



مجموعة أبوظبي للاستدامة  
Abu Dhabi Sustainability Group

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

# SUSTAINABILITY JOURNAL

Issue 4, Quarter 4, 2014

**“We are dedicated to finding  
alternative sustainable  
fuel for aviation”**

James Hogan  
CEO Etihad



ADSG Interviews James Hogan  
President and CEO Etihad Airways



Sustainability on CFO Radar,  
ADSG Meets A4S



ADSG Member Rotana  
Share Their Sustainability Journey



مجموعة أبو ظبي للإستدامة  
ABU DHABI SUSTAINABILITY GROUP

## Abu Dhabi Sustainable Business Leadership Forum Abu Dhabi, UAE, 17-18 February 2015

Abu Dhabi Sustainability Group is proud to announce the launch of its premier annual event, the Sustainable Business Leadership Forum 2015.

The Forum, which is organised by in partnership with Sustainability to action, will take place in Abu Dhabi on 17-18 February 2015, offering a unique blend of engaging panel debates, informative plenary sessions and valuable networking opportunities. The event aims to typically attract around 300 senior level executives from AD SG membership, partners, stakeholders and sustainability experts from the intra-GCC region. It is without doubt the best forum for the latest news and issues within the intra-GCC sustainability field.

To book your tickets, please click <https://www.adsg.ae/Pages/ADSG-Forum.aspx>. AD SG Member organisations will receive 25% off, please use code: AD SGMember when making your purchase.

For more information please contact us by email: [communication@adsg.ae](mailto:communication@adsg.ae)

To sponsor the event, please contact: [sandra@sustainabilitytoaction.com](mailto:sandra@sustainabilitytoaction.com)

Follow us on twitter: @ADSG\_Comms

Lead Sponsor



Premium Sponsor



Official Airline Partner



Forum Report Sponsor



Supported by



Academic Research Partner



Organiser



# A Word From the Editor

As the ADSG bids farewell to 2014 and starts to look towards opportunities and challenges that 2015 promises, I am delighted to welcome you to the quarter 4 issue of our eJournal.

This issue showcases the vital and vibrant Transport sector with our feature interview article with James Hogan, Etihad Airways CEO, highlighting our national airline's sustainability achievements and focus. Furthermore we share with you the Abu Dhabi Department of Transport's progress under the Transport Mobility Management project and the impact this has made for us as users and for our city, Abu Dhabi. This issue heralds the first ADSG Sustainable Business Leadership Forum and Awards - with a special pullout section that gives a high level view of the agenda, the awards and all the details for getting your organisation's sustainability efforts recognised. Contact us on [ADSGAwards@adsg.ae](mailto:ADSGAwards@adsg.ae) if you have any questions or require assistance.

We have a busy few months ahead on the sustainability agenda, but I trust that this issue will give you insight into the progress being made and provide some food for thought about things yet to come.

Read, watch and listen to the latest developments in sustainability by staying in touch with the ADSG, online, at our events or by direct contact. I look forward to working with you in 2015, and wish you all the best in the coming year.

Sandra Anani  
Sustainability and Communications Consultant

## ADSG Communications Team

Telephone: +971 (0)2 - 6934644



**Sandra Anani**  
*Sustainability &  
Communications Consultant*  
[Communication@adsg.ae](mailto:Communication@adsg.ae)



**Rasha Sawabi**  
*Administrative Assistant*  
[Rasha.Sawaby@adsg.ae](mailto:Rasha.Sawaby@adsg.ae)

Al Mamoura Building A,  
Abu Dhabi  
United Arab Emirates

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



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 Rotana & EWS-WWF.



**FSC** The mark of responsible forestry

## Contents

### ADSG Sustainability Journal Quarter 4, 2014

- 05 Comment from ADSG Director
- 06 ADSG Interviews James Hogan, Etihad President and CEO
- 10 A Bright Year for the Zayed Future Energy Prize
- 12 ADSG Members Reviewed 2014 Achievements at the Last Quarterly Meeting of 2014 in November
- 14 ADSG Sustainable Business Leadership Forum 2015
- 18 Why Sustainability should be on the Chief Financial Officer's radar?
- 20 Rotana: Building Internal Capacity
- 22 Building the Knowledgebase and Human Capacity must be at the Core of "Green Economy for Sustainable Development" of the UAE
- 26 Employee Wellbeing



مجموعة أبوظبي للاستدامة  
Abu Dhabi Sustainability Group

## Announcing the Launch of the First ADSG Sustainable Business Awards

The Abu Dhabi Sustainability Group (ADSG) has great pleasure in inviting applications for its first Sustainable Business Award. This Award was established to recognise sustainability achievements across the GCC Region and to encourage innovation and initiatives in promoting sustainable development.

[Click here to download the Application Form and Guidelines.](#)

The last date for submission of completed applications for the Awards is midnight on 30 January, 2014

All entries should be addressed to:

The Expert Awards Committee  
ADSG Sustainable Business Awards  
c/o  
Abu Dhabi Sustainability Group  
Al Mamoura A Building  
Al Muroor Street  
PO Box: 45553

Phone: +9712 6934 644  
Fax: +971 2 446 3339  
E-mail: [ADSGAwards@adsg.ae](mailto:ADSGAwards@adsg.ae)  
Website: [www.adsg.ae](http://www.adsg.ae)

## Comment from ADSG Director



Welcome to the quarter four issue of the ADSG eJournal.

2014 has been a very busy year for our group and members. We witnessed many spectacular achievements together and we worked as a close team to achieve significant milestones to serve our organisations, our country and our region, this against a backdrop over the past year of continuing economic uncertainty worldwide with political unrest and mounting sustainability challenges.

We are delighted that Abu Dhabi and the UAE continues to drive sustainable development, even against such a challenging macro-environment, and we are proud to launch the inaugural Sustainable Business Leadership Forum in Abu Dhabi, 16-18 February 2015.

This event further cements the UAE Government's leadership in driving sustainable growth regionally and internationally.

Government and private sectors are increasingly important in tackling the world's biggest environmental, social and governance challenges, so getting the collaboration and engagement on sustainability has been a highlight of this past year. I would like to take this opportunity to warmly thank ADSG members and stakeholders for their support of the ADSG and the Sustainable Business Leadership Forum 2015.

This issue of the eJournal demonstrates our partnerships and collaboration with members and key stakeholders. We are

proud to showcase the UAE's national airline, Etihad Airways and the feature interview article from CEO James Hogan highlighting Etihad Airways' focus on sustainable growth, particularly as aviation and transport are critical to the future of our national and region.

ADSG members have worked diligently throughout 2014 towards a more sustainable future for Abu Dhabi and our world. It is important that organisations are recognised for their major contributions and efforts towards sustainability, and I am proud to share that we are also launching the first ADSG Awards. The Awards will be an integral part of the upcoming Forum, supporting the implementation of the ADSG Strategy.

Finally, I would like to take this opportunity to close 2014 with pride and with eyes fixed firmly towards the future; the Abu Dhabi Sustainable Business Leadership Forum 2015. This event is one of the key events in the sustainability agenda regionally and internationally, so makes sure to save the dates in your diary.

I look forward to see you there!

#ADSGForum

Huda Al Houqani,  
ADSG Director

# ADSG Interviews James Hogan, Etihad President and CEO



**ADSG: Q1. What are the main sustainability challenges facing aviation generally and Etihad Airways specifically?**

The elephant in the room for the aviation sector for a number of years has been the emissions associated with aircraft operations. We have worked both diligently and collaboratively across the entire industry spectrum to address this. The emissions reduction goals that the industry has set as its climate targets are challenging. The most immediately demanding target is the carbon-neutral growth 2020 goal, which will require the industry to cap its emissions in 2020.

