



مجموعة أبوظبي للاستدامة
Abu Dhabi Sustainability Group

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

SUSTAINABILITY JOURNAL

Issue 4, Quarter 4, 2013

"Achieving environmental goals will only be possible through cooperation and strong partnership."
H.E. Razan Al Mubarak



EAD Leads Development of a Sustainable Future for the Emirate



Leading The Way in Sustainability & Working with Communities



ADSG Holds the First Advisory Board Meeting



Welcome to the ADSG Programme of Events at Abu Dhabi Sustainability Week 2014

ADSG Programme of Events at Abu Dhabi Sustainability Week 2014

Turn to the centre of this journal to see our full programme of events.

ADSG Programme of Events at Abu Dhabi Sustainability Week 2014

Speaker Biographies



Dr. Jamila Suliman Khanji
Advisor of Research & Studies
Family Development Foundation
United Arab Emirates

Dr. Jamila Suliman Khanji currently works as Advisor of Research and Studies, Family Development Foundation (FDF), Abu Dhabi. Prior to her position as Advisor, she worked in FDF as Director of Community Services Division, Acting Manager of Strategic Department, and Manager of the Health Department.



Sue Howells
Co-Chief Operating Officer
Global Operations

Sue has run CDP's global operations since 2005. She previously worked in the financial sector for 20 years, primarily with Rothschild Asset Management in the UK and Hong Kong. She headed a project at WWF advising on NGO engagement with business and industry and has also completed a Masters in Responsibility and Business Practice at Bath University.



Yasmeen Al Rashedi
Citizen of the United Arab Emirates

Yasmeen has overseen, reviewed and managed the assessment of many of the large infrastructure and community development projects within the emirate of Abu Dhabi to ensure compliance with government planning design and sustainability policies. Currently, Yasmeen is managing a team of sustainability rating assessors in design, construction, and operational sustainability for developments.

Day 1 – Monday 20th January 2014

10:00 - 10:45
Overview about the Abu Dhabi Sustainability Group
Theme: Promoting A More Sustainable Future For Abu Dhabi
Presented by: ADSG Facilitation & Coordination Committee
Q & A

12:30 - 13:00
Welcome to ADSG stand
Opening Address by Huda Al Houqani, ADSG Director
Launch of ADSG Strategy - Press Conference
Introduced by H.E. Razeen Al Mutaraki, Secretary General of Environment Agency - Abu Dhabi

13:00 - 13:30
Development of the ADSG Strategy, A Pioneering Methodology
ADSG Facilitation & Coordination Committee

14:00 - 14:45
CDP, "The Link Between Transparency and Competitive Advantage"
Sue Howells, Chief Operating Officer at CDP
Q & A

15:00 - 15:30
"Stakeholder Engagement"
Sandra Avon, Sustainability Communications and Policy Advisor

15:45 - 16:15
ADSG Member; Promoting A More Sustainable Future For Abu Dhabi
Abu Dhabi Urban Planning Council (UPC) presenting on their Sustainability Initiatives
Yasmeen Al Rashedi, Program Implementations & Execution Manager, Citizens Department, UPC

16:30 - 17:00
ADSG Member; Promoting A More Sustainable Future For Abu Dhabi
Centre of Waste Management (CWM) presenting on their Sustainability Initiatives
Eng. Hala Hossni, Acting Executive Director of Strategy And Business Development

17:00 - 17:30
ADSG Member; Promoting A More Sustainable Future For Abu Dhabi
Malcolm Haddock, Director Planning & Forecast, Abu Dhabi Sewerage Services Centre
Raed Haridan, Senior Development Engineer, Abu Dhabi Sewerage Services Centre

Day 2 – Tuesday 21st January 2014

10:00 - 11:30
From integration to innovation – new ways to manage Sustainability
Dr. Dirk Matten, Hewlett-Packard Chair in Corporate Social Responsibility & Professor of Strategy at the Schulich School of Business, York University, Toronto
Q & A

11:45 - 13:45
Sustainability Capacity Building Programme
Promoting A More Sustainable Future For Abu Dhabi
ADSG and ADSG Members (Emirates Foundation, ADGB, NBAD, Musateb, PFC, ADNOC, TADA, Rotana) will present the 2nd cycle of the Capacity Building Programme, which is used to build the capacity of members to manage and report on Sustainability, through co-located training, online tools, workshops etc.

14:00 - 15:30
Panel Discussion: "The future of responsible business – challenges, opportunities and limitations"
Dr. Dirk Matten, Hewlett-Packard Chair in Corporate Social Responsibility & Professor of Strategy at the Schulich School of Business, York University, Toronto

15:45 - 16:15
ADSG Member; Promoting A More Sustainable Future For Abu Dhabi
Al Ain Municipality presenting on their Sustainability Initiatives
Khalifa Al Marar, Director Quality Control, Department of Municipal Affairs, Al Ain Municipality
Alia Al Darmaki, Department of Municipal Affairs, Al Ain Municipality

16:30 - 17:00
Mitigating Risk and Capitalize Opportunities in an Unsustainable World – Launch of the UAE CPD Pilot Group in Cooperation with ADSG and Masdar
Dr. Steven Schramming, Team Leader, Masdar
Sue Howells, Chief Operating Officer at CDP
Members of ADSG FCC

Day 3 – Wednesday 22nd January 2014

11:00 - 11:30
Department of Transport presenting on Traffic Management Model
Promoting A More Sustainable Future For Abu Dhabi
ADSG Facilitation & Coordination Committee
Q & A

11:45 - 12:15
Overview about the Abu Dhabi Sustainability Group
Promoting A More Sustainable Future For Abu Dhabi
ADSG Facilitation & Coordination Committee
Q & A

12:30 - 13:00
ADSG Member; Promoting A More Sustainable Future For Abu Dhabi
Emirates ID presenting on their Sustainability Initiatives
Samir Fattallah, Director of Service Centre, Emirate ID

13:15 - 13:45
ADSG Member; Promoting A More Sustainable Future For Abu Dhabi
Al Dar Properties presenting on their Sustainability Initiatives
Dr. Hassan Ibrahim, Senior Development Manager - Special Developments, Al Dar Properties

14:00 - 14:30
Site Based Compositing as part of an Effective Recycling Programme
Neil McLaren, Facilities Management & Waste Expert

Stay on top of the latest news and trends in sustainability management and connect with influential thinkers in a spirit of cooperation and open dialogue.
Access to the ADSG programme of events is free of charge for all registered delegates, within the limit of space available.



مجموعة أبوظبي للإستدامة
Abu Dhabi Sustainability Group

6130
stand

6/7
hall entrances

ADNEC

Come visit us on our stand at ADSW 2014

Meet us at stand 6130 to discuss the state of the art, develop new ways of thinking and shape the future of sustainability management.



مجموعة أبوظبي للإستدامة
Abu Dhabi Sustainability Group

A Word From the Editor

Welcome to the fourth ADSG eJournal, and the quarter 4 issue for 2013. This issue highlights the ADSG's efforts to reach out to various local and international stakeholders. In addition to all the ADSG activities, recent meetings with Nesta and the Guardian newspaper show the focus on sustainability in those vastly different organisations, the information shared from those meetings offers us insight into how different sectors tackle the same issues from different perspectives. Furthermore, meeting with Ethical Corporation Founder Tobias Webb heralds a beginning for further collaboration, in this issue they share with our readers their corporate responsibility cheat sheet, which we both hope you will find useful.

Finally, the ADSG's Communications Task Force has worked with the wider membership on developing the ADSW 2014 programme of events, which we have compiled in an easy 'pull-out' section in the middle of the journal. We hope the programme and events during ADSW will be of interest and we look forward to seeing you at the ADSG stand (stand number 6130, Hall Entrance 6/7).

Sandra Anani
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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 **Musanada, CDP, Dolphin Energy & Environment Agency – Abu Dhabi.**



The mark of responsible forestry

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مجموعة أبوظبي للإستدامة
Abu Dhabi Sustainability Group

Abu Dhabi Sustainability Group Declaration

Abu Dhabi, 30th of June 2008

We, the undersigned, Abu Dhabi Sustainability Group founding members

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

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

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



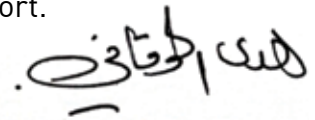
Comment from ADSG Director



Welcome First of all I would like to extend to you a warm welcome to the fourth issue of the ADSG eJournal.

I would like to take this opportunity to thank all ADSG members, supporters and stakeholders who have worked with us tirelessly in developing our strategy. We have partners and stakeholder from around the world who have participated in surveys, interviews and workshops over the last few months. Your efforts are much appreciated and recognized, and it is only with your participation that we have been able to build our strategy framework which we presented to the ADSG Advisory Board at the first meeting which took place on 13 December, 2013.

I thank you for your continued support.



Huda Al Houqani,
ADSG Director

Abu Dhabi Sustainability Week 2014

As we go to print, we are putting the final touches on this area of work and, with our members, we will present the final output and launch the ADSG strategy framework during Abu Dhabi Sustainability Week 2014.

The implementation of our strategy will be a journey that will offer us many challenges and opportunities as we go towards a new framework that will enable the ADSG to offer measurable and clearly tangible services and facilities for our members, in their various sectors and fields, and for Abu Dhabi as we support the delivery of the Abu Dhabi Vision 2030.

January marks a milestone date for Abu Dhabi and the ADSG, as we celebrate the Abu Dhabi Sustainability Week. I look forward to welcoming

you at our stand, number 6130, near the Hall Entrances 6/7 at ADNEC. We have several events and activities, which the ADSG Communication Task Force has developed - and I thank them for their support and hard work over the last few months. The ADSG Communications team have prepared a pull-out section in this issue where you will find all the information you need about the ADSG programme of events and activities, I hope you will find this a useful tool.

The ADSG is more than an awareness raising group, as we move towards the future, we aim to become part of a global collective, and to make a tangible difference with our members as we commence a transformation stage towards implementation of our strategy framework.

