



الهيئة الاتحادية  
للتنافسية والإحصاء  
FEDERAL COMPETITIVENESS  
AND STATISTICS AUTHORITY



OLIVER WYMAN

# ACHIEVING SUSTAINABLE DEVELOPMENT GOALS IN THE UAE

PRIVATE SECTOR CONTRIBUTION





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# FOREWORD



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Vice Chair of the National Committee on SDGs  
Chair of the Private Sector Advisory Council on SDGs

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As Chair of the Private Sector Advisory Council, it gives me great pleasure to present this report on the private sector's contribution to the UAE's Sustainable Development Goals. This report provides an overview of the main initiatives being taken by leading companies in the UAE to advance the government's sustainability priorities.

We approach the year 2021 – the UAE's Golden Jubilee – at a time of drastic and relentless change globally. In this unstoppable transformation, we must continue to seek inclusive progress and prosperity for all, within our fiercely competitive global economy. Indeed, the UAE's Vision 2021 – the overarching framework for the nation's development – establishes the UAE as a model nation for sustainable development. To fulfill this vision, engagement with the private sector is invaluable.

The UAE's commitment to sustainable development is not new. The principle of sustainable development underpins the plans of the seven emirates and the UAE's Vision 2021, which often supersede those of the Global Agenda 2030. In 2017, the UAE government announced a 50-year strategy for development, the UAE Centennial 2071. The plan is a clear commitment to its people that by the country's 100th anniversary, the UAE's citizens will be celebrating living in a model nation for sustainable development. As such, the Sustainable Development Goals (SDGs) form part of a continuum of outcomes that the UAE aims to achieve in the coming years.

The degree to which the UAE was involved in the formulation of the 2030 Agenda, and the pace with which it has responded to the Agenda by creating the right governance structures, are testament to the importance the country places on following a sustainable trajectory.

However, to demonstrate the tangible steps the UAE has taken towards advancing sustainable development, I would like to highlight two particular examples. First, the institutional mechanism that has been put in place to localize and implement the SDGs – the National Committee on SDGs. The second is the UAE’s role in forging partnerships to mobilize action towards the SDGs.

The National Committee on SDGs, established in January 2017, is the institutional mechanism responsible for leading the implementation of the 17 goals in the UAE. The Committee, comprising 17 federal entities, prioritized the development of a 2030 roadmap focused on four key phases: raising awareness, building foundations, developing policy, and instituting rigorous reporting and monitoring. Since 2017, the National Committee has focused heavily on raising awareness of the SDGs across society and within ministries. This year, the National Committee on SDGs is assessing the UAE’s data readiness, in order to define clear baselines and set quadrennial targets to inform all stakeholders of the direction the country shall take to implement the 2030 Agenda.

The Committee also serves as a platform for multi-stakeholder engagement and coordination to forge strong partnerships across society. In October 2018, during the World Data Forum in Dubai, the National Committee launched a private sector advisory council and a youth advisory council, both focused on SDGs. The aim of these councils is to solicit insights regarding the opportunities and challenges leading companies and young people are faced with in implementing the 2030 Agenda. In addition to companies acting as SDG champions in their industries, members of the private sector advisory council are in the process of shaping a consultative framework that will act as the official mechanism to engage the private sector in the UAE and advance the achievement of the 2030 Agenda. Meanwhile, the youth advisory council has developed a UAE youth strategy to ensure development not just for the young, but also with and by them to strengthen and increase their positive contributions as agents of change.

Recognizing that the implementation of the SDGs can only be successful through the involvement of different non-governmental agents, we developed this report to detail the efforts of an important partner to the UAE government – the private sector. As chair of the private sector advisory council, it gives me immense pride to witness the commitment of our members, and their contribution to the development of the UAE. And more importantly, the significant role they are playing by using their myriad operations across the world to support other countries’ development.

Together, the UAE seeks to respond to the ongoing economic transformation of a world economy that is increasingly placing a premium on sustainable development and on securing a better future for all.



GREG RUNG

Partner

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Sustainable development has become a priority in the agendas of nations around the world. The UAE has been at the forefront of this trend, signing up to the United Nations' Sustainable Development Goals framework upon its establishment in 2015.

The country has made significant progress since then, by shaping the National Agenda, establishing dedicated governance, and by deploying various initiatives. Given the pace of economic development in the UAE, the government understands that sustainability efforts are most effective if supported by the private sector. Open communication regarding the priorities and challenges, and timely support for each other's initiatives are key to enabling continuous progress going forward.

This report was written to facilitate a dialogue between the government and the private sector in order to learn how they can support each other. The paper outlines the priorities for the UAE and analyzes other countries' approaches to similar challenges. Extensive interviews have been conducted with private sector companies in the UAE to understand how they ensure the sustainability of their core businesses and contribute to addressing the UAE's priority issues. I hope this knowledge will serve as a platform for more targeted collaboration between the government and private companies in the future, to enable the sustainable development of the UAE.