Bringing in new, highly efficient aircraft into our fleet considerably helps the emissions profile of Etihad Airways. We are also a staunch supporter of alternative fuels for the industry – ones that

have a lower carbon footprint for the industry. We are continuously looking at the ways we can be more innovative to meet this goal.

**ADSG: Q2. In 2013 the Internal Civil Aviation Authority made a commitment to develop a global market based measure to manage internal civil aviation emissions. What progress has been made on this and how is Etihad Airways involved?**

We support the introduction of a global mechanism and are pleased with the progress made at the last ICAO Assembly. The alternative to introducing one global scheme to manage aviation emissions would be numerous regional schemes, each with their own set of monitoring and reporting requirements. This would quickly become onerous for the industry, lacking efficiency and cohesion.

The next couple of years will be crucial as countries work together to develop a scheme that is acceptable. In the same way that there are challenges at a global level under the broader UN climate change discussions, so too will this be challenging. The same countries want to ensure a scheme that is fair, taking account of historical emissions, country and market maturity, and the ability for countries to comply.





## James Hogan President and Chief Executive Officer Etihad Airways

James Hogan was appointed President and Chief Executive of Etihad Airways on 10 September 2006, bringing more than 30 years of travel industry expertise to the Abu Dhabi-based airline.

He has overseen rapid growth of the UAE's national airline, which now serves 111 passenger and cargo destinations in the Middle East, Africa, Europe, Asia, Australia and the Americas operating a fleet of 109 modern environmentally friendly aircraft.

In July 2008, he signed one of the largest aircraft orders in history for up to 205 aircraft worth approximately US\$43 billion at list prices, to meet the airline's ambitious long-term growth plans. This was followed in November 2013 with an order for up to 199 aircraft worth US\$67 billion to make provision for the airline's growth up to 2025.

CEO Middle East Magazine named him Aviation CEO of the Year in 2008 and Visionary of the Year in 2010. He won the CAPA Airline Executive of the Year 2012 Award at the Centre for Aviation's global awards for excellence and leadership. At the Airline Strategy Awards presented in London in July 2013, he received the Executive Leadership Award in recognition of his "influence on the aviation industry, outstanding strategic thinking, and innovative direction for growth." In April 2014, he was inducted into The British Travel and Hospitality Industry Hall of Fame in honour of his "significant part in creating and developing the travel and tourism industry in Britain and globally".

James started his career in 1975 at Ansett Airlines, and subsequently held senior positions with bmi, Hertz, Forte Hotels and Gulf Air. At Hertz, his roles included directorships of the marketing, sales and operations divisions. In 1995, based in London, he joined the executive management committee as Vice President, Marketing & Sales for Europe, Middle East and Africa.

In 1997, James became service director for bmi British Midland, leaving in 1998 to join the Granada Group as worldwide sales director, where he sat on the board of Forte Hotels. He returned to bmi in 1999 as chief operating officer. There he was responsible for flight and ground operations, sales and marketing, commercial, cargo, engineering and handling service companies, and was a member of the Board.

James moved back to his native Australia in 2001, where he was appointed chief executive of the Tesna consortium, which was created with the aim of acquiring Ansett Airlines from administration, before joining Gulf Air in 2002, where he served as chief executive for four years.

James is a fellow of the Royal Aeronautical Society and a former non-executive director, and member of the Board's Audit Committee, of Gallaher Plc and the UBS Industrial Board. In 2010, he served as the Chairman of the Aviation Travel and Tourism Governors at the World Economic Forum. He currently serves as Vice Chairman on the Executive Committee of the World Travel and Tourism Council (WTTC) and is a member of the International Air Transport Association (IATA) Board of Governors.

## ADSG Interviews James Hogan, Etihad President and CEO



### **ADSG: Q3. Can you share with us Etihad Airways' main sustainability goals?**

We are committed to sustainability and have invested a lot of time and effort in recent years to meet our environmental obligations, complying with emissions regulations such as the EU emissions trading scheme, for example. Our goal in this area is ensuring we maintain maximum efficiency, whilst providing support to ensure a fair global emissions management scheme for the broader industry.

We are also dedicated to finding alternative sustainable fuel for aviation and continue to invest in biofuel projects through both local and international collaborations.

We are also cognisant of our responsibilities towards the communities in which we operate. We have a new Community Engagement Committee and a Community Investment Policy to ensure we have formal support mechanisms in place as well as the means to measure the success of our support efforts in those communities.

### **ADSG: Q4. Etihad Airways leads on many sustainability projects, spanning social and environmental areas, what are the highlights and achievements from some of those projects?**

Our Emiratisation program has been very


successful this year. This is a core commitment of the business, providing employment opportunities for the national workforce as well as expanding the skills and knowledge base through supporting numerous vocational training programs. We currently have more than 1200 UAE nationals enrolled on combined study and job training programs. Approximately 570 of these joined in 2014. This is indicative of our commitment to training and mentoring our future business leaders.

We are also focused on our community investment and engagement activities.

Traditionally, our CSR program has focused on our main material asset – our aircraft – and using this asset in supporting charities and communities. This includes the provision of air tickets and cargo space to get people, including medical workers, volunteer workers and goods including humanitarian relief, to places they need to be. We have begun work to expand this to review the other assets we can use to support our communities.

We launched our iVolunteer scheme for staff in 2014 as a means to more directly engage staff – encouraging them to identify community initiatives to support in their spare time. Several hundred staff registered as iVolunteers within the





first few weeks and by the end of 2014 the number registered was more than 480. It is important that we take advantage of this global and enthusiastic resource.

We also continued to make good progress last year in alternative aviation fuels. As a founding partner of the Sustainable Bioenergy Research Consortium, led by the Masdar Institute for Science and Technology, we work in conjunction with Boeing, Honeywell's UOP, SAFRAN, and the Abu Dhabi Government to identify commercially viable pathways for the production of sustainable alternative aviation fuel. Etihad has committed over US\$2 million to support this initiative. The focus in 2014 was on research and development, with teams at the Masdar Institute working on technical aspects of our feedstock systems. In 2015 we will be scaling up from the laboratory to pilot test these systems within Masdar City.

Also in 2014 we launched BIOjet Abu Dhabi: Flight path to Sustainability, to engage a broader range of stakeholders into the discussion around creating a commercially viable sustainable alternative biofuel industry here in Abu Dhabi. One of the key achievements was engaging our national oil company, ADNOC, into this process. Its refining subsidiary Takreer assisted with the final refining of the alternative fuel that was used on a flight in 2014 to launch BIOjet Abu Dhabi.

**ADSG: Q5. A sound economy is important for building a sustainable future. Aviation is an engine for economic growth, can you share with us Etihad Airways' impact on the local economy in Abu Dhabi, and on one of the global destinations you serve?**

It is imperative that the airline reflects the commitment of the Abu Dhabi Economic Vision 2030 with focus on commitment to supporting the trade and travel industry. Year on year Etihad Airways has increased its contribution to the Abu Dhabi economy through its growth and continued commercial success.

In 2013 the airline, together with its subsidiaries, joint venture and equity partners, contributed US\$16.8 billion to the GDP of Abu Dhabi in 2013. This exercise is carried out on an annual basis, enabling us to track our increased contribution as the business continues its successful growth.

Going forward we are also commissioning studies to evaluate our contributions elsewhere, with a focus on those regions where we have developed airline partnerships. These studies should be completed by end of Q1 2015.

**ADSG: Q6. How do you see 2015 shaping up for Etihad Airways?**

We will continue our strong growth in 2015, building on the significant progress made in 2014.

