (Young Global Leaders, WEF).

Alex also worked with the United Nations Global Compact (as UNGC Analyst), the Global Reporting Initiative (as an Official GRI Trainer) and the Social Return On Investment Network (as Accredited SROI Practitioner). Alex graduated with an MBA from Hult Boston, MA, USA (2011) with electives in Social Innovation and Corporate Social Responsibility (CSR), and, a diploma from ECOA Ethics School, MA, USA (2012).



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Inaugural meeting of the **Regional CFO Leadership Circle of Practice**

In partnership with:

ACCOUNTING FOR
SUSTAINABILITY

CFOs Across the Region Creating Value Through Sustainability

The first regional CFO Leadership Meeting took place in November 2015, hosted and led by Abu Dhabi Sustainability Group (ADSG) in partnership with His Royal Highness The Prince of Wales's Accounting for Sustainability Project (A4S) and in cooperation with Pearl Initiative and Association of Chartered Certified Accountants (ACCA).

Inaugural meeting of the Regional CFO Leadership Circle of Practice

A Circle of Practice (CoP) is a group of individuals from the finance community learning, challenging and supporting each other in a confidential and informal environment. These CoPs provide opportunities for finance leaders to learn from each other, share and exchange knowledge to help develop and implement organisational strategies for a more resilient and sustainable economy. A CoP in the region can help to build and demonstrate leadership by the finance community in the UAE and the Gulf on sustainability issues. The first CoP meeting is being planned for Q2 2016 in Dubai.

You are invited to join

To set up the Finance Leaders Circle of Practice, the next steps are to:

- > Form the CoP Board, consisting of Gulf Region CFOs
- > Hold two meetings annually, the first of which will be in Dubai in Q2 2016
- > Determine the goals and agenda for the Gulf Region CoP
- > Receive nominations for finance leaders to join the Gulf Region CoP
- > Report back on progress to the ADSG, Pearl Initiative and A4S annually

To register your interest in being part of setting this up, contact us on:
ADSGCommunication@adsg.ae

In cooperation with:

Think Ahead



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ABU DHABI SUSTAINABILITY GROUP



Abu Dhabi Sustainable Business Leadership Forum 2016

Programme Of Events

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#ADSGForum2016

1. Sponsors



Lead Sponsor



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 Partner



Etihad Airways began operations in 2003, and in 2015 carried 17.4 million passengers. From its Abu Dhabi base, Etihad Airways flies to, or has announced plans to serve, 116 passenger and cargo destinations in the Middle East, Africa, Europe, Asia, Australia and the Americas. The airline has a fleet of around 120 Airbus and Boeing aircraft, with approximately 200 aircraft on firm order, including 66 Boeing 787s, 25 Boeing 777Xs, 62 Airbus A350s and five Airbus A380s.

Etihad Airways holds equity investments in airberlin, Air Serbia, Air Seychelles, Alitalia, Jet Airways, Virgin Australia, and Swiss-based Darwin Airline, trading as Etihad Regional. Etihad Airways, along with airberlin, Air Serbia, Air Seychelles, Alitalia, Etihad Regional, Jet Airways and NIKI, also participate in Etihad Airways Partners, a new brand that brings together like-minded airlines.

Supported by



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. EAD seek to raise environmental awareness, facilitate sustainable development and ensure environmental issues remain one of the top priorities of our national agenda.

Partner



The Abu Dhabi Urban Planning Council was created by law number 23 of the year 2007 and is the agency responsible for the future of Abu Dhabi's urban environments, and the expert authority behind the framework plans for the Emirate: Plan Capital 2030, Plan Al Ain 2030, Plan Al Gharbia 2030 and Plan Maritime 2030. Chaired by His Highness Sheikh Mohamed bin Zayed Al Nahyan, Crown Prince of Abu Dhabi and Deputy Supreme Commander of the UAE Armed Forces, the Abu Dhabi Urban Planning Council defines the shape of the Emirate, ensuring factors such as sustainability, infrastructure capacity, community planning and quality of life, by overseeing development across the city and the Emirate as a whole.

Knowledge Partner



As one of the world's leading and largest graduate business schools, INSEAD brings together people, cultures and ideas from around the world to change lives and to transform organisations.

Around the world and over the decades, INSEAD continues to both conduct cutting edge research and innovate across all its programmes to provide business leaders with the knowledge and sensitivity to operate anywhere. These core values have enabled INSEAD to become truly "The Business School for the World."

Special Thanks to



Takatof offers the nation's youth meaningful opportunities to volunteer for important social causes. It connects them with relevant volunteer opportunities and encourages public service. Takatof youth are ambassadors of our nation representing a culture of support and the strength of our society's core values.

Takatof particularly offers young people meaningful opportunities to volunteer for humanitarian, social and community programs that serve those least able to help themselves. Embracing a commitment to social responsibility and public service, an adherence to strict integrity and ethics and community involvement helps to strengthen the core values of the programme.



2. ADSG Introduction

The ADSG is delighted to have our members and stakeholders joining us at the Abu Dhabi Sustainable Business Leadership Forum 2016.

Welcome

Following the successful launch of the first Forum in 2015, we are pleased that you have joined us once again. As you have come to expect, the Forum will include numerous engaging panel debates on the latest thinking and developments in sustainability, extensive sessions and a variety of networking sustainability events. Typically, the Forum attracts around 200 senior-level executives from ADSG membership, partners and sustainability experts from the intra-GCC region. We invite you to make the most of it by networking and engaging with delegates and speakers alike.

The ADSG Sustainable Business Leadership Forum offers ADSG members the important opportunity to meet, connect, strengthen relationships and develop a unified approach towards meeting the challenges of sustainability in the GCC. This programme was prepared to provide you with information to help you make the most of your participation with this key event and to support you in making sure your company is well represented and engaged over the two-day event.

Innovation for Sustainable Business Leadership

The demand for new products, services and business models that deliver purpose and profit is growing and it is only those organisations that can successfully deliver both that will thrive in the future. That is why we have focussed our efforts on innovation for sustainability at the Forum this year.

With climate change risks and in anticipation of resource scarcity challenges, businesses and organisations must become more resilient. Organisations need to proactively support and drive innovation in order to be competitive in the anticipated globally constrained environments of the future. Don't wait until it's too late and you have to invent out of necessity, get involved in the debate and contribute to the discussion from early on for a more sustainable future.

