



مجموعة أبوظبي للاستدامة
Abu Dhabi Sustainability Group

A Public-Private Partnership Initiative to Champion Sustainability in Abu Dhabi

SUSTAINABILITY JOURNAL

Issue 2, Quarter 2, 2014

ADSG holds its
2nd Quarterly
Meeting for 2014



Common Sense for a
Brighter Future



Insights from ADSG Capacity
Building Programme



ADSG Hiwar Session on
Sustainability, Water
Governance & Policy



ADSG Hiwar on Sustainability & Organisational Governance

The Abu Dhabi Sustainability Group (ADSG), in collaboration with the Pearl Initiative, is delighted to announce the upcoming Hiwar (Arabic for dialogue) session on the important topic of Sustainability & Organisational Governance.

Objectives of this Hiwar session

The aim of this Hiwar is to promote a cross-sectoral dialogue on the theme of sustainability, corporate governance and to integrate sustainability into the core of organisations.

Governance is a multi-actor, multi-level function that depends on relations and a multitude of different activities and processes. Governance can be internal and external, and the boundaries between these are blurring as new forms of transparency, accountability and engagement emerge.

Sustainability depends on more than the activities of its own department and there is a need for organisational sustainability strategies that embrace all areas of activity.

For more details and to register, please contact the ADSG by email: rasha.sawaby@adsg.ae

Date 3 September, 2014
Venue The Auditorium
Al Mamoura Building
Abu Dhabi

Agenda

Refreshments available outside the auditorium starting at 12.30 p.m.

1:00 p.m.
Welcome Remarks by Pearl Initiative
Opening Speech by Abu Dhabi Sustainability Group

1:15 p.m.
Hiwar session- Sustainability & Organisational Governance
Presentations & Statements by Speakers

2:15 p.m.
Panel Debate

2:45 p.m.
Review of Main Emerging Ideas from the Hiwar Session

2:55 p.m.
Closing Remarks

3:00 p.m.
Networking

A Word From the Editor

Welcome to our Quarter 2 issue, we are proud to bring you coverage from the ADSG's recent events and activities and to highlight our members' achievements towards sustainability, notably, from our colleagues at Al Ain Municipality who have shared with us their journey so far in sustainability reporting.

Furthermore, in this issue we bring to the fore the water, energy, food nexus through our report on the latest ADSG Hiwar. We are also publishing excellent insights into the latest sustainability thinking through the interview we held with the globally renowned sustainability expert, Will Day.

As we move forward, we can all sense an acceleration in the volume and frequency of decrees, regulations, global standards, stock-exchange listing requirements and procurement requirements that are demanding organisations to be more transparent and accountable for their environmental and social impacts. I thought to share with you a quote that reflects the changing time we live in by the man who coined the phrase 'Social Entrepreneur': "We are leaving a world designed for efficiency in repetition and entering one where value comes from contributing to change" - Bill Drayton, CEO Ashoka.

I welcome your feedback regarding this issue of the eJournal, and the others to follow. Join us, via twitter, email and at ADSG events.

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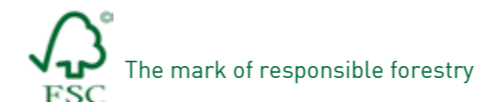
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Special thanks to Environment Agency - Abu Dhabi for their support in designing and producing this journal.



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 and support in the production of this Journal. Photography provided by: Al Ain City Municipality, PricewaterhouseCoopers & Sandra Anani.



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مجموعة أبوظبي للاستدامة
Abu Dhabi Sustainability Group

Abu Dhabi Sustainability Group Declaration

Abu Dhabi, 30th of June 2008

We, the undersigned, Abu Dhabi Sustainability Group founding members

Hereby declare our commitment to work together in adopting sustainability as the fundamental approach in developing and executing strategic policies and using integrated management of our economic, environmental and social performance for the purpose of realizing the vision of H. H. Sheikh Khalifa Bin Zayed Al Nahyan, President of the UAE, and the vision of Abu Dhabi Emirate to achieve sustainable development, build a cohesive society and an open economy capable of global competitiveness.

We commit ourselves to do everything in our power, with our partners in this group, through the introduction of sustainability management practices, to improve management methods and decision making, reduce risks, and encourage use of technological applications to support sustainable economic and social growth.

We also commit to publishing an annual report that explains our sustainability management approach and an evaluation of our environmental, economic and social performance. We pledge this in a spirit of cooperation and open dialogue to ensure the highest levels of transparency; and we commit to supporting national plans and strategies.



Comment from ADSG Director



Managing Change Towards a Sustainability Culture

Nowadays, an organisation which seeks to become a player on a global scale cannot do so without having the right kind of culture to deliver its integrated sustainability strategy for and within the communities it serves.

Promoting inclusive and sustainable organisations that are future proof is the foundation upon which the ADSG strategy is built, with collaboration and partnership at the core of how we will work towards the objectives that the Group's members seek to achieve, collectively and individually.

The ADSG's recent Hiwar on Sustainability, Water Governance and Policy highlighted the importance of behaviour change and communication. People inherently want to do the right thing, we all have a duty to provide real transparency and reflect to consumers the true cost and impacts of the water, food and energy nexus. Please read the Hiwar report on pages 12 - 17 for more details.

Many organisations know the value of culture change in pursuit of their objectives, and nowhere is this more true than when an organisation is leading the integration of sustainability into its governance, bringing it to life from strategic intent to everyday reality.

Culture is the result of a complex set of inputs including organisational messages, through multiple platforms, that people

receive about how to behave in order to fit in within their work environment and community. Whatever the nature and scale of an organisation, we can catalyse change towards sustainability by communicating the right messages, helping people to adapt their behaviour to the new norms.

Achieving critical mass and culture change for a more sustainable future occurs when messages and focus are placed on sustainability in such a way that it clearly becomes a natural part of the work environment; employees have sustainability within their roles and it is a natural part of the annual performance review, across all levels.

If we are to achieve the paradigm shift required to balance between what today's global market wants and the what the future needs, leaders need to have a broader perspective of the greater good and the longer term work for the future as well as the present, for others as well as themselves, for sustainability as well as profit.

Huda Al Houqani,
ADSG Director

Common Sense for a Brighter Future



The Abu Dhabi Sustainability Group met with Will Day, Sustainability Advisor at PwC, during a session that was very informative and shed light on current key sustainability matters as well as providing a deeper understanding around the common issues and challenges we all share as we work together towards a more sustainable future.

The Abu Dhabi Sustainability Group (ADSG) met with Will Day at the PwC, 7 More London Riverside, Headquarters to discuss sustainability and learn from his vast knowledge and to share that with the ADSG eJournal readers. The particular building where the meeting took place has been rated as 'outstanding', and one of the most sustainable buildings in the UK according to BREEAM's environmental assessment method and rating system for buildings.