Exhibit 1: The United Nations' Sustainable Development Goals framework



Source: United Nations

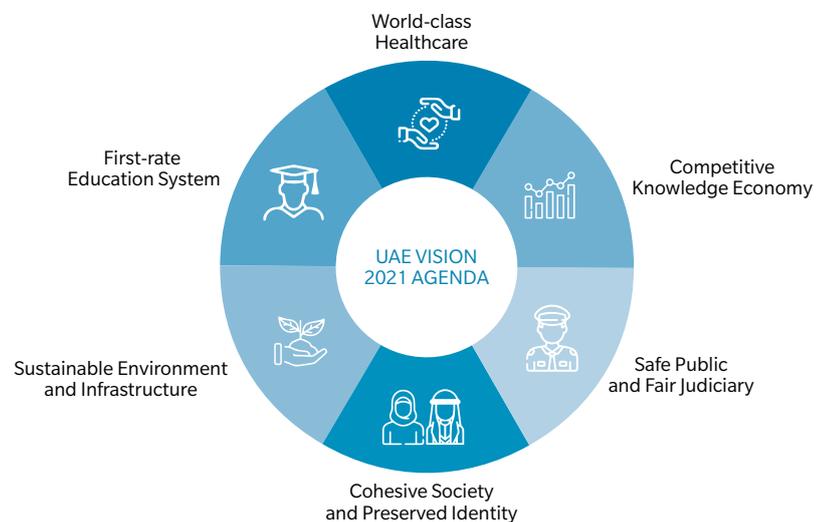
# 1. INTRODUCTION

## 1.1. THE UAE'S VISION OF SUSTAINABLE DEVELOPMENT

In 2010, the UAE government launched the UAE Vision 2021,<sup>1</sup> which aims to make the UAE one of the best countries in the world by the time of its Golden Jubilee.

The UAE National Agenda was developed to guide efforts towards achieving the Vision across six national priorities: Education, Health, Economy, Security, Housing and Infrastructure, and Government services (see Exhibit 2).

Exhibit 2: UAE Vision 2021



Source: <https://www.vision2021.ae/en>

In an effort to pursue the government's ambitions of becoming a leading nation, the UAE Centennial 2071 plan was launched in 2017 – an extended vision for the generations of the next five decades to make the UAE the best country in the world by 2071, when the country marks its 100th anniversary. The UAE Centennial 2071 represents a clear map for long-term government action to fortify the country's reputation and its soft power through a series of bold initiatives across a variety of industries (see Exhibit 3).

<sup>1</sup> UAE Vision 2021. Available online at: <https://www.vision2021.ae/en>

Exhibit 3: UAE Centennial 2071 pillars and objectives

UAE CENTENNIAL PILLARS	OBJECTIVES
 <b>Future-focused government</b>	<ul style="list-style-type: none"> <li>• Establish a long-term vision and inspirational leadership</li> <li>• Achieve happiness in society and spread positive messages</li> <li>• Develop mechanisms for monitoring long-term variables across different sectors</li> </ul>
 <b>Excellent education</b>	<ul style="list-style-type: none"> <li>• Establish an excellent quality of education in science, technology, and engineering</li> <li>• Enhance student teaching mechanisms</li> <li>• Encourage institutions to become international research centers and incubators of entrepreneurship and innovation</li> </ul>
 <b>A diversified knowledge economy</b>	<ul style="list-style-type: none"> <li>• Become a competitive economy by increasing productivity, supporting national companies, investing in promising sectors, and focusing on innovation, entrepreneurship, and advanced industries</li> <li>• Become a knowledge economy by means of UAE inventors and scientists, and supporting them in technical sciences</li> </ul>
 <b>A happy and cohesive society</b>	<ul style="list-style-type: none"> <li>• Establish a secure, tolerant, cohesive, and ethical society that embraces happiness and a positive lifestyle, and a high quality of life</li> <li>• Prepare future generations to serve as UAE goodwill ambassadors</li> <li>• Promote women's participation in all sectors of the economy</li> <li>• Make the UAE one of the best places to live</li> </ul>

Source: UAE Government Online Portal

The UAE’s development priorities are aligned with the concept of global sustainable development. The UAE was one of the contributors to the United Nation’s Agenda 2030 during the “Rio+20” conference in June 2012. It also became one of the 30 members of the UN’s Open Working Group to develop a set of 17 SDGs in 2015. Building on the eight Millennium Development Goals, the SDGs were adopted by 193 governments around the world, including the UAE.<sup>2</sup>

To ensure the implementation of these goals, the UN formulated the SDG Framework that consists of 169 targets and 232 indicators. Given that sustainable development is at the heart of the UAE’s development plans, the SDGs serve as a complementary framework to guide the country’s efforts to achieve the objectives of both Vision 2021 and the UAE Centennial 2071.