Should you need any information over the two-day Forum, please contact a member of ADSG staff or contact us on email: ADSGEvents@adsg.ae



مجموعة أبو ظبي للإستدامة
ABU DHABI SUSTAINABILITY GROUP

The Abu Dhabi Sustainability Group (ADSG) is a membership organisation 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 set up by EAD in 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 in a spirit of cooperation and open dialogue www.adsg.ae.

3. Programme of Events



A Forum with a Focus on Innovation for Sustainable Business Leadership

'Innovate - do more and better with less'

We know the world is changing – the shift towards transparency is driving shareholders and stakeholders' to invest in and collaborate with organisations that not only demonstrate sustainability leadership and manage their environmental and social impacts effectively, but also innovate to create a new and more stable reality.

At the Abu Dhabi Sustainable Business Leadership Forum, over 200 thought leaders, sustainability professionals and business pioneers are gathered to discuss topics and issues material to sustainability and explore how innovation can offer a more sustainable and resilient economy. Whether through plenaries, discussions or networking events, this Forum has been designed to benefit everyone from the private sector to government entities and not-for-profits sector.

We have found that live events are the best place to help in aligning our community of sustainability experts and thought leaders towards achieving our mutual objective of a more sustainable future, as well as bringing together members and partners to share challenges and successes face to face.

Tuesday 16th February 2016 Awards and Gala Dinner

18:30 - 19:00 Registration and Networking Reception

19:00 - 21:30 AD SG Awards Gala Dinner

Wednesday 17th February 2016 Conference Day One

09:00 - 10:00 Registration and Networking Breakfast

10:00 - 10:30 Opening Keynote Address: **Her Excellency Razan Al Mubarak**, Secretary General, Environment Agency - Abu Dhabi



10:30 - 11:30 **Plenary Session 1: Board Oversight: Within Transformational and Disruptive Innovation Cycles**

Globally, investors and stakeholders are increasingly asking for data from corporate systems and policies that demonstrate and improve sustainability performance. Given ambitious

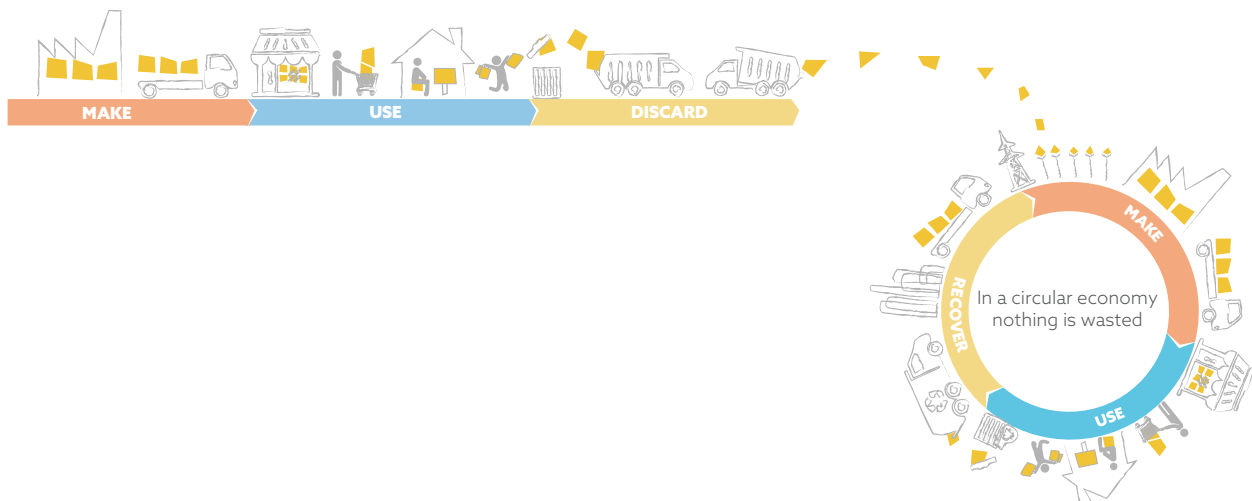
3. Programme of Events

global agreements in 2015, how can we accelerate the development and mobilisation of transformational and disruptive innovations to help achieve sustainability goals locally and globally? Join this session to explore what effective board oversight looks like and how it can be structured in a way that contributes to sustainability performance changes and how it drives organisations to innovate.

Session Chair: Alan Thomson, Managing Director, ADSSC

Session Speakers: H.E Razan Al Mubarak, Secretary General, EAD
Clare Woodcraft, CEO, Emirates Foundation
Mishal Kanoo, Chairman, Kanoo Group
Dr. Nawal Al-Hosany, Director of Zayed Energy Future Prize and Director of Sustainability Masdar

11:30 - 11:50 Networking Coffee Break



11:50 - 13:05 Plenary Session 2: Going Circular, the Benefits of a Circular Economy

With an ever growing human population and pressure on natural resources, interest in creating a circular economy, where growth does not require the endless consumption of limited resources, is gaining traction. Instead of throwing away things that have been used and served their purpose, there is ample scope to reuse, recycle or convert into energy.

Session Chair: Casper Jorna, CE100 Programme Lead, Ellen MacArthur Foundation

Session Speakers: Adam Elman, Global Head of Plan A Delivery, Marks & Spencer
Dr. Yasser Saleh, Senior Fellow, INSEAD
Martin Chilcott, Founder and CEO, 2degrees Network
Rania Al Dhaheri, Director Strategy and Corporate Planning, Dolphin Energy

13:05 - 14:15 Networking Lunch

3. Programme of Events



14:15 - 15:15 Plenary Session 3: Sustainability Communication.

Sustainability Reporting: Is There a Path Toward a Common Reporting Platform? Beyond CSR: Sharing Your Sustainability Story in the Digital Age.

Session Chair: Monir Salem Bou Ghanem, Director - Environmental Policy & Planning, Environment Agency - Abu Dhabi

Session Speakers: Maali Qasem Khader, CEO and Founder, Schema Advisory
Sarah Sinjab, Senior Sustainability & Social Responsibilities Specialist, Abu Dhabi National Oil Company
Juliette Gaussem, Manager Corporate & Stakeholder Relations, GRI
Landon Van Dyke, Senior Advisor for Sustainability and Energy, U.S. Department of State

15:15 - 16:15 Plenary Session 4: Closing Plenary Discussion: Innovation and the world we live in.

