

الشبكة العربية للمسؤولية  
الإجتماعية للمؤسسات  
Arabia CSR Network®

CSR ARABIA

# Arabia CSR Network

newsletter

May 2017  
Volume 6 | Issue 69



**The Arabia CSR Awards Clinic brought together existing and potential applicants to the 2017 Arabia CSR Awards**

The Arabia CSR Best Practices 2016 edition is officially released.

Grab your copy NOW!



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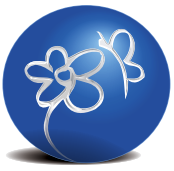
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## Note from the President & CEO Arabia CSR Network

According to a World Bank paper, current global MSW generation levels are approximately 1.3 billion tonnes per year, and are expected to increase to approximately 2.2 billion tonnes per year by 2025. This represents a significant increase in per capita waste generation rates, from 1.2 to 1.42 kg per person per day in the next fifteen years. However, global averages are broad estimates only as rates vary considerably by region, country, city, and even within cities. According to the same paper, solid waste generation in the Middle East and North Africa, is 63 million tonnes per year. (Urban Development Series – Knowledge Papers, World Bank). We cannot emphasise this point enough that wastes are a potential source of wealth. So much can be recovered, retrieved and refashioned from waste. Wastes

now offer technological solutions that can turn them into a source of energy, which would be a wonderful environment-friendly option in our part of the world. The US\$21 billion global WTE (waste to energy) market is forecast to increase by nearly 60 per cent over the next eight years, as reported last year in one of the leading dailies in the UAE. The UAE has already embarked on ambitious plans to tap into this emerging market. Due to our overriding focus on this issue, we organised the Waste to Energy panel discussion session in April, to share exciting news about the opportunities in harvesting wastes.

We had back-to-back programmes in the month of April. We started the month with a workshop on Stakeholder Engagement, followed by the Arabia CSR Awards Clinic, a training session on CSR Strategy and Leadership, and lastly, the panel discussion. We looked at sustainability from different lenses; - the conceptual underpinnings, the operational foundations and implementation mechanisms. We focused heavily on how to make organisations understand and apply tested principles and theories of strategy, stakeholders, value creation, etc. We approached practical sustainability challenges like wastes with the intent of revealing new ways of addressing it proactively and not just reactively. In the midst of all this, we conducted the half day clinic for organisations interested in the rigorous Arabia CSR Awards. Our aim again was to enhance understanding not just about the awards, but about the key aspects of CSR and sustainability. The core mantra of all these platforms that we have developed is the same, - build knowledge, sow awareness, lead pro-action and foster collaboration to advance sustainable development. The Arabia CSR Awards are waiting to hear from all those organisations that are willing to learn, apply and work on the concept of sustainable value creation. We are on the lookout for these champions. If you are one of them, do not miss the opportunity to join the brigade of champions and earn your place within the select group of sustainability leaders of the Arab region.

## Arabia CSR Upcoming Trainings

### GRI Standards for Sustainability Reporting

7 - 9 May 2017



THE FUTURE  
OF REPORTING

The 1<sup>st</sup>  
time in the  
region!

### GRI G4 Arabic

9 - 11 May 2017



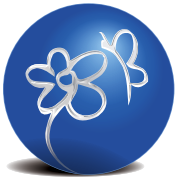
### Panel Discussion on Climate Action Role of the Stakeholder

22 May 2017

### GRI Standards Transition Module Arabic

11 May 2017





## Arabia CSR News



### **Arabia CSR Awards Clinic in April**

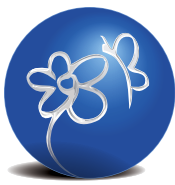
The Arabia CSR Awards Clinic brought together existing and potential applicants to the 2017 Arabia CSR Awards. It took place on April 10th in Dubai and was attended by people representing government, business and the non-profit sector. Media was also actively present in the event. The purpose of the clinic was to highlight the key aspects of the application process and the evaluation methodology used by the jury to assess the applications. This half day workshop was offered free of cost to registered applicants as a value added service from the organisers of the award.