We are pleased to share with you our learning from the valuable session, including what we found out about the design in this building, which has been built to combine smart technology as well as to encourage good behaviours, thus creating a good place to be and work in. In addition to it being good environment for employees, sustainable buildings such as this one can provide significant savings for their owners in the long term. (Please click here to learn more about the sustainable design aspects of the PwC HQ building: <http://www.pwc.co.uk/corporate-sustainability/7morelondon.jhtml> and click here to learn more about BREEAM: <http://www.breeam.org>)

ADSG: When we talk about effective sustainability in organisations, how important is top down influence in driving sustainability?

Will Day (WD): When you look at companies that are leaders in this area, you will nearly always find a CEO who understands the issues at hand, and has a good grasp of the risks and opportunities that sustainability provides to their organisations. Essentially, for sustainability to 'fly' the CEO has to see the value of doing business in a sustainable manner. There is also a need for Board level endorsement and visibility for these issues, so that at a strategic level, the Board can direct the organisation in a manner that will help future-proof their business over the longer term.

That doesn't mean that sustainability always starts at the top. I have seen many examples of organisations where there are people in the middle of the business who are passionate about the subject, and who play an active part encouraging their organisations towards taking a more responsible and thoughtful approach to responding to these big challenges.



"Sustainability by its nature is extremely broad, whereas people normally work within their individual specialities, which means that they are unable to see the wider picture. I prefer to use the phrase **Common Sense**"

Common Sense for a Brighter Future

In the Gulf region, there is a significant number of family owned firms. My observation of private or family controlled businesses elsewhere is that the leaders of these companies can be more likely to think longer term, and, freed from some of the constraints of external, short term investors, they are better able to take decisions which will potentially benefit the next generation.

ADSG: On a sector level, can peer pressure amongst leaders play a role in favour of sustainability?

WD: In the private sector, there is often a tension between competition and collaboration. However, on balance, there is a clear advantage in the public's eye, for organisations able to take proactive, positive steps towards developing a more sustainable operating model. In due course (because we're not there yet) I would hope that the investment community will also see the clear advantages of such a strategy.

All investment involves a degree of risk, and particularly if it takes businesses into new areas, or away from their 'business as usual' comfort zone. So the possibility of reducing that risk, which may involve collaborating with others, or sharing experience, is an important part of the process. Globally, there are a number of business leaders groups that are convening around key issues like water, energy, banking and climate change, and that number is growing. Civil society and government increasingly listens and responds to what these groups say and do about those issues. This is not about narrow self-interest, as many of these issues transcend competition. It is the very connectedness of many sustainability issues lends itself to a collaborative approach, and such groupings are designed to be 'safe places', where companies can explore mutual interest with a range of stakeholders, and can work together towards innovative approaches to shared problems.

ADSG: How can the ADSG play a role, and how can we move forward?

WD: If the ADSG didn't already exist, you would need to invent it! The Group provides a tremendous opportunity to bring together a wide range of stakeholders across a set of key issues, to share best practice, and to work together on issues and problems in a way that can truly have an impact.

Looking to the future, engaging with small and medium businesses (SMEs), as well as the large

ones, may be an opportunity for the Group. SMEs bring a vital perspective and argument to the table, they are often incubators of new ideas and new ways of doing things, which will be vital in building a long-term, viable economic, sustainable economy.

The recent ADSG Hiwar (the arabic word for dialogue, please turn to page xx for the full report) (insert page number for this hiwar article) is a great example of how the ADSG provides a platform for engagement and sharing as it allows the view from business, government and civil society to be heard alongside each other.



Will Day, Sustainability Advisor to PWC and Senior Associate of the University of Cambridge Institute for Sustainability Leadership

ADSG: How would you advise a company to go about integrating sustainable governance

WD: Normally, companies start by having a middle to high level management employee given the responsibility to manage and report on sustainability. They usually start with an issue, like carbon, where regulation requires corporate reporting. In time, and as organisations see the risks and value associated with better understanding such things, responsibility shifts to an individual who operates at Board level.

Looking forward to a potentially disruptive future, we know that business as usual isn't going to work. That can be quite threatening to some people. Improved understanding of the issues and the potential risks and opportunities involved, as a starting point, will help ensure leadership engagement, and hopefully support, from the very top of the organisation. This strategic view will help ensure that a business is sufficiently resilient and flexible to adapt to the rapidly changing world.

ADSG: How does sustainability fit within a capitalist environment?

WD: As you may be aware from my talk during the last ADSG Hiwar, I am getting less and less fond of the word sustainability, mainly because it is so widely misunderstood, and often provokes a negative and defensive response. Sustainability by its nature is extremely broad, whereas people normally work within their individual specialities, which means that they are unable to see the wider picture. I prefer to use the phrase 'Common Sense', as well managed and viable businesses should be identifying and responding to the risks and opportunities over the longer term rather than just the next quarter's trading.

The fact that so many companies don't is reflected in the fact that there is a growing sense amongst economists that the current capitalist approach is not working. CEOs are expected to deliver results within shorter and shorter timescales and under increasing pressure, which increasingly means that poor decisions are being made. This needs to shift to a longer term view for business, and shareholders will need to understand why a longer term view of business and returns is actually in all of our best interests.

Although socially responsible business and investment is growing, it is still a small proportion of the whole, and the current system doesn't really allow shareholders to have a say on key social and environmental issues. I will quote Oscar Wilde who talked of people who "... know the price of everything and the value of nothing." I see plenty of them around.

The capitalist system doesn't make the right decisions always, and there is not always a clear alignment between political, financial and community expectations. Re-thinking the incentives that underpin investment decisions may well help us achieve better long-term outcomes.

ADSG: What is the role of women in business?

WD: Many organisations have good rhetoric around the subject of women in leadership, and many successful businesses can attribute a degree of their performance on have a more balanced representation on their boards. Having said that, there is a long way to go before we can relax on this front, and in most parts of the world, successful women still need to outperform men in the workplace to be equally recognised and rewarded for their work. There are huge opportunities and challenges for government and business to find ways for improving the situation, which should be a goal for everyone, as there is a strong business case for doing so.

ADSG: What are the challenges facing Generation Y?

WD: Young people have a different outlook on life and employment. They seek a better balance between life and work. This generation is bright, diligent and has a greater knowledge of the state that the world is in, more so than any other earlier generation. They have high expectations and offer so much promise. They're very connected, through social media and technology, and thrive on technology, innovation and shared experiences. There are also plenty of them! The Middle East and North Africa will need to find meaningful employment for tens of millions of young people in the next couple of decades.

One of the big challenges from a sustainability perspective will be how they manage to match their appetite for products and services with the growing global pressure that those demands are placing on our finite natural resources.

ADSG: What are the key issues within sustainability, and how would you measure those?

WD: If you map all the sustainability issues such as water, energy, and if try to calculate which are cause and which effect, which you can do using systems theory and computer programmes, you tend to end up with two major causes of our current un sustainability: one is population (and the resulting consumption patterns and behaviours) and the second is climate change.

Increasingly, the underlying trends are being measured; carbon, water, waste, energy, deforestation, population growth, consumption and so on. And increasingly, companies and government are recognising that urgent action is needed to reduce the worst consequences of 'business as usual'. Science is unequivocal that we need to reduce to virtually zero the amount of greenhouse gas emissions into the atmosphere, and we can, and do, measure that.