The Abu Dhabi Urban Planning Councils Estidama Program has redefined sustainability for Abu Dhabi since its launch 5 years ago. This is an opportunity to debate on the successes/ challenges of implementing a mandatory 'green' rating system in Abu Dhabi as well as reflecting on the wider issues of sustainability performance with challenging climatic and commercial influences.

Session Chair: Yasmeen Rashedi, Estidama Planning Manager, Abu Dhabi Urban Planning Council

Session Speakers: Eng. Saeed Al Mehairbi, Director of Buildings and Project Management Services, Musanda
H.E. Dr. Abdulla Ghareeb, Executive Director - Properties and Landscape, Department of Municipal Affairs
Sarfraz Dairkee, Founding Member and Board of Director, Emirates GBC
Ihab Nafie, Director Projects Planning Department, ADHA
Chris Wan, Senior Manager, Design Management, Masdar
Antonio Ceci, Design Manager & Manager Estidama, Operations, Aldar

16:15 End of Day One



3. Programme of Events

Thursday 18th February 2016 Conference Day Two

08:30 - 09:30 Registration and Networking Breakfast

09:30 - 10:30 Plenary Session 5: Creating Shared Value

Creating economic value in a way that also creates value for society by addressing its needs and challenges, is offered as the next major transformation in business thinking. Businesses should link company success with social progress in the community, where shared value is not social responsibility, philanthropy, or even sustainability, but a new way to achieve economic success.

Session Chair: Lina Hourani, CSR Director, Al Ahli Group

*Session Speakers: Abdulla Al Shamsi, Chief Administrative Officer, Mubadala
Adam Elman, Global Head of Plan A Delivery, Marks & Spencer
Wissam Hachem, VP Learning and Development, Etihad Airways
Dr. Jacob Chacko, Dean, College of Business Administration, ADU*

10:30 - 11:00 Networking Coffee Break

11:00 - 12:00 Plenary Session 6: Abu Dhabi Sustainability Group (ADSG): Accelerating the Integration of Sustainability in Abu Dhabi

Discussion of ADSG progress to date and plans for the future. This plenary is an opportunity for our network to help direct ADSG priorities.

*Panelists: Huda Al Houqani, Director, ADSG
Khalid Al Mqeemi, EHS Director, DoT
Rahim O'Neill, Sustainability & Policy Manager, ADSG
Omar Al Busaidy, Abu Dhabi Experience Develop Unit Head, ADTA
Martin Chilcott, Founder and CEO, 2degrees Network
Christiane Abou Zeidan, Corporate Director of Environmental Health & Safety Rotana Hotel Management Cooperation*

12:00 - 13:00 Plenary Session 7: Closing Plenary Session: The 2016 Outlook and Beyond

How can organisations make sense of medium to long-term trends such as climate change and demographic changes to adapt and prosper with society?

Initiative

Session Chair: Dr Sami Mahroum, Founding Director, INSEAD Innovation & Policy

*Session Speakers: Rob Bradley, Climate Change Expert
Dr. Sami Mahroum, Academic & Executive Director, INSEAD
Martin Chilcott, Founder and CEO, 2degrees Network
Omar Al Busaidy, Senior Tourism & Corporate Planning Analyst,
Abu Dhabi Tourism Authority*

13:00 Forum Adjourns Networking Lunch

4. Speakers



H.E. Razan Khalifa Al Mubarak
Secretary General
Environment Agency - Abu Dhabi (EAD)

H.E. Razan Al Mubarak is Secretary-General of the Environment Agency Abu Dhabi (EAD). EAD is Abu Dhabi's environmental regulatory authority, established in 1996 with the objective of protecting and conserving the environment as well as promoting sustainable development. She is Managing Director of the Emirates Wildlife Society in association with the WWF (EWS-WWF) as well as the Mohamed Bin Zayed Species Conservation Fund. Ms. Al Mubarak serves on the

boards of the Global Footprint Network, African Wildlife Foundation, and the Al Ain Wildlife Park and Resort. She is also a member of the Board of Advisors of Abu Dhabi Music and Arts Foundation. Ms. Al Mubarak holds an MSc in Public Understanding of Environmental Change from the University College London, UK and a BA in Environmental Studies and International Relations from Tufts University, Massachusetts, USA.



Mishal Hamed Kanoo
Chairman
The Kanoo Group

Mishal Kanoo serves as the Chairman of The Kanoo Group, one of the largest, independent and longest running family owned groups of companies in the Gulf region. He is also one of the most iconic business figures in the Middle East, featured on various magazines and listed in 'Top 100 Powerful Arabs 2013', 'The 15 Wealthiest Arab Businessmen in the World 2012', among others.

Born in Dubai and educated until high school locally, Mishal Kanoo continued his college studies in United States. He took Comparative Theology and Philosophy and double major in Economics as his first degree and later earned his MBA in Finance from University of St. Thomas in Houston. After a while, he pursued higher learning and obtained his second MBA from American University of Sharjah where he occasionally teaches courses.

Subsequently, he worked at Arthur Andersen in Dubai as

an Auditor before taking up his current position in 1997. Mishal Kanoo is a frequent speaker at conferences and has a reputation of a futurist and strategist with a strong track record in forecasting economic developments in the Middle East.

Some of his speaking engagements include Forbes's Middle East Forum in Qatar, World Summit of Innovation and Entrepreneurship in Dubai, The International Herald Tribune's CEO Round-table in Malaysia, and other related business and social affairs in Europe, US, and so on.

Mishal Kanoo adheres to family values and ideals in pursuit for quality and excellence which therefore greatly influenced his corporate policies and goals for The Kanoo Group as a reputable company. It is a generation of success, growth and stability. Over the years, Kanoo family has always been associated with the progress and development of the entire region combined with a sense of philanthropy.

4. Speakers



Major Ali Al Saqar Al Suweidi
President
Emirates Marine Environmental Group

Major Ali al Saqar Al Suweidi is the founder and the President of the EMEG and has over 25 years' experience in the marine conservation in the UAE. He has been involved in all of EMEG's operations including developing artificial reefs, providing authentic pearl diving activities as a mean of education and promotion of traditional culture, harbor and beach clean-ups. He is also affording logistic support to numerous marine environmental

projects. With a background of engineering, over 10 years in the UAE navy bomb disposal and sea mine unit and more than 1500 research dives in Gulf waters, Major Ali has been widely recognized for his work and has received a number of awards for his environmental achievements.

