



مجموعة أبو ظبي للإستدامة
ABU DHABI SUSTAINABILITY GROUP

SUSTAINABILITY JOURNAL

Quarter 3, 2015

"Sustainability is at the forefront of our long-term strategy. We incorporate sustainability in three fundamental areas: our patients; caregivers; and the community."

Abdulla Al Shamsi
Abu Dhabi Cleveland Clinic

Managing Energy to Help Manage Climate Change, AD SG Interviews Louise Kingham CEO, Energy Institute

The Role of the CFO & Finance Function in Sustainability - The AD SG and The Prince of Wales Accounting for Sustainability Project to Hold the First CFO Leadership Meeting in the Abu Dhabi



مجموعة أبوظبي للاستدامة
ABU DHABI SUSTAINABILITY GROUP

CFO Leadership Meeting

In partnership with:



2nd November 2015

Agenda

10:30 am	Registration & Networking Coffee
11:00 am	Prompt Start
14:35 pm	Finish
14:35 pm	Lunch Break
Venue	Abu Dhabi, UAE

A regional event for Chief Financial Officers across the GCC

The Accounting for Sustainability (A4S) Chief Financial Officer Leadership Network was launched by HRH The Prince of Wales in 2013, and we are delighted to hold a regional CFO meeting in November 2015 to discuss the leadership role that the finance community in Abu Dhabi plays in the development of a strategic response to major environmental and social issues.

This event is delivered in collaboration with the Pearl Initiative, and will cover the following topics:

Leadership

Highlight the crucial leadership role of CFOs and the Finance Community.

Outputs

Discuss recent outputs developed by the A4S CFO Leadership Network in Europe.

Actions

Explore practical actions that businesses in the region can take to embed sustainability into financial decision making.

For more information or to register your interest please contact us by email at: rasha.sawaby@adsg.ae

See www.accountingforsustainability.org/cfos/network-of-chief-financial-officers for more on the A4S CFO Leadership Network's activities and areas of focus.

In cooperation with:

Think Ahead



Supported by:



Editor's Note

Welcome to the latest issue of the ADSG Sustainability eJournal. We are delighted to present to you the latest and freshest designs to align with the ADSG's refreshed brand and colours. This issue brings with it our feature interview with Mr Abdullah Al Shamsi showcasing Cleveland Clinic's key role in the local community in Abu Dhabi and their sustainability drive. Furthermore, we share with you insights from the Energy Institute's CEO, Louise Kingham OBE FEI, on the latest from the energy field. Once again, we bring you a breadth of sustainability knowledge and developments, in return we hope to hear

back from you how useful and informative you find this eJournal so you can help us to improve it.

We look forward to hearing from you and to receiving your input and contributions for our future issues.

With best wishes,

Sandra Anani
Sustainability & Communications Consultant



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

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Hiwar Session on The Journey to Paris: COP21

Date 8 October, 2015
Time 1pm to 3pm
Venue The Auditorium
Al Mamoura Building (A), Abu Dhabi, UAE

In the follow up to the recent ADSG Hiwar on 'Effective Energy Management', this session will focus on the upcoming United Nations' Framework Convention on Climate Change's 21st Conference of Parties meeting in Paris (COP21) in December 2015 where global leaders will finally convene to tackle climate change. This is the key opportunity to make a significant step towards tackling climate change at the COP21 with a global agreement limiting greenhouse gases.

Many organisations and individuals are calling for a strong agreement at COP21 that will dramatically cut emissions and accelerate the planet-wide shift to clean energy.

Objectives of this Hiwar Session:

- > To understand more about COP21, what it's about and what is hoped to be achieved
- > Share what organisations in the UAE are doing about climate change
- > Be part of the discussion that develops the process through which policy can shape business involvement in this field

Agenda

- 1.00 pm Welcome & Hiwar session Goals
- 1.15 pm Journey to Paris, COP21 "Presentations and Statements by Speakers"
- 2.15 pm Panel Debate
- 2.45 pm Review of Main Emerging Ideas From the Hiwar
- 2.55 pm Session Closing Remarks
- 3.00 pm Networking

For more information, please contact the ADSG by email: rasha.sawaby@adsg.ae

Entry is free, but seats are limited, register now to avoid disappointment.
Please click [here](#) to register.

Comment from ADSG Director



we look forward to hearing from you!
Please contact us for more details by
email to: contact@adsg.ae

ADSG Strategy Implementation

I am pleased to share with you that the team at the ADSG is working hard to deliver various aspects of the ADSG five-year strategy. There is no doubt that the process of implementation is just as important as the development of the strategy, and we are working with you, our members and partners, to chart the best way forward. As no doubt you are aware, part of this implementation of the strategy is the roll out of the ADSG Energy Management Flagship Programme - I wish to thank our member organisations who have taken a leading part in this flagship and have worked diligently towards promoting sustainability in Abu Dhabi and more widely in the UAE - we will have much more news to share with you and look forward to your input and engagement as we progress further into developing a more sustainable future together.

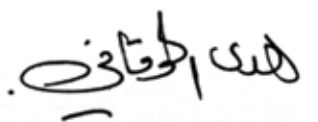
Abu Dhabi Sustainable Business Leadership Forum 2016

As you will know, we launched the inaugural Abu Dhabi Sustainable Business Leadership Forum in February this year. The event, which was a huge success, marked several achievements for the ADSG, its members and partners. The Forum was exceptional from all aspects, in terms of the cadre of speakers, participation and attendance of delegates, and the rallying of support from our esteemed sponsors without whom this event would not have taken place. I would like to extend our thanks to the Leadership in the UAE for enabling and supporting such an event to take place, and particularly extend our appreciation to H.H Sheikh Dr. Abdul Aziz bin Ali Al Nuaimi, H.H. Sheikha Shamma bint Sultan bin Khalifa, and H.E. Razan Khalifa Al Mubarak for their support, participation and active promotion of sustainability both in the UAE and globally. Finally, I would like to acknowledge Sustainability to Action, our Forum partner and organiser, who delivered a seamless and world-class inaugural event.

As we are launching with you the next Abu Dhabi Sustainable Business Leadership Forum in February 2016, we know that you also recognise the opportunities that this event opens up for us in terms of sharing learning and the latest ideas and innovation in the field of sustainability. Please engage with us and help us to develop and grow this Forum into the next level. You can find out more details by following us on social media using #ADSGForum2016.

ADSG Recognition of Achievements

The commitment that sustainability professionals have never ceases to amaze me. Their, often personal, passion and dedication to managing the various sustainability challenges in their business areas or local communities is both inspiring and motivating. The commitment and hard work should be recognised and celebrated, with the ADSG Recognition of Achievements are upon us, this is a wonderful opportunity to mark those efforts and

Huda Al Houqani,
ADSG Director



The AD SG Interview

In this issue, Abdulla Al Shamsi, the Chief Administrative Officer of Cleveland Clinic Abu Dhabi shares their current sustainability approach together with insights into their future plans and commitments to helping to develop a sustainable healthcare sector.

Showcasing Cleveland Clinic Abu Dhabi's commitment to sustainability and its contribution to the development of the UAE healthcare sector, the AD SG Interviews Mr Abdulla Al Shamsi, Chief Administrative Officer, Cleveland Clinic Abu Dhabi. We are delighted to share with you their current sustainability approach and measures as well as glimpses into future plans and commitment to helping to develop a sustainable healthcare sector.

ADSG Q1: Can you share with our readers your plans for Cleveland Clinic Abu Dhabi in the years ahead?