Taking possession of our first Airbus A380 and Boeing 787 are milestones for us in ensuring we continue to maintain a highly efficient fleet to cover our expanding network.

As the development of a global emissions scheme progresses we will continue to support the UAE on this, as well as working within the industry, ensuring a workable and appropriate mechanism for our sector.

We will also continue to support the Abu Dhabi community and the other communities within our growing global network through high-impact CSR initiatives.

## A Bright Year for the Zayed Future Energy Prize

During the past year, the Zayed Future Energy Prize reached a new milestone in seven-years of recognising demonstrable achievements in renewable energy and sustainability. Entries closed on July 14, 2014 with a record 597 submissions and 514 lifetime achievement nominations, received from 84 countries.

This achievement follows a successful global outreach campaign conducted between January and June last year. Through a variety of events, the Prize connected with organisations, individuals, and high schools that would benefit from the platform that participation can offer.

In addition, the Prize has strengthened engagement with the public by solidifying its presence across different digital and social media platforms. Interested parties, past winners, finalists, students and other stakeholders can now share in more updates, industry-related news, and encouraging stories.

Each year, one of the most eagerly anticipated updates is the announcement of the finalists. There are 31 finalists competing for the Prize across the five categories: Large Corporation, Small and Medium Enterprise, Non-Profit Organisation, Lifetime Achievement, and Global

High Schools. The 2015 winners will be announced and honoured during Abu Dhabi Sustainability Week 2015, on 19 January.

Finalists in the 2015 Large Corporation category demonstrate leadership in energy efficient products, large-scale utilities, energy storage, and solar generation. Their successes reflect a broader trend of increasing global demand for renewable energy. The four contenders in this category are Enel Green Power, First Solar, IKEA, and Panasonic.

With the growth of off-grid solar-energy solutions, certain Small and Medium Enterprises (SMEs) and Non-Profit Organisations (NPOs) are working to expand energy access for poor households in Africa and Asia. From this group, EcoNation, M-KOPA Solar, and SELCO India, have been identified as finalists in the SME category. And Electriciens sans Frontières, Liter of Light,



Practical Action, SolarAid, and World Resources Institute are competing in the NPO category.

There are 14 finalists from across the five world regions in the Global High Schools category – three each from Africa and the Americas, four from Asia, including Ruwais-based Amra Bint Abdul Rahman Secondary School for Girls, three from Oceania, and a single school from Europe. Five individuals have been chosen as finalists for the Lifetime Achievement category.

The Zayed Future Energy Prize Jury, which comprises heads of state and world-renowned personalities with an interest in sustainability, selected nine winners from these finalists during confidential deliberations in Abu Dhabi on October 20. The Jury's decision remains confidential, even from the finalists, until the official announcement is made at the award ceremony in January.

The Jury meeting marked the final phase of a demanding four-stage evaluation process. Research partner, Bloomberg New Energy Finance, screened this year's 1,111 submissions before the Review Committee met in Abu Dhabi on September 1 and 2 to identify an initial shortlist of 59 entries. The Selection Committee then decided on the 31 finalists during a meeting on September 16 and 17. The number of high-caliber entries to the 2015 Prize received a boost from the global outreach campaign. This six-month program focused on the lasting impact the Prize can have on the future of renewable energy and sustainability by targeting organisations and schools that are already making a difference on the ground and could expand their efforts with support from the Prize. It also offered an opportunity to meet with industry experts, officials, and key influencers in the renewable energy and sustainability sectors around the world.

Beginning with an extensive roadshow around Japan, the campaign featured several strategic speaking engagements, seminars, and events across Asia. This effort proved invaluable as the Large Corporation category garnered the highest number of entries from China and Japan.

Continuing to Africa, the campaign focused on cultivating relationships with educational institutions and non-profit organisations in Kenya, South Africa, and Uganda. Submissions from these three countries experienced a cumulative annual increase of 35%.

The Prize then entered into discussions with officials and industry experts in Oman and Kuwait, building on pre-existing relations in the Gulf region. Similarly, there was collaboration at home with the Abu Dhabi Education Council (ADEC) to encourage participation among high



Dr Nawal Al-Hosany  
Director of Zayed Future Energy Prize and  
Director- Sustainability at Masdar

schools in the Emirates. Amra Bint Abdul Rahman Secondary School for Girls, from Ruwais in Abu Dhabi, are vying for the Prize in the Global High Schools (Asia) category.

With events in New York and Washington DC, the North America component centred on high-profile debates and presentations to policy makers, stakeholders and the youth. The Zayed Future Energy Prize team both hosted and attended key renewable energy events including the Bloomberg New Energy Finance summit, the Energy Efficiency Global Forum, and the Sustainable Energy for All (SE4ALL) Forum.

One of the highlights of the SE4ALL Forum was the opportunity to attend and address the meeting for the students of New York City high schools, Bronx Design and Construction Academy and Manhattan Comprehensive Night and Day School, a 2014 prize winner and finalist respectively.

In Latin America, the Prize visited Brazil, Argentina, and Colombia, meeting with ministers, industry experts, and stakeholders. It is therefore pleasing to note that submissions and nominations from Latin American nations have surged 143% since last year.

2014 has been a bright year in the history of the Prize, reaching new heights and setting new records. Submissions and nominations for the 2016 Zayed Future Energy Prize are open from January 20, 2015. Throughout this next year, and beyond, the Prize will continue to seek the organisations, individuals, and high schools capable of extraordinary achievements in the fields of renewable energy and sustainability, supporting the valuable work they do to secure a future of clean, sustainable, affordable energy for all.

# ADSG Members Reviewed 2014 Achievements at the Last Quarterly Meeting of 2014 in November

The meeting which was hosted by the Environment Agency - Abu Dhabi (EAD), was held to promote sustainable business practices and focus on a balanced approach that helps to achieve a longer-term and more sustainable return on investment by supporting the community, protecting the environment, improving their employment practices and developing a more transparent business model.

ADSG members met and held the last quarterly meeting of the year in November, during which the ADSG announced that the focus during 2015 will be on implementing the ADSG strategy. 2015 will bring a strategic focus on energy through the establishment of an ADSG energy flagship programme. During the opening speech for the meeting, Ms Huda Al Houqani, ADSG Director, said: "The ADSG strategy is designed to work with the existing policy and regulatory frameworks to support ADSG members in delivering the Abu Dhabi Vision 2030. The actions that we take together will help us towards implementing sustainability into organisational governance, a key material issue that members identified."

To meet the objectives of the Abu Dhabi Vision 2030, technology breakthroughs, significant price reductions of renewables and increased

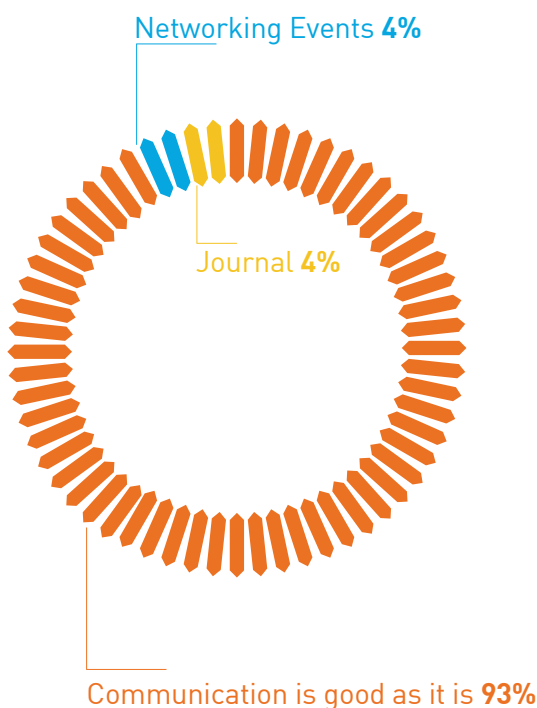
commitment from organisations towards demand side management is critical in achieving sustainable development. This progress needs to be married to consumer behaviour changes, in order to drive reduction in energy consumption patterns.