Environment Agency – Abu Dhabi Leads the Development of a Sustainable Future for the Emirate



**H.E. Razan Al Mubarak,
Secretary General,
Environment Agency – Abu Dhabi**

I am delighted to be writing to you, in this fourth and final issue of the ADSG eJournal for 2013. The Environment Agency-Abu Dhabi is very proud to have helped in launching the ADSG in 2008, and to be working with all the members through the various platforms in further developing this work stream. This has been a busy year, where a significant amount of work, commitment and achievements were realised by the ADSG with members' leadership, input and support.

I am delighted to be writing to you, in this fourth and final issue of the ADSG eJournal for 2013. The Environment Agency Abu Dhabi is very proud to have launched the ADSG in 2008, and to be working with all the members through the various platforms in further developing this work stream. This has been a busy year, where a significant amount of work, commitment and achievements were realised by the ADSG with members' leadership, input and support.

Driving sustainability action in one of the world's fastest growing countries takes an enormous amount of dedication, attention to details and responsibility from our biggest organisations. And as we look to 2014 and beyond, your efforts in developing the new ADSG strategy will help Abu Dhabi to gain better insights and to communicate the impacts of the biggest organisations in the Emirate, their responses to sustainability issues and challenges and how they are integrating this into their strategic core business decisions and operations.

As we welcome in the new year, one question that we need to reflect on is: How can Abu Dhabi provide services and products to customers whilst serving the community and protecting the environment. I know that the ADSG team, led by Huda Al Houqani and the Facilitation and Coordination Committee, will help to answer this question through a series of events, activities and capacity building courses during the new year.

Passing the significant landmark of 400ppm of

carbon dioxide in the atmosphere should only serve to galvanize us in our efforts towards a more sustainable future. From the perspective of the Environment I am pleased to take this opportunity to share with you some of the key areas that Environment Agency Abu Dhabi have been focused on.

Understanding the environmental challenges and keeping sustainability at the top of EAD's agenda is one of the key priority areas under the Abu Dhabi Vision 2030, which offers a comprehensive framework for consolidating all environment-related concerns, programmes and actions across the Emirate of Abu Dhabi.

Through the development of a series of sequential five year strategic action plans owned by priority specific taskforces it is envisaged that the outcomes and aspirations of Abu Dhabi Environment Vision 2030 will be successfully achieved.

In line with Environment Vision 2030, EAD is mandated with ensuring sustainable development of Abu Dhabi Emirate which outlines 5 priority areas. We are pleased to announce that we developed five-year strategies on waste management, water resource management, air quality and sea water quality, biodiversity and climate change which will be submitted to the Executive Council of the Emirate of Abu Dhabi for endorsement.

EAD is also working in line with a long term national initiative launched by the Vice-President,

Prime Minister of the UAE and Ruler of Dubai His Highness Sheikh Mohammed bin Rashid Al Maktoum early in 2012 to build green economy in the UAE under the slogan: "A green economy for sustainable development".

Green economy will help in improving human well-being and social equity, while significantly reducing environmental risks in line with ecological scarcities. In its simplest expression, a green economy can be thought of as one which is low carbon, resource efficient and socially inclusive.

EAD support this initiative in the aim to help UAE to become one of the world leaders in this area and a successful model of the new green economy, so as to enhance the country's competitiveness and sustainability of its development and preserve its environment for future generations.

EAD believe that sustainable development is not a choice any more, but rather is a necessity to ensure the continuity of life on earth. Here in Abu Dhabi there is government's commitment to achieve environmental and strategic plans to be consistent with the economic aspirations.

Achieving environmental goals will only be possible through the cooperation and strong partnerships, and a recognition amongst stakeholders that through environmental protection and resource efficiency we can ensure a better life for future generations.

Dolphin Energy Leads in Sustainability and Working with the Local Community



In the run up to the preparations for the ADSG's participation at Abu Dhabi Sustainability Week 2014, we were fortunate to get a chance to meet with Mr Ibrahim Al Ansaari, General Manager, Dolphin Energy, UAE and to talk to him about the latest developments in Dolphin Energy's sustainability efforts.

ADSG: What are the benefits of being a member of the ADSG?

Mr Al Ansaari: By far the most important benefit of ADSG membership is the connection it provides us with peer companies in the emirate. ADSG also provides a platform for Dolphin to be directly involved in an important initiative that supports the UAE 2030 National Vision. Since ADSG is supported by the Supreme Council and EAD we feel membership provides a means of communicating our experience and outlook on regional sustainability issues that may be considered in policy development and rulemaking by the government.

ADSG: How long have you been members in the Group?

Mr Al Ansaari: Dolphin Energy has been continuously involved with the ADSG since the group's inception. For the first few years Dolphin Energy was placed on the General Secretariat of the group and helped in shaping and defining the Group's strategic direction and focus areas.

ADSG: As a founding member of the ADSG, how do you see the Group's progress and growth?

Mr Al Ansaari: The ADSG has been through several stages in its evolution which from the promotion

of sustainability reporting to expanding its role to provide sustainability education and growth of its business membership. Today the ADSG is excelling in expanding its membership and establishing standards for its membership to follow. We hope that the ADSG will move forward as a leader in the region promoting sustainability reporting and practices and are fully committed in providing continued support and participation. We are particularly proud of how the ADSG and its members have developed a deeper level of understanding in terms of how non financial issues, such as community and employee engagement, have a significant impact on the financial bottom line. In other words, highlight the fact that sustainability helps to drive financial performance.

ADSG: What are your key sustainability initiatives for 2013, and 2014?

Mr Al Ansaari: We at Dolphin Energy live by the leadership and guidance provided to us by His Highness Sheikh Hamdan Bin Zayed Al Nahayan, Chairman of Dolphin Energy. I would like to take this opportunity to highlight one particular quote that was made by His Highness: "We cherish our environment because it is an integral part of our country, our history and our heritage. On land and in the sea, our forefathers lived and survived in this environment. They were able to do so only because they recognized the need to conserve it, to take from it only what they needed to live and to preserve it for succeeding generations."

For 2013, Dolphin Energy has focused on formalizing the company's sustainability efforts into a formal management system. We also undertook an internal third party review of many of our sustainability indicators to gauge our readiness for a formal third party assessment of our sustainability report. We also developed a Five Year Environmental Program Management Plan to help us focus on key environmental topics.

For 2014, Dolphin Energy will continue implementation of its formal sustainability management system. We are also planning a review of our Environmental metrics aimed at reporting our metrics in a format that may be benchmarked with similar companies. We will also be working on a formal GHG Policy which will demonstrate our focus on doing our part to address climate change.

Dolphin Energy's performance in sustainability can be seen in each of the four reports we have published

since 2009. The release of the sustainability reports marks an important shift in the behavior of the company as it moves towards that of a social advocate and a good corporate citizen. So fittingly, we have been working on the evolution of our sustainability reporting, to make sure it relates to our stakeholders and is easily accessible. We plan to publish our 2013 Sustainability Report in a new streamlined format which will place basic company information online and focus on performance in the published report.

ADSG: What are your key sustainability achievements?

Mr Al Ansaari: Our key sustainability achievements include alignment of our sustainability objectives with our business objectives and implementation of a quarterly performance review of key business and sustainability objectives. This provides us with a level of transparency and accountability in our sustainability program and objectives.

Dolphin Energy works hard to ensure it creates value across the environment, society and the economy. Sustainability management helps the company strengthen and advance its commitment by integrating environmental, social and economic performance, thereby creating value for Dolphin Energy's stakeholders in the process.

Our sponsorship of the UAE Beati Watani environmental education program for school age children, in conjunction with the EWS/WWF, has successfully brought awareness regarding the importance of protecting the wildlife and ecology of the UAE so it may be preserved for future generations. Dolphin Energy is currently working with EWS/WWF and the Qatar government to sponsor a Qatari-based Beati Watani program in their public schools.

It was this work on Beati Watani that helped Dolphin Energy to win a prestigious award at the Annual Arabia CSR Awards 2013. The company scooped Second Runner Up in the 'Corporate-NGO Collaboration Award' category having being shortlisted from 111 other applicants representing 23 industries and 10 countries around the Arab world.

ADSG: How can the ADSG support Dolphin Energy in realizing its sustainability objectives?

Mr Al Ansaari: The member companies of ADSG are in a unique position to make a difference if they can be brought together under a common purpose. Dolphin Energy is hopeful that the ADSG will act as a platform for companies in Abu Dhabi to work together on area sustainability initiatives.



Biography

Mr Ibrahim Ahmed Al Ansaari

Ibrahim Al Ansaari was appointed General Manager – UAE for Dolphin Energy Limited in October 2007. He had previously served as Executive Vice President – Operations since March 2004.

He is responsible for all Dolphin activities within the UAE. Prior to joining Dolphin Energy in October 2003 as Vice President – Projects, Mr. Al Ansaari was General Manager of Union Water & Electricity Company (UWEC), now incorporated within ADWEA.

Ibrahim Al Ansaari worked for Abu Dhabi National Oil Company (ADNOC) for some 18 years following graduation. His first senior appointment was as Manager, Engineering Development Department; subsequently he was Manager Gas Processing & Pipelines Division at ADNOC's Atheer.

He joined UAE Offsets Group (UOG) in September 2000 as Technical Specialist Advisor, before taking up his UWEC appointment in September 2001. He joined Mubadala Development Company in April 2004 as Executive Advisor.

Mr. Al Ansaari graduated from the Louisiana Technical University, USA in 1982 with a BSc. Degree in Electrical Engineering.

He is a board member of Emirates Aluminum (EMAL), in addition to being a board member of Tabreed.

CDP Highlights the Link Between Transparency and Competitive Advantage



CDP Highlights the Link Between Transparency and Competitive Advantage

CDP is an international, not-for-profit organization providing the only global system for companies and cities to measure, disclose, manage and share vital environmental information. For over a decade, CDP's reporting platform has helped embed climate change, energy efficiency and carbon management into the consciousness of businesses and investors.