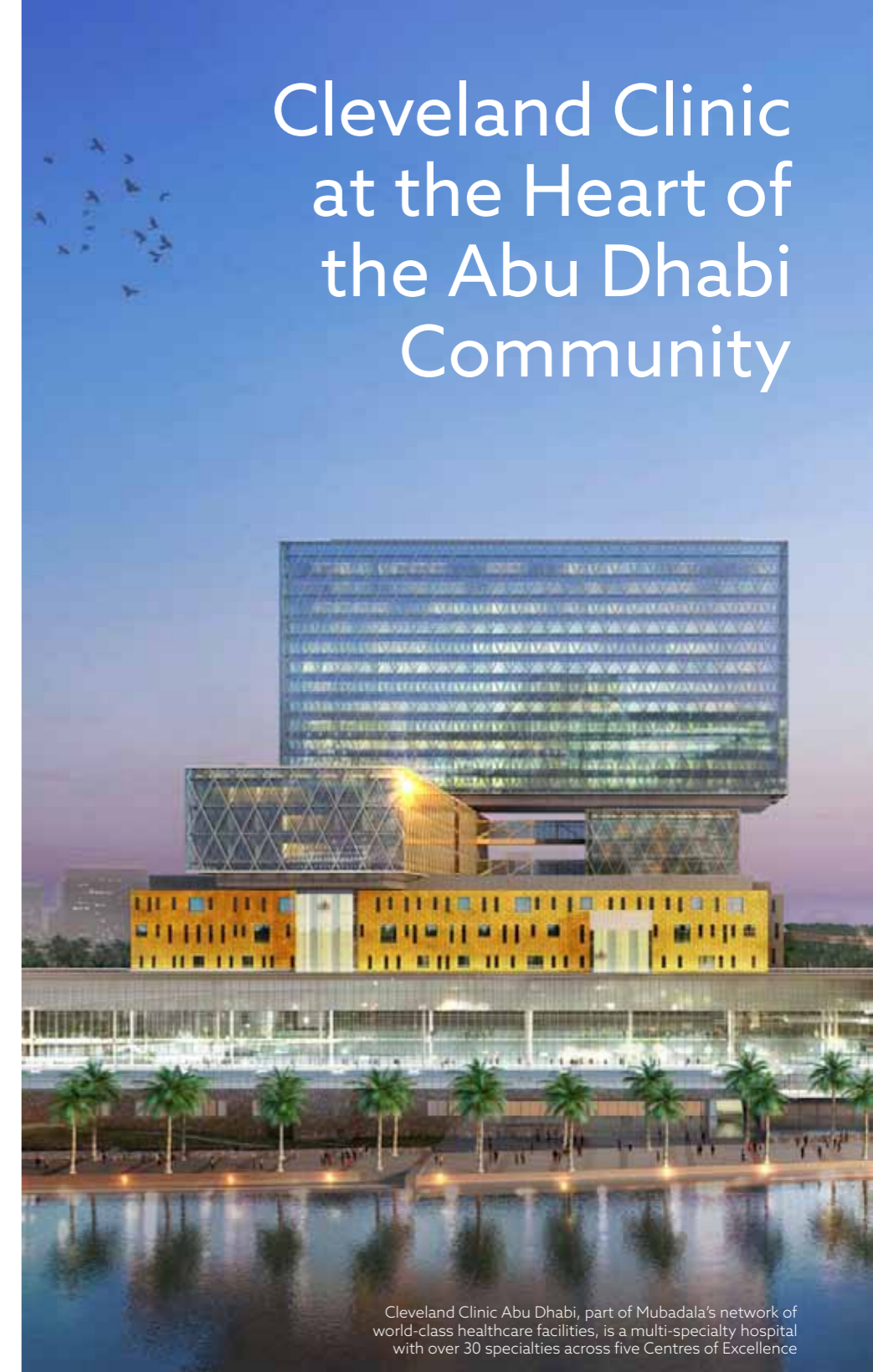
AAS: Cleveland Clinic Abu Dhabi, part of Mubadala's network of world-class healthcare facilities, is a multi-specialty hospital with over 30 specialties across five Centres of Excellence: Heart & Vascular; Neurological; Digestive Disease; Eye; and Respiratory & Critical Care.

Our priority in the years ahead is to continue paving the way for a healthier future for the people of Abu Dhabi and the UAE by providing specialised care for patients' most pressing critical and complex healthcare needs while more broadly promoting public health awareness and lifestyle choices.

We're thrilled to be replicating US based Cleveland Clinic's physician led, patient-centred Model of Care, which has helped to make it one of the top hospitals in the US. By replicating this model in Abu Dhabi, tailoring it to local cultural needs, and building on Cleveland Clinic's nearly 100 years of clinical excellence in treating many of the acute conditions which are also prevalent among Abu Dhabi patients, we're helping to reduce patients' need to travel abroad for treatment.

We're also focused on providing opportunities for, as well as nurturing and training, local talent so they can assume leadership positions in the healthcare sector. We believe this is a cornerstone of building a sustainable future, particularly amid the population and economic growth in Abu Dhabi, which continuously reminds us that we must anticipate and meet the growing medical needs of the Emirate's population, as well as invest in generations to come.

ADSG Q2: How do you see sustainability fitting in there?



Cleveland Clinic at the Heart of the Abu Dhabi Community

Cleveland Clinic Abu Dhabi, part of Mubadala's network of world-class healthcare facilities, is a multi-specialty hospital with over 30 specialties across five Centres of Excellence

AAS: Sustainability is a core element of Cleveland Clinic Abu Dhabi's vision, and has been since inception. In fact, Cleveland Clinic Abu Dhabi came about as a result of Mubadala's commitment and vision to contribute to the development of a robust and sustainable healthcare sector as a foundation of a sustainable and prosperous society.

To do so, Mubadala identified Abu Dhabi's pressing critical and complex healthcare needs and partnered with the internationally renowned, US-based Cleveland Clinic to address

these. For example, Cleveland Clinic Abu Dhabi's five Centres of Excellence – Heart & Vascular, Neurological, Digestive Disease, Eye and Respiratory & Critical Care – were specifically designed to meet needs for which UAE patients have previously traveled abroad.

We're also dedicated to empowering the Emirati workforce through knowledge and skills transfer, including the unique opportunity for clinical and academic interactions with Cleveland Clinic, which provides exposure to the latest advancements

Abdulla Al Shamsi
Chief Administrative Officer
Cleveland Clinic Abu Dhabi

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

Previously, Abdulla served as the Vice President at Mubadala Development Company's Real Estate & Infrastructure unit, where he oversaw and managed the development and growth of Mubadala Development Company's domestic and international real estate, infrastructure, and hospitality portfolio, focusing on social infrastructure projects and real estate investment opportunities that are central to Abu Dhabi's long term development plans. Abdulla joined Mubadala in 2008 as a Senior Architect and was responsible primarily for project management in both the design and delivery stages of real estate and hospitality assets worldwide. In this role, he led the team responsible for the delivery and operation of Al Maryah Island, Abu Dhabi's Central Business district.

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

Abdulla holds a Bachelor's Degree in Architecture from Carnegie Mellon University in Pittsburgh, Pennsylvania, and a Master of Architecture II degree from the University of Pennsylvania, Philadelphia.

in medicine and surgery.

ADSG Q3:
What are Cleveland Clinic Abu Dhabi's key priority areas in terms of sustainability?

AAS: Sustainability is at the forefront of our long-term strategy. We incorporate sustainability in three fundamental areas: our patients; Caregivers; and the community. Efforts within all three are interconnected and essential to the continuity of care delivery for years to come. This holistic approach to sustainable healthcare delivery has enabled us to set the standards high, right from the beginning.

For our patients, we continue to innovate and enhance the standard of our care, ensuring patients' safety and satisfaction along the way. Most significantly, we place considerable attention to increasing awareness and promoting prevention among the UAE population in regards to lifestyle-related habits that affect health. For our Caregivers, we provide educational and training

opportunities to empower them to make a continual impact on the healthcare sector. Our commitment also extends to the Emirati workforce as we're laying the groundwork and cultivating an environment that will inspire and encourage future generations of UAE nationals to join the healthcare sector.

In our community, we're focused on protecting our environment and reducing greenhouse gas emissions. Cleveland Clinic Abu Dhabi has set up a sustainability program to address sustainable sites, water and energy efficiency, materials and resources, indoor environmental quality, and innovation in operations, according to LEED's Existing Buildings Operations & Maintenance (EBOM) criteria and the Health Authority-Abu Dhabi (HAAD) Environment, Health and Safety Management System. We also have an environmental leadership council, a green team committee and sustainability champions each with an array of tasks and responsibilities to ensure the sustainability across the hospital's departments and operations in line with international,

regional and national targets and standards.

ADSG Q4:
What are your most important sustainability measures right now?

AAS: We're committed to enhancing the capabilities of our Caregivers, who have joined us from all over the world to deliver Cleveland Clinic-caliber care to the people of Abu Dhabi and the UAE.

Our Caregivers have ample opportunities to continue developing their scope of skills, such as continuing their education with US- and UK-certified continuing education programs and trainings at our Multidisciplinary Simulation Centre. We also offer several development programs for our Caregivers, with a focus on UAE Nationals, such as Emerging Talent Leadership Development and Sampson Global Leadership Academy, among others.

Emirati talent development is crucial, particularly in a sector like healthcare, identified as a major contributor

to, and foundation enabler of, Abu Dhabi's economic growth. UAE National Caregivers develop against the latest international healthcare standards, best practices and a wide range of career opportunities to serve in clinical and non-clinical roles, from executive leadership through to clinical and administrative levels.

Also throughout the development of our medical campus, we were focused on establishing an environmentally-friendly footprint. As a result, I'm proud that we're among select hospitals in the region to receive Gold certification under the internationally-renowned Leadership in Energy and Environmental Design (LEED) Green Building Rating System.