The meeting, was split into two distinct sessions. In the first session, the group members focused on the operational aspects of running the group, including the implementation of the ADSG strategy, in particular, energy, through establishing an energy flagship programme that will be launched in 2015.

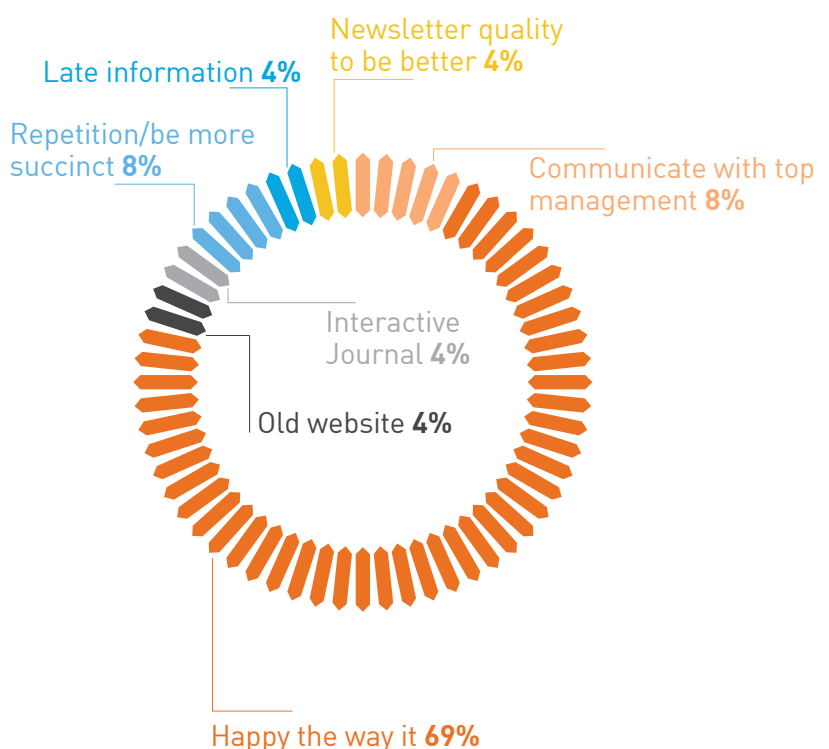
The second session of the meeting was a knowledge sharing one, since the main focus of ADSG is partnership, collaboration and knowledge sharing. During this session, ADSG stakeholders, the EWS-WWF and the Department of Transport in Abu Dhabi provided updates to ADSG members on the progress and efforts being made towards building a more sustainable future in the Emirate.

Speaking at the event, Tamara Withers, Corporate Sustainability Project Manager at EWS-WWF, said that EWS-WWF is pleased to be invited to share with ADSG members the results of their efforts to facilitate the reduction of energy

## What do you think works in terms of ADSG communications currently?



## What do you think does not work in terms of ADSG communications currently?



consumption within the private sector. Such collaboration is a key to build capacity in the country, highlight lessons learned and identify solutions that facilitate and encourage taking on energy efficiency measures at a large scale in the UAE. With collaborative efforts and long term commitment from different sectors, we can develop effective solutions to overcome barriers that prevent the adoption of energy efficiency at a large scale. Such solutions could include access to more accurate energy data, financial incentives, and accessing high performing energy efficiency products in the marketplace.

With this regard, Mr. Khalid Saeed Al Mqeemi, Environment, Health & Safety Division Director, Department of Transport in Abu Dhabi stated that in its continuous effort to realise Abu Dhabi Vision 2030 through developing sustainable and environment friendly transport solutions, DoT has promoted various innovative initiatives to align itself with the broad strategy of ADSG, especially in terms of energy efficiency and maintaining a healthy environment. For that purpose, Initiatives, such as Park & Ride, Carpooling, DARB travel planning tool, were designed to grant Abu Dhabi residents and visitors sustainable travel choices. These initiatives serve as a proof to DoT's commitment to relieving the pressure of increased congestion and pollution in the Emirate.

Furthermore, during the meeting the ADSG undertook a survey with members to gauge and assess the efficiency and efficacy of the Group's communications. 59% of ADSG members

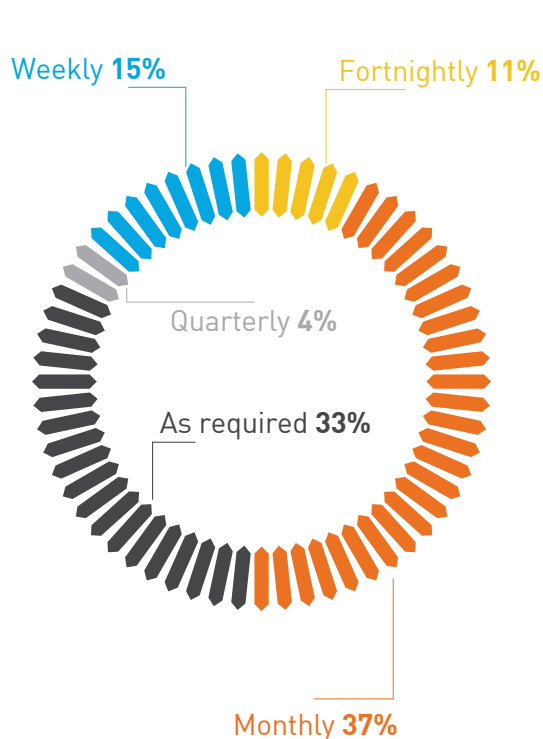
responded to the survey, with 93% stating that they are satisfied with the current communications they receive. To ensure that our communications are maintained to the best possible level, the ADSG reviewed the results of the survey and will follow up on the following findings:

- Review of emails being sent out to prevent duplication
- Promote the eJournal more widely
- Promote ADSG events more widely
- Special Focus Areas:
  - Internal Communication, CEO letters
  - Social Media

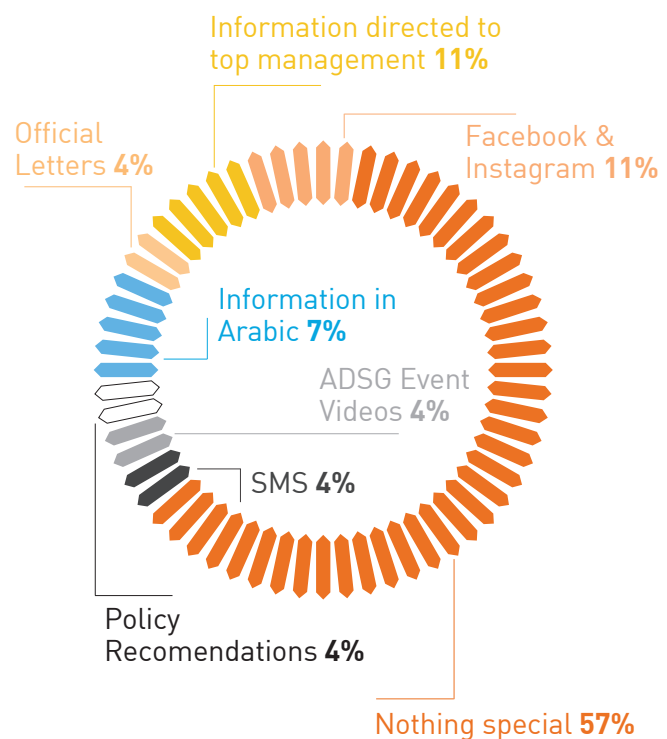
You can see highlights of members' feedback in the graphs below.