Each year, CDP distributes a questionnaire to thousands of the world's largest publicly listed companies, asking them to report on their climate change strategies and carbon emissions. This information request is backed by CDP's 722 signatory investors with assets of US\$87 trillion, representing over half the world's invested capital. In 2013, over 4,500 organizations - including 81% of the world's 500 largest public companies and 9 UAE companies such as DP World and Lamprell - used CDP to report their impacts on the environment and natural resources to these investors and other stakeholders. By asking the right questions and disseminating information to correct market failure, CDP has enabled participants in its reporting system to better mitigate risk, capitalise on opportunities and make investment decisions that drive action towards a more sustainable world.

In January 2012, this important work was recognised when CDP was awarded the Zayed Future Energy Prize for the SME and NGO category. This honour

has proved to be an enormous opportunity, allowing CDP to extend its work in several areas. It has also opened up a gateway into the Middle East, by giving CDP new connections to Abu Dhabi, the home of the Zayed Future Energy Prize, and to the United Arab Emirates (UAE) more broadly. Furthermore, in September 2013 we announced a partnership with Masdar to promote and facilitate the disclosure, management and sharing of environmental information of companies within the UAE. This region is a new frontier for CDP – but we hope that our reporting system can play a role in assisting local organisations to better understand the challenge of climate change, just as it does in the some 60 countries where CDP currently operates.

CDP originated as an investor initiative, gathering information from companies listed on stock exchanges to allow investors to better understand their portfolios. This model has been hugely powerful in economies dominated by publicly-listed companies and institutional investors. However, its applicability to the UAE, which has a different economic structure with many state- or family-owned enterprises, may not be immediately obvious. So what is the relevance of this system to UAE companies, many of whom are not listed on a stock exchange, and what benefits would they gain from participating in CDP?

There are numerous benefits for organizations gathering data in response to the CDP questionnaire, beyond satisfying investor demand for information. Measurement, management and disclosure of GHG emissions and climate change data is now standard practice for the world's leading companies, and is more and more expected of any firm wishing to compete internationally.

Furthermore, the experiences of companies participating in CDP show that there is significant value from undertaking the reporting process – with many co-benefits for competitiveness and performance.

The UAE Government has made sustainable development – including measures related to energy and climate change – a top priority. In recent years, a whole suite of policies and goals have been adopted to guide the future sustainable development of the UAE overall, as well as in terms of the constituent emirates. These outline the approach to climate change and energy at a high level, with a strong emphasis on linkages to economic diversification.

GHG emissions inventories are not the whole story for business and climate change. As the world moves towards a low carbon future, consumers, customers and other stakeholders will increasingly demand higher environmental performance. To remain competitive, companies will have to be keenly aware of the risks and opportunities associated with climate change and understand how to act on them. This is why the questionnaire guiding company

reporting to CDP covers not just GHG emissions but also strategy, governance, risks and opportunities. By raising these questions with companies, CDP helps them factor climate change and its physical, regulatory and market-related consequences systematically into their strategic orientation, their risk management and their corporate management. CDP reporting has proven to be a powerful driver for concrete action on for financing the green economy. Reporting through the same framework provides a common base for benchmarking private sector actions against climate change. Through benchmarking companies share best practices in energy and emissions management, which is at the end the motivator for companies improvement and concrete actions to reduce their impact on environment and energy use.

The UAE's specific circumstances – with rising energy demands competing for a limited supply of fossil fuels and a strong government push for a clean energy revolution – mean that it is essential for organisations to begin to grapple with the challenges of energy and GHG management. Awareness of sustainability reporting in general is growing in the UAE, thanks in no small part to the efforts of the Abu Dhabi Sustainability Group (ADSG). Now counting over 40 members from Abu Dhabi's public, private and non-profit sectors, the ADSG promotes knowledge sharing, capacity building and leadership in sustainability reporting.

Within this context CDP is excited to be moving to the next step in the region and with the help of our partner, Masdar and ADSG to be ready to run the first pilot program by sending the 2014 climate change information request to ADSG member companies. To assist companies in this journey we will be organising a series of workshops and events to increase awareness and give practical support to companies that wish to start this journey, please contact the ADSG for more information: communication@adsg.ae

MUSANADA: A Robust Sustainability Report Produced by Non-Experts

MUSANADA issued its first Sustainability Report within 2013, which was not developed by external consultants or internal sustainability experts, but by two line managers, who work in the areas of Procurement and Strategy without having any prior experience on the issue of Sustainability. To deliver this robust Report, Musanada line managers utilised AD SG's Capacity Building Program, including a training course, an assessment tool, workshops and four face-to-face coaching sessions. This article describes the rational, process and learning points.



Why did Musanada issue a Report?

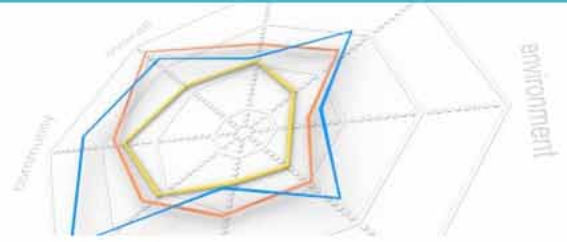
We wanted a report to serve as a catalyst for dialog amongst our stakeholders confronting the sustainability challenges we face as an organization. It was apparent to us after our first AD SG meeting that in order to enter into honest discussions about sustainability we needed a report which provided an unconditionally candid and transparent representation of our operations. After socializing the idea internally it became increasingly clear a report was necessary to set a baseline of understanding throughout the organization as well as raise awareness. Additionally, we strongly felt by going through the process of developing our report internally we would set the foundation to drive sustainable change throughout the organization.

Why did you decide to issue it on your own instead of outsourcing it?

In the end our decision was fortified by our management teams commitment to improving our sustainable impacts. As articulated by our CEO in the opening pages of our report, sustainability requires a long-term yet practical approach to economic, environmental, and social advancement. Thus the decision was made – to support us on the sustainable journey ahead it was essential we leverage the AD SG Capacity Building Program and develop our in-house capabilities. It goes without saying this decision was made easier because we had the AD SG and peer member organizations supporting us each step of the way.

How difficult was it to develop the Report, considering that you are non-Sustainability experts?

To be honest, it was not as bad as we initially feared. Challenging and complex – yes but it was not nearly as impossible as we thought when we first read through the GRI reporting requirements. Let's be clear though, without the AD SG and the Capacity Building Program we would have been out of our depth. With their support, once we got our heads around the GRI requirements and developed our report outline it became simply a matter of breaking things down into small manageable tasks and engaging throughout the business to find the necessary information. Certainly not having sustainability expertise was limiting at first but that's the true strength of the Capacity Building Program – knowing you have not only a recognized



Instructions

[Instructions](#) | [Start Assessment](#) | [Feedback Report](#) | [Logout](#)

Welcome to the ADSG Sustainability Maturity Assessment Tool

- [The ADSG Assessment Tool](#)
- [Objectives of the ADSG Assessment Tool](#)
- [Structure of the ADSG Assessment Tool](#)
- [How to conduct the Assessment](#)
- [Limitations of the Assessment](#)
- [How to utilize the Assessment](#)

Snapshot of the ADSG online assessment tool

industry leader supporting you but also a group of peers who are facing the same challenges as you. This was the case especially during the four one day Support Workshops which were conducted, where we exchanged challenges and learning points with the other 6 organisations participating in the ADSG Support Program.

What was the process you followed?

Prior to joining the ADSG, Musanada did not have a formalized approach for managing sustainability. Sustainable endeavors were being progressed throughout the company however they were not identified nor managed as part of our corporate governance procedures. After our initial ADSG meeting, we recognized a need to formalize sustainability management within the organization. As previously mentioned, it was decided Musanada would utilize the Capacity Building Program to build our internal capabilities. As part of this program, Musanada took part in four one day Support Workshops consisting of sustainable reporting best practices and applicable usage of the ADSG Sustainability Handbook, on which we were trained during a four day Sustainability Training Course. Internally, a task force was formed and an internal awareness campaign commenced. A formal initiative was then approved to deliver our report, with a steering board established for guidance, decision making, and formal sponsorship. The steering board met once a month to review progress of agreed deliverables and approve the reports content. In conjunction, Musanada continued to participate in ADSG workshops to utilize external feedback. Additionally, we had four one day

dedicated one-on-one sessions with the Capacity Building Program Director to review and streamline our report development. We cannot stress enough the guidance and support we received from the ADSG was instrumental in making our report a reality.

What would you recommend to other organisations?

Our first recommendation would be to make sure the individuals responsible for developing the document are the same individuals writing it. For instance, a section on Human Capital Management should not be written by the HR department. It should be developed by the Sustainability Team. The HR department should be engaged for understanding and data collection. If various departments are responsible for writing various sections there is a risk the document can spiral out of context and the editing effort has the potential to become a political nightmare. Furthermore, we would strongly recommend the individuals providing content are not the same individuals approving the report. In our case, we had divided the report into seven different sections and had approvers for each section. In instances where a department had an issue in the way we were representing the information they provided we presented the disconnect to the assigned approver and they made the final call. This approach allowed us to quickly resolve issues and avoid back and forth disagreements with the departments we were reliant on for content.

Fatima Al Ali – Procurement Category Manager
Joe Gasik – Strategy Manager

An Update on our Strategy Development Process

2008 ADSG launched with 15 founding members

Mission

To promote sustainability management in Abu Dhabi by providing learning and knowledge sharing opportunities for government, private and not for profit organisations who are, or wish to become ADSG members in a spirit of cooperation and open dialogue.

ADSG Values Principles

1. Responsibility
2. Accountability
3. Transparency

2009 19 members

ADSG Charter

We, the undersigned, Abu Dhabi Sustainability Group founding members hereby declare our commitment to work together in adopting sustainability as the fundamental approach in developing and executing strategic policies and using integrated management of our economic, environmental and social performance for the purpose of realising the vision of H. H. Sheikh Khalifa Bin Zayed Al Nahyan, President of the UAE, and the vision of Abu Dhabi Emirate to achieve sustainable development.