Most recently, we've been awarded the Best Sustainable Hospital Project Award during the 2015 Building Healthcare Middle East Exhibition & Conferences, which we're proud of. We hope to continue leading by example and reinforcing that healthcare operations can go hand-in hand with environmental conservation and stewardship. Other



Brought to you by Mubadala Healthcare

facets of our sustainable medical campus design and operations include the use of:

- > A smart-lighting system that senses the amount of natural sunlight in the room and automatically adjusts the amount of electric light.
- > 220 solar panels providing 70% of the energy for water heating in the summer.
- > A double-skinned façade wrapping around the patient tower, which recovers exhaust air circulating through the building, helping to reduce in the ventilation air's temperature and improve energy savings
- > High-efficiency plumbing fixtures and occupant sensors have been

installed to reduce potable water demand by 30%

- > Green roof and a unique state-of-the-art water recycling system using 100% non-potable water produced by treated air conditioning condensate water system for landscape irrigation
- > An alternative transportation program which encourages cycling and walking in the cooler months and reserves 5% of parking spaces for Caregivers, patients and visitors who carpool or use fuel-efficient /low-emitting vehicles
- > A solid waste recycling program targeting 50% waste recycling rate, in line with the Abu Dhabi Waste Reduction Policy 2013
- > An internal IT system to monitor

paper consumption activities and drive reductions

> Promotion and practice of sustainable purchasing of local, environmental-friendly products

ADSG Q5:

What are the main health issues and challenges that we face in the region and what may be the top priorities to help solve them?

AAS: Lifestyle-related diseases such as cardiovascular disease, diabetes, hypertension and obesity, are on the rise globally, as well as in the region. There must be a paradigm shift to reduce their prevalence, and this shift can only happen with increased awareness and education on healthier lifestyle choices.

We can reduce the risk of such diseases by curbing behaviours like smoking or unhealthy diets, but the first step is to raise awareness of the threats these behaviours pose in the long-term. Prevention should be emphasised in the years ahead to affect change and reverse the trend.

As a healthcare provider, our role extends beyond providing care, but also to promoting wellness amongst the Abu Dhabi community. In support of a healthier lifestyle, we share health tips and educational information on social media and we have a bike sponsorship program at TrainYas and GoYAS where we provide complimentary bikes for use, every Tuesday and Wednesday nights. Internally, we

encourage our Caregivers to lead a healthy lifestyle with a holistic wellness program, offering health lectures, complimentary fitness and meditation classes, and a smoking cessation program, among other initiatives.

ADSG Q6:

What would you say are the key components of a sustainable healthcare system, and how does Cleveland Clinic Abu Dhabi work towards that?

AAS: As mentioned earlier, there are many aspects of sustainability; however, one very important element to ensure the continuity of a vigorous healthcare system is investing in human capital, which is a key contributor to the growth of any nation. It is as equally important for us to continually excel and innovate in our clinical services as it is to advance Emiratis' capabilities and leadership within the healthcare sector.

Innovation plays a vital role in the long-term sustainability of our healthcare system, particularly in a dynamic sector like healthcare that is constantly being shaped by technological advancements. We're proudly pioneering these changes, and offering advanced medical and surgical care for our patients.

ADSG Q7:

When you are trying to be more sustainable, how do you get other healthcare providers to get involved?

AAS: Our role within the broader Abu Dhabi healthcare landscape is to complement it by addressing the complex and critical healthcare needs of patients, and helping reduce their need to travel abroad for care. It is crucial for us to work hand-in-hand within the wider healthcare ecosystem and continue to do what is in the best interest of our patients. One example of how we do this is by working hand-in-hand with referring providers on follow-up and post-acute care plans for patients.

Moreover, Mubadala's healthcare network, which offers more than 60 medical and surgical specialisations across seven facilities, is structured to address a range of patients' needs. We work closely with sister hospitals across the Mubadala network on patient cases and conditions. For example, if a diabetic patient at Imperial College London Diabetes Centre (ICLDC) is in need of specialised care for a complex issue aligned to our specialties, such as ophthalmological or cardiovascular conditions, we work closely with ICLDC to deliver that care here at Cleveland Clinic Abu Dhabi and eliminate the patient's need to travel abroad.

Interviewed by **Sandra Anani**
For more information on Cleveland Clinic please visit www.clevelandclinicabudhabi.ae.



DLA Piper's Break Into Law in the Middle East

As one of the largest law firms in the world, DLA Piper develops, manages and delivers pro bono and community engagement programs in size, scale, and scope unlike any other global law firm. We are concerned about access to justice, rule of law, education and employment. We work with the world's leading global charities, aid agencies, NGOs, UN agencies governments and academic institutions. In 2013, the firm devoted 220,000 hours to corporate responsibility initiatives, which makes us one of the largest providers of pro bono legal and non-legal skills and services in the world.

Break into Law is DLA Piper's global initiative focused on removing barriers to the wide range of legal and non-legal careers within the legal profession. In every region around the world, we are using our resources and the skills of our people to ensure underrepresented young people have the opportunity to gain access and insight into the legal industry and career progression within it.

The programme encompasses a variety of programmes that have been adapted according to local and regional need to help talented, young people from underrepresented groups to enter and succeed within our sector. Shifting employment reliance away from public sector work is a significant issue within many Middle Eastern countries, including the UAE.

Although Break Into Law is a global programme, it is designed in a sustainable manner so that it can be applied locally. In the Middle East,

DLA Piper invests in education of Arab youth. For example, we have worked with the UAE University College of Law for six years through a training programme for Emirati law students. In Kuwait, DLA Piper has worked with the Kuwait International Law School by training law students and we are doing the same in Qatar. Our lawyers have helped to train law students in the art of arbitration, while preparing them for a mock court case competitions

Mooting Competitions for UAE Students

DLA Piper developed a partnership with the UAE University College of Law 6 years ago to provide talented Emirati law students with training, sponsorship and work experience opportunities. As only Arabic law is taught in UAE universities, gaining access to experience in international law is integral to the success of UAE law students understanding the wider legal sector and securing jobs within international firms. DLA Piper invited its client, Etihad Airways, to sponsor the UAE University College of Law by providing flights to the various international moot court competitions. DLA Piper has been helping bridge this gap in the curriculum by supporting teams from UAE University Law School to compete in international Mooting Competitions through training and mentorship.

This year, we are supporting law students from the UAE University College of Law to compete in the prestigious Willem C. Vis International Commercial Arbitration Moot in Vienna, Austria where 300 other universities are participating.

For more information please click the following link: <http://www.dlapiperbreakintolaw.com/work/legal-education/mooting-competition.html>

Legal Education in Lebanon

For the past 3 years, DLA Piper collaborated with the Beirut Bar Association to develop and deliver two-day workshops to their law students and trainees. The workshop topics included an 'English Legal Drafting' course focused on how to draft corporate and financial transaction documents in English. The training our lawyers provided gave participants an opportunity to have a more hands-on experience of the law, complementing their often more theoretical legal education.

The first half of the course focused on drafting techniques and processes, engaging participants in practical exercises to enable them to 'learn by doing'. During the second half of the course, our lawyers presented the ethical issues they face working in a global law firm, providing tangible examples of how individuals need to support the checks and balances that our firm has in place in regard to International Ethics and Standards.

By **Rasha Kashkoush**,
Community Engagement Manager
DLA Piper

For more information please click the following link: <http://www.dlapiperbreakintolaw.com/work/legal-education/beirut-bar-2014.html>

sustainable economic and social growth.
We also approach publishing an annual report that explains our sustainability management approach and the contribution of our environmental, economic and social performance. We plan to



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The Abu Dhabi Sustainability Group (ADSG) is a partnership initiative to champion sustainability in Abu Dhabi.

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ABU DHABI SUSTAINABILITY GROUP

Managing Energy to Help Manage Climate Change

Abu Dhabi Sustainability Group interviews Louise Kingham OBE FEI - Chief Executive Officer, Energy Institute.



can the lessons learned from the EI's various research and work be translated into improved public policy?

The EI operates at a very practical level. Policy for us starts with what the EI's professional members are concerned about and their opinions of how best challenges can be solved. Our Energy Barometer report – first published earlier this year – sets out members' views and

1. What's new in climate change and energy?

Clearly with the United Nations Climate Change Conference in Paris coming up later this year, there is hope that countries will make stronger commitments to tackle climate change than they have to date, to try and keep the planet to a 2 degrees Celsius limit in temperature increase. This is a tough challenge and requires a stronger political will than we've seen before. President Obama's recent Clean Power Plan announcement is encouraging from that point of view.

2. How are climate change and energy efficiency related?

If you don't address the energy challenges – which start with needing less energy by using it more efficiently in the first place – then you cannot tackle climate change, because the impact of energy development and use on the climate is so great they cannot be decoupled.

3. What can you tell us about the Water - Energy nexus? What work is the EI developing in this area?

The energy industry uses water in certain energy developments and looks to do so as efficiently and safely as possible, with minimal impact to the environment. For some technologies such as hydro power, water is fundamental to generating the energy that we need. What we must do, when long term planning for societal needs, is to ensure that water, energy and food development activities complement each other, and that we do not instead rob one resource from the other in the ways we choose to use them. The EI does a great deal of work on energy efficiency and we have leading experts within our membership on the subject. We also produce good practice which relates to the management of land and water in the context of the energy industry's operations.