The ADSG concluded the Quarterly Meeting with a brief on the activities and events that are designed and planned to promote sustainability during 2015. The session also saw the ADSG members being recognised for their efforts towards sustainability, with the presentation of certificates of appreciation for organisations that have participated in the ADSG Capacity Building Programme during the past year, the organisations being National Bank of Abu Dhabi (NBAD), Emirates Foundation, Musanada, Family Development Foundation and Environment Agency - Abu Dhabi. Also the previous ADSG Facilitation and Coordination Committee were recognised during the meeting for their efforts and commitment.

### How often do you want ADSG to communicate with you?



### What information do you need that is currently not being supplied?



# ADSG Sustainable Business Leadership Forum 2015



This coming February, come and join the ADSG and its members in UAE's capital city Abu Dhabi, known for its hospitality, culture and lively atmosphere. We invite you to join your esteemed colleagues at the ADSG Sustainable Business Leadership Forum, the Group's premier annual event.

It incorporates numerous engaging panel debates, extensive sessions, the prestigious ADSG Awards Dinner and a variety of networking sustainability events. It aims to typically attract around 400 senior level executives from ADSG membership, partners and sustainability experts from the intra-GCC region.

The ADSG Sustainable Business Leadership Forum offers ADSG members the important opportunity to meet, connect, engage, strengthen relationships and develop a unified approach towards meeting the challenges of sustainability in the GCC.

The event will be held at the Anantara Eastern Mangroves hotel in Abu Dhabi, UAE. Set on the banks of the mangroves, and overlooking the Abu Dhabi skyline, this state of the art conference centre combines style and purpose, making it the perfect location for ADSG's premier event. The venue is a short distance from Abu Dhabi's most popular attractions and hotels. Accessibility is excellent as Abu Dhabi International Airport is only 25 km away.

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

We look forward to seeing you there.

Register online at: [www.adsg.ae](http://www.adsg.ae)

## Programme of Events

### Day 1 Monday 16 February

0900-1200	ADSG Flagship Programme Workshop (by invitation only)
1000-1600	Golf Tournament and Golf Clinic (optional)
1000-1100	Delegate Registration and Information Desk
1000-1600	Social Programme, Eastern Mangroves, Grand Mosque (optional)
1200-1400	Press Conference
1900-2130	Welcome Reception and Awards Gala Dinner (by invitation only)

## Day 2 Tuesday 17 February

0900-0945	Media Breakfast
0900-1000	Registration and Networking Coffee
1000-1005	Welcome and Introductions - Huda Mohd Al Houqani, Abu Dhabi Sustainability Group and Sandra Anani, Sustainability to Action
1005-1030	Opening Keynote Address: Her Excellency Razan Al Mubarak, Secretary General, Environment Agency - Abu Dhabi. HE Ibrahim Al Ansaari - CEO Dolphin Energy
1030-1130	Plenary Session 1: From philanthropy to business strategy: What does sustainable business leadership mean in the MENA region in 2015? (CEO panel)
1130-12.30	Plenary Session 2: The links between responsible business/ organisations and national competitiveness (Economist panel)
1230-1330	Plenary Session 3: How can organisational leaders better address the regional / national responsible business challenges in the MENA region?
1330-1445	Lunch
1445-1615	Breakout Sessions
1615-1715	Refreshments and Break in the Pre Function Area
1715-1800	Closing Plenary Discussion: Lessons learned in responsible corporate governance for MENA based companies
1800-2000	Poolside Reception at the Pool Deck - food and soft drinks provided

## Day 3 Wednesday 18 February

0830-0930	Light Breakfast and Coffee - Pre Function Area
0930-1030	Plenary session 1: Global Warning: How can we tackle international climate change?
1030-1130	<b>Plenary Session 6:</b> Capital Markets and Sustainability: How do institutions value responsibility?
1100-1200	<b>Plenary Session 7:</b> ADNOC (sponsored session) Integrating sustainability throughout the petroleum value chain
1200-1315	Lunch - Ingredients
1315-1430	<b>Break Out Sessions C, D</b>
1430-1445	Refreshments and Break in the Pre Function Area
1445-1600	<b>Closing Plenary Session 8:</b> The 2015 outlook and beyond. How can large companies and organisations make sense of medium to long-term trends such as climate change and demographic changes to adapt and prosper with society?
1600-1700	Close - Sandra Anani, Sustainability to Action



مجموعة أبوظبي للإستدامة  
ABU DHABI SUSTAINABILITY GROUP

# Event Information



## Forum Location

ADSG Sustainable Business Leadership Forum will be held at the Anantara Eastern Mangroves hotel in Abu Dhabi, UAE from Monday 16 February to Wednesday 18 February 2015. Hotel accommodation is available for the Forum delegates at Anantara Eastern Mangroves hotel in Abu Dhabi, UAE.

Accommodation has been reserved for ADSG delegates at discounted rates with the event hotel, offering a range of prices to suit all budgets. Bookings can be made directly with the hotel contact +971 2 656 1399 for more information.

## Sponsorship Opportunities

Have you thought about sponsoring the ADSG Sustainable Business Leadership Forum?  
For enquiries: [sandra@sustainabilitytoaction.com](mailto:sandra@sustainabilitytoaction.com)

## Delegate Registration and Hotel Reservations

Delegate registration can be completed online via the ADSG website at [www.adsg.ae](http://www.adsg.ae) – simply click on the ADSG Forum tab on the home page. Delegate registration enquiries should be directed to the ADSG by email to [rasha.sawaby@adsg.ae](mailto:rasha.sawaby@adsg.ae).



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](https://twitter.com/ADSG_Comms) #ADSGForum

Event organised by Sustainability to Action  
[www.sustainabilitytoaction.com](http://www.sustainabilitytoaction.com)







مجموعة أبوظبي للاستدامة  
Abu Dhabi Sustainability Group

A Public Private Partnership Initiative to Champion Sustainability in Abu Dhabi

## Supply Chain Management and Social Responsibility Workshop

Supported by:



Date: Tuesday, 24 March 2015

Location: Etihad Airways Training Academy in Khalifa City A, Abu Dhabi

### Course Objectives:

The aim of this course is to develop a strategy to manage supply chain risks and opportunities. The course will help you to:

1. identify supply chain challenges at an industry level and develop a supply chain strategy
2. manage supply chain risks through codes of conduct and auditing and to develop a practical risk management approach
3. examine emerging environmental challenges along supply chains and embed them into the strategy
4. consider opportunities for full supply chain traceability to engage with deep supply chain challenges and create inclusive business opportunities
5. develop strategies that will leverage the development of responsible products and services

Session	Content
1	<ul style="list-style-type: none"> <li>The context of supply chain issues</li> <li>Labour standards in the supply chain</li> <li>Common supply chain challenges</li> </ul>
2	<ul style="list-style-type: none"> <li>Codes of conduct</li> <li>Supply chain audits</li> <li>Risk management</li> </ul>
3	<ul style="list-style-type: none"> <li>Supply chains and the environment</li> <li>Life-cycle assessment of products</li> <li>Product responsibility</li> </ul>
4	<ul style="list-style-type: none"> <li>Deep supply chain challenges</li> <li>Developing inclusive business strategies</li> <li>Traceability of supply chains</li> </ul>

- Cost for this one day course will be 750 AED (US200\$)
- A discount is available for AD SG members 600 AED (US165\$)
- Lunch and refreshments are included.