<sup>2</sup> United Nations Sustainable Development Goals. Available online at: <https://sustainabledevelopment.un.org/sdgs>

## 1.2. SDG GOVERNANCE IN THE UAE

To effectively implement the SDGs, the UAE has adopted a holistic approach which entailed the creation of a National Committee on SDGs. Formed by UAE Cabinet Decree No. 14 in January 2017, the National Committee comprises 17 Federal entities, each of which is leading a specific SDG (see Exhibit 4). Chaired by Her Excellency Reem bint Ebrahim Al Hashimy, Minister of State for International Cooperation, and vice-chaired by His Excellency Abdulla Lootah, Director General of FCSA, the committee facilitates the SDGs' prioritization, alignment, and integration, as well as monitoring and reporting across the country.

Exhibit 4: The UAE National Committee on SDGs

FEDERAL COMPETITIVENESS & STATISTICS AUTHORITY	MINISTRY OF CABINET AFFAIRS & THE FUTURE	MINISTRY OF FOREIGN AFFAIRS & INTERNATIONAL COOPERATION	MINISTRY OF EDUCATION	MINISTRY OF ECONOMY
MINISTRY OF COMMUNITY DEVELOPMENT	MINISTRY OF INTERIOR	MINISTRY OF HUMAN RESOURCES AND EMIRATISATION	MINISTRY OF STATE FOR FOOD SECURITY	MINISTRY OF CLIMATE CHANGE & ENVIRONMENT
MINISTRY OF HEALTH AND PREVENTION	MINISTRY OF STATE FOR YOUTH AFFAIRS	UAE GENDER BALANCE COUNCIL	CENTRAL BANK OF THE UAE	MINISTRY OF INFRASTRUCTURE DEVELOPMENT
MINISTRY OF ENERGY AND INDUSTRY	MINISTRY OF FINANCE			

Source: FCSA

In 2018, the National Committee launched two advisory councils, which help to uncover implementation challenges, and also serve as the National Committee's sounding boards for future policy development. The councils include a private sector advisory council (PSAC) represented by 12 private sector leaders (see Exhibit 5), as well as a youth advisory council represented by 12 members.

Exhibit 5: The UAE Private Sector Advisory Council on the SDGs

Careem	MAJID AL FUTTAIM	DFZC Dubai Free Zones Council	MCBG Multinational Companies Business Group	ATKearney
ALSERKAL	Emirates	SHUROOQ Sharjah Investment and Development Authority	DP WORLD	OLIVER WYMAN
FAB First Abu Dhabi Bank	DUBAI HOLDING	Masdar A Mubadala Company	EMAAR	

Source FCSA

PSAC provides a platform for regular dialogue between the private sector and the UAE National Committee on SDGs. The goal of the council is to foster collaboration between the government and the private sector and work together to achieve the SDGs. In 2019, PSAC members organized a consultation framework which allowed private sector leaders to engage with specific UAE thematic priorities related to the SDGs. Insights and findings of the consultation sessions are reported back to the National Committee via the FCSA in its capacity as secretariat of the National Committee (see Exhibit 6).

In addition to advancing the local implementation of the SDGs, the National Committee, aware of the lack of cross-country engagement for the SDGs, launched the Global Councils on SDGs during the World Government Summit (2018). The Global Councils are a platform for international experts, each leading a specific goal, to come together and discuss innovative solutions to implement the goals across the world.

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Exhibit 6: Governance of the National Committee on SDGs



Source: FCSA

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### 1.3. THE UAE'S SUSTAINABILITY AGENDA AT EXPO 2020

From October 2020, Expo 2020 Dubai will welcome 190 nations and millions of visitors for six months with a mission of optimism: “*Connecting Minds, Creating the Future*”.

The UN's SDGs fit alongside the over-arching mission of Expo 2020: to bring the world together and share ideas to help solve its problems. The SDGs also impact all three of Expo's three key sub-themes, which Expo 2020 sees as fundamental in solving the broad challenges that humanity faces: Opportunity, Mobility and Sustainability.

Over a four square-kilometer site, Expo 2020 is building three pavilions that reflect the three sub-themes: Opportunity, Mobility, and Sustainability.

**The Opportunity Pavilion** will be a statement on the world's collective contribution to the SDGs. It will encourage visitors to realize how they can support the UN's 2030 Agenda and will create a stimulating environment to facilitate ideas for communities' development. The Pavilion is made of organic materials such as timber, stone, and rope that allow it to be reused in whole or in parts.

**The Mobility Pavilion** will highlight how humankind has progressed over time with the aid of exploration, creativity, perseverance, and enabling technology.