Major Ali is member of the EWS WWF board directors.



Clare Woodcraft-Scott
Chief Executive Officer
Emirates Foundation

Clare Woodcraft-Scott is the Chief Executive Officer of Emirates Foundation, the national foundation of the UAE established by the UAE's Crown Prince, HH Sheikh Mohammed Bin Zayed Al Nahyan and Chaired by the UAE's Minister of Foreign Affairs, HH Sheikh Abdullah Bin Zayed Al Nahyan. The Foundation focuses on guiding, inspiring and empowering youth in the UAE and addressing various challenges that young people face around their personal and professional development including leadership, community engagement and financial literacy.

Woodcraft-Scott was hired to oversee the transition of the foundation from a traditional grant-making entity to one that is an early regional adopter of venture philanthropy. This meant a fundamental shift from short-term grant making to long-term, measureable and financially viable social investment through corporate partnerships and a managed endowment. Prior to joining Emirates Foundation, Woodcraft-Scott was the Deputy Director at Shell Foundation which applies a similar model and

invests in social enterprises to address global energy related development challenges to an annual \$20mn budget.

Woodcraft-Scott has over 20 years of experience working in the field of sustainable development primarily out of emerging economies. She worked first as a development practitioner, then a journalist and then as a corporate executive specializing in the areas of CSR/social investment, government relations and stakeholder engagement. In her earlier capacity as Regional Director of Communications for Shell in the Middle East and North Africa, she led a team of over 50 professionals across 14 countries managing a budget of around \$100mn in social investment. Earlier she headed up Visa International's public affairs arm in emerging markets working with governments in the Middle East, Africa and Central and Eastern Europe to promote electronic payment as a means of achieving greater financial transparency and growth.



4. Speakers



Alan Thomson
Managing Director
Abu Dhabi Sewerage Services Company

Alan Thomson is Managing Director of Abu Dhabi Sewerage Services Company. Prior to joining ADSSC in 2005 Alan was Regional Director at Mouchel Parkman. He has over 30 years of experience in the water industry working in Scotland, London and Abu Dhabi. He has worked extensively in both drinking and wastewater aspects of the sector.

In ADSSC, Alan has overseen the development and modernization of the waste water infrastructure in the

Emirate including four major additional treatment plants and a deep sewer gravity tunnel system (STEP). STEP will ensure that the Emirate has adequate collection capacity for future growth. A revised Master Plan is currently being developed which will help inform the company investment programme for the next 5-10 years.

Alan has two adult daughters living in the UK and his wife is a teacher in Abu Dhabi. His interests include golf and keeping fit.



Wissam Hachem
Vice President of Learning & Development
Etihad Airways

Wissam is responsible for the design and implementation of the people development strategy across Etihad Airways and Etihad Airport Services.

He is a HR professional with over 23 years' experience in the airline industry. He joined Etihad Airways in its infancy in 2005 and has since held several key positions in Talent Acquisition and Learning & Development.

In 2007, Wissam was appointed Head of Corporate Development and Emiratisation. He played an instrumental role in setting-up local talent initiatives for the airline, which placed an emphasis on attracting talented UAE nationals into Etihad Airways. These initiatives laid the foundations for a successful company-

wide Emiratisation strategy which remains a top HR priority today.

In his current capacity as Vice President of Learning & Development, Wissam focuses on building airline-specific capabilities among the company's talent pool. He and his team provide business-aligned leadership development solutions, best-in-class performance management, talent succession strategies and company-wide career development to over 26,000 employees at Etihad Airways.

With Etihad Airways set to treble in size in the coming years, Wissam's focus is on building individual capability to drive an outstanding organisational performance.





Adam Elman
Global Head of Delivery Plan A
Marks & Spencer

Adam is Global Head of Delivery for Plan A - Marks & Spencer's ground-breaking eco/ethical plan. Launched in January 2007 and updated in 2014, Plan A aims to make Marks and Spencer the most sustainable major retailer in the world.

He is responsible for driving and reporting on the delivery of Plan A across every part of the business (in 50+ territories worldwide), ensuring that appropriate controls are in place and working with colleagues to manage

issues and realise opportunities. In addition, Adam drives the internal communication and engagement of Plan A as well as managing the company's £5m annual Plan A Innovation Fund. He has been responsible for managing the development of the process and methodology for the business case for sustainability at M&S.

Adam also has responsibility for M&S Energy which is one of the UK's largest providers of gas and electricity to homes across the country.



Antonio Ceci
Manager - Estidama
Aldar Properties PJSC

Antonio Ceci holds the position of Manager - Estidama at Aldar Properties PJSC, leading designs review to ensure adherence to standards of all projects requiring Estidama approval.

Previously, he was the Sustainability and Permitting Section Manager at RW Armstrong, wherein he has

proven his capability to design and implement project-based sustainability and permitting approaches and lead design team towards integrated design process. Holding master's degree in Architecture and with over ten years of industry experience, his career has progressed on projects focusing on Sustainability and Green Building.



4. Speakers



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Abdulla Abdul Aziz Al Shamsi

Chief Administrative Officer
Cleveland Clinic Abu Dhabi

Abdulla Abdul Aziz Al Shamsi is the Chief Administrative Officer at Cleveland Clinic Abu Dhabi, where he oversees the hospitals' master work plan, as well as having ongoing oversight of continuous improvement and contact center operations.

Previously, Abdulla served as the Vice President at Mubadala Development Company's Real Estate & Infrastructure unit, where he oversaw and managed the development and growth of Mubadala Development Company's domestic and international real estate, infrastructure, and hospitality portfolio, focusing on social infrastructure projects and real estate investment opportunities that are central to Abu Dhabi's long term

development plans. Abdulla joined Mubadala in 2008 as a Senior Architect and was responsible primarily for project management in both the design and delivery stages of real estate and hospitality assets worldwide. In this role, he led the team responsible for the delivery and operation of Al Maryah Island, Abu Dhabi's Central Business district.

Abdulla also practiced architecture at Mohammed Sheikh Mubarak Architects in Dubai, at Over, Under Inc. in Boston and at Eva Pratts, Ricardo Flores Arquitectes in Barcelona, Spain, before moving back to Abu Dhabi in 2008 to join Mubadala Development Company.