### Course Leaders:

**Dr Richard Welford**, please [CLICK HERE](#) to read his biography

For more information, please [CLICK HERE](#)

To register, please contact:

Email: [vicky.chan@csr-asia.com](mailto:vicky.chan@csr-asia.com)

Call: +852 3579 8079

## Why sustainability should be on the Chief Financial Officer's radar?



### Why sustainability should be on the Chief Financial Officer's radar?

The global economy is entering a new era and the compelling imperative of sustainability is on everyone's radar, and that includes the business community. As a recent 2014 report from the Intergovernmental Panel on Climate Change showed, no one should be left in any doubt that the 'severe, pervasive and irreversible consequences' of climate change, left unchecked, could soon be beyond our capacity to rectify. This includes more extreme weather events that damage our infrastructure, sea level rise threatening coastal cities and the disruption of weather patterns. Combined with growing challenges such as water scarcity and pressure on natural resources, these major sustainability trends are presenting both risks and opportunities for business.

To deliver long-term sustainable value, a key ingredient for any business is the ability to look at the future and consider how global trends and themes will affect operations over the medium and long-term. Many businesses are already realising that thinking about sustainability issues is necessary if they are to "future-proof" themselves against the mounting environmental and social factors that can present a competitive advantage to those responding early and a significant risk if not addressed.

### The Prince's Accounting for Sustainability Project

The finance and accounting community is the engine room of business and the economy and has a vital role to play in providing the systems and information to help businesses make the right decisions and choices. In recognising this, His Royal Highness The Prince of Wales established The Prince's Accounting for Sustainability Project (A4S) to "help ensure that we are not battling to meet 21st century challenges with, at best, 20th century decision-making and reporting systems."

A4S works with leaders in the finance and accounting community to catalyse a fundamental shift towards resilient business models and a sustainable economy.

### Why Chief Financial Officers?

There is clear evidence of the link between sustainable business models and improved commercial returns, including reduced cost of capital and improved market performance. In many businesses, the finance team plays a key role as partner to the rest of the business and has a unique integrating role, driving change throughout the organisation and ensuring that sustainability is part of every decision taken. Chief Financial Officers (CFOs) play a vital role in determining the corporate strategy, as well as holding the purse strings. When it comes to

areas such as infrastructure, unless the finance team is on board, realising the benefits of a sustainable approach, and mitigating the risks of an unsustainable one will be hard to do.

### A4S CFO Leadership Network

A4S has been working with leaders from the CFO community for a number of years. In 2013, a number of CFOs of global businesses came to A4S to form the CFO Leadership Network, with the intention to catalyse change within the global finance community, and to embed management of environmental and social issues into business processes and strategy.

The Network focusses on finding solutions to the challenges faced by businesses to embed sustainability within decision making and strategy, delivering specific, tangible outcomes – as one might expect from a group led by CFOs!

During 2015, A4S plans to expand the Network globally through the creation of regional hubs in different jurisdictions to allow international collaboration and outreach. Members must demonstrate personal leadership in this area and represent organisations that are committed to embedding sustainability within strategies and business models.

During 2014 the A4S CFO Leadership Network worked on producing four guides which will give CFOs and their teams the tools and practical solutions to help address the emerging environmental and social issues:

- Managing uncertainty in decision making – integrating risks resulting from macro sustainability trends into business decision making
- CAPEX – methodologies and guidance to embed sustainability into capital investment appraisal
- Natural and social capital – a guide on how to quantify business impacts and dependencies through the measurement of natural and social capital
- Enhancing investor engagement – a practical guide for investor relations teams to engage on the drivers of sustainable value

The CFO is in a unique position to demonstrate the link between sustainability and commercial returns and to encourage businesses to respond to the risks inherent with the changing world. Companies that are slow to adapt could not only face increased costs and suffer reputational damage, but miss out on the commercial opportunities that the changing business climate will bring.

To find out more about Accounting for Sustainability [www.accountingforsustainability.org](http://www.accountingforsustainability.org)

To download the CFO Leadership Network Guides [www.accountingforsustainability.org/cfos/network-of-chief-financial-officers/a4s-cfo-leadership-network-activities](http://www.accountingforsustainability.org/cfos/network-of-chief-financial-officers/a4s-cfo-leadership-network-activities)



**Jessica Fries**  
Executive Chairman  
A4S

While at A4S, Jessica has been responsible for establishing and running the International Integrated Reporting Council (IIRC) during its first 18 months. She is now on the IIRC's Board and Deputy Chairman of its Working Group. Previously, Jessica held a number of roles at PwC, most recently leading global activities around integrated reporting. She has worked with a wide range of companies, governments, investors and not-for-profit organizations to help them integrate sustainability into core business processes and activities. She has extensive experience developing capability frameworks and designing training courses on a range of topics.

Jessica is co-editor of a book comprising case studies on 'integrated reporting' and 'integrated thinking' by leading academics published in June 2010, "Accounting for Sustainability: Practical Insights". She is a member of the UK Treasury's Sustainability Reporting Steering Committee, the Chartered Institute of Public Finance and Accountancy's Sustainability Committee and was a member of the European Commission's Expert Group on Non-Financial Disclosure.

Jessica is a chartered accountant, a fellow of the Royal Society of Arts, has an MSc in Economics from the London School of Economics and an BA in Economics from the University of Cambridge

## Rotana: Building Internal Capacity

**Rotana Hotel Management Corporation PJSC issued its first Sustainability Report, which is its first Sustainability Report written entirely in-house, without employing any external agency. To achieve this, Rotana participated in the Capacity Building Programme of the Abu Dhabi Sustainability Group (ADSG), comprised of a Guidance Handbook and the ADSG Sustainability Maturity Assessment Tool, a 4-day Training Course, attending Theme Workshops and the Report Support Programme, consisting of 4 workshops with peers and 4 face-to-face coaching sessions. This article describes the rational, process and learning points.**



### **ADSG: Q2. Why did you decide to issue the Report in-house instead of outsourcing it?**

As we continue to expand into new territories and strength our position as the leading hotel management company in the region, we need to build trust with our Stakeholders and invest on responsible business practices. Our growth goes side by side with enhanced responsibility to create additional value and trust for ourselves and the communities we operate. It is evident from our Report that we focus on transparency and accountability and for that reason, we are willing to make a difference. We wanted the development of our first Sustainability Report to be indicative of the efforts we have made so far through our cooperation with various Stakeholders. Since we have demonstrated our commitment to report our progress on the issues of responsible and sustainable development and the impact we have on the local communities and the environment, developing a Sustainability Report internally allows us to utilize our own potential and focus on our most material aspects.

### **ADSG: Q2. What was your involvement with the Capacity Building Programme?**

The Capacity Building Programme developed by ADSG proved to be of great assistance for issuing of Sustainability Report. The Programme included the Guidance Handbook, the ADSG Sustainability Maturity Assessment Tool, a 4-day Training Course, Theme Workshops and the Report Support Programme, which included four workshops and four face-to-face coaching sessions. It has been a great opportunity for us to participate in the



Programme, since it allowed us to acquire the necessary knowledge to manage sustainability.

#### **ADSG: Q2. How difficult was it to develop the Report?**

Since it was our first attempt to develop a Sustainability Report, we were confronted with a number of challenges while preparing the report. One of these challenges was the data collection process. The Report covers all Rotana hotels, all four brands, 46 operating hotels in the Middle East and Northern Africa region and their material economic, environmental and social impacts. Naturally, it required a lot of time and attention to the internationally recognized guidelines for developing the report. In addition to the fact that Rotana had not issued a report previously, integrating the concept of sustainability reporting to our business practices was not an easy task. However, we were motivated to issue an annual Sustainability Report since we had declared our commitment when we joined ADSG.