**The Sustainability Pavilion**, meanwhile, will be the centerpiece of the green agenda. The pavilion will help visitors understand the environmental impact of the daily choices they make. It will feature an array of cutting-edge technologies, enabling the structure to generate its own water and electricity. For example, 10,000 square meters of solar panels will be installed on the canopy and on “Energy Trees”, which will follow the movement of the sun, making energy generation 20 percent more efficient. At peak capacity, the pavilion will generate 4 GWh of energy per year. As this will be more than the building's expected operational needs, excess power will feed into the DEWA grid for use by the community.

The Sustainability Pavilion will also harvest its own water in a number of ways, including air moisture collection, recycling grey and black water, and capturing air conditioning condensation.

After the Expo finishes in April 2021, the Sustainability Pavilion will live on as a children and science center in the future city of District 2020, where it will continue to inspire visitors to live in balance with the natural world.

Sustainability is integrated into all aspects of Expo 2020 and will ensure that it makes a meaningful impact that extends beyond the site and the six months of the World Expo. It will also inspire our visitors to become part of the solution for a sustainable future through content and programming.

The Expo site has been built in accordance with the principles of sustainable urban development. This will result in a wide range of environmental, social, and economic benefits relevant to the SDGs. More than 40 Key Performance Indicators (KPIs) will be met, including reducing the use of water by 40 percent, diverting 85 percent of waste from landfill (by weight), and the attainment of LEED Gold Certification or higher for all permanent buildings.

In legacy, the site will transform into District 2020, a smart city hosting business and residential facilities that will continue to be a catalyst for sustainability efforts in Dubai and the UAE long after the Expo has ended.

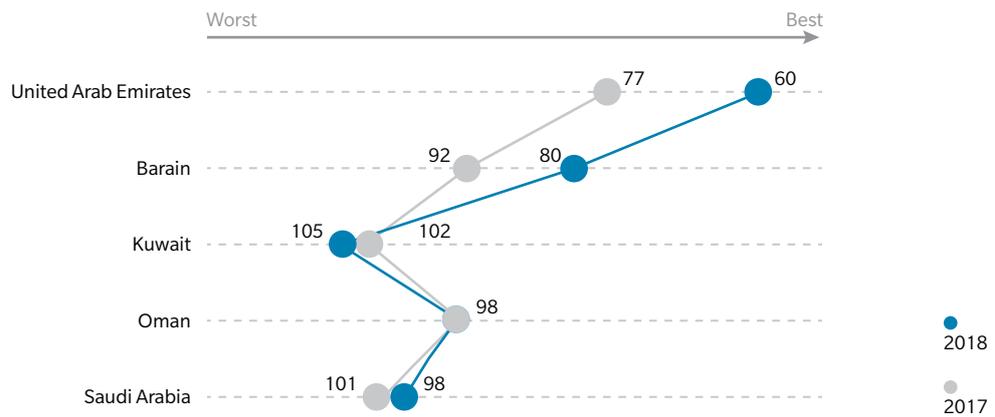
Expo 2020 will offer a program of SDG events in collaboration with countries, international organizations, foundations, NGOs, corporates, and civil society, organized around four key thematic areas: Last Mile Distribution, Livelihoods and Enterprise Development, Women and Girls, and Water.

## 1.4. THE CURRENT STATE OF SDGs IN THE UAE

According to the 2018 SDG Index and Dashboards Report – the first and foremost assessment of countries’ stance with regard to achieving the Goals – the UAE ranks 60th among 156 countries, having improved by 17 ranks compared to 2017.<sup>3</sup>

The UAE was the best-ranked country in the GCC region in both years, and one of the only two countries in the region that improved its rank (see Exhibit 7).

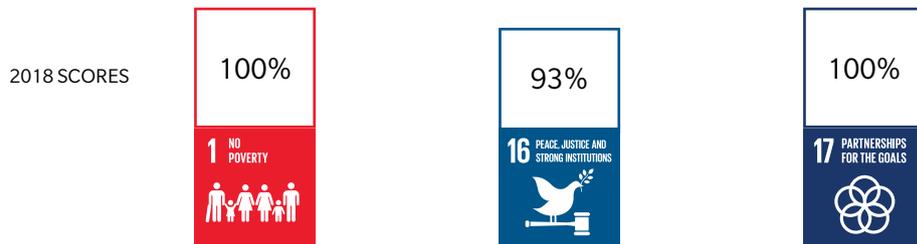
Exhibit 7: Ranking trend of GCC countries in the SDG index (2017-2018)



Source: SDG Index 2018

According to the same report, in 2018, the UAE achieved an index score of 69, which means it is 69 percent of the way to achieving the best outcome across SDGs. As a comparison, the MENA region’s average score is 62 percent. The UAE performs particularly well in goals relating to social and governance factors such as SDG 1 (ending poverty), SDG 10 (reduced inequalities),<sup>4</sup> SDG 16 (peace, justice and strong institutions), and SDG 17 (partnerships for the goals) (see Exhibit 8).