4. How is the EI working alongside stakeholders to develop climate policy solutions? How



the EI then works, often in partnership with stakeholders, on the issues identified. Our members are at the heart of the energy system today and are constantly seeking improvements in its development for the future.

5. What do you think is the importance of innovative research, knowledge sharing and strong partnerships in finding the right policy solutions that can work on a global scale? Do you have any examples?

The energy industry underpins the very functioning of society and is driven by technology; innovation and knowledge sharing, often in partnership, are essential to its success. Many institutions carry out the work in this way but policy is largely shaped by governments. So, the challenge is often for governments to better understand the industry and listen to its expertise, so as to ensure that the most cost effective and efficient policies for society are introduced. If governments 'hear' the experts and develop trust in them, that is probably where the most valuable collaboration can take place country by country, which in turn provides a global response.

The Energy Institute (EI) is the leading chartered professional membership body for the energy industry, supporting over 22,000 individuals working in or studying energy and 250 energy companies worldwide. The EI provides learning and networking opportunities to support professional development, as well as professional recognition and technical and scientific knowledge resources on energy in all its forms and applications.

The EI's purpose is to develop and disseminate knowledge, skills and good practice towards a safe, secure and sustainable energy system. A registered charity, the EI serves society with independence, professionalism and a wealth of expertise in energy matters.

The EI is licensed by:

- > the Engineering Council to award Chartered, Incorporated and Engineering Technician status
- > the Science Council to award Chartered Scientist status, and
- > the Society for the Environment to award Chartered Environmentalist status.

It also offers its own Chartered Energy Engineer, Chartered Petroleum Engineer and Chartered Energy Manager titles.

energyinst.org



challenge that needs to be turned into an opportunity. Collaboration across states makes sense in many cases, as does the introduction of effective regulation and planning. For example, a sustainability plan for urban development doesn't need to be restricted to cities or states and can work across countries if it makes sense to do so. The major opportunity is that development is in its early stages so there is no need to reinvent the wheel but you can leap frog others and use smart technologies to innovate in energy, water and urban developments.

6. What do you anticipate will be the outcomes of the COP21 in December 2015 in Paris?

I expect that countries will step up to communicate their intentions to tackle Climate Change and some may increase their ambition. I also expect a positive global communiqué which will reflect this, but I don't think a "one size fits all" global agreement will result from the conference.

7. Sometimes, the hard realities of the climate change challenge can seem overwhelming. What inspires you to be hopeful?

When embarking on any large project, we are taught to break it down into bite size chunks, look for realistic timescales, set goals and key milestones and make sure we resource it well. In the UK for example, where I am based, we have carbon budgets that are recommended and monitored by an external organisation to the UK Government. That means that there is public reporting on progress and UK performance to tackle climate change, and that the Government is challenged about areas where performance is not where it needs to be. This brings focus and guidance to those that need to know, which I think is a very positive motivation for change. Personally I am an optimist, so always hopeful but I'm a pragmatist too so that keeps me in check!

8. What do you think is the regional energy outlook for the GCC?

With great interest, I chaired a session at WFES 2015 and got a very interesting insight into the regional outlook.

There are huge opportunities for the GCC to harness natural resources to generate the services that energy provides and to do so efficiently. The management of water is also a

9. How can sustainability challenges be transformed into opportunities?

Largely this comes, I think, from looking at a problem in a different way, and where sustainability is concerned, in a life cycle sense too. When you do this you can sometimes solve more than one issue at a time – for example reduce waste and generate more power as a result, using less water. It requires some free thinking away from accepted constraints to truly innovate.

10. Achieving the right balance between growth and meeting regulatory guidelines, how can this be realised in the energy sector?

The best approach is by industry and regulators working in partnership to find the best solutions. We broker this on a daily basis at the EI to find health, safety and environmental answers to challenges identified by both parties. As a result, we always find the best way through: best for industry, for regulators and most importantly, for the customer who should benefit.

11. Please share with us your views on shaping the future of energy? Can you share with us some real life examples that demonstrate progress towards a more sustainable future in the energy sector through innovation, investment in infrastructure, and greater collaboration?

There are many examples, across many different countries where sustainability is working in action. Probably the most recent example I have learnt about in the UK has been driven by His Royal Highness the Prince of Wales, who is an Honorary Fellow of the Energy Institute. He has worked with collaborators on the design and build of a town called Poundbury, based on sustainability, architectural and urban planning principles.

The urban planning, energy development and waste

management plans have been created, literally, from the ground up and the town is now half built and due to be completed by 2025. This has required collaboration between every agency, government body and businesses involved to make this new way of living a reality – working with nature to harness its value, rather than against it. Working within the budget that nature gives us makes eminent sense to me.

Interviewed by **Sandra Anani**



Louise Kingham OBE FEI - Chief Executive Officer, Energy Institute

Louise Kingham OBE FEI is Chief Executive of the Energy Institute (EI), the leading professional body for energy, which promotes excellence by developing knowledge, skills and good practice in the global energy sector. Louise has spent the past 22 years working with energy professionals around the world delivering the Energy Institute's mission. Prior to her appointment at the head of the EI in 2003, Louise was Director General of the Institute of Petroleum and Chief Executive of the Institute of Energy, which merged to become the EI.

Before joining these charitable organisations Louise worked in the commercial sector for companies such as Guinness Brewing and Thompson Publishing. In 2006, she received a Global Leadership in Energy Award and in 2011, the OBE for services to the energy industry.

About the Energy Institute

The Energy Institute (EI) is the leading chartered professional membership body for the energy industry, supporting over 22,000 individuals working in or studying energy and 250 energy companies worldwide. The EI provides learning and networking opportunities to support professional development, as well as professional recognition and technical and scientific knowledge resources on energy in all its forms and applications.



ADSG Holds GRI G4 Certified Training for Members

Over the three days on 28-30 April 2015, the Abu Dhabi Sustainability Group (ADSG) held certified training programme on the most recent Global Reporting Initiative (GRI) Guidelines – GRI G4 – for the Group members. The training program was attended by 17 ADSG representatives from various sectors.

The training is in alignment with and works towards the ADSG's mission "to promote sustainability management in Abu Dhabi by providing learning and knowledge sharing opportunities for all government, private companies and not for profit organisations that are, or wish to become ADSG members, in a spirit of cooperation and open dialogue."

To achieve this mission, ADSG has developed a set of goals to advance and enhance the knowledge and expertise of its members and to encourage them to adopt sustainable business operations.

The training was delivered on behalf of the ADSG by Ernst and Young (EY), who is a certified GRI training partner in the UAE, KSA, Qatar and Kuwait. EY has been entrusted by GRI to provide comprehensive training in the field of stakeholder engagement, assessment of materiality of key performance indicators (KPIs), and overall sustainability reporting practice.

The session familiarised ADSG member participants with the GRI G4 Guidelines, so that they can understand the principles and guidelines and apply them correctly when preparing their upcoming sustainability reports. At the end of the training course, each participant received a certificate of attendance from GRI.

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

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

The training reflected the main focus of the GRI Guidelines – to guide organisations in preparing sustainability reports focused on the most material topics for them, i.e. those topics that should be measured, managed and changed. Material topics are those connected with economic, environmental and social impacts, which may be identified within and/or outside of an organisation.

The program stressed the importance of stakeholder engagement and provided numerous practical and visual examples to help participants relate their current approach to the best practice, both global and local. Stakeholder engagement is seen as a crucial step toward more focused and streamlined sustainability reporting. It is the essence of materiality determination and helps organisations to gather valuable feedback on stakeholders' key priority topics, potential challenges and expectations for their organisations. EY-trained facilitators, supported by ADSG team members, led the session and were available to answer any immediate questions from the audience. The presentations included a combination of case studies, interactive exercises, and most

importantly, strong encouragement for the audience to participate and share their experiences.

During the three-day session, the participants were engaged in various activities and "working-together" exercises to practice the concepts shared throughout the presentations. Collaboration on different tasks, such as sustainability report project planning and materiality assessment for a selected industry, helped participants share knowledge and reflect on the challenges they face when preparing their organisation's sustainability report.

Following the training session, the ADSG as part of its continuous improvement process, collected feedback from the participants on the overall presentation, style and learning. The feedback was very positive, and further ideas were gathered on how future sessions could be improved to benefit its particular members' needs. Some of the feedback included expectations from ADSG to conduct "train the trainer" sessions; support its members in developing sustainability reports; focus on stakeholder engagement and sustainable procurement; and keep developing sustainability knowledge and competencies across sectors. The three-day training provided a platform for knowledge and ideas exchange, discussion of sustainability reporting challenges and how to overcome them, as well as demonstration of best practice examples of leading sustainability reports. Sustainability reporting is a journey and requires a consistent and systematic approach. This session represented one step further in a well-established capacity building programme to help ADSG members embrace and continuously improve their sustainability reporting efforts.