The awards will require participants to submit an elaborate application package, which will highlight and comprehensively detail their strategies, operations, policies & governance structures and processes aligned with international standards such as the GRI sustainability reporting guidelines, European EFQM Excellence Model and the UN Global Compact Ten Principles. Opening the clinic Habiba Al Mara'shi, President and CEO, Arabia CSR Network, said: "The Arabia CSR Awards has built a reputation for following a rigorous evaluation process of CSR and sustainability practices across the region and has become the benchmark of integrity, credibility and transparency.

The clinic was designed to guide applicants in the best way possible for entities to achieve their goals and provide them fair and equal knowledge of the application process in an adequate timeframe before the submission deadline to ensure fair competition and a smooth progression." The clinic was facilitated by Karin Ireton, a distinguished member of the awards jury. In her presentation Mrs. Ireton focused on the scoring mechanism, award categories, prominent aspects of the awards application (questionnaires), specific elements of the sector specific categories, and some thumb rules for the applicants. Her presentation was followed by a round of questions and answers dealing with particular aspects that were highlighted by the attendees. The next segment of the clinic featured a presentation by Interserve, who were one of the winners of the Arabia CSR Awards 2016. The presentation threw light on the company's experiences in applying to and winning the coveted award.

For further information regarding the Awards, The Secretariat may be contacted via email [awards@arabiacsnetwork.com](mailto:awards@arabiacsnetwork.com); [admin@arabiacsnetwork.com](mailto:admin@arabiacsnetwork.com) or by phone +97143448622, +97143448120.





### **Launch of the Arabia CSR Best Practices**

The Arabia CSR Best Practices 7<sup>th</sup> edition was officially released during the Arabia CSR Awards Clinic held on April 10<sup>th</sup>. The annual publication featured the case studies of winners of the Arabia CSR Awards for 2016. A total of twelve case studies comprise the 2016 best practices publication, which is a very useful tool that can be successfully used to build knowledge and understanding on CSR and sustainability. It gives an in-depth look into the strategies and operations of CSR minded organisations in the Region, which helps to establish the business case for CSR and sustainability. These organisations are very successful in their respective industries and leaders in CSR as well. They demonstrate how CSR and sustainability can be used practically to address social issues both within and outside of the organisation, and enhance performance of the business as a whole through better management, efficiencies, positive outcomes and long term impacts.

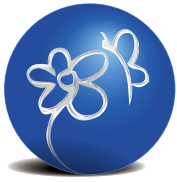
Arabia CSR Network offers the publication as a value added service to the CSR champions awarded annually, writing descriptive cases that can be used strategically to leverage their strengths and achievements. The booklets are a great source of knowledge and information based on real world examples from the Arab region. The sources of the information contained in the case studies include the awards application questionnaire, supplementary documents, websites and reports.

The objectives of the pioneering publication are the following:

- Develop a library of CSR best practices that will provide a glimpse into the state of CSR in the Arab Region
- Highlight the innovative and homegrown CSR practices in the Arab region that are based on a mix of global and local frameworks, standards and benchmarks
- Recognise their impact to inspire readers to launch their own CSR and sustainability strategies, visions, plans and programmes
- Motivate other organisations to replicate the best practices in their own way to scale up the benefits of CSR and sustainability and create sustainable value for all in our Region

The 1<sup>st</sup> issue was published in 2010, and each issue has featured between 10-14 cases. Speaking about the publication ACSRN President & CEO Habiba Al Marashi said, ‘This publication is a great tool for building knowledge and gaining know how about best-in-class CSR strategies and practices. It can inform a plethora of organisations, institutions and individuals and educate, inspire and motivate them to adopt CSR and sustainability as the formula for success in an increasingly difficult climate. ‘

This new issue contains case studies of Abu Dhabi University Knowledge Group, ABB Qatar, Al Futtaim Carillion, BMCE Bank of Africa, Dubai Electricity and Water Authority DEWA, Emirates National Oil Company ENOC, Gulf Petrochemical Industries Company GPIC, Holiday Inn Al Barsha, Kuwait Petroleum International, Orange Tunisie, Sharjah City for Humanitarian Services and Zulekha Hospital. Copies of the booklet can be obtained from ACSRN at a price of AED 250 per copy.