One of the problems with measurements is that we are much better at measuring input and outputs than impact and outcome, and yet we, and our children, will have to live with them. The movement towards integrated reporting may well help companies better understand the impact that are having on the world beyond the narrow lens of profit. With any luck, they will realise, that but let's hope it's soon, as time is not on our side.

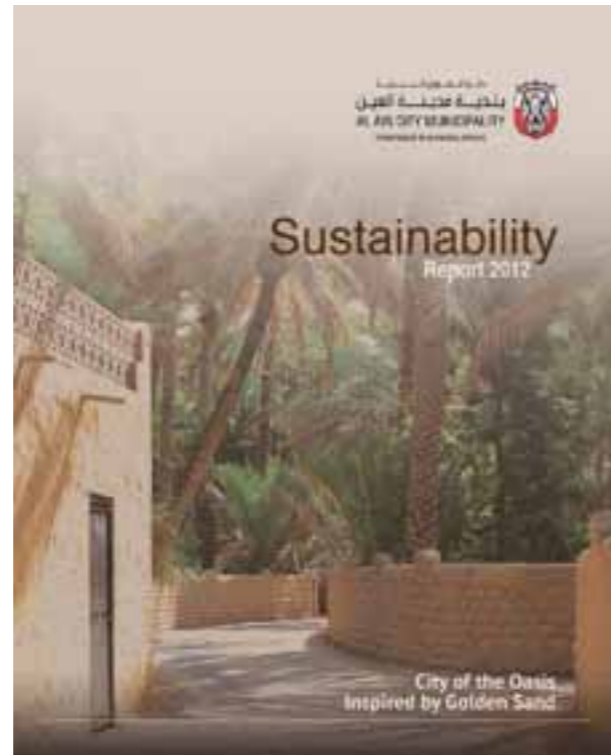
**Reported by Sandra Anani
Sustainability Communications Consultant**

Al Ain City Municipality: A Sustainability Report developed in-house

The Al Ain City Municipality (AACM) issued its first Sustainability Report within 2013, which was developed entirely internally, without assistance from external consultants or internal sustainability experts. To deliver this Report, AACM utilized ADSG's Capacity Building Programme, including participation in a Sustainability Training Course, using the ADSG Sustainability Maturity Assessment Tool, attending and participating in face-to-face coaching sessions. This article describes the rational, process and learning points.

What was the reason for Al Ain City Municipality to issue a Sustainability Report?

It is our belief that it is our obligation to face today's sustainability challenges, such as better quality of life and protection of the environment, in order to make a difference. It was evident when we became members of Abu Dhabi Sustainability Group (ADSG) that it would constitute the starting point we needed to respond to those challenges and achieve our vision for "Distinctive Municipality and sustainable Development for the Oasis city". For those reasons, we needed a report to imprint our economic, environmental and social impacts and assist us in improving our performance. The Sustainability Report 2012 constitutes an essential and genuine commitment towards our environment, our people and our community.



How did you get the Management Support to embed Sustainability in daily activities?

Initially, some resistance was experienced from certain managers and key employees due to the changes that required to align with fundamentals of sustainability. However, showing them some facts and how those practices are important to our environment, our society and our economy sparks the positive change toward adopting sustainable practices without compromising the quality of the services provided.

Why did you decide to develop it internally instead of outsourcing it?

It was clear that we needed an approach to monitor our situation and improve our overall economic, environmental and social performance. Since we strive to develop our operations in a sustainable and responsible manner, it was essential for us to achieve integration of sustainability to our business structure. A key point to this approach would be an internally developed Report, since it would provide us with the insights to promote accountability, responsibility and transparency. The ADSG's pioneering Capacity Building Programme provided us with the required knowledge to develop our in-house capabilities

and facilitate our learning process through cooperation with other peer organizations.

What were the difficulties you faced in order to develop the Report?

The fact that we did not have extensive sustainability expertise was an inhibiting factor at first. It was certainly out of our field to issue a Report based on certain reporting requirements we had never seen before and it proved to be a challenging task. Thanks to the help of ADSG and the Capacity Building Programme, we had all the support we needed to figure out the GRI requirements about what we can talk about in our Report and the process we had to follow in order to issue our Report. With their support, we simply had to develop our report outline and construct it step-by-step, utilizing the necessary information about our organization we already possess and formulate small components to integrate them in the report structure. The ADSG's Capacity Building Programme proved to be the greatest help we could have since they offered us their guidance, training, knowledge sharing and support we needed for this task.

What was the process you followed?

When we became a member of ADSG in 2009, we had no extensive sustainability reporting although we were certainly implementing sustainability activities in the past. However, those endeavors were not part of our formal sustainability management and reporting which was only recognized after joining ADSG. As part



Distinctive Municipality and sustainable development

of the Capacity Building Programme to build our internal capabilities, we first utilized the ADSG Sustainability Maturity Assessment Tool to quantify our sustainability maturity and identify material issues. The use of the ADSG Sustainability Handbook gave us the necessary guidance on what we could do in order to become more sustainable. To extend the theoretical knowledge we received, AACM took part in a 4-day Sustainability Training Course to familiarize with reporting practices and the process of measuring and disclosing information about our performance.

Moreover, we had to conduct the necessary internal processes in order to develop the Report. Initially, we created the team responsible to establish the report outline, the action plan and the time schedule for delivering the Report and commenced an internal campaign to raise awareness about our goal and the requirements of that effort. The team agreed on the material areas that should focus and specified the relevant data for the Report, which were collected afterwards. During development of the Report, the team held regular meetings to review progress of data collection and integrate them in the report content.

Throughout the duration of the Capacity Building Programme, we participated in 4 Workshops with peer organizations to utilize external feedback and facilitate knowledge sharing. Additionally, we dedicated 4 days for workshops to review and streamline the report development. It is evident that our active participation during the entire Programme was crucial in developing our Report.

What would be your recommendations to other organisations?

Initially, we would strongly recommend that organizations and individuals should utilize the knowledge provided by the ADSG's Capacity Building Programme. Active participation throughout the whole Programme would impact positively on the ability of the organizations to develop their in-house capabilities. Furthermore, it is our belief that organizations should and follow a step-by-step approach when issuing their Report, assigning solid teams to that direction and establishing the proper action plan and time frame for their development.

**Reported by Khalfan Al Marar
Chairman of the
Sustainability Development Committee**



This Hiwar session brought together high profile speakers and provided a platform for subject matter experts to share their insights and experience with the audience. During the session, specific discussions covered Abu Dhabi's water regulations and monitoring, the importance of behaviour change and awareness to support the delivery of the Emirate's water strategy.



With special thanks to:



Integrating Sustainability: Hiwar Session on Sustainability, Water Governance & Policy

The Abu Dhabi Sustainability Group (ADSG) hosted the first Hiwar (the Arabic word for dialogue) session of 2014 on water resource management and its implications for Abu Dhabi and the region. The session was very well attended by ADSG members and professionals from across multiple sectors interested in sustainability.