2010 23 members

In 2010, 15 members of ADSG published a sustainability report (based on GRI) - with 10 from government agencies - the highest amount in the world.

2011 31 members

ADSG Launch 2011 - 2013 strategy with 6 strategic goals

Goal 1: Raise awareness and understanding of sustainability management and reporting principles and practices

Goal 2: Facilitate the adoption of sustainability management reporting practices

Goal 3: Provide a forum for experience sharing and learning about sustainability management and reporting practices

Goal 4: Support sustainability initiatives within Emirate of Abu Dhabi

Goal 5: Create opportunities for international cooperation and recognition

Goal 6: Build an excellent, autonomous organization

Moving from Reporting to Action

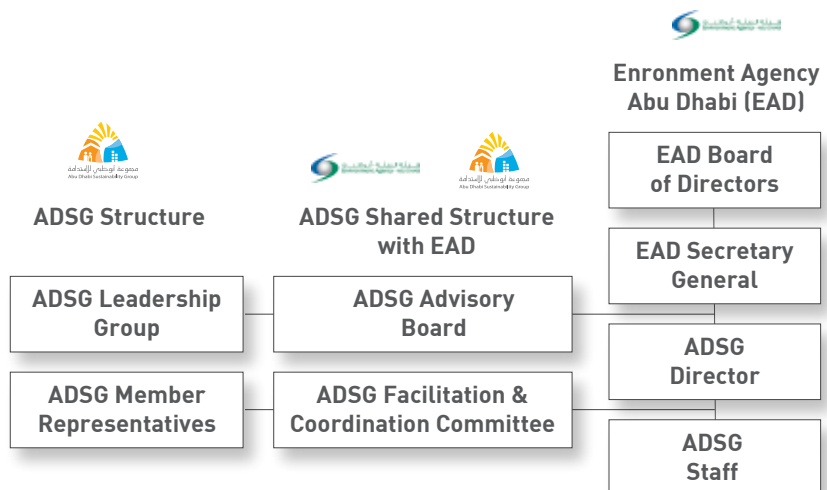
Flagship Programmes

- 1) Sustainable Procurement
- 2) Sustainable CT
- 3) Sustainable Labor Practice
- 4) Waste Management

2012 39 members

Launched Capacity Building Program. Produced Guidance Handbook. Over 2,500 training hours, over 65 professionals trained, and 7 member sustainability reports. Online Maturity Assessment Tool. Training courses and theme workshops. One-to-one guidance and support to members.

2013 43 members



As you know, we are currently reviewing and refining Abu Dhabi Sustainability Group's strategy for 2014-2018, and we wanted to thank all our members and stakeholders who have contributed their valuable time, insight and direction to this process.

Emerging from this consultation, a wide array of issues and areas of potential focus have been identified, including; transparency, governance and accountability; water scarcity and quality; energy efficiency and use; equality and human rights. Meanwhile through engagement with global opinion formers and thinkers - additional issues have been ranging from financial transparency, the impact of climate change on imports, new requirements for human and labour rights and developments in clean energy and low carbon ambitions.

We are currently analysing all this insight and input to identify the issue(s) which not only matter most to ADSG, its members and our stakeholders – but also are within our remit and can support the achievement of the Abu Dhabi Policy Agenda 2007/2008 (and the Abu Dhabi Visions 2030). Specifically what we are looking to identify – is the issue(s) which matter most, and which also provides the greatest opportunity for Abu Dhabi Sustainability Group to achieve a tangible impact - by harnessing the collective efforts of our members and building on the excellent work already being undertaken in the Emirate.

2014 to 2020

ADSG Mission

To promote sustainability management in Abu Dhabi by providing learning and knowledge sharing opportunities for government, private and not for profit organisations who are, or wish to become ADSG members in a spirit of cooperation and open dialogue.

2021

“We want to be among the best countries in the world by 2021”

UAE Vision 2021

2030

“A safe and secure society and a dynamic open economy”

“Abu Dhabi as a sustainable, diversified, high-value-added economy” **Economic Vision 2030**

“... To preserve and enhance Abu Dhabi's natural heritage” **Economic Vision 2030**

2050

9 billion people live well, and within the limits of the planet

WBCSD Vision 2050

ADSG Fourth Quarterly Meeting of the Year Highlights Strategy Development



The meeting explored the current and upcoming sustainability issues that the Group should work on collaboratively.

The ADSG held its fourth and last quarterly meeting of the year with member organisations which focused on the development process of the Group's strategy for the coming 5 years and beyond. During the Session, member organisations participated in the second consultation workshop held by the Group to identify the material issues that the collective members should be focusing on.

As part of the strategy development process, a review of the Abu Dhabi Vision 2030, UAE Vision 2021, the UAE Green Growth Strategy and the Policy, along with key strategy and policy documents has helped in shaping the ADSG future strategy.

The meeting, which was held on 21 November and hosted by ADSG member, Rotana, explored the current and upcoming sustainability issues that the Group should work on collaboratively. Specifically the goal of the workshop was to identify the issue(s), which matters most (are most material) to ADSG and its stakeholders - as enshrined in the ADSG declaration and as embodied by the activities of the ADSG and its members.

During the opening speech for the meeting, Ms Huda Al Houqani, ADSG Director, said: "Our focus will remain on partnership, collaboration and knowledge sharing - as our chosen operating model to advance economic, social, and environmental objectives simultaneously."

Speaking at the event, Mr Greg Allan Area VP,

Rotana, said: "Rotana is privileged to be a very engaged member of the ADSG to develop the group strategy and to advance sustainability in the tourism sector. As the largest hotel operator in Abu Dhabi and in collaboration with ADSG members, we are perfectly positioned to make a difference and significant contribution environmentally, socially and economically".

Furthermore, following the ADSG Hiwar session which was held in September on "Climate Change & Financing the Green Economy", the Group was proud to announce that one of its members, Masdar, is working with the CDP, to promote and facilitate the, disclosure, management and sharing of environmental information of companies within the UAE. The ADSG welcomes this partnership and invited its members to form a pilot group of companies in Abu Dhabi who will develop their carbon reporting in accordance with the CDP's reporting approach.

CDP is an international, not-for-profit organization providing the only global system for companies and cities to measure, disclose, manage and share vital environmental information.

The ADSG Quarterly Meeting included a session on that highlighted the ADSG's communications efforts and plans for participation at the Abu Dhabi Sustainability Week event taking place in January 2014.



مجموعة أبوظبي للاستدامة
Abu Dhabi Sustainability Group

Welcome to the ADSG Programme of Events at Abu Dhabi Sustainability Week 2014



The past year has been one of continuing economic uncertainty worldwide and for most States, policies in the banking industry have restricted consumer spending with governments cutting their costs and services. To some extent, some would argue that one of the first areas to see budget cuts in the corporate world is sustainability, or corporate responsibility area. We are delighted the Abu Dhabi and the UAE continues to drive sustainable development, even against such a backdrop of an unstable macro-environment, and we are proud to support Abu Dhabi Sustainability Week 2014 and the UAE Government's leadership in achieving sustainable growth.

Business is increasingly critical in tackling the world's biggest environmental, social and governance challenges. I would like to take this opportunity to warmly thank ADSG members and stakeholders for their sustained, engaged support of the ADSG. Amongst those, members who have actively worked with us to develop our strategy for the coming years, and members who helped us develop and implement the ADSG programme of events for Abu Dhabi Sustainability Week.

As always, it is important that individual companies and organisations recognise that they can achieve so much more through a collaborative effort, such as the partnership platform that the ADSG offers. Working together, sharing knowledge and learning is a proven path that has already demonstrated its effectiveness.

Abu Dhabi Sustainability Week is one of the key events in the sustainability agenda regionally and internationally, we are proud to be part of it and we invite you to our stand to see for yourself and to participate in building a more sustainable future together.

I wish you a successful and enjoyable conference.

Huda Al Houqani
ADSG Director



ADSG Programme of Events at Abu

Speaker Biographies



Dr. Jamila Suliman Khanji
Advisor of Research & Studies
Family Development Foundation
United Arab Emirates

Dr. Jamila Suliman Khanji currently works as Advisor of Research and Studies, Family Development Foundation (FDF), Abu Dhabi. Prior to her position as Advisor, she worked in FDF as Director of Community Services Division, Acting Manager of Strategic Department, and Manager of the Health Department.



Sue Howells
Co-Chief Operating Officer
Global Operations

Sue has run CDP's global operations since 2005. She previously worked in the financial sector for 20 years, primarily with Rothschild Asset Management in the UK and Hong Kong. She headed a project at WWF advising on NGO engagement with business and industry and has also completed a Masters in Responsibility and Business Practice at Bath University.



Yasmeen Al Rashedi
Program Implementations &
Execution Manager, Estidama
Department, Abu Dhabi Urban
Planning Council

Yasmeen has overseen, reviewed and managed the assessment of many of the large infrastructure and community development projects within the emirate of Abu Dhabi to ensure compliance with government planning design and sustainability policies. Currently, Yasmeen is managing a team of sustainability rating assessors in design, construction, and operational sustainability for developments.