By **Gauthier Dupont**
Director of Clean, Energy & Sustainability Services
Ernst & Young

Integrated Thinking: The Role of the CFO & Finance Function

His Royal Highness The Prince of Wales addresses the finance community at an Accounting for Sustainability hosted roundtable event

Businesses today are operating in an ever more interconnected and globalised world. Macro sustainability trends, such as climate change, resource scarcity and demographic shifts, are posing greater commercial risks and opportunities which are already impacting the bottom line.

In 2013, extreme weather events such as floods, droughts and heatwaves were behind \$37bn of the world's \$45bn disaster-related insured losses. With the global population growing at a rate of approximately 80 million people per year, the UN predicts that the world will need 30% more water, 50% more energy and 50% more food by 2030. The challenges of meeting these interconnected demands will create what some refer to as the 'Perfect Storm', with climate change exacerbating these impacts in unpredictable ways.

Coupled with these trends, with rising commodity prices, increasing regulation, and physical security of supply risks, there are greater stakeholder expectations on business. The growing ability for people to unite around issues of concern, coupled with heightened investor awareness and employee engagement, means that the value of a business is more at risk from inaction.

Planning and adapting to this changing world is essential. Businesses need to respond to these risks today to ensure their future success, 'future-proofing' themselves against the mounting factors that now threaten social, environmental and economic stability. Companies that are slow to adapt could not only face increased costs and suffer reputational damage, but also miss commercial opportunities to invest in products and services which meet changing consumer demands and respond to society's needs.

Why CFOs?

The Prince's Accounting for Sustainability Project (A4S) was established by HRH The Prince of Wales in 2004 to convene senior leaders in the finance, accounting and investor communities to catalyse a fundamental shift towards resilient

business models and a sustainable economy. Over the years, A4S has worked closely with CFOs and their finance teams to explore what role they can, and need to, play in the creation of sustainable business. As a result of this work, the A4S Chief Financial Officer Leadership Network was launched by The Prince of Wales at St James's Palace in December 2013.

Based on A4S's research, there are five key reasons why sustainability should be on the CFO radar:

1. Cost Cutting and Efficiency

Doing more with fewer resources, wasting less and making responsible decisions about how to operate means that costs can be reduced.

2. Risk Mitigation

Looking through a sustainability lens presents a new way of looking at forecasts and risks,

'To catalyse action by the accounting and finance community to support a fundamental shift towards resilient business models and a sustainable economy'

enabling businesses to anticipate risks and prepare strategies to deal with them.

3. New Competitive and Revenue Opportunities

Many companies have found sources of new revenue by offering sustainable products and services.

4. Drive Innovation

Innovation through manufacturing processes, construction and supply chain practices and new products and services can leave a lighter footprint.



Accounting for Sustainability Forum panel discussion (L-R) Pierre-André T  riss  , Former Chief Financial Officer, Danone, Rolf-Dieter Schwalb, Former Chief Financial Officer, Royal DSM, John Rogers, Chief Financial Officer, Sainsbury's and Jessica Fries, Executive Chairman, Accounting for Sustainability.



A biofuel demonstration flight was operated in Abu Dhabi last year using an Etihad Airways Boeing 777 aircraft.



ACCOUNTING FOR SUSTAINABILITY

5. Improved Employee Development and Retention

Avoiding the costs associated with finding and training new employees.

6. How Does Sustainability Impact the Role of the CFO?

Chief Financial Officers have a crucial role to play in driving their organisations' strategy and decision-making processes. As such, they have an interest in understanding the environmental and social impacts and dependencies faced, and ensuring that these risks and opportunities are managed effectively, so competitive advantage is seized.

At the simplest level, the finance team can play a vital role in providing the systems and information to help businesses make the right decisions and choices. Further, they frequently act as an 'integrating function', providing a vital link from the organisation's vision, values and strategic objectives through to delivery across the organisation.

The A4S CFO Leadership Network is focused on assessing how sustainability is relevant to, and can be integrated into, every element of finance function activity. The Network produced a series of practical guides for finance teams in 2014 and is working on additional areas in 2015.

Key insights from this work will be shared at a CFO Leadership meeting to be held in Abu Dhabi on 29th October 2015, convened by AD SG and the Pearl Initiative. If your CFO is interested in attending, please contact rasha.sawaby@adsg.ae

For more information about A4S: accountingforsustainability.org.uk

For more information about the A4S CFO Leadership Network: accountingforsustainability.org/cfos/network-of-chief-financial-officers



Jessica Fries
Executive Chairman
Accounting for Sustainability

Jessica Fries is Executive Chairman of The Prince's Accounting for Sustainability Project (A4S), established by His Royal Highness The Prince of Wales in 2004. She has led A4S since 2008, working with the finance community to catalyse a shift to a sustainable economy, with a focus on practical actions and targeted interventions capable of achieving global change. While at A4S, Jessica has been responsible for establishing the International Integrated Reporting Council (IIRC), as well as the A4S CFO Leadership Network and capital markets programme. Previously, Jessica held a number of roles at PwC advising a wide range of companies, governments, investors and not-for-profit organisations.

'Biojet Abu Dhabi' Presents Roadmap for Sustainable Aviation Biofuel Industry in the UAE

Etihad Airways, together with Boeing, Total, Takreer and the Masdar Institute of Science and Technology has launched a joint industry roadmap for the sustainable production of aviation biofuels in the United Arab Emirates. The BIOjet Abu Dhabi: Flight Path to Sustainability report outlines a set of recommended industry actions to create a commercially viable domestic aviation biofuel industry - a first for the Middle East.

The BIOjet Abu Dhabi roadmap is the culmination of an extensive year-long dialogue between Etihad Airways, its four BIOjet Abu Dhabi partners, and UAE and global stakeholders. It explains Abu Dhabi's potential to produce aviation biofuel locally, in a sustainable way, taking account of all elements of the supply chain from feedstock supplies to biorefining and distribution.

The roadmap explores how a supply chain can be established in the UAE through the exploration of sustainable feedstocks, new infrastructure requirements and necessary policy frameworks. It clearly indicates that Abu Dhabi holds significant potential to supply domestic feedstocks for use in aviation biofuel.

The BIOjet Abu Dhabi roadmap builds on local research undertaken by the Sustainable Bioenergy Research Consortium, led by the Masdar Institute, whose flagship project is the Integrated Seawater Energy and Agriculture System (ISEAS). ISEAS is an initiative to develop a unique form of agriculture, producing food and energy products on traditionally non-arable desert land irrigated with seawater. The pilot ISEAS facility is currently under construction within Masdar City.

The concluding action plan identifies opportunities, challenges and concerns in the commercial scale-up of domestic biofuel production, and will require the commitment of all stakeholders in addressing these.

For more information on the BIOjet Abu Dhabi Roadmap please click <http://www.etihad.com/csr>

By **Linden Coppell**,
Head of Sustainability
Etihad Airways

The ADSG Energy Management Flagship Programme, a Green Light All the Way

The Abu Dhabi Sustainability Group's 2014-2019 Strategy development process identified Energy Use as one of the important material issues across the Group's membership. With members' in-out and in alignment with Federal and Emirate level government objectives, the ADSG started to develop the 2015 Energy Management Flagship Programme. Energy management in this context means the management of energy consumption. This particular area was selected for a number of reasons:

- > It can be applicable to all our members - very few members have their own energy generation or potential to install renewable energy for example
- > Many of our members have significant real estate footprints and therefore have the potential to make significant savings
- > As demonstrated in a number of recent Demand Side Management studies and the experience of experts such as those in Estidama, the management of Energy issues in organisations, particularly in existing buildings, is an area that needs improvement in the Emirate of Abu Dhabi

Hence, and with the feedback and support from ADSG members, the programme content was developed to specifically target these issues mentioned above and to have the widest possible applicability. It was also decided to focus on those organisations that might gain the most benefit, i.e. organisation that are unlikely to already have significant energy management expertise, and not to focus on large industrial or extractives industry organisations.

Having launched several Flagship Programmes in the past, the ADSG has identified key learnings from those and developed the latest Energy Flagship programme with those learnings in mind. To achieve this the Flagship Programme includes a few more additional objectives, including:

- > Making sure that each individual participant in the programme and not

just the organisation as a whole, 'gets something out of it'

- > Having achievable and appropriate goals for the ADSG, which is a voluntary grouping
- > Not duplicating the work of others
- > Serving a real and relevant need
- > Delivering something practical and professional
- > Reaching out beyond sustainability/CSR managers to those working at the coalface of energy management who we would not normally reach
- > Having both the possibility of clear next steps and/or replicability

The Development of the Flagship Programme

As part of any successful programme, the ADSG worked with members and stakeholders to develop, review and promote the content and objectives for the programme, the steps we took included:

- > Engagement with a number of key stakeholders, a process which identified The Energy Institute (EI), the UK-based global professional body for the energy industry, with over 100 years' of experience of the sector, as the key partner to work with. This offered the opportunity for ADSG to offer certified training to the energy managers participating in the programme - a first for the ADSG
- > We hosted an awareness and engagement session at WFES in January 2015 which included insightful presentations from both EI and a special guest speaker from ENOC on their energy management best practice.
- > At our inaugural ADSG Sustainable Business Leadership Forum in February, the Energy Management Flagship Programme launch took place. ADSG partnered with Emirates Wildlife Society (EWS) - WWF, who brought their cutting edge and innovative Sustainable Office Interactive Energy Efficiency Game.