This session, which was organised with kind support from ADSG member Mubadala, was the outcome of requests from ADSG members who have identified water as a key sustainability issue during the consultations that took place over the last six months throughout the extensive stakeholder engagement process undertaken by the ADSG as part of its strategy review and development process.



The Hiwar session brought together high profile speakers and provided a platform for subject matter experts to share their insights and experience with the audience. During the session, specific discussions covered Abu Dhabi's water regulations and monitoring, the importance of behaviour change and awareness to support the delivery of the Emirate's water strategy and the essential role of effective stakeholder engagement and the role of the provision of essential data in the decision making process with regard to the sustainable management of water resources in the region.

The session covered the important topic of water and the close linkages between water, energy and food within the context of scarce land resources, and their implications. The session further helped to make significant inroads into building a common understanding on water, thereby providing valuable insights and opportunities to explore the subject in more details with key stakeholders following the event.

The Global Context

Will Day

Sustainability Advisor to PWC and Senior Associate of the University of Cambridge Institute for Sustainability Leadership

Sustainability as a term can sometimes be misunderstood, or even get in the way as it can create a barrier with stakeholders. I prefer to use the term "common sense", as it can be more easily accepted. We have seen an explosion of development and progress in recent years and decades for humanity our consumption patterns are increasingly putting pressure on our planet and the effect of this consumption is also growing, (insert image of socket) our impact on the planet is growing exponentially.

Earth overshoot day is the day in a given year when people start using more than one planet's renewable resources, last year that day was August 20th. This clearly presents a problem within itself as it means that we are consuming earth's natural resources more quickly than the earth is able to make them. We are living and behaving as if we have more than one planet at our disposal.

This includes our consumption of water. With a population of 8.3 billion people by 2030, we will need 50% more energy and 40% more water just to meet the needs and demands of human population growth.

We cannot solve the water issues that we face without understanding the connection and issues related to food and energy. We must also understand that when we speak about water, it is not only in its pure liquid form, as water is invested in products and produce and though out manufacturing processes. Virtual

Integrating Sustainability: Hiwar Session on Sustainability, Water Governance & Policy

water is being in sold, traded and exported, and we need to include that in our thinking and planning.

Panel Moderator:

Dr. Adel Abdelkader

Regional Coordinator, Early Warning and Assessment, West Asia -United Nations Environment Programme

Panelists:

Will Day - Sustainability Advisor to PWC and Senior Associate of the University of Cambridge Institute for Sustainability Leadership

Khadija Bin Braik - Head of Waterwise, Regulation and Supervision Bureau Abu Dhabi

Dr. Mohamed Daoud - Water Resources Advisor, Environment Agency - Abu Dhabi

Tanzeed Alam - Policy Director for Emirates Wildlife Society, WWF

Panel Debate

During the session, Will Day, Sustainability Advisor to PWC and Senior Associate of the University of Cambridge Institute for Sustainability Leadership, added "With dramatically increasing demands being placed on our planet's natural resources by soaring human consumption, few things are as important or precious as fresh water. The choices that we make about how we use and manage water, be it for food,

energy, or for our own consumption, will be critical if we are to achieve sustainable economies and societies in the years ahead."

Dr. Adel Abdelkader, Regional Coordinator, Early Warning and Assessment, West Asia -United Nations Environment Programme, added "In order to address the water, energy and food nexus, we need to take an integrated management approach based on sound data and information, and citizen participation."

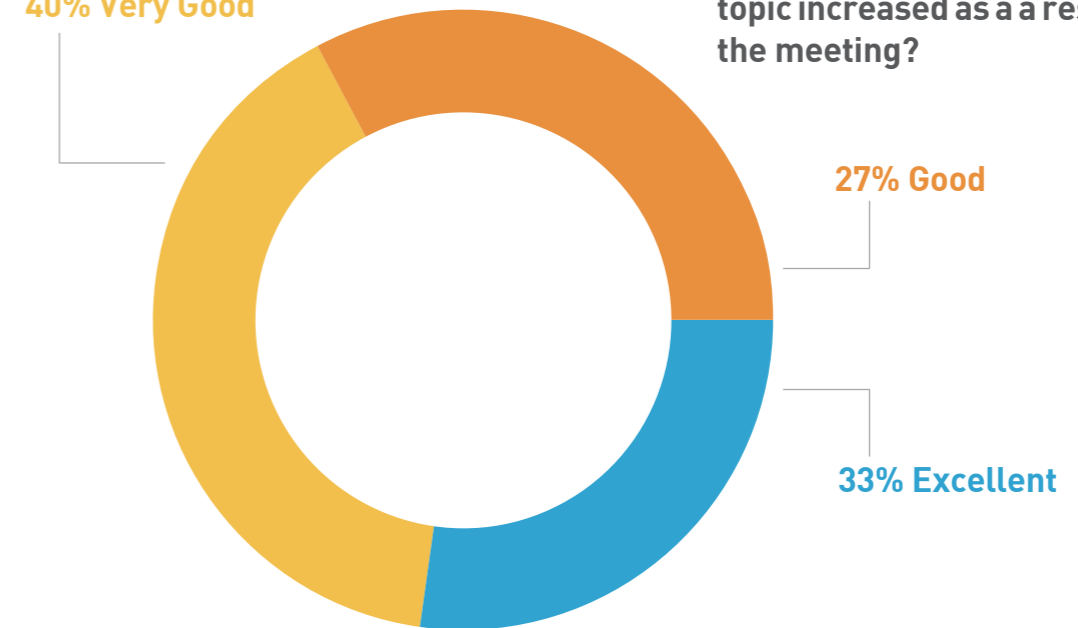
Khadija Bin Braik, Head of Waterwise, Regulation and Supervision Bureau Abu Dhabi, added "Understanding why, where and how water is used is imperative to the success of future water management strategies. Waterwise is working on projects that are primarily focused on producing real tangible data that will help Abu Dhabi in developing solutions that will positively influence our future water demands."

Here are some of the highlights of the debate:

Q1: What could be a recommended global policy to address the nexus of water energy and food?

People need to better understand the current situation with water and appreciate the scale of the issues at hand. Political decisions are often made within a context of current socioeconomic dynamics, which may not always have a long-term view. In fact more often than not, politicians aim to address

40% Very Good



Has your understanding of the Hiwar topic increased as a result of attending the meeting?

topical, current issues to win favour with the public on a cyclical basis.

In addition, the traditional set up in any country is to have separate ministries to manage different areas such as a ministry for energy, another for water and so on, this may result in silo work that prevents holistic and interconnected policy making. It is important to ensure that we start to break the tendency to treat water, energy and food policies in different silos.

These are some of the challenges that we face in terms of getting an aligned, holistic and integrated approach to policy making.

Q2: How successful has engagement with the private sector been for Regulation & Supervision Bureau (RSB) in Abu Dhabi?

The initial interaction from the Waterwise projects has been primarily focused on end-users themselves, and not particularly aimed at the private sector.

Our findings indicate that on the end-user side there is a reasonable level of understanding of the issues of resource scarcity and the importance of water and energy conservation. However, end-users have indicated that there is a need for more support to help them make the right changes and to take positive steps towards water and energy conservation.