Day 1 – Monday 20th January 2014

10:00 – 10:45

Overview about the Abu Dhabi Sustainability Group

Theme: Promoting A More Sustainable Future For Abu Dhabi
Presented by: ADSG Facilitation & Coordination Committee
Q & A

12:30 – 13:00

Opening Address by Huda Al Houqani, ADSG Director Launch of ADSG Strategy Framework by: H.E. Razan Al Mubarak, Secretary General of Environment Agency – Abu Dhabi

Press Conference

13:00 – 13:30

Development of the ADSG Strategy, A Pioneering Methodology

ADSG Facilitation & Coordination Committee

14:00 – 14:45

CDP, “The Link Between Transparency and Competitive Advantage”

Sue Howells, Chief Operating Officer at CDP
Q & A

15:00 – 15:30

“Stakeholder Engagement”

Sandra Anani, Sustainability Communications and Policy Advisor

15:45 – 16:15

ADSG Member; Promoting A More Sustainable Future For Abu Dhabi

Abu Dhabi Urban Planning Council (UPC) presenting on their
Sustainability Initiatives
Yasmeen Al Rashedi, Program Implementations & Execution
Manager, Estidama Department, UPC

16:30 – 17:00

ADSG Member; Promoting A More Sustainable Future For Abu Dhabi

Centre of Waste Management (CWM) presenting on their
Sustainability Initiatives
Eng. Hani Hossni, Acting Executive Director Of Strategy And Business
Development

17:00 – 17:30

ADSG Member: Promoting A More Sustainable Future For Abu Dhabi

Malcolm Haddock, Director Planning & Forecast, Abu Dhabi
Sewerage Services Centre
Raed Hardan, Senior Development Engineer, Abu Dhabi Sewerage
Services Centre

Dhabi Sustainability Week 2014

Day 2 – Tuesday 21st January 2014

10:00 - 11:30

From integration to innovation – new ways to manage Sustainability

Dr. Dirk Matten, Hewlett-Packard Chair in Corporate Social Responsibility & Professor of Strategy at the Schulich School of Business, York University, Toronto
Q&A

11:45 - 13:45

Sustainability Capacity Building Programme

Promoting A More Sustainable Future For Abu Dhabi
ADSG and ADSG Members (Emirates Foundation, ADCB, NBAD, Musanada, FDF, ADNOC, TAQA, Rotana) will present the 3rd cycle of the Capacity Building Programme, which is used to build the capacity of members to manage and report on Sustainability, through coaching, training, online tools, workshops etc.

14:00 - 15:30

Panel Discussion: 'The future of responsible business – challenges, opportunities and limitations'

Dr. Dirk Matten, Hewlett-Packard Chair in Corporate Social Responsibility & Professor of Strategy at the Schulich School of Business, York University, Toronto

15:45 - 16:15

ADSG Member; Promoting A More Sustainable Future For Abu Dhabi

Al Ain Municipality presenting on their Sustainability Initiatives
Khalfan Al Marar, Director Quality Control, Department of Municipal Affairs, Al Ain Municipality
Alia Al Darmaki, Department of Municipal Affairs, Al Ain Municipality

16:30 - 17:00

Mitigating Risk and Capitalize Opportunities in an Unsustainable World – Launch of the UAE CPD Pilot Group in Cooperation with ADSG and Masdar

Dr. Beatrix Schmuelling, Team Leader, Masdar
Sue Howells, Chief Operating Officer at CDP
Members of ADSG FCC

Day 3 – Wednesday 22nd January 2014

11:00 - 11:30

Department of Transport presenting on Traffic Management Model

Suhaib Abdulla Al Marzouqi, Acting Section Head, Transport Mobility Management, Department of Transport – Abu Dhabi

11:45 - 12:15

Overview about the Abu Dhabi Sustainability Group

Promoting A More Sustainable Future For Abu Dhabi
ADSG Facilitation & Coordination Committee
Q & A

12:30 - 13:00

ADSG Member; Promoting A More Sustainable Future For Abu Dhabi

Emirates ID presenting on their Sustainability Initiatives
Ismail Fadlallah, Director of Service Centre, Emirates ID

13:15 - 13:45

ADSG Member; Promoting A More Sustainable Future For Abu Dhabi

Al Dar Properties presenting on their Sustainability Initiatives
Dr. Hassan Ibrahim, Senior Development Manager - Special Developments, Al Dar Properties

14:00 - 14:30

Site Based Composting as part of an Effective Recycling Programme

Neil McLaren, Facilities Management & Waste Expert

Stay on top of the latest news and trends in sustainability management and connect with influential thinkers in a spirit of cooperation and open dialogue.

Access to the ADSG programme of events is free of charge for all registered delegates, within the limit of space available.

Programme as of 13th January 2014.

All information contained in this programme may be subject to change.



مجموعة أبوظبي للاستدامة
Abu Dhabi Sustainability Group

Speaker Biographies



Dr. Dirk Matten
Hewlett-Packard Chair in Corporate Social Responsibility & Professor of Strategy at the Schulich School of Business, York University, Toronto

Dr Dirk Matten holds the Hewlett-Packard Chair in Corporate Social Responsibility and is a Professor of Strategy at the Schulich School of Business, York University, Toronto. He is also a Visiting Professor at the University of London, the University of Nottingham and at Sabancı University in Istanbul.



Emmanuel Perakis
Managing Partner
STREAM

Emmanuel Perakis is a sustainability expert and a practitioner, with more than eighteen years of hands-on experience in the areas of Corporate Responsibility, Corporate Communications, Management Systems, Business Excellence and Sales. He has led an international team of experts, which designed and will deliver the Capacity Building Program.



Neil McLaren
Facilities Management & Waste Expert

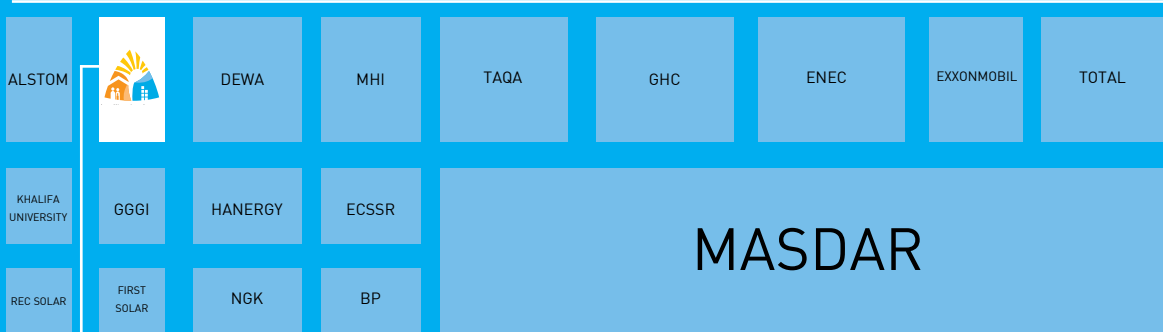
Neil McLaren is currently assisting the ADSG on a number of specific waste and recycling topics, including composting. Neil has previous project experience of introducing a site based composting facility at a shopping mall in Scotland, along with a number of other recycling solutions and previous to this was responsible for Cleaning and Waste Management with Abu Dhabi Airports.



Suhaib Al Marzouqi
Section Head, Transportation Mobility Management, Abu Dhabi Department of Transport

Mr. Suhaib Al Marzouqi has over 8 years of experience in the Transportation and Petroleum industry, specialising in the development and application of Sustainable Transport options and Geographical Information Systems. Mr. Suhaib Almarzouqi holds an MBA with honours from the United Arab Emirates University.

Sustainable Future Arena



6130
stand

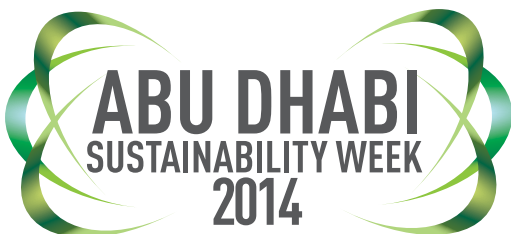
6/7
hall entrances

ADNEC

Come visit us on our stand

Meet us at stand 6130 to discuss the state of the art, develop new ways of thinking and shape the future of sustainability management.

Follow us on twitter. twitter.com/ADSG_Comms



جموعة أبوظبي للاستدامة
Abu Dhabi Sustainability Group

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

Abu Dhabi Sustainability Group Holds its First Advisory Board Meeting



The Advisory Board's main role is to advise on ADSG's strategic direction, annual action plans & budget.

The ADSG held its first Advisory Board meeting on 17 December 2013; chaired by His Excellency Dr Jaber Al Jaber, Deputy Secretary General, Environment Agency – Abu Dhabi.

The meeting marks the start of the new Advisory Boards' work in directing the ADSG and providing strategic guidance and leadership for the benefit of sustainable development in Abu Dhabi.

The Advisory Board's main role is to advise on ADSG's strategic direction, annual action plans & budget.

The meeting was well attended by the leaders of the ADSG's Founding Members, stakeholders and members of the elected Facilitation and Coordination Committee. This included: Abu Dhabi Chamber, Abu Dhabi Tourism & Culture Authority, ADNOC, ADWEA, Department of Economic Development, Department of Transport, Emirates Foundation for Youth Development, Family Development Foundation, Higher Corporation for Specialized Economic Zones, Masdar, Mubadala, National Bank of Abu Dhabi & Abu Dhabi Urban Planning Council.

Amongst the main items on the agenda of this meeting were the ADSG's future strategy and the progress to date on various aspects of the ADSG's activities and operations.

During his opening speech, HE Dr Jaber Al Jaber explained that the recently implemented ADSG

management model was designed to support the group in establishing and achieving mechanisms and best management practices that are enabled through effective governance principles. This will enhance the development of the ADSG members' performance and improve transparency and efficiency.

Furthermore, His Excellency added that Abu Dhabi is keen to achieve sustainable development, which is the main axis for a comprehensive strategy towards the transformation to a progressive society based on sustainable principles.

Highlights from the Advisory Board meeting include:

The Advisory Board endorsed the ADSG's strategy development work, with a recommendation that the ADSG produces a strategy framework for further feedback and development, and that this is to include the addition of 'Energy and Efficiency' to the proposed strategy options. Once these elements are incorporated, the proposals will be presented for review and endorsement.

Future meetings will take place during 2014, with regular updates by the Facilitation and Coordination Committee being made to the Advisory Board for their comments and feedback in between meetings.

For further information, please contact: communication@adsg.ae.

ADSG Meets with NESTA to Talk About Innovation & Futurology



Nesta is the UK's innovation foundation focused on helping people and organisations alike to bring great ideas to life.