### **Stakeholder Engagement Workshop highlights strategic collaboration with stakeholders**

ACSRN organised a one day workshop on the theme of Stakeholder Engagement on April 9<sup>th</sup> in Dubai. The objective of the workshop was to introduce the important concept of stakeholders and build awareness about the key role of stakeholders in strategic management; to define stakeholder analysis and engagement mechanisms; to explain the methodology of stakeholder consultation for planning, strategisation, communication and reporting; and to emphasise the benefits of collaboration with stakeholders to create value. The workshop was attended by key representatives of leading government and private organisations, as well as a NGO.

The course content covered session on Stakeholder mapping and dynamics, Stakeholder dialogue, Collaboration and prioritisation, Stakeholder engagement best practices review and final recap of the day.

An opening session was handled by Arabia CSR Network President & CEO Habiba Al Marashi, wherein she spoke about the sustainability context within which all organisations operate and which have a critical influence on their CSR and sustainability strategies and pursuits. The trainer delivered the workshop through lecture style presentations, discussions and Q&As. Each of the segments had a built in exercise for the delegates to apply the knowledge acquired. After the workshop ended, participants were provided with certificates of attendance signed by the ACSRN President & CEO.



“ The trainer is highly skilled and knowledgeable.  
- Rania Tayeh, EGA

I appreciated the detailed examples and exercises.  
- Ishita Joshi, Interserve ”

### **CSR Strategy and Leadership Training**

ACSRN also organised a three day training on “CSR Strategy and Leadership” from April 11<sup>th</sup> to 13<sup>th</sup>. The aim of the course was to equip key personnel in organisations with knowledge that they could apply to improve CSR and sustainability practices within their organisations. The content of the course spoke to key concepts and elements that leaders should consider to create sustainability strategies that advance organisational and social value. The course elaborated on different aspects such as:

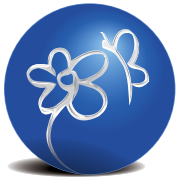
The evolution of CSR, Sustainability strategies for different markets,  
The sustainable value portfolio, From beyond greening to innovation,  
Leadership for CSR, CSR performance measurement and benchmarking  
and concluded with Challenges and drivers.

The course was delivered by Karin Ireton, a non-executive director and an international sustainability consultant who chairs the Institute of Directors’ sustainable development forum and serves on South Africa’s Integrated Reporting Committee. She chaired the Global Reporting Initiative’s international stakeholder council from 2009-2013 and currently serves on the advisory panel of the Arabia Sharaka initiative and the Arabia CSR Awards jury panel. She used her proven expertise to deliver a high level training session based on lectures, discussions, exercises and case examples. The course ended with an assessment test that delegates had to undergo in order to receive certificates of attainment. This unique course is one of the accredited courses developed by ACSRN to address the knowledge gaps in the market on CSR and sustainability.



“ A very well organised training covering almost all areas. Good teaching staff. – Muhammad Kashif Nazie, Cast Aluminium Industries

I had a better understanding of CSR and how helpful it is for our business. – Zeinab Rinabor, McDonald’s ”



### **Panel discussion on Waste to Energy**

Arabia CSR Network and Emirates Environmental Group, in association with UNEP, Clean Energy Business Council and Emirates Green Building Council organised the second Panel discussion session for 2017 on April 18th. The theme highlighted that Waste-to-Energy technologies consist of any waste treatment process that creates energy in the form of electricity, heat or transport fuels from a waste source. The Municipal Solid Waste generation rates are influenced by economic development, the extent of industrialisation, public habits and local climate amongst others. As a general trend, the higher the economic development, the higher is the amount of waste generated. The waste to energy technology is an innovative technology of reducing waste generation along with improving energy efficiency aligned with the overarching goals set by United Nations.