Exhibit 8: UAE’s strong performing SDGs



Source: SDG Index 2018

<sup>3</sup> The report’s methodology is based on absolute thresholds to denote the distance of a country from achieving a specific goal. For more information, please visit <https://sdg.index.org>. The analysis in this section is based on UAE’s numbers in the 2018 SDG Index Report.

<sup>4</sup> The score is unavailable in the SDG Index and Dashboards Report 2017-2018 due to lack of data at the source; the UAE performance is assessed based on the GINI data provided by FCSEA.

### 1.4.1. THE UAE'S STRONGEST SDGs



With the UAE's access to natural resources, the country does not face challenges from poverty, which is reflected in the UAE's achievement of the goal (score of 100 percent). Although no one lives below the poverty line of \$1.25 as defined by the World Bank Group, the UAE supports the implementation of SDG 1 at an international level through humanitarian work via different aid agencies such as the (ERC). Thirty-nine percent of the total aid provided by ERC in 2016 was for SDG 1. The aid included financial support provided to orphans and households caring for them, as well as to building and maintaining orphanages. In 2016, the designated programs in 16 countries supported nearly 65,000 children who had lost one or both of their parents.



The UAE scores high (93 percent) in SDG 16 because of its high government efficiency (scored 5.6 out of 7), established property rights (scored 5.9 out of 7), and 100 percent rate of child registration. The Ministry of Interior continuously works with public institutions to ensure the UAE remains among the safest and most secure countries to live in by 2021. MOI's commitment is widely acknowledged – with the UAE reaching 90 percent in the SDG Index KPI related to people feeling safe walking alone at night.



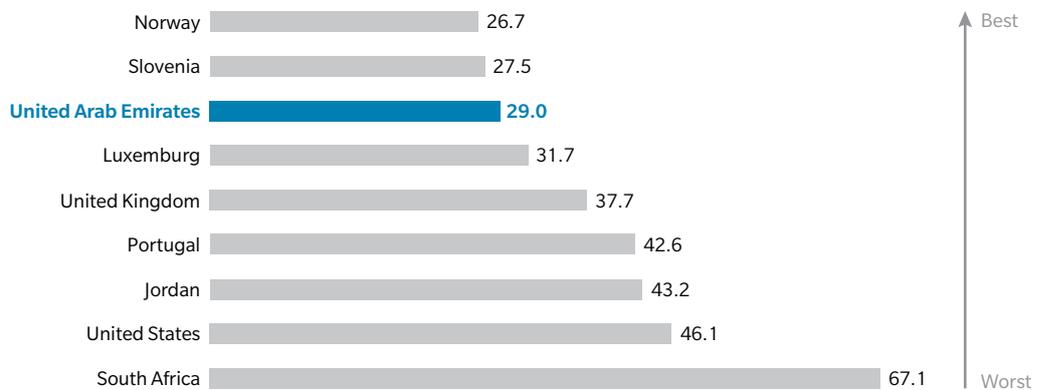
The UAE is also leading in SDG 17. In 2016 and 2017 respectively, the UAE contributed 0.36 percent and 0.28 percent of its GNI as Official Development Assistance (ODA) to Least Developed Countries, thus excelling on the respective UN's target that typically ranges from 0.15 percent to 0.20 percent. In 2018, the UAE maintained its rank as the world's largest donor of ODA for the fifth consecutive year. Further, to mobilize additional financial resources for developing countries from multiple sources (SDG target 17.3), the UAE Ministry of Foreign Affairs and International Cooperation setup a solutions-driven dialogue with key actors from the UAE private sector and development community to mobilize resources for women's empowerment.

The UAE is also making progress on reducing social inequality as emphasized by SDG 10. This is at the core of the UAE policies that target vulnerable categories of people such as those with special needs, senior citizens, widows, divorcees, and families in distress. The UAE is well positioned with regards to income distribution; its 2018 GINI index<sup>5</sup> was 29.0 percent, outperforming countries such as the United Kingdom (37.7 percent) and the United States (46.1 percent) (see Exhibit 9).

*The UAE has been the largest ODA donor in the world, relative to GNI, for the fifth consecutive year.*

<sup>5</sup> The GINI coefficient is a statistical measure of equality adjusted for under-reported top income and ranging from 0 (or 0 percent) to 1 (or 100 percent), with 0 representing perfect equality and 1 representing perfect inequality.