Huda Al Houqani

Director
Abu Dhabi Sustainability Group

Huda is the Director of Abu Dhabi Sustainability Group. She is a committed, inspiring and visionary leader. She has held many significant roles where her passion for the environment and sustainability ensured successful outcomes and results.

Prior to her current position, she used to work in Environment Agency - Abu Dhabi for more than 8 years, as Policy Planner. She helped in issuing a number of publications: "Working Towards Integrated Water Resources Management in The Emirate of Abu Dhabi" in 2002, An ArcGIS Database for Water Resources Management in Abu Dhabi Emirate, UAE" in 2005 and "The Water Management Challenges Faced by the

Various Water Sector Users in the Emirate of Abu Dhabi, UAE" in 2005.

In addition, Huda had participated as co-author in publishing a chapter about water resources in Abu Dhabi Emirate, UNESCO published book.

Huda's education, B.S. in Geology form United Arab Emirates University as well as a leadership diploma from Cambridge University, and the last role prepared her very well for her current role in which she manages the day-to-day operations of the group and monitor progress of its planned projects and activities in coordination with relevant stakeholders and members of the group.



Khalid Al Mqeemi

Director - Environment, Health and Safety
Department of Transport

Mr. Khalid Al Mqeemi is a Chemical Engineer and also holds a M.Sc. degree in Process Safety and Loss Prevention from Sheffield University. For the past 18 years, across three continents of North America, Asia and Middle East, he has worked extensively in Environmental Health and Safety, Security and Business Continuity for both, private and public sectors that include Abu Dhabi National Oil Company, Shell Oil and Dubai Holding.

Khalid is an accomplished Management Advisor for a wide range of diversified industries and has in-

depth knowledge of the Oil & Gas, construction and transportation industries including current and emerging national and international policies, regulatory arrangements and drivers for improvement.

Khalid is currently EHS Division Director at the Department of Transport, provides strategic advice and support on Environmental Health and Safety, Security, Sustainability Management & Crisis Management to the Surface Transport, Maritime and Aviation Sectors of the Emirate of Abu Dhabi.



هيئة أبوظبي للإسكان
ABU DHABI HOUSING AUTHORITY

Ihab Nafie

Director - Projects Planning Department
Abu Dhabi Housing Authority

Ihab Nafie is a seasoned professional with over 24 years of experience in project and program management. He has been responsible for the management and delivery of major multi-billion dollar programs and projects across numerous industries, including: Housing, Infrastructure & Utilities, Telecommunications; and, Real Estate & Property Development (to include residential, mixed-use, leisure/hospitality & higher education projects) with values up to \$20 billion in the Middle East, United States and Africa.

As well as having hands on experience, Ihab has also worked extensively with client organizations and their senior executives in supporting the business case for their programs. He regularly provided advice and recommendation on project execution, costs,

schedules, communications and risks to enhance the delivery of capital programs, new construction and maintenance projects. He is currently leading the Projects Planning Department in Abu Dhabi Housing Authority and responsible for establishing the housing guidelines & standards in addition to monitoring of the 63 billion dirhams UAE National housing sector portfolio in Abu Dhabi working with major stakeholders such as the UPC, Municipalities and Musanada.

Ihab holds a Master's degree in Civil & Environmental Engineering as well as Graduate Certificates in Advanced Transportation Systems and Construction Engineering & Management from Virginia Tech in the US as well as a Bachelor in Architecture.

4. Speakers



Chris Chi Lon Wan

Senior Manager - Design Management
Masdar City

Chris Chi Lon Wan leads the Design Management of Masdar City. He is responsible for setting and guiding the direction of the building designs within Masdar City. His key responsibilities includes identifying and putting into practice the role of the client in sustainable development.

Amongst his contributions to Masdar City, he was instrumental in setting the vision and design parameters leading to the successful delivery of the Siemens Headquarters building and the IRENA Headquarters.

Chris brings 30 years of international and local architectural design experience to Masdar City. He has

worked on a number of environmentally driven projects for Richard Rogers Partnership in London and for Rocco Design Ltd in Hong Kong before joining Masdar City in 2008.

Chris has participated in conferences and roundtables talking widely on the subject of sustainable development. He has also shared his ideas through talks at the Harvard Graduate School of Design, the Paris-Sorbonne University Abu Dhabi, the Institute for Advanced Architecture of Catalonia and the Masdar Institute.

Chris graduated from the University of Bath, UK and he is a registered architect in the UK and in Hong Kong.



Casper Jorna

Programme Lead - CE 100 Business Program
Ellen MacArthur Foundation

In Casper's current role as CE 100 Programme Lead, he is responsible for leading the Ellen MacArthur Foundation's CE 100 business program. The CE 100 is an innovation platform bringing together leading businesses, regions, pioneering universities, and emerging innovators in a pre-competitive environment to support and accelerate the transition towards a circular economy.

Previous to joining the Foundation Casper initiated and lead the circular economy program for mobile telecoms provider Vodafone Group. Through his roles

in sustainability, strategy, and business development, he has gained hands-on experience with implementing propositions that commercialise the circular economy principles such as handset buyback schemes and sales of second hand devices.

He holds a Bachelor and Master in Movement Sciences of the University of Groningen and accelerated Bachelor and Master of Science in Business Strategy & Sustainability at the Amsterdam Business School.

4. Speakers



Christiane Abou Zeidan

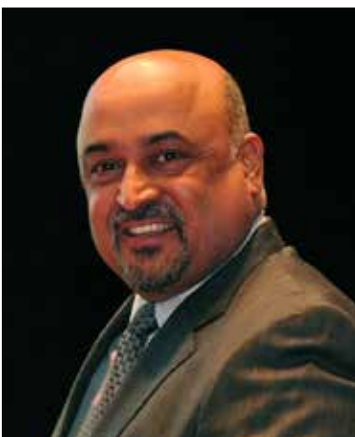
Corporate Director of Environmental Health & Safety
Rotana Hotel Management Cooperation

Christiane A. Zeidan is an Agro-Industrial Engineer, received her 3 M.Sc. degrees in Science & Food Technology, Enterprise Management and Quality Control from the "Institut National Agronomique Paris-Grignon, Institut Supérieur d'Agronomie de Beauvais, France and the Lebanese universities.