#### **ADSG: Q2. How did you utilise the ADSG Sustainability Assessment Tool?**

When we have launched our sustainability platform "Rotana earth" it was imperative for us to better understand our company's sustainability maturity level to develop our strategy, therefore we have utilized the Sustainability Maturity Assessment Tool (part of the Capacity Building program of the Abu Dhabi Sustainability Group –ADSG) enabling us to conduct a thorough assessment of our global operations, policies and approaches with the goal of evaluating our current sustainability performance and creating rigid strategy to define and build sustainability into our operations. The sustainability Maturity Assessment Tool enabled us to develop our short term 2012-2015 plan under each of our platform areas: governance, colleagues, suppliers, guests, communities and environment. We have identified for every year the following:

- Policies to be developed
- Approaches & Programs to be implemented
- Performance monitoring tools for related KPIs
- And perception collection methodologies to be implemented.

As a result, we were able to set:

- Annual comprehensive sustainability plan
- Annual corporate Sustainability Key Performance Indicators for the company
- Annual sustainability budget added in the company annual budgetary process.

#### **ADSG: Q2. What would you recommend to other organisations?**

Especially for organizations that do not have any prior experience on sustainability reporting, adopting sustainability as a fundamental approach in developing and executing business planning should be the first thing to consider in their agenda. In order to ensure achievement of strategic sustainability objectives, organizations need to develop and implement a comprehensive sustainability strategy and planning, taking into consideration their internal external stakeholders.

A core component of managing businesses in a sustainable and responsible way is by having key strategic sustainability goals aligned with the organization's sustainability vision and the commitment from the Board of Directors towards pursuing those goals, which should not be neglected in any way.

Finally, active participation in the meetings and the activities of ADSG such as the Capacity Building Programme is essential in any organization's ability to ensure higher levels of transparency and accountability and support sustainable economic and social growth.



Christiane Abou Zeidan  
Corporate Director of Environmental Health & Safety, Rotana

## Building the Knowledgebase and Human Capacity must be at the Core of “Green Economy for Sustainable Development” of the UAE



### Ensuring Action-ability of Green Growth Solutions

Three federal entities, the Ministry of Environment and Water, the Ministry of Foreign Affairs, and the Prime Minister’s Office, in partnership with the Global Green Growth Institute\*(GGGI), have been working on developing a comprehensive national level policy framework, its implementation roadmap and action programs to achieve a “Green Economy for Sustainable Development for the UAE” initiated by HH Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister in January 2012.

Ensuring action-ability in proposed green growth solutions under the umbrella framework of “the UAE Green Growth Strategy”\*\* has involved a series of endeavouring steps including: meticulous data collection and source verification; rigorous analyses that are verified and validated by stakeholders and wider research communities; development of innovative solutions to close existing gaps; strategically leveraging opportunities and maximizing benefits through solution synergies; and securing stakeholder buy-in’s through 125 stakeholder consultations engaging more than 50 federal and emirate entities during strategy development. Furthermore, considerable efforts have been made to build a strong knowledgebase in the UAE by preparing a green growth data repository and reporting scheme, developing UAE tailored green growth analytics and toolkits, and developing capacity building programs for stakeholders.

### Green Growth Knowledge Sharing and Training Programs that have benefitted 330 participants from 60 Federal and Emirate Entities since 2012

The three federal entities and GGGI have cooperated to develop and provide green growth capacity building programs to raise awareness and enhance understanding on sustainability among stakeholders. was delivered in the form of a Green Growth Knowledge Sharing Workshop designed to advance “how to” knowledge and its applications by UAE practitioners in support of the pending UAE National Green Growth Strategy. Held on November 24 and 25, 2014 at the GGGI Abu Dhabi Regional Office in Masdar City, the workshop welcomed close to 130 participants from nearly 40 federal and emirate entities, including the Ministry of Finance, the Ministry of Energy, the Ministry of Public Works, Masdar, the Dubai Supreme Council of Energy, the UAE General Aviation Authorities, municipalities and other emirate authorities from Abu Dhabi, Dubai, Ras Al Khaima,, Ajman, Fujariah, Umm Al Quwain and Sharjah.

The workshop noted the UAE’s Green Economy for Sustainable Development and the National Green Growth Strategy initiatives as key indicators of the government’s commitment to long-term national Green Growth. While workshops participants acknowledged the importance of instituting a coherent national framework and stable policy environment, they also agreed that it was only the beginning of the UAE’s sustainable green-growth journey. Critical next steps necessary to realize quick wins and long-term priorities include the involvement of the private sector as well as government leadership and “smart” interventions that incentivize business to pursue resource efficiency and environmental sustainability. Another key workshop take-away was the recognition that pursuing sustainability makes real business sense and generates entrepreneurial opportunities. The examples of DEWA, Masdar and ACWA Power demonstrate that better performance, greater profitability and sustainability can all go hand in hand. Representatives from the Abu Dhabi Sustainability Group also presented and shared their invaluable perspectives.

At the end of the program, the level of satisfaction was assessed to be “very good” by the participating stakeholders. The qualities of the

training programs were perceived as “very high”, attaining 4 on a 5 point scale. Participants strongly agreed that “the workshop has improved their understanding of green growth and sustainable development in the UAE” (4.2/ 5) and positive that “the workshop will help deliver improved results at work (3.9/5)”.

The Green Growth Knowledge Sharing Workshop is the third in its series and have benefitted around 330 participants from approximately 60 federal and emirate entities so far, including the previous two workshops in November 2012 and March 2013. The provided modules include topics on (i) ‘Green Growth Introduction’ designed to introduce its principles, theories and assessment and evaluation of green growth implementation (ii) ‘Comprehensive Policy Program’ designed to discuss green growth policy development cycle and governance (iii) ‘Specialized Sector Programs’ designed to discuss sector specific green growth solutions and opportunities across oil & gas, water & electricity; industry, building ,transport, waste and landuse and agriculture sectors

Overall, the workshop received positive feedback. The level of satisfaction was assessed to be “very good” by the participating stakeholders. The quality of the training sessions was perceived as “very high”, attaining 4 on a 5 point scale. Participants strongly agreed that “the workshop has improved their understanding of green growth and sustainable development in the UAE” and felt positive that “the workshop will help deliver improved results at work”.

The Green Growth Knowledge Sharing Workshop was the third in a series of trainings that have to date benefitted close to 330 participants from approximately 60 federal and emirate entities. The previous two workshops were held in November 2012 and March 2013. The Green Growth Knowledge Sharing Workshops include the following 3 modules: (i) ‘Green Growth Introduction’, designed to cover principles, theories and assessment and evaluation of green growth implementation; (ii) ‘Comprehensive Policy Program’, designed to discuss the green growth policy development cycle and governance; and (iii) ‘Specialized Sector Programs’, designed to discuss sector specific green growth solutions and opportunities across oil & gas, water & electricity, industry, building ,transport, waste and land-use and agriculture sectors.

### **Partnering with ADSG as a Catalyst for Nation-wide Transformation.**

The capacity building program represents an individual layer for the achievement of the holistic goal of establishing a Green Growth framework for

the UAE and as such, is meant to be tailor made for the needs of stakeholders who will champion Green Growth implementation going forward. The knowledge sharing and capacity building efforts will be pursued in conjunction with emirate and sector specific planning for green growth in the UAE, with the aim of facilitating the complete transition into a green society.