Exhibit 9: Adjusted GINI coefficients for select countries (2018)

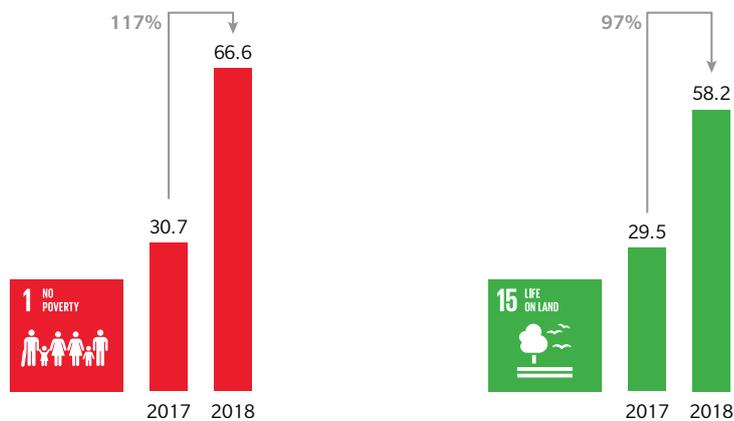


Source: SDG Index 2018, FCSA

### 1.4.2. THE UAE'S FASTEST AREAS OF PROGRESS

The UAE is demonstrating fast progress in SDGs such as SDG 11 (sustainable cities and communities) and SDG 15 (life on land), having improved its scores by 117 percent and 97 percent respectively from 2017 to 2018 (see Exhibit 10). To drive progress in SDG 11, in 2018 the Ministry of Infrastructure Development launched the Establishment of PPP National Legal Framework Policy that encourages public-private partnerships to finance and implement infrastructure projects. The Ministry of Climate Change and Environment has also been actively developing important initiatives to promote SDG 15, such as The Important Bird Areas Project (2018) to protect sites critical for bird conservation and The National Ecotourism Project (2018) to encourage sustainable tourism that minimizes impact on biodiversity.

Exhibit 10: Areas of fast progress in the SDGs in the UAE



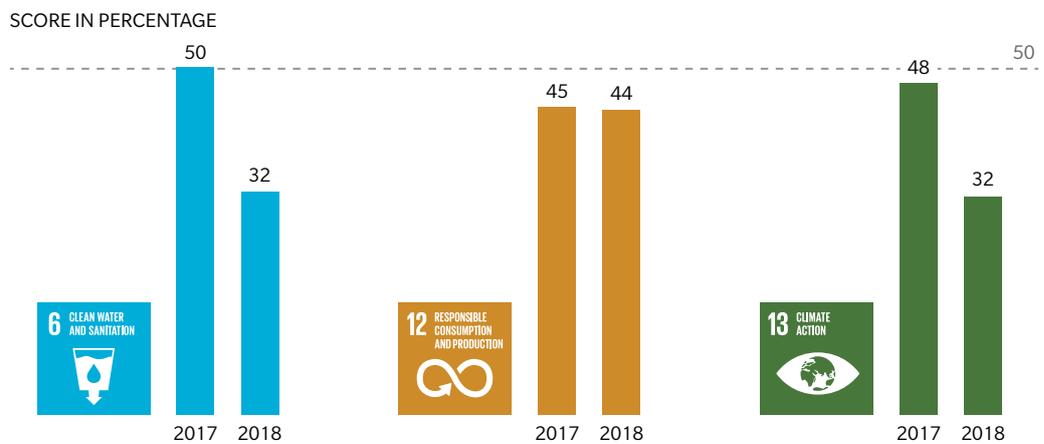
Source: SDG Index 2017, 2018

### 1.4.3. THE UAE'S CHALLENGES

In order to rank among the top-10 countries in the SDG Index, the UAE will need to improve its overall score by 10 basis points to reach 80 percent.<sup>6</sup>

Such progress can be achieved by 2023 by ensuring an annual improvement of 10 percent in the SDGs in which the UAE currently scores below 50 percent,<sup>7</sup> such as SDG 6 (clean water), SDG 12 (responsible consumption and production), and SDG 13 (climate action) (see Exhibit 11). These SDGs represent the areas where the UAE can improve the most given the country's climate and environmental conditions, as well as its economic and industrial development.

Exhibit 11: The UAE's performance by SDG



Source: SDG Index and Dashboards Report



The MENA region is the most water-scarce in the world, and the UAE faces some water challenges that are especially common across GCC countries. High demand for water use, coupled with significant water losses from distribution networks and inefficiency in irrigation, is resulting in groundwater depletion. The alternatives, such as desalinated water or recycled wastewater, bring additional challenges related to a higher carbon footprint. This is reflected in the UAE's score of 32 percent in SDG 6. To improve water security planning and risk management, the Ministry of Energy and Industry has been working on the implementation of the UAE Water Security Strategy 2036, which aims to reduce average consumption per capita by half by focusing on sustainable practices. The strategy also includes establishing six connecting networks between water and electricity entities across the UAE.<sup>8</sup>

<sup>6</sup> Based on the example of Iceland that ranks 10th and has a score of 79.7 percent.