Overall, we had a positive response and engagement with the end users has yielded good insights.

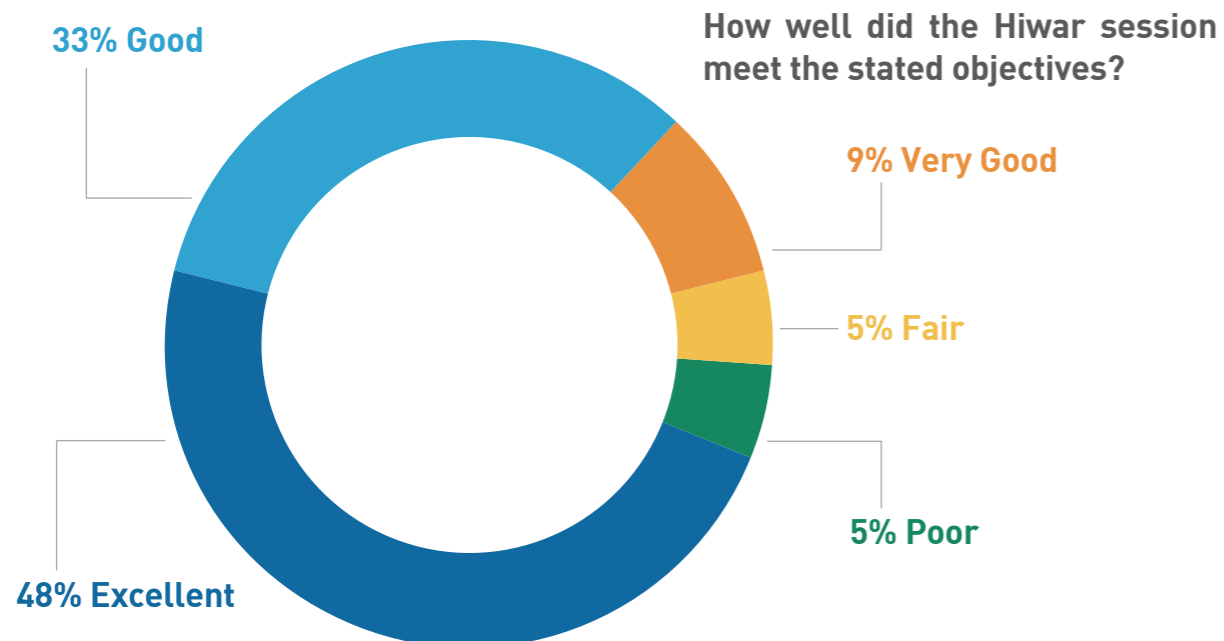
Q3. How can working with the community contribute to the nexus?

Water, energy and food systems are inherently dynamic complex systems, the security of which cannot be treated in isolation and there are always

What did you like about the session?

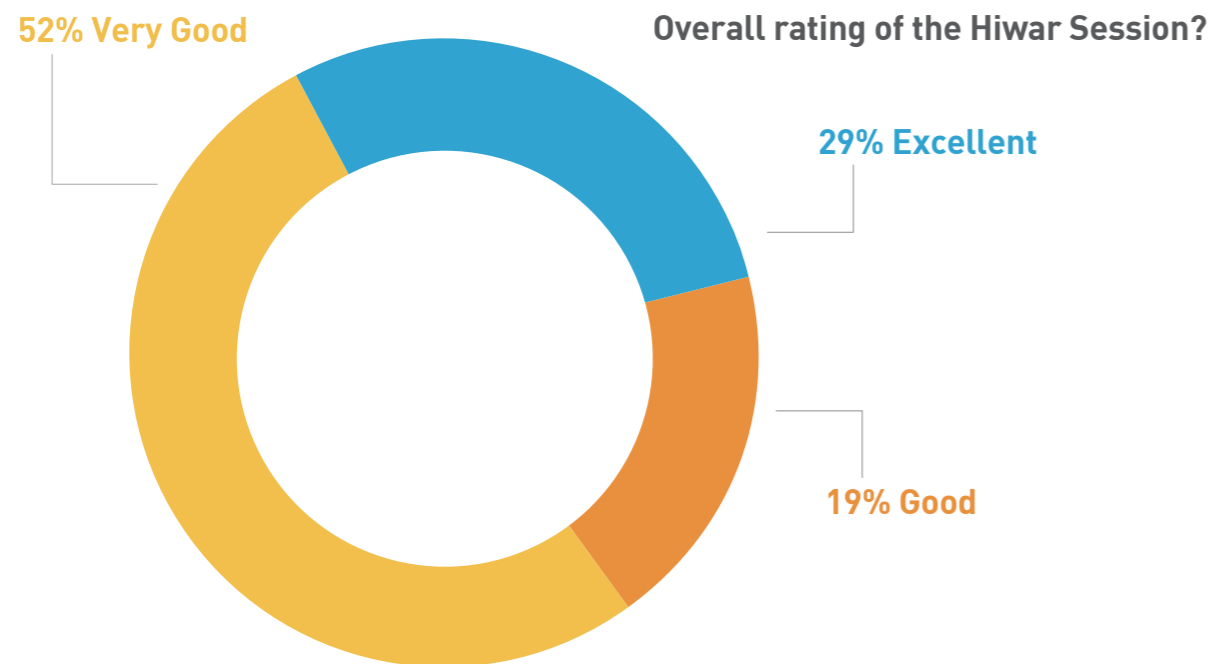
- Good overall coverage of critical issues surrounding sustainability
- The presentation by Khadija and Dawood
- Data about Energy, Water and Food and its functionality
- Presentation was very informative and educative
- Great networking opportunity
- Knowledgeable speakers and very conducive setup
- New information related to water conservation plan
- Good speakers who understand the issue at hand- local and global perspectives
- Topics were well organized
- New idea and more information
- Variety of speakers
- Nice to have a dialogue
- The global and regional overview for food , water and energy nexus
- Content and topic discussed very informative
- A new idea and great information

33% Good



How well did the Hiwar session meet the stated objectives?

Integrating Sustainability: Hiwar Session on Sustainability, Water Governance & Policy



tradeoffs that need to be more fully understood.

We can start by identifying the barriers that the community and the private sector face when they want to reduce their emissions and their water and energy consumption, etc. Improved metering can also make a difference as consumers will have better understanding of their consumption patterns and can then make efforts to reduce those.

A recent example of governmental influence occurred in Dubai where DEWA introduced a new tariff that encourages the right behaviours. This tariff change resulted on a reduction of between 5-7% of consumption.

There is much more that we can do voluntarily, increased transparency and timely communications can offer an element of control to consumers so

they can better manage their consumption.

Q4. Is there a relationship between increased production of food and human health?

Healthy soil is very precious as it is essential for the production of crops that are used for generating food, and with the growing human population demand is only going to increase. Intensive large-scale farming can cause nutrient depletion and wide-scale soil erosion, with over-application of fertilisers and pesticides causing contaminated soil and polluted water systems.