The game takes users through the

process of tracking, calculating and reducing energy consumption in a typical office space in the UAE and representatives from numerous organisations took part. Staffed by experts from EWS-WWF, the game provided thought provoking challenges in energy management and was extremely popular with participants. This helped set the scene and inspire interest in the programme overall

> This led to 9 organisations registering with the programme to designate 14 energy and facilities management professionals as trainees for 5-day CPD accredited training with EI. The training, which was hosted by the Department of Transport - Abu Dhabi (DoT) in May, is a bespoke, certified energy management level 1 training course with an exam, project component and includes an online learning environment and instructional tour of plant room and office facilities to learn how to apply best practice

> Currently, trainees are finalising their projects which include energy audits of their respective facilities

> Next steps for the programme will include a group webinar with EI and a programme highlights report to be issued at the end of the year

Energy Management in Abu Dhabi, Looking Ahead

Energy management is recognised as an issue that needs tackling for Abu Dhabi, and ADSG has played a role in improving the professionalism and capacity of its members in this area.

Commenting on energy management issues, Mark Hobbins, CEng, MBA, MSc, MEI, RPEC, Senior Energy Manager at Glasgow-based energy experts Mitie and the EI Trainer for the flagship program said: "Energy Management often brings huge benefits to an organisation, not only in direct bottom line savings (as energy is often seen as an overhead) but often improvements into other working practices. However, energy management is seen as a separate function and as a result does not get the time and resources attributed to it as it should.



The Abu Dhabi Sustainability Group's 2014-2019 Strategy development process identified Energy Use as one of the important material issues across the Group's membership.

The means that low awareness and lower priority means it can be overlooked. This means lower direct savings than is often possible. The main issue in organisation is sponsorship from the top management, giving adequate resources to staff, and staff not understanding the potential and opportunity that resource efficiency brings."

"Having worked with several organisations in UAE to increase awareness in energy management through training and mentoring, organisations that spend time empowering staff with the knowledge and tools to improve energy management are the ones that benefits the most. They are also the organisations that don't tend to be led by supplier solutions to an issue but review multiple options gaining a better impact and return for their investment. Furthermore, they are able to understand the fuller financial implications and rewards." He added.

Mark has provided a series of courses to large organisations in the region such as ENOC and Takreer including Energy Management for Technicians (3 days course) and Energy Management for Engineers (10 day course) and a bespoke course on Energy Efficiency in Combustion and Process Heat. Commenting on his impressions of the UAE trainees

he said: "Overall in UAE there is a wide range of experience and skills in energy management, this appears to be fairly polarised (some with high level of experience but many starting out).

This will gather momentum as it becomes a more focused area for organisations in the region. Many of the trainees on the courses show recognition that there will be a growing focus on improving energy use and see it as an opportunity for both their organisation and themselves."

Looking to the future, Mark opined: "In recent times, globally, energy management has been falling down the priorities of organisations, it has still been there just not as high as it once was. This is mainly down to two things: energy prices have reduced or stagnated meaning costs and returns have reduced for projects that save energy and also businesses coming out of recession areas have had to compete and work harder to protect profits, market share and staff security. On the positive side of things, technology costs have not been increasing and in many areas have been reducing, meaning that they have become more accessible to organisations to deploy. In the UAE as attention turns to demand side management, as opposed to supply side, energy management will increase in focus and become

more and more intertwined into the ethos of organisations. This will bring the added benefit of choice and competition for organisations, bringing further value for money to projects."

Commenting on the Flagship Programme progress, Huda Al Houqani, ADSG Director said: "Looking at the programme so far, the recent changes in electricity tariffs, the government focus on demand side management and the arrival in Abu Dhabi of a new breed of company offering energy performance contracting services, it is clear that there is a momentum building behind this issue. Although not without its challenges and while there are opportunities for further capacity building, Energy Management is an issue you can expect to hear more about and see new opportunities for innovation in the coming years. ADSG is proud to be at the vanguard of thought leadership in tackling this issue."

The Flagship Programme is expected to run until the end of 2015, when the ADSG will publish a report of case studies to share findings, the outputs and learning from the programme.

Reported by **Rahim O'Neill**, Strategy and Policy Manager ADSG



The Abu Dhabi Sustainability Group (ADSG), under the patronage of the UAE Ministry of Energy, hosted their tenth Hiwar on the 3rd June, 2015 in Abu Dhabi, where the discussion centred on effective energy management and how organisations can deliver better efficiencies that will support the realisation of UAE Vision 2021 and Abu Dhabi Vision 2030.

"We are delighted to hold today's Hiwar Session under the patronage of the Ministry of Energy and to have the support of all our speakers and delegates. We thank ADNEC, a member of the ADSG, for their commitment and generous hosting of our Hiwar Session. This truly demonstrates the commitment across the UAE towards energy management in a collaborative spirit," said Huda Al Houqani, ADSG Director. "Organisations across all sectors need to ensure that they have policies and plans to manage their energy consumption thereby ensuring a reduction in their related carbon emissions to support global and local efforts in reducing human impact on climate change," she added.

This Hiwar session is part of a series of events focused on economic, social and environmental issues and their implications for Abu Dhabi and the wider region, today's speakers outlined key developments and trends in effective energy management.

Al Houqani added: "The delegates were very engaged in our topic, and the feedback we received so far clearly highlights that our members and partners view effective energy management as essential for sustainable development in their organisations, as well as at home."

Following an opening speech by HE Matar Hamed Al Neyadi, Undersecretary, Ministry of Energy and a welcome speech by H.E. Razan Al Mubarak, Secretary General Environment Agency- Abu Dhabi,

the delegates were addressed by a panel of experts, including Mr Faisal Rashid, Energy Demand Side Director, Dubai Supreme Council of Energy, Mr Ali Al Rahbi, Vice President for Quality Health Safety Environment and Security at Dolphin Energy, Dr Afshin Afshari, Professor of Practice Masdar Institute. This Hiwar Session was moderated by Mr Tanzeed Alam, Climate & Energy Director at EWS-WWF.

H.E. Dr. Matar Al Neyadi, the Undersecretary of the UAE Ministry of Energy said during his opening note: "Ministry of energy is delighted to collaborate with the Abu Dhabi Sustainability Group in hosting this important dialogue with our key stakeholders, addressing issues of energy management, challenges and opportunities towards a green economy and global best practice." His Excellency added: "Through this platform, we hope that knowledge and best practices in the area of energy management can be shared and discussed to understand their suitability to our national circumstances."

Commenting on the event H.E. Razan Al Mubarak said: "With an increasing number of organisations working towards better energy management, events like today help to raise awareness of the critical role organisations have in curbing energy consumption and driving improvement across the board. The Abu Dhabi Sustainability Group is clearly taking great strides in promoting the importance of sustainability strategies on a corporate level and the Environment Agency - Abu Dhabi is a proud supporter of the great work that they are doing."

Addressing the session, Humaid Matar Al Dhaheri, Acting Group CEO, Abu Dhabi National Exhibitions Company (ADNEC), said: "Adopting the highest environmental sustainability standards and practices is a key priority for ADNEC in its ongoing efforts to preserve the environment for future generations. As a regional success model for the implementation of sustainability standards, ADNEC seeks to minimise the impact of its business on the environment through leveraging innovative technologies." Al Dhaheri added: "ADNEC also encourages other organisations in the emirate to follow our example in reducing the carbon footprint, while promoting environmental, social and economic sustainability for the ultimate benefit of stakeholders, shareholders, employees, customers and the wider

community." Mr Tanzeed Alam, Climate & Energy Director at EWS-WWF, highlighted during the session: "Effective energy management is crucial in the global fight against climate change as it can reduce our greenhouse gas emissions and provide economic benefits. However, UAE based organisations need to be enabled to play a more proactive role in scaling up energy efficiency by ensuring that key barriers are addressed, such as the high cost of energy efficient technologies, limited availability of energy efficient products and the lack of awareness of energy subsidies."

The session highlighted energy conservation techniques, best practices, shared new information on energy management from the region, thereby making significant inroads into improving understanding of the challenges and opportunities that affect energy management.

The ADSG programme of work aims to support its members and partners in realising 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.