<sup>7</sup> Given conservative assumptions of a growth rate of 5 percent for the SDGs currently prioritized on the government's agenda (2, 7, 8, 9); a growth rate of 10 percent for SDG 10 after incorporating GINI data and the SDGs that are critical (6, 12, 13); a growth rate of 0 percent for the remaining SDGs' scores.

<sup>8</sup> Source: government.ae



Sustainable Consumption and Production is another key improvement area in the UAE, given the country's high turnover of industrial products and consumer goods. The UAE's current score of 44 percent for SDG 12 is driven by its high generation of solid and e-waste, as well as its SO<sub>2</sub><sup>9</sup> and nitrogen emissions. However, the country has already started driving the progress of this SDG, and in 2019, Dubai e-waste specialist Enviroserve opened the Recycling Hub, the world's largest e-waste recycling facility. Located in Dubai Industrial Park, the plant has a processing capacity of 100,000 tons of total waste per year, of which 39,000 tons is e-waste. Launched in partnership with the Swiss Government Export Finance Agency, the project represents one of the largest foreign direct investments in the field of sustainability in the UAE.



High carbon emissions from the UAE's industrial's operations represent another challenge and this is reflected in the current performance under SDG 13 (31.6 percent). The Ministry of Climate Change and Environment is leading the implementation of SDG 12 and 13 by proposing legislations, plans, strategies, and policies to mitigate the impact of climate change in the UAE. In addition, the Ministry actively engages in international climate change negotiations through close coordination with all concerned stakeholders to address global climate challenges. The UAE's efforts in renewable energy projects also contribute to the progress in reducing carbon emissions. According to forecasts,<sup>10</sup> the region is on track to leverage renewables to reduce the power sector's carbon dioxide emissions by 22 percent by 2030.

As the private sector is the engine of the UAE economy, its leaders' support is critical in ensuring that the UAE succeeds in implementing the SDGs. Companies can contribute by rethinking their supply chain processes and operations, as well as by formulating strategies that ensure smart waste, water, and emissions management. Implementing sustainable initiatives into business processes will help drive the UAE's progress and raise awareness in a way that will support sustainability among smaller market players.

9 Sulfur dioxide emissions

10 IRENA GCC Renewable Energy Market Analysis 2019.

## 1.5. COUNTRIES DEMONSTRATING PROGRESS

As the UAE is looking to continuously improve its rank in the SDG index, it is important to learn from the experience of other countries that are facing similar challenges and pursuing goals particularly relevant to the UAE. As outlined in the previous section, these are Clean Water and Sanitation (SDG 6), Responsible Consumption and Production (SDG 12), and Climate Action (SDG 13). The criteria for benchmark selection included the countries' scores and their progress in the respective SDGs, environmental challenges that are similar to the UAE, the economy size (for example, city-states), and economy base (for example, energy rich countries).

### 1.5.1. WATER SUSTAINABILITY

#### COUNTRY IN FOCUS: SINGAPORE



Singapore is considered one of the most water-scarce countries in the world, according to a 2015 report from the World Resources Institute.<sup>11</sup> Singapore is similar to the UAE in terms of its limited supply of fresh water, its small land area, and its relative economic size. Scoring 86 percent in SDG 6 despite its resource scarcity, Singapore is now recognized as a leader in providing access to affordable, high-quality water by focusing on increasing water efficiency through a range of levers (see Exhibit 12).

Exhibit 12: Levers to increase water efficiency

LEVER	DESCRIPTION
 <b>Investing in technology</b>	NEWater Initiative – brand of ultra-clean, high-grade reclaimed water, produced using advanced membrane technologies and ultraviolet disinfection to further purify treated wastewater
 <b>Increasing awareness</b>	Campaigns for improving rates of recycling and increasing uptake of water conservation projects
 <b>Private sector incentives and support</b>	Funding for companies to implement water efficiency initiatives, such as consultations for solutions, and water stewardship (Water Efficiency Awards and Water Efficiency Fund)
 <b>Developing sustainable infrastructure</b>	Deep Tunnel Sewerage System to allow for large-scale and efficient water recycling and to minimize the risk of cross contamination between water catchments and wastewater
 <b>Developing local knowledge and capabilities</b>	Singapore Water Academy – a learning institute in urban water management established in 2016 to offer specialized programs for water professionals both internationally and locally
 <b>International cooperation</b>	Regular engagement to share expertise with global organizations, such as UNESCO and the International Water Association

Source: Oliver Wyman research

<sup>11</sup> Singapore's Voluntary Nation Review report on sustainable development, 2018

Similar to Singapore, Hong Kong has developed its Total Water Management Strategy that focuses on water efficiency through managing water demand and supply. On the demand side, Hong Kong is driving public awareness and local knowledge by enhancing public education on water conservation and promoting the use of water-saving devices. Water supply related initiatives include enhancing water leakage control, rainwater harvesting, extending the use of seawater for toilet flushing, and actively exploring new sources of water reuse.<sup>12</sup>