Vicki Sellick, Director Innovation Lab, Nesta, where she oversees the design and delivery of practical programmes to test new models for supporting and scaling place based innovations. This includes new programmes supporting people back into work and stimulating economic development; work on the future public parks; and the Centre for Social Action Innovation Fund's focus on impact volunteering in hospitals and youth unemployment.

Nesta is the UK's innovation foundation, an independent charity, that is focused on helping people and organisations alike to bring great ideas to life by providing investments, grants, mobilising research, networks and skills.

Nesta was set up through a national endowment funded by the UK Cabinet Office, aimed at championing innovation, ten years ago. It works with government, the private sector, charities and new social ventures to support innovative new ways of tackling society's most pressing challenges – from dementia to climate change, worklessness to health data. It does this by publishing research, giving grants to get new ideas off the ground, and investing in a small number of companies that deliver social impact as well as a financial return.

The majority of its work is in the UK, but it's supporting innovators around the globe to replicate new ideas and to share skills. [Click here for more information on Nesta's tools for innovators around the world](#) – which include practical guides, based on the spiral of innovation.

Nesta is using a variety of different tools to support innovation, but there's two that might be of particular

interest to you. Firstly Challenge Prizes – this is a century's old tradition of setting a challenge for anyone to solve, for a financial return. Nesta are using this method to stimulate new solutions and their Centre for Challenge Prizes has just run a prize on reducing food waste (waste challenge prize) and communities slowing climate change (big green challenge).

Secondly Nesta is doing a lot of work on innovations that encourage communities can do more for each other. Their Centre for Social Action Innovation Fund for example is backing innovations like Shared Lives Plus, where families adopt an older person with dementia to come and lives with them, and City Year, where young adults give a year as a volunteer mentor in schools in deprived areas.

Biography - Vicki Sellick, Director

Innovation Lab, Nesta

Prior to joining Nesta in October 2012, Vicki spent six years with the Young Foundation as a Programme Leader for government and international innovation, nurturing innovations in more than 50 UK local authorities and healthcare trusts, as well as working with international governments on entrepreneurship and innovation strategy. Earlier in her career Vicki worked in regeneration for Sheffield City Council, delivering European Union funded regeneration projects to get people back into work.

[Click here to read Vicki Sellick's blog.](#)

ADSG and UPC Hold Hiwar Session on “Sustainability in Practice”



The Abu Dhabi Sustainability Group (ADSG) and the Abu Dhabi Urban Planning Council (UPC) co-hosted a unique Hiwar Session for member organisations, partners and stakeholders. This session focused on the role of sustainability officers and managers within organisations.

This session was the 7th Hiwar Session to be held by ADSG and the last for 2013. The sessions are always aimed at raising awareness and building a common understanding on the key issues within sustainability management.

How sustainability practitioners could leverage strategic sustainability to drive innovation and business success was the focus of this session. In addition to providing an insight into the latest trends in sustainable practices highlighted with case studies.

Furthermore, the session provided a much-needed platform for sustainability professionals to meet with leading players in the industry who have wielded sustainability to bring benefits to their business. The session was highly attended with participation from a number of professionals, ADSG member organisations, sustainability experts from the government sector, private sector and not-for-profit community.

Senior sustainability professionals from major organisations were part of the panel, including Ammar Shams, Regional Head of Sustainability at HSBC as well as Yasmeen Al Rashedi, Estidama Program Implementations and Execution Manager at UPC. The session was moderated by Ramona de Gama, Senior Consultant and Change Management Expert at Radley Yeldar.

The panelists shared their experience and insights into the role sustainability plays in organisational success. Furthermore, the session provided an excellent networking opportunity whilst showcasing the latest trends in sustainable practices with examples and case studies.

During the opening speech, Huda Al Houqani, ADSG Director, said: “In a world that is still emerging from a global financial crisis, organisations need to focus on creating and enabling long-term value creation - building a strong and resilient future, and a sustainable global economy for the coming generations”.

Mohamed Al Khadar, Executive Director of Estidama & Development Review, UPC stated during his speech: “The UPC is extremely pleased to jointly host this Hiwar session with ADSG. Hiwar is all about promoting a dialogue within Abu Dhabi’s business community and this is something the UPC is also very much focused on as engaging with stakeholders ensures we create sustainable plans that serve the needs of all members of society”.

Sustainable practices are embedded in the work that the UPC does, and this session has provided an opportunity to share information with participants on Estidama, the UPC’s programme of sustainability, and the Public Realm Design Manual Update, which is currently being revised to ensure it is closely aligned with the requirements of Estidama. Through our participation at Hiwar, we hope it will be evident just how crucial sustainable practices are for a successful career in urban planning,” Mr. Al Khadar added.

Speaking at the event, Ammar Shams, Regional Head of Sustainability at HSBC, said: “It is an exciting time to be involved in sustainability in the UAE. Through such sessions, we are forming the industry, and creating the form and structure for the future. As more and more Emiratis join the sustainability conversation, there will be more local and regional focus to our activities, and a more in-depth knowledge and understanding of our specific needs and challenges”.

The UPC’s Yasmeen Al Rashedi – Estidama Programme Implementations & Execution Manager, spoke individually about her experiences in sustainability and her personal journey in the field. She explained that her spatial design and urban planning training helped shape her career choices. She emphasised that the opportunity given to her by the UPC has been amazing and has helped her further develop her career in sustainable development planning. As a proud Emirati National, Yasmeen is grateful to the Government of Abu Dhabi for this opportunity. She said “My role as a sustainability practitioner has given me the privilege of being intimately involved in the Capital, Al Ain and Al Gharbia 2030 Framework Plans to ensure effective planning and implementation of the Estidama Pearl Rating System for Villas, Buildings and Communities”.

During the session, the ADSG announced its participation in the upcoming Abu Dhabi Sustainability Week taking place in January 2014, and encouraged all attendees to participate in the event and in the ADSG’s programme of activities.

Making Sustainability Real, It's No Longer an Option



Ramona highlights the importance of sustainability integration into the day to day operations and the key role transparency and reporting plays in the success of organisations.

The ADSG, as part of its recent Hiwar Session titled Sustainability in Practice, held a follow up interview with our Hiwar Session moderator; Ms Ramona da Gama. During the interview, Ramona highlights the importance of sustainability integration into the day to day operations, and the key role transparency and reporting plays in the success of organisations.

ADSG: When the sustainability topic comes up, what are your immediate thoughts?

Ramona: It's all too easy to tick the box on sustainability, but the changes can only come through clear committed initiatives.

Sharing your successful stories with your employees and the wider world helps create lasting solutions to your most pressing challenges, and offers the opportunity to show your organisation for what it really stands for and believes in.

ADSG: How do you define sustainability?

Ramona: Prior to the collapse of Lehman Brothers and the financial crisis, organisations believed that Sustainability was Corporate Social

Responsibility & Philanthropy.

Organisations felt that they could give donations to their local communities and charities and get on with their business agenda. Since the crisis internal and external stakeholders have increasingly been demanding transparency and expect businesses to give a fundamental commitment to being responsible and sustainable.

Sustainability has become the CORE of a company's Business Strategy, it is critical to the success of any organisation, listed or private, large, small or medium -sized. Sustainability as part of the strategy of a business will create organisations with long term value, growth and longevity. Ignoring these practices and initiatives will clearly be detrimental to the lifeline of any business.

ADSG: How can sustainability make a difference?

Ramona: By conducting operations in a responsible way, businesses will have positive impacts on material issues. So the issues are what are we doing about the environment & carbon emissions, our supply chains & fair trading, local communities, human rights & diversity and remuneration & governance. How are we mitigating our operational risks? What targets and KPI's are in place to show a better performance and what strategic plans have we put in place to achieve them.

ADSG: You rightly mentioned the importance of reporting, can you tell us more?

Ramona: Information is the lifeblood of markets. Imperfect information leads to misallocation of resources and poor decision-making. Non-financial reporting is the latest major development making corporate disclosure more relevant and more useful. It will help investors make better judgements about a company's performance and prospects while keeping other interested stakeholders informed and engaged.

So what matters? Effective reporting rests on the dynamic interplay of three things:

- Firstly getting your thinking straight so that you focus on the right issues and that you have a clear plan.
- Secondly taking action on the issues that matter and managing them, and
- Thirdly, understanding your audiences and the information they need.

Making it happen! Engaging our audiences.

Reporting matters to Investors because they want to understand how companies are managing risk and creating growth opportunities from sustainability.

Reporting matters to NGO's because they want to scrutinise company activities and performance for further direct engagement.

Reporting matters to Customers because they need to understand how their suppliers are managing risk.

Reporting Matters to Employees because they are increasingly concerned about finding employers who share their values & who care.

Reporting Matters to Suppliers because it provides insight into the issues that customers prioritise.

Reporting Matters to Local Communities because they want to understand how the company is managing local impacts at corporate level.

Reporting Matters to Regulators because they need to enforce regulations to ensure compliance.

Reporting Matters to Consumers who want information about social and environmental impacts of the products they buy and the companies they buy from.

ADSG: How would you go about implementing sustainability?

Ramona: Most importantly sustainability can only come to life if we get 'buy-in'.

Change management and 'mind-set changes' are the keys to sustainable success. We need to empower and motivate our boards, colleagues and suppliers to change the way they do business. We need to make them understand that a business behaving responsibly will have so many positive impacts. Caring about the environment and reducing our carbon footprint will increase profit and reduce costs, a more sustainable supply line will insure better performance, growth, security and more competitive products and services. This will increase staff retention and loyalty. It will increase our customer base. Good governance will create confidence in both our internal and external stakeholders and increase and retain investment.

To make it simple our stakeholders are brand ambassadors and advocates. Today more than ever with social media, we depend on them telling our story. They can enhance a reputation or destroy it.