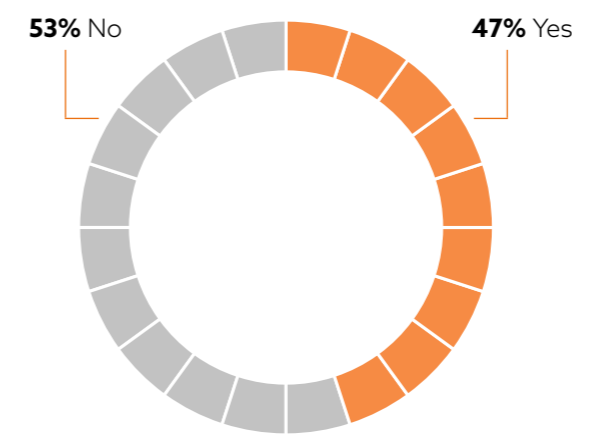
In summary, the session discussions and debate highlighted that energy management is a broad topic that includes various aspects such as the supply of energy, waste of energy and how do we save and conserve energy and indeed how can we change our patterns of energy consumption.

There is huge potential that effective energy management can achieve, for example contributing towards tackling key global challenges like climate change. Similarly, another key highlight from the session was the opportunities that energy conservation can deliver by helping to contribute towards economic growth and development of the country. The UAE has launched several initiatives, including changes in the tariff system, proactive demand side management programmes and energy reduction targets all these activities combined give businesses a clear economic argument that there is benefits in adopting sustainability strategies and saving energy as it has a direct impact on the bottom line. But we can only achieve those savings when we work together on addressing those issues in the UAE.

Reported by: **Sandra Anani**

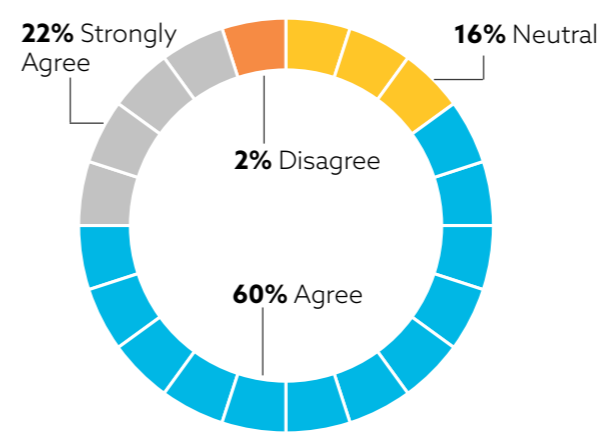
The ADSG Holds a Hiwar Session on Effective Energy Management Held Under the Patronage of the UAE Ministry of Energy

Q1 Is your organisation a member of ADSG?

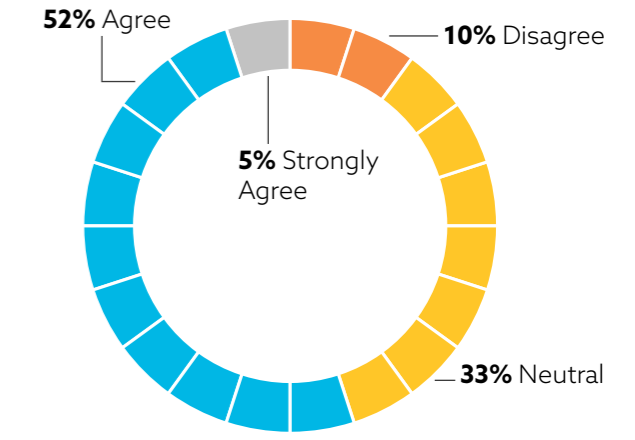


- Quotes**
- > It was a positive message about change in the UAE
 - > It raised energy awareness dramatically
 - > Good networking opportunity
 - > Focused discussion

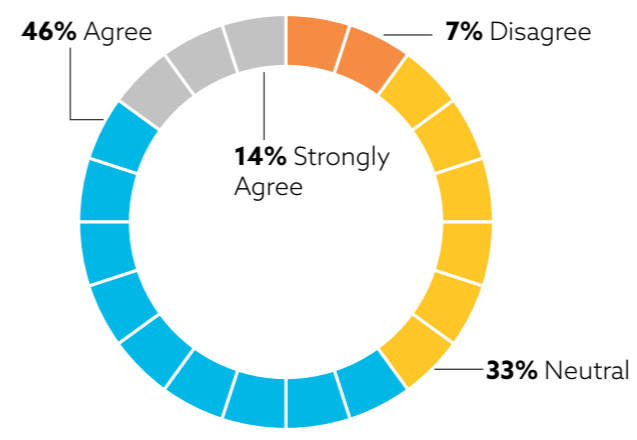
Q2 The Hiwar session met the stated objectives



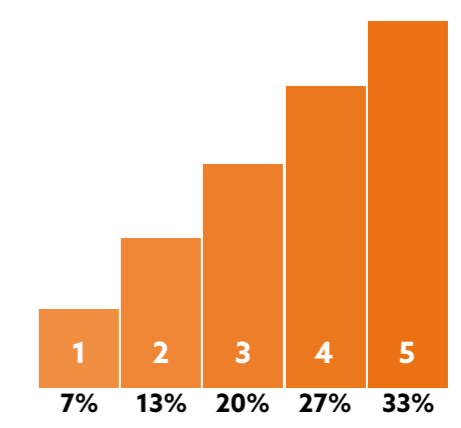
Q3 The panel discussion was thought provoking



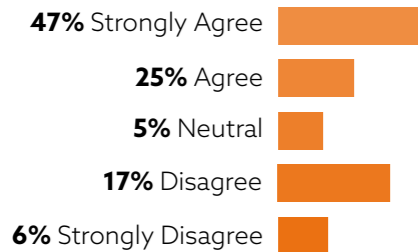
Q4 My understanding of effective energy management has increased significantly as a result of attending the session



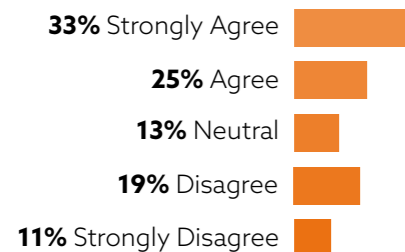
Q5 Overall rating of the Hiwar session



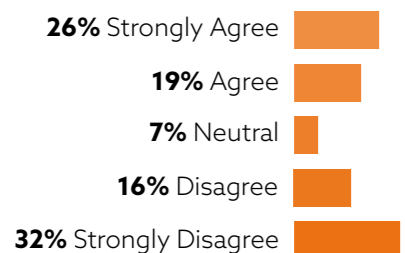
Q1 Our customers and clients in the Gulf Region require us to have energy management programmes and/or energy efficiency as part of our 'Business as Usual' operation.



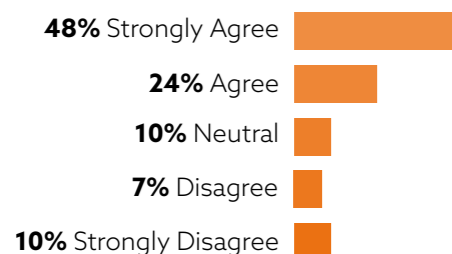
Q3 I feel empowered and I have a direct impact on energy consumption levels at work.



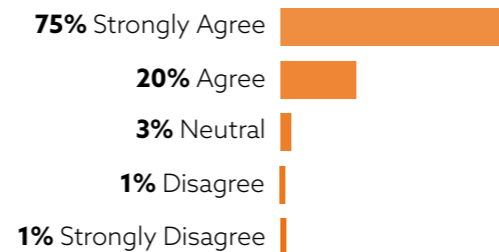
Q5 Energy consumption is tracked at my organisation and this is communicated to us regularly so we can understand our impact on saving energy



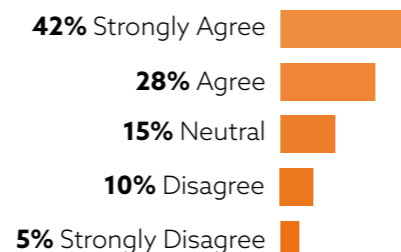
Q7 The price of energy is a significant factor for my organisation in implementing energy management programmes



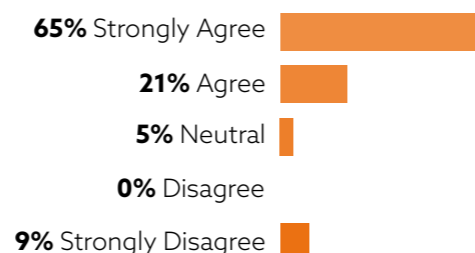
Q2 Tackling energy efficiency should be a key priority for the country given the benefits for climate change and our economy



Q4 We are concerned that effectively implementing an energy management programme faces many barriers or challenges in my organization.



Q6 If we had a green fund with which to purchase the most energy efficient technologies then we would implement them more readily

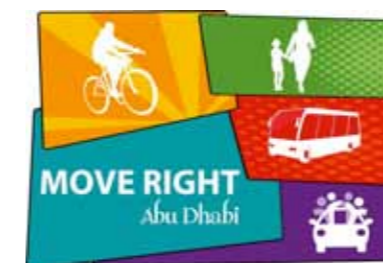


The Department of Transport (DoT) in Abu Dhabi has recently published its first Annual Report for the Transport Mobility Management (TMM) Implementation Program, which highlights the successes and achievements since the programme was launched in January 2014.