Subsequently she held several positions in management & quality control until she joined Rotana Hotel Management Cooperation where she oversees the environment, health & safety management system in the company. Her work experience has gradually raised her personal interest in sustainability issues in general and set in 2012 the company's sustainability strategy

and is leading its implementation. As part of her role in Rotana, Christiane has been responsible for managing a team of EHS managers in all Rotana hotels aiming to ensure that EHS management systems and sustainability programs are effectively implemented in all countries of operation.

Christiane is also a member at and chairing the company's Corporate Sustainability Committee having a main role to oversee the sustainability programs, setting sustainable goals, developing policies and procedures, providing key decisions on sustainable initiatives / programs to achieve the company's goals.



Dr. Jacob M. Chacko

Dean of the College of Business Administration
Abu Dhabi University

Dr. Jacob M. Chacko, is the Dean of the College of Business Administration at Abu Dhabi University. Prior to joining ADU, he was the Dean of the School of Business at Clayton State University, in Atlanta, Georgia. Dr. Chacko has also held administrative positions as Associate Dean and Department Head at two universities in the US.

At his prior institutions, Dean Chacko successfully led the AACSB accreditation and reaffirmation process. As the Dean of the School of Business at Clayton State University, Jacob led the initiative to develop an academic niche in Supply Chain Management. Under his leadership, the first BBA and an MBA in Supply Chain Management and Logistics in Atlanta were developed. He was also instrumental in developing

the Center of Supply Chain Management to connect faculty and students with practitioners and companies for consulting, training, internships, and placement purposes.

At ADU, Jacob has led the development of the first doctoral program at the University and in the emirate of Abu Dhabi. This year under his leadership, ADU has developed a dual degree EMBA/MGM program with Tulane University in New Orleans, USA and have developed five areas of specializations within the University's MBA program.

4. Speakers



Dr. Nawal Al-Hosany

Director of Sustainability, Masdar Director
Zayed Future Energy Prize

In her role as the Director of Sustainability at Masdar, Dr Nawal Al-Hosany leads a team responsible for developing Masdar's sustainability standards and policies. She is also mandated to oversee the processes of sustainability auditing, monitoring and reporting. In 2011, Dr Al-Hosany further assumed the post of Director of the Zayed Future Energy Prize, where she oversees the implementation of the objectives, mandate and strategic direction of the prize.

Dr-Al Hosany is a board member of Masdar Investment LLC and of the Emirates Authority for Standardization and Meteorology. She is also an Adjunct Professor and member of the External Advisory Board at the Masdar

Institute of Science and Technology.

In her commitment to remain at the forefront of the social science and sustainable development landscape, she has participated in numerous continuing professional development courses and continually seeks opportunities to stay updated on latest project management methods, as well as leadership, planning and decision-support mechanisms.

Dr Al-Hosany has also served as Sherpa to the UN Secretary General High Level Group for 'The Sustainable Energy For all' initiative for its Principle, HE Dr Sultan Ahmed Al Jaber, Chief Executive Officer of Masdar.



Dr. Sami Mahroum

Founding Director
INSEAD Innovation & Policy Initiative

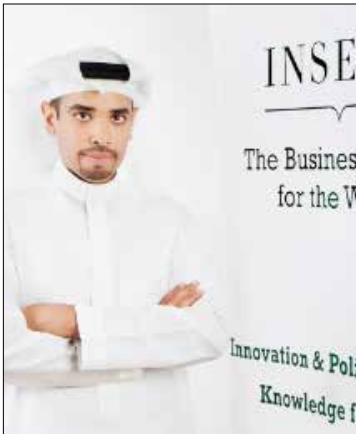
Dr. Sami Mahroum is the Founding Director of the INSEAD Innovation & Policy Initiative (IIPI). He provides executive and intellectual leadership for the programme and its associated members. In this role, he interacts closely with the local community to identify and develop opportunities for applied research and engagement activities in the area of entrepreneurship, science, technology, and innovation for socio-economic development. At INSEAD, he also delivers various specialised seminars and workshops on topics related to innovation, policy and measurement.

Prior to INSEAD, Sami was a Senior Analyst at the OECD in Paris and the Research Director for Regional and

International Innovation at the UK leading innovation oriented agency- NESTA.

Over the course of his career, he has worked as a researcher, a policy analyst and an advisor on innovation policy issues in half a dozen countries. He has contributed to most of the major innovation measurement efforts including: the 2nd European Science & Technology Indicators Report, the Ontario Science & Technology Indicators, the Nordic Innovation Scoreboard, and the UK Innovation Index.

4. Speakers



INSEAD
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for the World®

Dr Yasser M. Al-Saleh Senior Research Fellow INSEAD Innovation & Policy initiative

Following his novel examination of the emergence of clean-tech industries, Yasser was awarded a PhD by the University of Manchester (Manchester Institute of Innovation Research). He received his MSc(Eng) with Distinction from Leeds University (UK) and has completed his BSc(Hons) degree in Southampton (UK) with First Class Honours. At the INSEAD Innovation and Policy Initiative, Yasser manages and conducts a range of research/consultancy/training projects on topics related to measuring innovation and competitiveness dynamics, economic diversification, innovation in government, cluster lifecycles, sustainable energy industries, capacity building, impact investment, policy

instruments, regulatory frameworks for renewable energy and business model innovation.

Yasser has published over 30 peer-reviewed academic papers, participated in over 30 international conferences and, in 2010, he published his first book entitled "The Prospects for Sustainable Innovation within Oil-rich GCC" (published by the SPRU-University of Sussex). His writings appeared in top-tier journals (such as J. of Cleaner Production, Technovation, Futures, R&D Management, Science and Public Policy); working papers series of prominent organisations (including INSEAD, MIT and the Tyndall Centre).



دائرة الشؤون البلدية
DEPARTMENT OF MUNICIPAL AFFAIRS



Dr. Abdullah Hassan Ghareeb Al Bloushi Executive Director Department of Municipal Affairs

In his current role at the DMA, Dr. Al Bloushi is responsible for planning, implementing and managing the framework and governance of best practices of property regulations and legislations alongside the 'Land Management System' for the Emirate of Abu Dhabi.

He has also been leading a number of initiatives and projects at the DMA, such as Abu Dhabi Emirate Street Addressing, Geo Names and Signage System, Private Public Partnership (PPP), Knowledge Management (KM), Business Process Reengineering (BPR), Project Management Office (PMO) CRM, Development of Abu Dhabi Land Survey Act, Consultancy Project for Spatially

Enabled Municipal Infrastructure Projects, Consolidated Enterprise GIS Roadmap of Municipal Activities, Real Estate Law Readiness Plan, and Business Excellence.