These are global issues that need to be addressed, and this is an area where science is needed to help meet the growing demand. The World Health Organisation deals with these topics and this is a component of their work.

Q5. How can we measure and improve the Performance?

Looking at the private sector, most organisations have performance indicators, that measure various targets, such as financial performance or health and safety and environmental incidents. These indicators do not highlight performance or measures that demonstrate the overall quality the sustainability programme or how sustainable the organisation is.

You can drive changes in behaviour and performance by ensuring that the leadership's performance pay and bonuses are linked to key sustainability

indicators. If the management is targeted with reducing carbon, for example, as part of annual personal performance then they will work towards hitting those objectives.

Concluding remarks

Huda Al Houqani

Director, ADSG

"Participants in today's Hiwar highlighted the need for an innovative and multi-sectoral approach to address the risks and opportunities related to sustainable water resource management in the context of climate change and rapid urbanisation," said Huda Al Houqani, ADSG Director.

"Every day, water and energy is being wasted. This has environmental impacts and it also costs money. During today's Hiwar, we discussed how water management can efficiently save water. This benefits not only the environment but also ensures cost savings for organisations and individuals by affecting their bottom line positively. Events like

today's Hiwar demonstrate how knowledge can stimulate behavioural change towards a new water-aware culture," Al Houqani added.

The ADSG's work aims to support the Abu Dhabi Government Vision 2030 and the UAE Government's holistic policy development approach towards sustainability under a common vision, UAE Vision 2021 and the Green Growth strategy.

Links

EAD Water Conservation Document

www.uae.panda.org

www.waterwise.gov.ae

Report compiled by Sandra Anani

Sustainability Communications Consultant

10 July, 2014



Will Day, Sustainability Advisor to PWC and Senior Associate of the University of Cambridge Institute for Sustainability Leadership

What topics would you like to suggest in future Hiwar sessions?

1. Social Sustainability
2. Energy Efficiency
3. Waste Management

Abu Dhabi Sustainability Group Holds the Second Forum Quarterly Meeting for Members

Speaking at the quarterly meeting Ms Huda Al Houqani, ADSG Director, said: "In Abu Dhabi, ADSG member organisations are focusing on a balanced approach that helps to achieve a longer-term and more sustainable returns on investment by supporting the community, protecting the environment, improving employment practices and developing a more transparent business model. The work we develop and achieve collectively through the ADSG becomes more significant, as the ADSG brings together organisations to co-operate on committing to values and practices which promote sustainability and aim to deliver a better future today, tomorrow and generations to come."

During the meeting, the group members focused on the operational aspects of running the group. This included an update on the ADSG strategy, communications and progress made on ADSG member engagement progress.

With regards to the proposal for amending two elements of the ADSG Management Model, the resolutions were:

- 1 Current duration of tenure of the ADSG Facilitation and Coordination Committee (FCC) to be increased from 1 to 2 years
- 2 Permanent seats on the ADSG Facilitation and Coordination Committee to be open for non-

permanent member election for the next term, if no permanent seat representative is appointed

The deadline for casting votes was the 26 June, with the results being both resolutions were approved electronically via email. We are pleased to share with you the results of the voting, with 63% of ADSG members participating in the voting process (with a quorum minimum of 51%).

On resolution number 1, current duration of tenure of the ADSG FCC, of the members who participated, there was a unanimous agreement in favour of adopting this resolution. Therefore this resolution has now been adopted and the ADSG management model will be updated to reflect this change.

A majority of 85% of the members who participated, voted in favour of resolution number 2 (which is about the permanent seats to the ADSG FCC). Therefore this resolution has now been adopted and the ADSG management model will be updated to reflect this change also.

The process of voting, transparency and good governance remain at the heart of how the ADSG operates, and we remain committed to our collaboration and partnership approach with members. We hope that we were able to demonstrate this commitment on this occasion.



The process of voting, transparency and good governance remain at the heart of how the ADSG operates



The ADSG held its 2nd Quarterly meeting of the year with member organisations on 17 June at the Rosewood Hotel in Abu Dhabi. The meeting covered various topics related to the Group's activities, including two proposals that were put forward for voting with the voting extended to all members, even those who were unable to attend.

New FCC Members



Abdulla Abdul Aziz Al Shamsi

Vice President
Mubadala Real Estate & Infrastructure

Abdulla Al Shamsi is the Vice President of Mubadala Real Estate & Infrastructure. The primary objective of this division is to develop and grow Mubadala Development Company's domestic and international real estate 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 Development Company 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. This mandate included developing the overall design architectural strategy, preventing and resolving issues that may arise during construction and ensuring the timely delivery of assets.

Prior to joining Mubadala, Abdulla 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. Abdulla moved to Abu Dhabi in 2008 to join Mubadala Development Company.

Abdulla holds a Bachelor of Architecture professional degree from Carnegie Mellon University and a Master of Architecture II degree from the University of Pennsylvania.



Belinda Scott

Senior Manager Corporate Sustainability
National Bank of Abu Dhabi

Belinda Scott joined National Bank of Abu Dhabi (NBAD) in October 2007. She is Senior Manager Corporate Sustainability with responsibility for developing the bank's sustainability strategy.

She represents NBAD as a member of the Etihad Airways Sustainability Stakeholder Advisory Committee, as an elected member of the Abu Dhabi Sustainability Group's General Secretariat and as a member of the Dubai Sustainability Network Leadership Team. Belinda is the Lead of the Dubai Sustainability Network's Stakeholder Engagement Task Group and actively participates in the ADSG Flagship Programmes.

Prior to joining NBAD, Belinda was CSR and Sustainability Specialist at the Dubai International Financial Centre (DIFC). During her time at DIFC, she successfully brought CSR on to the agenda and established and headed the CSR Committee.

Belinda was a member of the taskforce which created 'Dubai - Simply Accessible', a pocket guide for special needs tourists which was published by the Department of Tourism & Commerce Marketing.

Before returning to the UAE in 1998, she worked in multicultural education for local government in England where she focused on establishing support initiatives for ethnic groups in the community. Belinda has experience in social care specifically related to disabled adults and the elderly in both the public and private sector. She has also held elected committee positions in pre-school education.

English by birth, she is very proud to be a UAE national and mother of four.



New FCC Members



Derar Al Manaseer

Head of Strategy Management & Excellence
Abu Dhabi National Exhibitions Company

Born in 1978, over twelve years of practical experience with particular emphasis on strategy and corporate performance management, excellence models, organizational development and total quality management.

Currently based in Abu Dhabi (UAE), working as Head of Strategy Management & Excellence at Abu Dhabi National Exhibitions Company ADNEC. Before joining ADNEC, he worked as a project manager at the General Secretariat of Abu Dhabi Executive Council/Performance Management Division, after spending almost 2 years as a consultant manager at Palladium Group - the world's leading authority on strategy execution.