ADSG, which since 2008 has embodied what sustainability contains for the Abu Dhabi and has worked as a catalyst for change towards sustainability at the organizational level, will be a vital partner in achieving the holistic national transformation of the UAE. Drawing on the success of Abu Dhabi, ADSG and GGGI will seek opportunities to jointly build an engaging platform for enhanced dialogue and dissemination of green growth best practices that catalogue strategic options and toolkits suitable for the UAE across different emirates. The pioneering examples set by ADSG members will inspire and encourage entities in other emirates, facing similar challenges, to seek and act on sustainability solutions.

\* A non-profit, treaty based intergovernmental organization dedicated to promoting Green Growth in emerging and developing economies. GGGI has 24 member countries and operates 35 projects in 22 countries including the UAE, Jordan and Morocco.

\*\* The UAE National Green Growth Strategy was submitted to the UAE cabinet of Ministers for approval in June 2014 and is undergoing the final review.

**By Ms. Jin Young Kim**  
**UAE Country Representative**

## Move Right with the Department of Transport!



دائرة النقل  
DEPARTMENT OF TRANSPORT



On the 10th and 11th of November, the Department of Transport (DoT) held an awareness event at Al Maryah Island, showcasing sustainable travel options aimed to promote the culture of sustainable transport among the public.

The event was held as part of the DoT's Move Right campaign, which aims to diversify the travel options for the public in Abu Dhabi, and to encourage people to opt for sustainable travel choices.

The Al Maryah Island event, which was held in collaboration with The Galleria in Al Maryah Island, Daman, Al Masood Automobiles and Fun Ride Sports, included several awareness activities aimed at promoting initiatives and programs such as park & ride, public transport, carpooling and active modes such as walking and

cycling. This included guided cycling tours and health checks, in addition to walking and cycling training sessions. Furthermore, the Department of Transport highlighted its latest technical initiatives in the field of sustainable mobility solutions, such as the DARB mobile transport tool and test drives of low emission vehicles (LEVs).

The attendees had also the chance to win prizes by interacting with the event, or by making a sustainable travel pledge to use a more sustainable travel mode following the event. In terms of results and figures, the event engaged with around 1,000 participants resulting in 568 tickets being entered into the first prize draw. The sustainable travel pledge survey highlighted the interest of participants in switching to a more sustainable mode of transport for 5951 KMs in the 3 months following the event.

The DoT is looking to engage with businesses and organizations across the Emirate of Abu Dhabi to help diversify transport options available to their employees and visitors.

If you think that your organization would benefit from DoT's free assistance, please contact us using the following email address to find out more: [tmm.info@dot.abudhabi.ae](mailto:tmm.info@dot.abudhabi.ae)





## Steven Longman Senior Transport Mobility Management Consultant, Department of Transport

Steve Longman is a Transport Mobility Management (TMM) Consultant and has been working on the Department of Transport's Move Right Abu Dhabi campaign since May 2014. .

Steve's background is in sustainable transport and travel demand management, having been active in the industry for the last 8 years. During this time he has worked with some high-profile organisations in the UK to help them achieve their sustainability objectives relating to transport and to improve the travel options

available to their employees. This includes organisations such as BSKyB and the NHS, as well as being seconded to the Olympic Delivery Authority during the London 2012 to be part of the Arrivals and Departures Team.

As consultant to the DoT's Move Right Abu Dhabi campaign, Steve's role is to help develop, design and implement initiatives to improve sustainable transport options available in Abu Dhabi, as well as raising awareness and encouraging the residents and visitors of Abu Dhabi to use them.

Steve is pictured engaging with visitors to the Abu Dhabi Municipality at a recent Park and Ride promotional roadshow. The is part of a programme of events he is currently organising and delivering to the stakeholder organisations involved with the Move Right Abu Dhabi campaign.



# Employee Wellbeing



Linda Mbagwu is the Chief Executive of Adamine, a recruitment business providing change management and executive search services to Health and Social Care businesses internationally. During her time recruiting managers and executives within the sector, she has identified the importance of employee wellbeing and how it is intrinsically linked to the financial success of an organisation and the quality of service they offer.

Often, businesses that are focused on generating profits are more concerned about their bottom line than their staff. They feel that demanding more and investing less in their workforce is the best way to achieve a financially successful business. Quite often organisations with this focus have a low retention rate, overworked, unmotivated staff and an inefficient workforce. Organisations with overworked staff also have high cases of sickness absence. Within the health and social care sector,

26

I have seen many organisations who have been more focused on cutting costs to increase revenue, therefore expecting staff to do more with less have a significant reduction in the quality of care they provide in some cases leading to an increase of mortalities within their establishments.

There is now a substantial body of research to show that happier motivated staff goes hand in hand with thriving successful businesses.

Working in recruitment has allowed me the pleasure of meeting a number of different characters and personalities. Despite the differences each individual brings to the table, at the end of the day, we all want to receive respect from people with whom we engage and interact. A person's expectations of interactions in the workplace are very similar to those in their home life. For example, when people do something for a loved one at home and the loved one shows their appreciation, the individual feels positive

about what they have done and are encouraged to do more. Likewise, if staff feel appreciated for the work they deliver, they will naturally go the extra mile to continue delivering. If people feel unappreciated, they become resentful and discouraged.

Having worked with a number of organisations some of the key attributes I have identified in successful businesses include:

1. Employees with clearly stated objectives – this ensures the employee is aware of their contribution to the organisation and is not left feeling unvalued as they have a sense of purpose.
2. Regular Feedback – regular and consistent appraisals are essential to the development of staff, allows them to reflect on progress and to identify and celebrate their achievements.
3. Compassion – organisations that show compassion to their employees, whether it's by investing in training to enhance their weaknesses or being flexible to accommodate personal circumstance, goes a long way towards showing they care. If an employee feels their employer has their best interests at heart they are likely to be committed and loyal to that company.
4. Listening! – This is a big one. Good organisations not only listen to their employees but take into account the feedback received and put it into action to drive improvements. This help the workforce feel that they have a voice in the decisions that are made within the company. Doing just this has a huge impact on productivity of the workforce.
5. Being open and transparent – It is important to lead by example, by being open and transparent about what is happening within the organisation, staff will be encouraged to be forthcoming and honest about how they feel and any concerns they may have.
6. Last but not least, I have found that organisations who pay their staff well, offer good benefits and share their profits with their employees have happier, more committed staff and are more successful than those that don't.

Over the last few years, I have worked with a significantly large portfolio of clients and can honestly say that the majority of the most successful organisations put their employees at the heart of what they do. Moving forward, organisations that are flexible, committed and compassionate to their workforce will receive commitment, motivation and loyalty in return.



Linda Mbagwu is the founder, CEO and driving force behind Adamine Resourcing Partners.

Linda has specialised in health and social care recruitment throughout her career. Starting as a Healthcare Strategy and Projects Consultant with Badenoch & Clark, Linda rapidly grew her network and expertise and became top biller of the public sector division within six months. She then joined Green Park's healthcare desk in 2009 during a period of intense growth becoming a Senior Consultant within the health practice and assisting in establishing Green Park's presence in the health sector before joining specialist recruiter, Hunter Healthcare, as a Partner in 2011.

Building a strong reputation with clients and candidates alike, Linda launched Adamine in 2012 with the aim of changing the way recruitment services are delivered in the health and social care sector by giving an exceptional service to clients and candidates.

"I had a clear view of how I thought health and social care recruitment should be delivered. I knew it could be different and I knew it could be better for the client and the candidate. I soon realised that the best way of making that a reality was to put my money where my mouth is and do it myself.

I have become very passionate about working with Healthcare organisations and thrive in identifying opportunities in the midst of challenge. Good leaders are essential to the future of healthcare in the UK and internationally, and I'm determined to provide solutions that will contribute to the continued improvement of the industry."

# ADSG IN A NUTSHELL

## NETWORKING

A unique network of 47 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

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