Dr. Al Bloushi began his career at Al Ain Town Planning Department in 1994 as an Executive Director. Prior to joining the DMA, Dr. Al Bloushi served as Chief Executive Officer of ARKAN Company for Building Materials.

He holds a BSc. of Architecture from the UAE University, a Master in Architecture from the New Mexico University in the USA and a PhD, GIS from the University of Newcastle in the UK.

4. Speakers



Landon C. Van Dyke

Senior Advisor for Sustainability and Energy
U.S. Department of State

Landon Van Dyke is the senior advisor for sustainability and energy at the U.S. Department of State and serves as its global coordinator of environmental, energy and sustainability efforts. In this capacity, he works to ensure Department compliance with Federal energy and sustainability requirements, advances innovations related to sustainability within operations, serves as a bridge between policy and management initiatives, and leads Department eco-diplomacy efforts.

Among its notable efforts, Van Dyke's office coordinates the Department's smart metering program, Global Enterprise Air Quality Program, global communications platform on sustainability, and the D.C. Greening Embassies and Eco-Capitals Forum.

Previously, Mr. Van Dyke served on the White House

Council on Environmental Quality as the Associate Director of International Affairs and Climate Change, where he was responsible for environmental protection, energy security, international trade, finance and climate change as they related to U.S. international relations.

Mr. Van Dyke has also served as an advisor in the U.S. Senate developing legislation on clean energy public/private partnerships and other offices in the Executive Branch. Prior to joining the federal government, Mr. Van Dyke served as the Senior Managing Associate at Pacific Bridge, Inc., and worked in China for several years serving as a consultant.

Mr. Van Dyke holds graduate degrees from the George Washington University and Western Michigan University.



Lina Hourani

CSR Division Director
Al Ahli Holding Group

International development expert, with 22 years of diversified experience in the fields of Corporate Social Responsibility (CSR), Sustainability, and Youth Development in the technical areas of public relations, programs design and management, training, and institutional partnerships on both strategic and grass root levels.

Ms. Hourani holds Master degree in Public Relations and Communications from the University of Westminster

in London, a BA in Political Science & French literature from the University of Jordan, and a Diploma in Neuro-linguistic programming from Canada. She has undergone extensive trainings including innovative leadership, TOT, mind mapping, creativity and is certified as an international trainer on the interpersonal skills, which qualified her to train more than 2000 senior professionals and young leaders in UAE, Jordan, Egypt, Argentina, Brazil, Colombia, UK and USA.



4. Speakers



Maali Qasem Khader
CEO & Founder
Schema



In 2011, Maali has been recognized as one of the top 100 Thought Leaders in Europe and the Middle East from Trustworthy Business Behavior.

Over the years, Maali has been a driving force in influencing the corporate culture of the region. She encourages behavioral changes by building awareness towards CG and CR and in turn creating market for CG and CR that affects the mindsets and practices within organizations.

She believes strongly in the importance of learning, developing and growing, and invests not only in her

own knowledge growth but also in evolving the market to redefine what success means and what success can mean.

Maali is passionate about CG and CR, which is reflected through key projects and initiatives, but also in the transformative nature of the tools she provides and the mindset changes she aims to achieve.

Her unwavering dedication to improving society and commitment to ethical practices have led to her impeccable reputation with the private and public sector and NGOs.



Monir Bou Ghanem
Director of the Environment Policy
Environment Agency - Abu Dhabi



Monir Bou Ghanem joined the Environment Agency (EAD) in 2007 as the Head of Stakeholders Relations. Currently, he is the Director of the Environment Policy and Planning Division. Monir has worked on a number of flagship initiatives at EAD. He coordinated the launch of the Abu Dhabi Sustainability Group. He also developed an EAD integrated stakeholders management process. Lately, he played a key role in developing the EAD Environment Policy and Development Framework. He has been active in whole of government environment strategic planning.

Before joining EAD, Monir was a Director General of an active conservation NGO in Lebanon. He also served as a sustainability policy advisor to the Lebanese

Government and Parliament. He worked with the United Nations Development Program as well as a consultant with international organizations on issues related to collaborative planning, conflict management, water policies and conservation strategies. In that context, he was a member of the World Bank Forest Policy Advisory Group. He participated in negotiation and adoption of several Euro Mediterranean Environment declarations and agreements representing Government or NGOs depending on his respective assignments.

Monir has a Masters Degree in Environmental Policy Planning from the American University of Beirut.

4. Speakers



Martin Chilcott
Founder and CEO
2degrees

Martin's experience in launching and running successful internet businesses in the late 1990s, convinced him that the global community was once more at the brink of systemic change – driven by the need to become sustainable. Having witnessed the power of enterprise and digital technology to drive change once already, Martin was convinced business had to be at the heart of the sustainability revolution, and that web technologies would play a major role in accelerating the process. Unsurprisingly, 2degrees - the world's leading collaboration platform and service - was born.

Since then, Martin has become a recognised speaker on

how to make sustainable business happen, pioneering the concept of large scale, 'fully-linked collaboration' across value chains as a way to cut costs, reduce risks and impacts, and drive innovation.

Acting as a catalyst for change, he helps business leaders in major global brands including Unilever, Asda Walmart, GSK and the Royal Bank of Scotland, to think differently about how to adopt the principles of sustainable business and use collaboration to transform the resilience, profitability and competitiveness of their operations and whole value chain.



Rahim O'Neill
Strategy & Policy Manager
Abu Dhabi Sustainability Group

Rahim is the Strategy & Policy Manager in the Abu Dhabi Sustainability Group (ADSG). His primary role is to develop and implement the Group's strategy and resulting policies. This includes ensuring alignment of its 40+ members' sustainability activities with Abu Dhabi Environment & Economic Visions 2030 along with UAE Vision 2021; advocating for the ADSG & sustainability at the Emirate, Federal and international level; building the ADSG network's capacity and improving ADSG member services.

Previously, Rahim worked in PwC's Middle East Centre of Excellence for Renewable Energy, Cleantech and Sustainability. He also led Abu Dhabi Urban Planning Council's (UPC) Corporate Strategy Department, worked in the UPC's Estidama (sustainability) program and was a sustainability consultant with Business in the Community Ireland among other things. Rahim has over 10 years' experience in dealing with the public, private and NGO sectors.