Prior to that; Derar was the advisor of the Jordanian Minister of Public Works and Housing for organizational development and restructuring. He has also worked as an institutional transformation specialist at the USAID- SABEQ program. During 2004 - 2007 he has been involved in strategy management, organizational excellence, and quality as he was the Head of Quality Assurance Section at the Ministry of Planning and International Cooperation in Amman. Derar also have a practical experience in industry as he spent 3 years at Jordan Wood Industries Company (JWICO) working as a Production Planning and Quality Assurance engineer.

He is a certified project manager from IAPPM (CPM, 2008 IAPPM - New Jersey, USA) and certified EFQM Excellence Assessor (EFQM 2014). He has a Master degree of Public Management from SDA Bocconi in addition to his degree in Industrial Engineering from Jordan University.



Dr. Jamila Suliman Khanji

Advisor of Research & Studies
Family Development Foundation

Dr. Jamila Suliman Khanji currently works as Advisor of Research and Studies, Family Development Foundation (FDF), Abu Dhabi. Prior to her position as Advisor, she worked in FDF as Director of Community Services Division, Acting Manager of Strategic Department, and Manager of the Health Department. Dr. Khanji has conducted many seminars and training workshops and published numerous papers in her fields of specialization which include brain hemisphericity, perceptual styles and learning Strategies in Europe and the United States. Her studies in this field are considered pioneering in the Arab world.

Dr. Khanji has represented the UAE in international events and is a member of many committees in and outside her organization. She was a Media Spokesperson for the FDF from 2008-2011. She has been awarded many awards and honors including: short listed in The Abu Dhabi Award for Excellence in Government Performance, 2009, for Professionals; Sheikh Khalifa Bin Zayed Award, 2005; Rashid's Prize for Scientific Research, 1996 and 2000; Prize of the Ministry of Higher Education and Scientific Research for the "Best Research for MA Degree," 1997; and University Prize for "Graduation with Distinction," Faculty of Art, UAE University, 1985.



New FCC Members



Kalfan Al Marar

Sustainability Development Team Leader
Department Municipal Affairs - Al-Ain City Municipality

Mr. Al-Marar is Sustainability Development Team Leader at General Manager Office for Department Municipal Affairs - AL-Ain City Municipality. Mr. AL-Marar has vital role in spreading the knowledge of the sustainability development fundamentals to internal and external stakeholders of Alain City Municipality.

Prior joining Department Municipal Affairs - AL-Ain City Municipality, Mr. AL-Marar worked with ADNOC Group of Companies (ADMA -OPCO) and Abu Dhabi National Exhibition Company in Internal Audit Field where significant improvements and opportunities identified to enhance the compliance with corporate policy and procedures and enabling corporate to achieve the strategic and operation objectives.

He is a graduate of Suffolk University (USA), with Bachelor Degree in Finance and carrying Master Degree in Quality Management from Wollongong University also He is Certified EFQM Assessors.



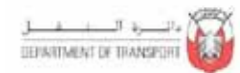
Khalid Al Mqeemi

EHS Division Director
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.



Introducing Rahim O'Neil



My name is Rahim O'Neill, I am the new Sustainability Policy Manager with ADSG.

I've been involved in one way or another with ADSG since I came to Abu Dhabi, almost 3 years ago, so many of you may already know me. I've always been interested and attracted to groups of non-competitive, collaborative action on sustainability and am really excited by this new opportunity with ADSG and look forward to working with you all.

Background

I have moved to ADSG from PwC's Middle East Centre of Excellence for Sustainability based in Abu Dhabi, where I was a Senior Manager. Before that I worked in Abu Dhabi UPC, including in Estidama and previously I worked with Business in the Community Ireland, the Irish Corporate Leaders on Climate Change and the Environmental and Sustainable Construction Association among others. I have over 10 years of experience in sustainability and have worked across a broad range of industries, the public sector and international NGO's.

My main experience is in stakeholder engagement, corporate responsibility standards development, sustainability governance and change management and sustainable procurement policy development, both at a national and industry level. I have worked with major private and public sector organisations as well as industry associations and NGOs in projects involving sustainability strategy, reporting, policy and process review, stakeholder engagement, governance and risk analysis.

Highlights

I've had some real career highlights working in sustainability which has been both challenging and hugely rewarding. I look forward to many more

working with you. To help you get to know me a bit better, I'd like to share some with you:

- Led the stakeholder engagement strand of a major UAE utility's sustainability strategy development process.
- Voted to sit on the Abu Dhabi Sustainability Group's flagship program on sustainable procurement steering committee
- Co-authored the Irish Corporate Leaders on Climate Change's first, second and third Communiqués to Government (2009-2011) – (resulting in the publication of the first Irish Climate Change Parliamentary Bill)
- Co-authored the sustainability sections of the Business Working Responsibly Mark, the Irish national standard for responsible and sustainable business.
- Led the production of a major submission to Government supporting the development of the National Action Plan on Green Public Procurement (2010)
- Founding member of the international Climate Leaders Network, via the The Prince of Wales's Corporate Leaders' Group on Climate Change, which collectively acts on Climate Change on the international stage.

Views

Like most people working in the sustainability field, I'm very passionate and very much an activist. I confess that I take my work home with me and have tried to live sustainably for the last decade. This hasn't always worked of course and if anything, only goes to show how difficult it can be to be sustainable in a very unsustainable world. A product of these experiences is a firm belief that to achieve sustainability will require patient and systemic change, using all the levers of human society from collaborative action through groups like the ADSG, to legislative change, to technology development, to cultural reform.

I'm looking forward to getting stuck in and am very grateful to the team here, Rasha, Sandra, Mohammed and especially Huda for showing faith in me. Feel free to get in touch with me here at the ADSG anytime on Rahim.oneill@ead.ae

Educational Background

- MSc. in Sustainable Development from Dublin Institute of Technology, Ireland.
- GRI, CPSL

ADSG Members



ADSG Members






Stay in touch with the ADSG on the move and keep up to date on the latest news and activities. Follow us on twitter.

twitter.com/ADSG_Comms



Sustainability Roadmap & Planning Workshop

Planning and developing a Roadmap for Sustainability constitutes the way for integrating sustainability into the core activities of an organization, in order to set the framework and course for setting clear commitments and precise objectives.

Date 21 September, 2014
Time 9am - 3pm
Venue Al Hur A, 2nd floor
 Al Mamoura Building
 Environment Agency
 - Abu Dhabi

The workshop includes presentation of case studies from organizations in the UAE and Abroad, surveys on sustainability planning, exchange of experience from participants, as well as a team exercise to facilitate learning, leading to a better understanding of how to plan sustainability related activities in a systematic way.

Participants should be both Sustainability Professionals of organizations (Sustainability Managers, EHS Managers, Corporate Responsibility Managers), as well as Project Management Professionals (e.g. Planning Managers, Operation Managers, Quality Assurance Managers)

The Workshop is part of ADSG's pioneering Capacity Building Programme applied in the last two years, which aims to develop the in-house capacity of ADSG Members, to both manage Sustainability issues, as well as Report on them.

As participants are limited and will be accepted on a first-come first-serve basis, we would suggest you register as soon as possible, by sending your Registration Form at the following email training@adsg.ae.

Please be reminded that participation is free of charge.