The line-up of speakers included Eng. Hassan Mohammed Makki, Director, Sewerage and irrigation network department, Dubai Municipality, Mr. Bilal Hasan, Project Manager, Future Energy and Security of Supply, Ministry of Energy, Ms. Anita Nouri - CEO/Business Development Director, Green Energy Solutions & Sustainability LLC and Mr. Karl W. Feilder - Chairman and CEO, The Neutral Group.

The session was moderated by Habiba Al Mar'ashi, President and CEO of Arabia CSR Network, and Chairperson of Emirates Environmental Group. "The waste to energy technology is an innovative way of reducing the waste generation along with improving energy efficiency of meeting the overarching goal of achieving 30% energy efficiency by 2030. Waste to Energy is one of the key drivers of UAE 2021 Vision which aims to divert 75% of waste from landfill and achieve 90% Compliance with the WHO air quality guidelines and further produce 24% Energy from clean sources.", remarked Mrs. Al Marashi in her speech during the session. She also mentioned, "In order to achieve recycling and avoid landfilling of waste, education and infrastructure are needed to implement waste separation at source. Residents and industry need to be educated, and given the infrastructure to recycle at source." Dubai Municipality and the Ministry focused on the need for Waste to Energy technology within the UAE by implementing mandates and regulation for such projects. Green Energy Solutions & Sustainability spoke about their flagship project, Al Qusais landfill under the jurisdiction of Dubai Municipality, which is currently the only landfill in the Middle East to produce power from landfill gas. The Neutral Group highlighted the essential steps to design a sustainable waste to energy project, and case studies to show how much money can be saved and made by going green.



## **Members Update**

### **Chalhoub Group launches sustainability report**

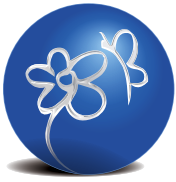
The Chalhoub Group has recently published its sustainability report for 2016. The interactive report will provide a glimpse into the sustainability commitments of the Group and help to learn about what the Group does to operationalize those commitments.

<https://www.unglobalcompact.org/participation/report/cop/create-and-submit/active/328711>

### **EGA advanced Emiratisation policy in UAE Career Fair**

Emirates Global Aluminium (EGA), the largest industrial company in the UAE outside oil and gas, announced prior to Careers UAE that it was looking to recruit up to 200 UAE Nationals. The event was held in April in Dubai. The company also aimed to attract up to 40 promising students for higher education scholarships. EGA is a major employer of engineers and technicians as well as finance, human resources, IT administrators and other corporate professionals. Some 1,200 UAE Nationals already work at EGA. EGA is looking both for experienced UAE Nationals and young people to join its National Trainee Apprenticeship Schemes and Graduate Trainee programmes. EGA is targeting 40 per cent Emiratisation by 2020 of in-focus positions, which are all those that could feasibly be Emiratised. EGA's aim for 2017 is to reach 37 per cent Emiratisation in these positions. *Source: <http://www.ega.ae/en/media>*





## General News

### ***Complacency: The scourge of sustainability–water crisis in the MENA region***

Led by HRH Princess Sumaya bint El Hassan of Jordan, a host of decision makers, budding entrepreneurs and private sector representatives convened in Amman for AMWAJ\* 2016, an international forum that sought to draw attention to the water crisis in the MENA region, which they said has worrying implications for a variety of sectors and industries, including energy and cooling. Sustainability has ceased to be an abstract concept for the Middle East. Delivering a speech at AMWAJ 2016, an international forum on sustainability and entrepreneurship that took place from 28 to 29 November 2016, in Jordan's capital, Amman, HRH Princess Sumaya bint El Hassan of Jordan stressed her point by noting that sustainability is no longer “about things that might be a problem in some vague, far-off future” but has become about “things that are happening now”. She added: “Here, in the Levant, we are facing – according to NASA – what is probably the worst drought in 900 years.”