The TMM Implementation Program is one of the largest projects of its kind in the region, with ambitious goals to help reduce traffic congestion and improve mobility in the Emirate of Abu Dhabi, providing real, long-lasting economic, social and environmental benefits for its residents, employees and visitors.

Continued strong population growth and economic expansion demonstrate the remarkable transition that Abu Dhabi is undergoing; however they also pose significant challenges to its ability to grow sustainably. The daily number of trips made in the Emirate is forecast to grow from 2 million in 2009 to 10 million in 2030; and the cost of traffic congestion is already estimated to be in excess of AED4.8 billion per year, a figure that will continue to grow.

The TMM programme has achieved some notable successes during the first year of project; including the Dubai Award for Sustainable Transport and first place in the Gulf Traffic Green Initiative Award in 2014. This article showcases success in four key TMM areas.



1. MoveRightAD Branding

A unified brand has been put in place for all TMM activity and materials going forward that promotes a consistent message across the Emirate regarding the benefits of

sustainable travel. #MoveRightAD will enable initiatives and events to be promoted via social media and increase recognition of sustainable travel to wider society.

2. Workplace Engagement

To date, the TMM programme has engaged with more than 35 workplaces, undertaking surveys with more than 7,000 employees and implementing a range of sustainable travel measures.

CASE STUDY: CORNICHE HOSPITAL

Employees and visitors at the Corniche Hospital were experiencing high levels of congestion getting to and from the site and the demand for car parking often exceeded supply. This was affecting operational services and delaying medical vehicles.

DoT TMM worked with the Hospital to:

- > Better understand the nature of staff travel by undertaking a staff travel survey, which found that 25% of staff took more than 6 minutes to find a parking space

- > Develop a Sustainable Travel Action Plan, including a staff shuttle bus from Khalifa City A, preferential parking for carpoolers and Park & Ride from a nearby car park location

- > Implement the measures according to the timescales set out in the Action Plan

TMM is now supporting the Hospital in monitoring the uptake of the measures and identifying and implementing new measures as appropriate

3. TMM Toolkit

The DoT has launched a 'toolkit' of standalone initiatives that supports organisations in adopting and promoting sustainable travel initiatives to employees and visitors. The key achievements and benefits of these initiatives are set out below.



Carpooling Website

(www.darb.ae/carpooling) The DoT has launched a public, free to use carpooling website that enables organisations to set up their own private groups. The site is ideal for employers developing TMM measures, providing an easy mechanism for identifying matches and helping employees to save time and money. There is a potential audience of 250,000 workers in Abu Dhabi.

Public Park & Ride Service

Several successful promotional events have been taken forward to encourage more use of the Park & Ride service that operates between Zayed Sports City and the downtown (Municipality area). In 2014 over 300 staff & visitors were engaged with as part of a promotional event held at ADM and similar events are now being planned.

Private Park & Ride Services

5 employers (FGB, Rotana, NBAD, Invest AD at Capital Tower ADNEC and Corniche Hospital) have successfully introduced private Park & Ride shuttle services to the CBD area, ADNEC and the Corniche area, in order to reduce congestion and overcome parking availability issues. Together these services have more than 675 registered users, and ongoing promotional activities will further increase their impact.

The service operated by FGB is already into its second year of operation and further shuttle services run by other employers will follow.

Low Emission Vehicles Strategy

DoT has developed a Draft LEV Strategy as the key first step in promoting the uptake of LEVs in Abu Dhabi. Parking spaces for LEV users



DoT staff took part in a cycle ride as part of cycletoworkUAE campaign, as well as being part of the committee advising The National newspaper on appropriate cycle routes that could be used on the day, providing maps and technical advice to The National and supporting the Incident and Events Management Committee.

and carpoolers have been allocated at the DoT HQ Al Maqtaa.

The strategy will help set the blueprint as to how take up of LEVs can be enhanced across Abu Dhabi.

DARB App

The Darb App has been showcased at 1-2-1 meetings with TMM stakeholders and at a number of major public events. DARB is an integral tool of the DoT offering, enabling users to plan journeys by public transport, pay Mawaqif, see traffic updates and much more. The DARB App is available on iOS and android devices.

Walking and Cycling

The DoT has installed a fantastic designated walking and cycling route along King Abdullah Bin Abdulaziz Al Saud Street, which provides a link to previously existing cycle lanes at the Corniche. The new route is within easy reach of many hotels and an established cycle hire service. TMM developed awareness material for nearby hotels, receiving positive

feedback from employees and guests.

The DoT also has a 'smoothie maker bike' that is used at events to promote active travel, where participants can create their own healthy drink using only pedal power.

4. TMM Campaign Events Sowwah Square Sustainable Travel Event

The first Sustainable Travel Event was held in late 2014, comprising two days of active travel and sustainability themed initiatives to promote sustainable travel options to employees and visitors to Sowwah Square (Global Market Square) and Al Maryah island. Five key activity areas entertained over 1,000 individuals. 192 participants pledged to switch to more sustainable modes in the three weeks following the event, pledging to take 6,000 single occupancy car kilometres off the road.

ADM Park and Ride Promotional Day: The DoT supported ADM in hosting an information desk with giveaways

and a raffle prize draw to promote Abu Dhabi's first public Park & Ride service from Zayed Sports City to Abu Dhabi Municipality area. Over 400 individuals were engaged with positive feedback: "This is a great initiative; I am looking forward to trying it and thank the DoT for introducing such innovative services."

NBAD Sustainable Travel Awareness Day

An awareness stand was held in the NBAD office foyer at ADNEC to inform staff of various sustainable travel initiatives as part of NBAD's Sustainability Week. 250 employees were engaged and informed about sustainable transport initiatives, including NBAD's private Park & Ride shuttle service. The Sustainability Officer at NBAD provided positive feedback from NBAD staff: "It was great! The people in the various posts were very helpful and knowledgeable."

#cycletoworkUAE The National Newspaper's Cycle to Work Day (DoT Cycle Activity)

Workplace TMM			
	Workplace Travel Surveys	More than 7,000 travel surveys	
		DOT 33% travel sustainably	AD&C ~25% travel sustainably
Public Park and Ride		1st More than 3000 users since launch	public Park & Ride service from Zayed Sports City to Abu Dhabi Municipality.
	<i>"This is a great initiative, I am looking forward to trying it and thank the DoT for introducing such an innovative service"</i>	DARB Journey Planner	61,040 downloads
4	new private P&R services	525 registered users	Rotana NBAD Corniche Hospital FGB Public Park and Ride
Sustainable Travel Events			
Sowwah Square STE	7,000 employees targeted	5 key activity areas	6,000 KIM pledged to sustainable travel modes
ADM Park & Ride Promotional Event	400 employees engaged 86 entered prize draw and used service	NBAD Sustainability Day	250 employees engaged <i>"It was great! The people in the various posts were very helpful and knowledgeable."</i>
Action Plans	New York University Corniche Hospital First Gulf Bank	Carpooling Website	250,000

DoT staff took part in a cycle ride as part of cycletoworkUAE campaign, as well as being part of the committee advising The National newspaper on appropriate cycle routes that could be used on the day, providing maps and technical advice to The National and supporting the Incident and Events Management Committee. Much has been achieved during the first year of what is a multi-year TMM program; and the DoT looks forward to consolidating this initial success and continuing to build partnerships with stakeholders in the future to deliver lasting change. In Year 2, increased emphasis will be placed on the Education and Visitor TMM workstreams, as well as continuing to support workplaces in promoting sustainable travel.

TMM can form an important part of an organisation's wider commitment to sustainability and Corporate Social Responsibility (CSR), supporting not only the environment but also improved employee health and wellbeing, business cost savings and productivity.

For more information on how your organisation can realise the benefits of TMM, please contact: tmm.info@dot.abudhabi.ae.

By **Fatmah Salem Hantoubi BA MBA**, Lead Officer Transportation Mobility Management Department of Transport



Fatmah Salem Hantoubi BA, MBA

Lead Officer Transportation Mobility Management Department of Transport

Fatmah is the Lead Officer within the Transportation Mobility Management (TMM) Section at the Department of Transport (DoT). Fatmah's main responsibilities as TMM Lead Officer are to develop, implement and raise awareness of the DoT's workplace TMM programme - Move Right Abu Dhabi - to establish it as a major sustainable transport initiative within the Emirate.

Her role involves engaging with workplace stakeholders, working with them to understand their issues and supporting them to design potential initiatives and measures

to help increase accessibility for their employees and visitors. She is currently working with one of Abu Dhabi's leading banks to develop their travel action plan and to help them deliver a sustainable travel day to raise awareness of alternative travel options to more than 1,000 of their employees.

To complement her 7 years of experience working in the industry, Fatmah recently undertook a 6-week knowledge exchange visit to the Land Transport Authority in Singapore to trade best practice and develop new ideas together.

Her knowledge and understanding of Transport Mobility Management is back by a solid education as she holds bachelor Degree and a MBA from UAE University.



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