Workshop Topics

- Why is Sustainability Planning important for an organization?
- What are the Planning Areas that an organization should focus on?
- What is the process for deciding on Material aspects for your organization?
- What is the process for developing a Sustainability Framework for your organization?
- What is the process for developing a 3-year Roadmap for improvement?
- What is the methodology for mapping the current Sustainability Maturity Level of your organization using the ADSG Maturity Assessment Tool?



ADSG Training & Workshop Schedule

Training Course

(Max 20 Participants)



Title: Taking Responsibility for a Sustainable Future

Day 1-2: Sustainability Management
Day 3-4 : Sustainability Reporting

Duration: 4 days

Date: 14 – 17 September 2014

Location: NBAD Academy

Objectives

The first part of the course focuses on understanding what sustainability is as well as present local and global trends, learning how to view Sustainability as a way to doing sustainable business rather than a PR activity and how to utilize management techniques to systematically manage sustainability.

The second part of the course focuses on building and maximizing internal capabilities to implement sustainable practices in order to help participants plan, design, develop, review and communicate a practical and realistic Sustainability report.

Who Should attend?

- Sustainability Professionals (e.g. Sustainability Managers, EHS Managers, Corporate Responsibility Managers).
- Line Managers that require integrating Sustainability into their everyday operations.

Awareness Course

(Max 20 Participants)



Activity: Leading Towards a Sustainable Future

Duration: 1 day

Date: 11 November 2014

Location: TBD

Objectives

The course is designed to help organizations acquire an improved understanding of how sustainability can be applied in the areas of Management, Owners, Employees, Suppliers, Customers, Communities and the Environment as well as advance their capabilities by acting decisively to exploit opportunities and fully mitigate the risks that sustainability represents.

Who Should attend?

- Senior Directors of government entities, companies and non-profit organizations (e.g. CEOs, General Managers, Senior Directors).

ADSG Training & Workshop Schedule

Theme Workshop

(Max 30 Participants)



Activity: Sustainability Planning and Roadmap

Duration: 1 day

Date: 21 September 2014

Location: EAD

Objectives

The workshop focuses on the importance of planning the sustainability related activities of an organization in a systematic way, by addressing topics that include planning areas (roadmap, calendar, structure, targets, data and report), developing a Sustainability Framework and mapping current Sustainability Maturity Level using the ADSG Maturity Assessment Tool.

Who Should attend?

- Sustainability Professionals (e.g. Sustainability Managers, EHS Managers, Corporate Responsibility Managers).
- Project Management Professionals (e.g. Planning Managers, Operation Managers, Quality Assurance Managers).

Theme Workshop

(Max 30 Participants)



Activity: Energy Management and Forecasting

Duration: 1 day

Date: 10 November 2014

Location: EAD

Objectives

The workshop focuses on managing and forecasting an organization's energy consumption, by addressing topics that include energy consumption and Climate Change as well as techniques that can be utilized to gather energy related data and predict energy consumption.

Who Should attend?

- Sustainability Professionals (e.g. Sustainability Managers, EHS Managers, Corporate Responsibility Managers).
- Facilities Management Professionals (e.g. Quality Managers, Facilities Managers).

ADSG Training & Workshop Schedule



Reporting Support

Max 10 Organizations (max 2 participants from each organization can attend)

Objective: Develop an in-house Sustainability Report in accordance with the methodology provided by the Global Reporting Initiative.

The Report Support Program consists of 4 support workshops + 4 in-house support days for participating organizations.

Note: Each support workshop is a part of a series so participants are required to attend ALL 4 workshops in which case dates will be agreed upon for in-house support.

Participants need to take part in the Training Course of 14-17 September to participate in this programme.

At the end of the course, a Sustainability report must be submitted as per the agreed plan with no further external support.

This programme is suitable for Sustainability Professionals (e.g. Sustainability Managers, EHS Managers, Corporate Responsibility Managers).

Activity: Support Workshop (II)

Phase 2 : Connect
Phase 3: Define
Duration: 1 day
Date: 18 September 2014
Location: NBAD Academy

Objectives

The **Phase 2** of the program will help organizations to identify, prioritize and conduct an effective dialogue with their stakeholders.
The **Phase 3** of the program will help organizations to identify, select and access their Material issues as well as deciding the content of their Report.

Activity: One to One Workshop (II)

TBD with each organization
Duration: 1 day
Date: September 2014
Location: In-house

Objectives

A face-to-face correspondence with the designated coach.

Activity: Support Workshop (III)

Phase 4: Monitor
Phase 5: Report
Duration: 1 day
Date: 9 November 2014
Location: NBAD Academy

Objectives

The **Phase 4** of the program will help organizations to build their report by checking processes and monitoring activities as well as establishing the data gathering process.
The first part of **Phase 5** of the program will help organizations to write their report.

ADSG Training & Workshop Schedule

Activity: One to One Workshop (III)

TBD with each organization
Duration: 1 day
Date: January 2015
Location: In-house

Objectives

A face-to-face correspondence with the designated coach.

Activity: Support Workshop (IV)

Phase 5 : Communicate
Duration: 1 day
Date: 2 April 2015
Location: NBAD Academy

Objectives

The second part of Phase 5 of the program will help organizations to finalize their report, provide the guidelines to design and launch their report and choose the best way to communicate it. Phase 5 will also identify areas for improvement and prepare the organizations for the next cycle.

Activity: One to One Support (IV)

TBD with each organization
Duration: 1 day
Date: April 2015
Location: In-house

Objectives

A face-to-face correspondence with the designated coach.

Management Support (Max 5 Organisations) ALREADY FULLY BOOKED

Activity: One to One Support (II)

TBD with each organization
Duration: 1 day
Date: September 2014
Location: In-house

Objectives

The Management Support program will assist organizations to handle sustainability in a more systematic way by identifying, designing and applying management related programmes, which will facilitate the deployment of sustainability practices within the organization

Activity: One to One Support (III)

TBD with each organization
Duration: 1 day
Date: November 2014
Location: In-house

Who Should attend?

- Sustainability Professionals (e.g. Sustainability Managers, EHS Managers, Corporate Responsibility Managers).

Activity: One to One Support (IV)

TBD with each organization
Duration: 1 day
Date: December 2014
Location: In-house

ADSG IN A NUTSHELL

NETWORKING

A unique network of 44 leadership organisations in Abu Dhabi that brings public, private and not-for-profit sectors together to address sustainability challenges through a new cross-cutting institutional platform for collaboration on policy instruments.

HISTORY

Set up by the Environment Agency - Abu Dhabi with the support of the Executive Council of the Emirate of Abu Dhabi

TRANSPARENCY

Promotes transparency by encouraging members to report on their sustainability performance resulting in 17 member organisations disclosing reports on their sustainability performance using international best practice.

AWARENESS

Raised sustainability awareness across Abu Dhabi through building capacity of its members.

ACCOUNTABILITY AND RESPONSIBILITY

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

INTERNATIONAL RECOGNITION

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



مجموعة أبوظبي للاستدامة
Abu Dhabi Sustainability Group