Revolve Water Director, Francesca de Châtel, in the editorial she penned for the report, described MENA and the Mediterranean as the most water-scarce regions in the world, where “water availability per person per year has declined sharply over the last 50 years” and is presently only a tenth of the global average. Further highlighting how dire the situation has become, she cited Jordan as an example, sharing that water availability in the country has dropped from 3,600 cubic meters per person per year in 1946 to 123 cubic metres in 2014. She went on to note that despite how alarming the situation has become, many in the region “remain unaware of the water crisis – of its causes, its long-term impacts...”. To read the full article please click on <http://www.districtenergy.org/blog>

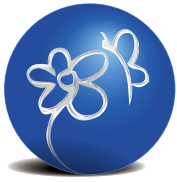
## Feature Article

### **The More Climate Skeptics There Are, the Fewer Climate Entrepreneurs**



According to an October 2016 Pew poll, only about half of Americans believe that climate change is due to human activity. The U.S. remains home to a considerable number of “climate skeptics,” who clearly impact the politics around the issue, as they are unlikely to support costly actions such as carbon taxes intended to mitigate the challenge of climate change. Higher carbon taxes would have a direct effect on encouraging households and firms to consume less fossil fuels and would accelerate directed research in green technologies such as electric vehicles, solar panels, and other forms of renewable power.

In the absence of such carbon taxes, global carbon dioxide concentration levels are likely to continue to rise. This presents the challenge of how we will individually and collectively adapt to the new climate change challenges. If our summers are ever hotter, if our coastal areas face sea level rise and flood risk, we will need to unleash human ingenuity to tackle these emerging problems.



But how does the presence of climate skeptics affect the market for climate-related innovation? Economic theory suggests it can have a significant negative impact. In other words, climate skeptics don't just stymie progress on climate policy. They ensure that would-be climate entrepreneurs have less incentive to invent. Consider the example of a new drug for curing baldness. A drug company must incur a large fixed cost to do the basic research, so it has strong incentives to predict what the demand for the drug will be if its research succeeds. Suppose that there was only one bald man in the world. The small market size would lead the company to not invest in baldness medication. The higher the market demand for a drug, the greater the probability that at least one drug maker conducts basic research.

In our new NBER paper, we argue that the presence of climate skeptics reduces the aggregate demand for products that help with climate adaptation, and that this reduces the likelihood that innovative companies devote their efforts to solving these challenges. Our research is purely theoretical: We outline a model but don't test it on real-world data. Nonetheless, in applying economic principles from previous research to the question of climate skepticism and innovation, we offer, at the very least, an important thought exercise in the negative impact of climate denial. The "market potential" for climate adaptation matters because capitalism can help us to adapt to climate change along many fronts. To protect us from climate change-induced heat, we will need more-efficient air conditioning. To reduce flood damage to real estate, we will need architectural innovations. In the same spirit as Julian Simon's call for human ingenuity to reduce natural resource constraints, capitalism could play a fundamental role in climate adaptation if firms anticipate that there will be a large market for the products they develop. But the more people there are who don't believe the climate is warming, the less market demand there is for would-be climate entrepreneurs, and the less incentive there is for companies to do research that could lead to climate-resilient products.

Our model for all of this is purposely simple. Each person in the economy maximizes their expected utility, which is calculated by multiplying the value of their future consumption by their chance of survival — basically, the value of enjoying your life in the future multiplied by the chance that you'll live to enjoy it. Products aimed at climate change adaptation impact the latter variable, the individual's survival rate. In our model, a rational agent demands climate-adaptation products in order to increase the chance that they survive to enjoy future consumption.

But now imagine that some people in the society are climate skeptics. These climate skeptics also seek to maximize their future utility. But they don't believe in climate change and don't believe that climate-adaptation products impact their chances of survival. So they have no incentive to purchase them. Our model illustrates that the total market demand for climate-adaptation products depends, in part, on the number of climate skeptics. The more skeptics, the smaller the total available market for those products. Even in an economy with lots of climate skeptics, some entrepreneurs will attempt to build these products. But on the margin, more skeptics means less demand, which means less investment in climate-adaptation technology. In our paper, we illustrate how essential globalization is for whether entrepreneurs enter the market for climate-adaptation products.