The most important drivers are success stories and case studies which will help us to get buy in. We also need to use dedicated champions who are coached in change management skills so that they can drive, empower and motivate their teams to live sustainability as part of business as usual. To shape and create a successful businesses that have value, long term growth and a vision that wants to make a difference to their communities, the global agenda and the next generations.

Us as Sustainability Practitioners need to be brave, join the dots and want to make a difference.

Site Based Composting as Part of an Effective Recycling Programme



Site based in vessel composter

According to the United Nations Environmental Programme, approximately 1.3 billion tonnes of food is lost or wasted each year around the world. Food waste in landfill produces methane which is 23 times more potent than CO₂ as a greenhouse gas. The vast amount of food going to landfills makes a significant contribution to global warming.

It is estimated that up to 566,000 tonnes of food waste is created in Scotland each year.

This article will briefly describe the process adopted for the composting of food waste at a Shopping Mall in the West of Scotland as part of an effective recycling and waste management programme.

The location

Clyde Shopping Centre is located in Glasgow, Scotland, with over 120 retail spaces, of which over 15% are food and beverage premises.

As part of a continued drive to divert waste from landfill, a decision was made in 2013, to purchase and install a site based composter at this Centre with the composter being commissioned in September 2013.

In addition, there are also legal and regulatory changes, effective 1st January 2014, in Scotland, affecting food waste, ensuring that food businesses which produce more than 50kg of food waste each week are required to present this food waste for separate collection.

Food waste volumes at the Mall were initially measured at approximately 650kg per week. Since the introduction of the composter, the food waste collected is significantly higher and there were 1.6 tonnes of compost produced in November 2013. Food waste is collected using a small electric vehicle and user engagement is key to the collection process.

Clyde Shopping Centre was a 2013 Green Champion for Retail Centres at the United Kingdom Green Apple Awards.





Definition of compost and the process of in-vessel composting

Compost is defined by the Oxford English Dictionary as decayed organic material used as a fertilizer for growing plants.

A site based in-vessel composter provides a safe, quicker and hygienic way to control this natural biological process to produce a high quality composted product in around 14 days by allowing for complete control over aeration, moisture and temperature.

Internal blades aerate the material and moisture is controlled by the angle of the in-vessel and the leachate drain. The internal temperature is controlled by a thermostatic heat blanket. During normal working conditions the internal temperature should be maintained between 60°C and 70°C. This ensures compliance with the United Kingdom and Scottish Animal By Product Regulations and sustains the micro-organisms necessary for effective composition.

The four stages of treatment

There are four stages to the treatment of food and organic waste and in the first stage, certain organisms are required to begin the decomposition process and the decaying organic matter supports the growth of the next levels of consumers.

At this point, stage 2 commences as energy is liberated during this conversion causing a rise in temperature and then this activity declines and another series of organisms capable of growth at ambient temperature continue the composting process through to the final stage when the nitrifying

process completes producing nitrites and nitrates and the resultant compost contains all the elements and trace elements necessary for plant growth. The compost produced at the Centre is tested each month to ensure it meets the necessary standards of the Scottish Environment Protection Agency via the British Standards Institution Publicly Available Specification (BSI PAS)100.

Environmental and economic benefits of site based composting

There are a number of different methods for dealing with food waste and avoiding landfill such as anaerobic digestion which creates biogas, which can be used as a form of energy and larger in-vessel composting, situated at much larger installations for use by many businesses or households, both of which are preferable to the use of a landfill facility.

Among the benefits of site based in-vessel composting are the use of less fuel from food waste collections, the social benefits of local involvement and less space needed for the operation, along with less transportation of the created compost, which will be utilized by local users.

There are also economic benefits of composting, with a saving of landfill tax. Currently, landfill tax is £72.00 per tonne in the UK and it is estimated that the in-vessel composter will save Clyde Shopping Centre, nearly £10,000 per year once the equipment will have been fully paid for, from these savings, by the end of 2014.

Article submitted by Neil McLaren



Sustainability in the Media - A Meeting with The Guardian Newspaper

The screenshot shows the Guardian's website interface. At the top, the 'theguardian' logo is on the left, and a search bar with 'Google™ Custom Search' is on the right. Below the logo is a navigation menu with links for News, Sport, Comment, Culture, Business, Money, Life & style, Travel, Environment, Tech, TV, Video, Dating, Offers, and Jobs. A secondary menu includes Sustainability (highlighted), The whole picture, Comment, Editorial, Commercial, People, Operations, and Community. A large yellow banner reads 'Living our values Sustainability reporting' with a graphic of a hand holding a plant over a globe. Below this, the page is titled 'The whole picture: Guardian sustainability report 2013'. It features three main sections: 'Welcome' with a graphic and the text 'Living our values 2013' by Andrew Miller, CEO of Guardian Media Group; 'What's been happening in 2013?' with a photo of the Guardian building and a 'Review of the year' section; and 'Sustainability report 2013' with a graphic and a link to read the report. A sidebar on the right contains a 'The whole picture' section with a quote: 'We have influenced the global news agenda and consolidated the shift from print to digital' and an 'Editorial' link.

The AD SG recently met with Paula Tsung, Head of Workplace and Sustainability, and Yasir Mirza, Head of Diversity and Inclusion at the Guardian News and Media in the UK.

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During the meeting, the AD SG wanted to learn more about the Guardian's sustainability work, explore areas for collaboration and focus on how the expert communicators reach out and get their messages out there effectively.

For the Guardian News and Media (GNM), radical, innovative journalism is our purpose. Supporting our core mission is a set of values which were laid down by our former great editor, CP Scott, in his leader column celebrating the Manchester Guardian's centenary in 1921: "honesty, cleanness [integrity], courage, fairness, a sense of duty to the reader and the community".

The challenge we face today is about how we seize new opportunities within the the print industry, the web and technological innovation within a world that is undergoing a series of paradigm shifts. This, at a time when newspapers around the world are

facing the unique challenge of increased demand for information which is simultaneously met by a decrease in demand for printed material.

Amongst the many achievements during 2013, we are also proud to have launched our Global development site that will ensure that key long-term issues such as the millennium development goals are brought into the mainstream of debate.

ADSG: Tell us about what you do?

GNM: Our publication started operating in 1821, and

we have seen tremendous growth, development and challenges along the way. 2013 has by any standards been another remarkable year for GNM, one of editorial excellence, commercial success and technological innovation. Despite the tough economic environment, the Guardian has continued to invest in its core journalistic purpose of promoting social justice and holding power to account. We remain committed to integrity in reporting and publication.

In terms of sustainability management, we go through a detailed planning process that involves all the different departments at GNM. We start with identification of various issue and then work together on prioritising the work areas that have been identified. We actively engage with our stakeholders to ensure we have identified the real material issues, get the best possible input, engagement and results for our wider community.

run an annual volunteering week which involves projects scoped with our community partners, around 12 to 15 projects to be delivered during the week. Staff participation during the week is around 265 who offer various skills to be shared with our community partners, from mentoring to website set up, gardening, training on mobile.

Our stakeholders include the various charities and NGOs that advocate for diverse communities ethnicity, gender, disability, religion, sexual orientation and age discrimination.

A process is followed to engage with various charities, where we aim to establish communication, identify the scope of the project, look for skills matching and prepare the follow up communications for it.

Sustainability within GNM is acknowledged at board level and each Director is accountable for

the guardian

ADSG: How do you communicate on sustainability?

GNM: The Sustainability Department at GNM has the Board's approval for the sustainability work areas both current and future. The work we are doing, and the related communications has been achieved following internal communication, workshops and internal sessions to update and maintain a high level of transparency.

Furthermore, GNM participates actively in the Media CSR forum, who meet every two months.

We also measure the performance of our community programme and how well we are doing in terms of working with our partners, e.g. Age Concern, Pentonville Prison, local schools and youth organisations. The Guardian Education Centre which is funded by the Guardian Foundation run a programme for school children to visit from schools around the UK, they are shown how to produce a newsletter and also get the opportunity to meet with our journalists. This is also extended to youth and adults during term holidays. GNM also

two separate sustainability targets, we report progress on targets on a quarterly basis to the board.

We facilitate better management of sustainability programmes by using a reporting tool (which provides information and statistics in graphs, we also use presentations on our website (intranet for internal communication, and the website for public access to sustainability progress and achievements).

Another area that we are working on is finding diverse writers through a GNM outreach programme of works with diverse communities. Our focus areas remain: marginalised voices and oppressed communities, and we recently participated in the World Forum for Democracy in Strasbourg.

Corporate Responsibility Cheat Sheet

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Giving and receiving data

The days of giving a cheque to charity and feeling your job is done appear to be disappearing. Four out of five companies actively measure the impacts derived from their charitable giving, a new study finds. Nearly three-quarters of the 114 companies surveyed say they intend to increase their impact measurement efforts over the next three years. That's important as 42% of companies are still failing to capture the overall impacts of their community programmes. The findings appear in a report entitled Funding Impact, produced jointly by UK charity think-tank NPC and the business-led community investment benchmark group, LBG.

www.thinknpc.org

Four out of five

companies actively measure the impacts derived from their charitable giving



SMEs and Energy Efficiency

Seven out of ten small business owners cite wasted energy as one of their "top irritants", according to a survey by energy firm E.ON. The study, which is based on responses from 1,000 UK-based SMEs, finds that 85% of firms track their energy use. Meanwhile, cost savings are identified as the chief driver for 69% of workplace energy efficiency efforts by SMEs. Catering and hospitality are among the most proactive sectors when it comes to keeping energy use down, with professional services among the least attentive. More than two-fifths of the SME owners interviewed set improvement targets for overall energy efficiency.