Rania Al Dhaheri

Director of Strategy and Corporate Planning
Dolphin Energy

Rania Al Dhaheri is Dolphin Energy Director of Strategy and corporate planning department.

She is responsible for developing and facilitating Dolphin Energy corporate strategy, as well as the performance management of upstream and downstream functions of the company.

Rania Al Dhaheri joined Dolphin Energy in 2004 as Marketing Analyst tasked with Marketing research

and Marketing planning, and then moved to strategic planning tasked with economic modeling and corporate reporting.

Rania has been with the sustainability working group since it was established in dolphin in 2009; with a big role to ensure alignment between the sustainability vision and corporate business planning every year.



Sarah Sinjab

Senior Sustainability & Social Responsibilities Specialist
Abu Dhabi National Oil Company

Sarah Sinjab has six years of experience, working in consultancy and client side, supporting top-tier companies benchmark and integrate sustainability into their corporate strategies and day-to-day operations.

She works closely with minor and major stakeholders to ensure that environmental, economic, social, and cultural factors are taken into account when building or restructuring business systems to support long-term, responsible business growth.

Sarah's work has spanned a wide range of industries including energy, transportation, mining, waste, and the commercial sector.

Sarah has a BSc in Biotechnology and MSc in Environmental Technology, awarded from Imperial College London.

4. Speakers



Rob Bradley
Independent Consultant
Climate Change

Rob Bradley is an independent consultant with 20 years of experience working to advance policy solutions for addressing climate change, energy and environment issues.

For the past five years he was Senior Advisor on Climate Change for the UAE's Ministry of Foreign Affairs, supporting the country's Special Envoy on Energy and Climate Change.

Before coming to the UAE he was Director of International Climate Policy for the World Resources Institute, recently voted the world's most respected environmental think tank.

He has worked with senior policy makers in Europe, North America, Latin America, China and the Middle East, and published research on issues from finance and trade to biofuels and adaptation.



Juliette Gaussem
Manager - Corporate and Stakeholder Relations
Global Reporting Initiative (GRI)



"I am convinced that working towards new business models will help us to face current economic and social crisis. The objective to achieve a more sustainable global economy will only be reached thanks to a change of behavior from corporations in the way they operate."

After graduating from a Business School, Juliette Gaussem worked for a French social business which first was not to make profit but to answer a social need.

Looking to participate to an international challenge, she worked for the Impact Hub Amsterdam and then applied to become a "changemaker" on GRI's side. Her main expertise is network relations, marketing and business development.

As the Manager for the Corporate and Stakeholder Relations' team, Juliette Gaussem's first role is to engage and built strong relationship with the core network of GRI: the GRI Organizational Stakeholders. Part of her role is also to provide support to key GRI Regional Hubs (South Africa, China) and foster corporate engagement and fundraising. Her portfolio covers France, Netherlands, Belgium, Luxembourg, Africa and Middle East.

Juliette holds a Master in Management from the Reims Management Business School (France) and the International Business Linkage Program Degree from Aalto University (Finland). She was born in Paris (France) and lives now in Amsterdam. Juliette speaks French, English and Spanish.

4. Speakers



مجلس أبوظبي للتخطيط العمراني
ABU DHABI URBAN PLANNING COUNCIL



Yasmeen Al Rashedi

Senior Manager of the Estidama Department
Abu Dhabi Urban Planning Council

Yasmeen Al Rashedi is the Senior Manager of the Estidama Department at the Abu Dhabi Urban Planning Council (UPC).

Her previous role as a senior urban development review planner has given her the privilege to be intimately involved in the Plan Capital 2030, Plan Al Ain 2030 and Plan Al Gharbia 2030 Framework Plans. As part of her role at the UPC, Yasmeen

has been responsible for managing a team of sustainability rating assessors responsible for evaluating design, construction and operational sustainability of developments. This role aims to ensure effective implementation of the Estidama Pearl Rating System: the Government of Abu Dhabi's mandatory sustainability programme for Villas, Buildings and Communities. Yasmeen is the first Emirati female urban planner to work for the UPC.



هيئة أبوظبي للسياحة والثقافة
ABU DHABI TOURISM & CULTURE AUTHORITY

Omar Al Busaidy

Senior Tourism & Corporate Planning Analyst
Abu Dhabi Tourism Authority

Omar Al Busaidy, author of "JUST READ IT", Global Shaper with the World Economic Forum, Member of the US-UAE Public Affairs Committee (an initiative by AMCHAM), a young Emirati with over 12 years of experience in corporate UAE, Omar has expanded his skills set and has grown in the sectors of banking, tourism, trade and investment. From being an advisor to business development, to diplomat relations to marketing strategies, Omar has worked in both the public and private sector in prestigious organizations such as the Municipality of Abu Dhabi, Dubai Chamber of Commerce & Industry, National Bank of Dubai, the Dubai Shopping Festival to the British Embassy in Abu Dhabi. Recently Omar has been invited to mentor students on entrepreneurship and leadership at several universities across Abu Dhabi and Dubai and has also worked with organizations such as AISEC, Khalifa Fund and ADCED.

Additionally, Omar has been involved with several start up businesses in the UAE and neighbouring country Oman. Omar's passion to delivering back to the community and focus on the service industry has been instrumental in his growth and learning capacities. Omar's input in projects has added value both financially and in partnership building that has helped him.

Al Busaidy graduated in 2009 with a B.Sc. in Marketing from the American University in Dubai. He is also currently continuing his graduate studies at the Hamdan Bin Mohammed Smart University studying Innovation and Entrepreneurial Leadership. Multilingual and adventurous, Omar's keen eye for business proposition has spanned to his personal life where he freelanced as a radio presenter for a local radio station, and helps in organizing a number of social awareness campaigns across the UAE in his free time.



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مجموعة أبو ظبي للإستدامة
ABU DHABI SUSTAINABILITY GROUP





"Impressive organisation-high quality speakers; thank you team."*



"Great sessions with brilliant speakers that brought a good and broad experienced perspective."*



"All parts of the event were useful and waiting for more sessions in future."*



Abu Dhabi Sustainable Business Leadership Forum **2016**

16th to 18th February 2016 Rosewood Hotel, Abu Dhabi

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*Testimonials from delegates last year.