In a world of over 7 billion people, entrepreneurs will be wise to target innovations that address the adaptation challenge both in the U.S and in developing nations. Air conditioning demand is soaring in the developing world. As people in less-developed countries grow richer, they increasingly demand safer housing and comfort-enhancing home goods. People all over the world are likely to face similar challenges of extreme weather and sea level, and this suggests that globalization plays a key role in creating innovation incentives for climate-adaptation entrepreneurs. Globalization helps to offset the climate change adaptation challenge posed by the existence of climate skeptics in any one country.

Climate skeptics can, of course, update their beliefs over their lifetime as new information arrives. In this case, the climate adaptation demand by the nonskeptics benefits the skeptics, because entrepreneurs are more likely to invest in climate resilient products, due to the aggregate demand by the nonskeptics. If climate skeptics eventually come around, and realize that climate change is real and man-made, they'll start to demand products that help them adapt to it. But those products will only be available to the extent that their fellow citizens recognized the threat earlier, creating the incentive for entrepreneurs to invent them.

This article is composed by Matthew E. Kahn and Daxuan Zhao and was published in Harvard Business Review.





## Case Study from the Archive - ABB, Qatar



### Abstract

ABB is a leading technology company in the field of industrial digitalisation. Its product and services enable efficient, safe and productive equipment and systems for a wide range of industries, especially those related to utilities, industry, transport and infrastructure development. For the ABB Group, which includes its country operator in Qatar, sustainability means balancing its economic development with responsible environmental stewardship and community building to benefit key stakeholders. Since its core business is energy efficiency, sustainability is integral to ABB's corporate strategy and financial success.

For ABB, sustainability covers a number of areas, such as the energy-efficient power and automation products, systems and solutions it offers its customers, how it engages with its suppliers, how it safeguards the wellbeing of its workforce and contractors, how it sources its materials and manages its waste and how it contributes to the community it operates in. ABB Qatar, one of the winners of the Arabia CSR Awards 2016, demonstrates how ABB's global sustainability agenda allows its country operators the guidance as well as the flexibility to address issues that are material at the local context. ABB Qatar, over the years, has helped build a local brand that is focused towards achieving energy efficiency across a number of large industries in Qatar. ABB Qatar has also been prominent in upholding human and labour rights in its areas of operation. It has set high standards for responsible procurement and has in place a very commendable structure of sustainability governance.

### Conclusion

The ABB Group is one of the world's leading power and industrial automation companies, and ABB Qatar is a prominent player within the Group in the MENA region. Its services cover the entire gamut of electricity generation, power transmission, distribution and electric mobility. The Company's corporate agenda, which is the "Power and productivity for a better world", ties in very nicely with its sustainable strategy. This corporate vision works towards creating a sustainable world where ABB actively contributes to its preservation and care.

ABB Qatar lives up to this ethos, but focusing on greening its operations and services, and also ensuring the wellbeing of its staff and the community it operates in. Through its environment-friendly services, the Company has a big mission to decouple economic growth from environmental impact, therefore developing a culture that wholeheartedly integrates sustainability in its business strategy to reduce its impact as it grows further.

ABB Qatar may receive significant support from the Group, in the form of policy framework and guidance. Nonetheless, this Country based operation has demonstrated significant capacity in contextualising the needs of the local markets and community. Considering the stature of an organisation that is the size of ABB, there is definitely more than simple compliance with Group policy that is required, and in this ABB Qatar has demonstrated strong values of taking local initiatives and influencing their supply chain on sustainability related issues in this industry.

### Arabia CSR Best Practices: 2016

*This abstract has been taken from the ACSR Network publication titled 'Arabia CSR Best Practices: 2016'. For more details on ABB Qatar and other companies that have been recognised for their innovative and effective CSR strategies write to us at [admin@arabiacsrn.com](mailto:admin@arabiacsrn.com) and book your copy now! Please mention "Arabia CSR Best Practices" in the subject.*

The Arabia CSR Network welcomes new members to be a part of its CSR journey. To learn more about how to be a member, and how your organisation will benefit from it, call us at +971-4-3448120 or write to us at [admin@arabiacsrn.com](mailto:admin@arabiacsrn.com)  
For more information on the Arabia CSR Network visit [www.arabiacsrn.com](http://www.arabiacsrn.com)