85% of UK-based SMEs track their energy use

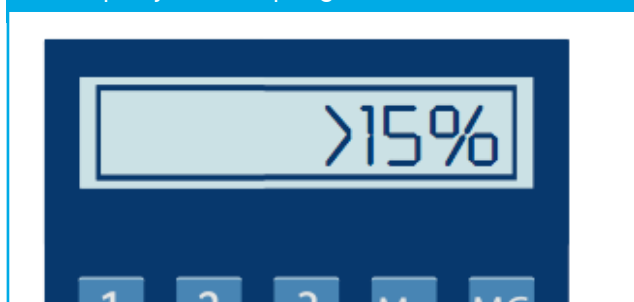


Investor interest piqued

Investors can be a little like consumers: they say social and environmental issues are important to them, but show little evidence of it when it comes to the crunch. An extensive survey from professional services giant PwC suggests a change could be in the offing. In a poll of 300 US investors, more than two thirds say they plan to incorporate environmental, social and governance (ESG) factors into deal evaluation over the next 12 months. In addition, 38% of those surveyed identified investors as the group most engaged on ESG issues. Senior management were the next most cited stakeholder category (36%), with corporate boards (19%) and mainstream bankers (7%) lagging some way behind. The poll follows a separate recent survey of 100 private equity groups by PwC. The report, Putting a Price on Values, finds that more than seven in ten of respondents incorporate ESG management into their due diligence at acquisition. On the flip side, most are risk-minded. Less than 15% calculate the value generated through a company's ESG programmes.

www.environmentalleader.com

Less than 15% of 100 private equity groups calculate the value generated through a company's ESG programmes



Company Insights

Westpac Winning on Flexi-working

More than three-fifths of employees at Australian bank Westpac Group currently take advantage of the company's flexible work arrangements, up from 43% in 2010. Female executives, meanwhile, make up 42% of all leadership positions, the bank reveals in its latest sustainability report. Other highlights include \$3.6bn cumulative investment and lending in the clean tech and environmental services sector, and \$650 min social and affordable housing. [See p45 for our review of Westpac's report.]

www.2013annualreport.westpacgroup.com.au

SC Johnson Hits Targets Early

Since 2000, US cleaning products firm SC Johnson has lowered its greenhouse gas emissions by 40% and reduced global manufacturing waste by 62%, according to its latest sustainability report. In addition, the company calculates that its ongoing anti-dengue programme in the Philippines has now reached more than 1.65m households. A notable development at SC Johnson is the introduction of new concentrated cleaners, which use 63% less plastic compared with a standard spray bottle.

<http://scjohnson.com>

Hilton Cuts

Global hotel chain Hilton Worldwide achieved its five-year goal to reduce water consumption by 10% and waste output by 20% in 2012. The targets come one and two years ahead of schedule, respectively. Other highlights in the company's corporate responsibility report include a 12.2% reduction in energy use since 2009, and a 12.8% reduction in carbon output over the same period.

www.hiltonworldwide.com/corporate-responsibility

Re-energising recycling

Despite advances in recycling in the UK (44% of municipal waste is now recycled), more could be done, new research suggests. Nearly one-third of UK residents say they could recycle more but find it too much effort, findings from recycling advocacy group Greenreedeem reveal. Almost two-thirds of the 1,677 respondents believe the UK government should do more to incentivise recycling. Around a quarter of those interviewed expressed a concern for the environment, although not enough to persuade them to change their behaviour patterns.

Meanwhile, a parallel study among 1,000 citizens in the US finds that 86% of people expect food and drink brands to push consumers to recycle more. The US study, commissioned by the Carton Council of North America, indicates that 76% of consumers check packaging to determine if a product is recyclable. Some 52.5 million US households in 45 states now have access to carton recycling, up from 21 million in 26 states in 2011.

76% of consumers check packaging to determine if a product is recyclable



Water risks for energy sectors

The global energy sector exceeds all other industries when it comes to water use. A report from Wood Mackenzie and World Resources Institute finds exceptional water risks in three major energy-producing regions. Half of all US shale reserves, for example, show "medium to extremely high" baseline water stress. Over two-thirds of coal production and coal-fired power generation capacity in China shows similar levels of water stress. The risk of water scarcity in the Middle East is more serious still: 93% of the region's onshore crude oil reserves are facing medium to extremely high risks of future water shortages.

www.woodmacresearch.com

Corporate Responsibility Cheat Sheet

SRI on the rise

The European market for socially responsible investment retail funds has grown at an annual rate of about 14% per year since 2003, with total assets now topping €108bn (£91bn). The number of funds has shot up over the past decade, too, increasing from a mere 313 in 2003 to 922 today. Funds based in France account for 35% of Europe's total SRI assets under management. The UK ranks in second place, with 14% of Europe's SRI retail fund assets. The UK currently boasts 100 funds, with total assets increasing by 30% between June 2012 and June 2013. The findings are based on research by specialist ratings agency Vigeo. The most dynamic growth was seen in the Netherlands, ranked in third place by assets, where there was a 106% growth of SRI assets in the year to June 2013.

www.vigeo.com

India's gender imbalance

The workforce of over half of India's largest 200 companies by market capitalisation is more than 90% men, a study by the Confederation of Indian Industry's Centre of Excellence for Sustainable Development finds. Only 12% of India's largest companies fit the upper percentile – ie registering 30-40% female staff – for gender balance. These top performers typically come from the service sector. The Business Responsibility India Survey 2013 reveals that half the companies surveyed have at least one woman on their board of directors; a feature that will become mandatory under India's Companies Act.

www.cii.in

The workforce of over half of India's largest 200 companies by market capitalisation is more than

90% men



Organisation Snapshots

Maximum Emissions Imminent

If the world's current energy mix continues on its existing trajectory, greenhouse gas emissions in 2020 will be 8-12 gigatonnes more than levels said by the UN-backed Intergovernmental Panel on Climate Change to give the best chance of staying within a 2C temperature rise. The IPCC says annual emissions must amount to no more than 44Gt a year by 2020. According to a new report by the United Nations Environment Programme (UNEP), savings of 14-20Gt could be achieved annually if countries set more ambitious targets. The cost of such reductions would equate to about \$100 per tonne of carbon dioxide equivalent, according to the IPCC. UNEP's findings are confirmed by a parallel report from PwC, which estimates that by 2034 the world will have exceeded the IPCC budget of 270Gt for the whole century. G20 countries need to reduce their emissions output by 6% a year, PwC calculates. Current annual reduction rates in G20 countries averages around 0.7%.

www.unep.org www.pwc.co.uk

Sustainability's Integration Struggles

Only one in five large companies feels it is close to integrating sustainability into its mainstream operations, according to research by US business-led network BSR and the international consultancy GlobeScan. A similar percentage (22%) confesses to only just embarking on integrating sustainability. Now in its 5th year, the State of Sustainable Business Survey finds integration to be the most cited challenge among the 700 sustainability managers. In terms of integration, sustainability professionals are gaining traction with executives in functions such as corporate communications (75% of respondents report regular engagement), public affairs (66%) and supply chain (64%). Other core functions, such as investor relations (37%), human resources (34%), R&D (32%) and marketing (32%), prove harder to crack. In almost all cases, levels of engagement are down on the previous year. As for external engagement, sustainability professionals collaborate most frequently with non-profits groups (76%), followed by industry associations (75%) and other companies (70%). Governments (46%) and media (27%) feature at the bottom of the list.

www.globescan.com

Upcoming ADSG Events and Workshops

The Role of the Sustainability Manager

3 April 2014

Learn what the current and future role and responsibilities of a Sustainability Manager are

Topics which will be addressed include:

- | The role of the Sustainability Manager within an organization
- | Competences a Sustainability Managers needs to posses
- | Knowledge a Sustainability Managers needs to posses
- | Composition of a Sustainability department
- | Location of the Sustainability dept. within the organization chart
- | Cooperation with other departments
- | The potential of professional development of a Sustainability Manager

Responsible Employee Management & Engagement

15 June 2014

Learn how to involve and handle employees more responsibly

Topics which will be addressed include:

- | Influencing the organisation to handle employees more responsibly (human rights, health & safety, training & development, hiring & firing)
- | Influencing employees to behave more responsibly
- | Ways to engage employees in sustainability practices
- | Training employees on sustainability issues
- | Communicating sustainability to employees
- | Forming cross-division teams

Sustainability Planning & Roadmap

21 September 2014

Learn how to plan your sustainability related activities in a systematic way

- | Importance of Planning
- | Planning Areas (roadmap, calendar, structure, targets, data, report)
- | Deciding on Material aspects for your organization
- | Developing a Sustainability Framework for your organization
- | Developing a 3 year Roadmap for improvement
- | Mapping your current Sustainability Maturity Level using the ADSG Maturity Assessment Tool

Energy Management & Forecasting

10 November 2014

Learn how to manage and forecast your energy consumption.

Topics which will be addressed include:

- | The Global Energy Map
- | Energy consumption and Climate Change
- | Developing energy sections and drivers
- | Ways an organization can predict its energy consumption
- | Setting future energy related targets
- | Gathering energy related data
- | Calculating COemissions, in Abu Dhabi

Registration is free for ADSG members.
Click here for more information



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ADSG Members



صندوق خليفة لتطوير المشاريع
Khalifa Fund for Entrepreneurship Development





غرفة أبوظبي
ABU DHABI CHAMBER



مركز الإحصاء
STATISTICS CENTRE

We, the undersigned, Abu Dhabi Sustainability Group founding members

Hereby declare our commitment to working together to support sustainability as the fundamental approach in developing and executing our economic, environmental and social performance. The purpose of realizing the vision of H. H. Sheikh Khalifa Bin Zayed Al Nahyan, President of the United Arab Emirates, and the vision of Abu Dhabi Emirate to achieve sustainable development, build a sustainable economy and social growth, and an open economy capable of global competitiveness.

We commit ourselves to do everything in our power, through the introduction of sustainability management practices, to improve management methods and decision making, reduce risks, and support sustainable economic and social growth.

ADSG
@ADSG_Comms

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

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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

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Abu Dhabi Sustainability Group

Masdar @Masdar 24 Nov
In @gulf_news Masdar's CEO shares ideas about sustainable growth, the water-energy-food nexus and how #UAE can lead.
goo.gl/TiaApa
Retweeted by ADSG

ADSG IN A NUTSHELL

NETWORKING

A unique network of 43 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.



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