## COUNTRY IN FOCUS: MALTA



Due to low levels of rainfall, high temperatures, and high population density, Malta<sup>13</sup> is considered one of the 10 most water-scarce countries in the world.<sup>14</sup> As a result, the government has prioritized effective and efficient management of water consumption by investing in a number of key projects and initiatives aimed at upgrading water desalination plants and promoting water reuse. These initiatives include:

- increasing the energy efficiency of sea-water desalination plants;
- development of recycling and distribution capacity to enable the use of treated water; and
- water conservation campaigns addressing all water intensive sectors

In addition, as part of the Mediterranean Water Forum, the Maltese government actively supports cooperation between water management agencies in the Mediterranean region, including with countries such as Egypt, Cyprus, Monaco, and Tunisia which face similar water challenges.

Building a culture of water rationalization has also been a priority for GCC countries such as Saudi Arabia. In March 2019, Saudi Arabia launched Qatrah, a new program to promote greater water sustainability in urban consumption through smart metering, educational campaigns, and by driving technological innovation.

<sup>12</sup> Hong Kong Water Supplies Department

<sup>13</sup> Malta's Ministry for Energy and Water Management

<sup>14</sup> According to the European Environment Agency (EEA)

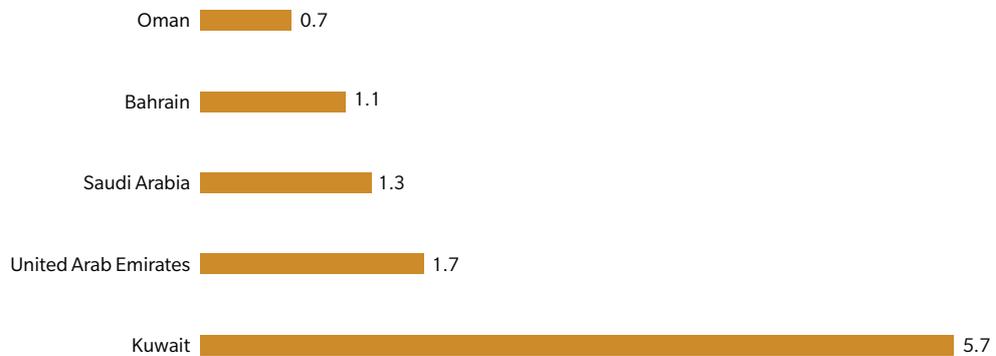
## 1.5.2. SUSTAINABLE CONSUMPTION AND PRODUCTION

### COUNTRY IN FOCUS: BAHRAIN



Bahrain faces challenges related to waste that are similar to those faced by the UAE, because of its increasing population, limited land availability, and scarcity of waste disposal sites. The country's efforts in the areas of waste management have so far helped to maintain waste generation rates at low levels compared to its GCC peers (see Exhibit 13). Despite Bahrain being the second best after Oman, the country's economic development (GDP per capita of \$22,100)<sup>15</sup> is more comparable to that of the UAE, as opposed to Oman (GDP per capita of \$16,100). In addition, Bahrain fares better than Oman in other waste-management related indicators such as the amount of e-waste generated per capita with 12.9 kg/capita of e-waste in Bahrain vs. 14 kg/capita in Oman in 2018.<sup>16</sup>

Exhibit 13: Municipal solid waste (kg/person/year), 2018



Source: SDG Index 2018

The government of Bahrain is launching several waste management and recycling initiatives, including the construction of waste recycling facilities (Waste to Energy plant) and door-to-door pilot projects for dry recyclables. The country is in the process of finalizing its National Waste Management Strategy to provide specific targets and actions on the topic in line with its broader national plans such as the National Environmental Strategy (2006), the Bahrain Economic Vision 2030 (2008), and the National Energy Efficiency Action Plan (2017). In addition, Bahrain has ratified the Basel Convention on the Control of Transboundary Movements of Hazardous Wastes. A statistical system has been established to manage this, including the daily registration of the amount of industrial waste, its type and source, place of disposal, export, and information on the carrier. The system also includes an annual report to the Secretariat of the Basel Convention.<sup>17</sup> Bahrain's example shows that building the right waste management infrastructure with enabling regulations is key to driving positive progress in SDG 12.

<sup>15</sup> Trading Economics, 2017 data

<sup>16</sup> SDG Index Report 2018

<sup>17</sup> Bahrain Voluntary National Review 2018

## COUNTRY IN FOCUS: SOUTH KOREA



Despite its relatively low score, South Korea deploys a range of e-waste recycling initiatives that could be particularly relevant to the UAE. South Korea has been a pioneer in e-waste utilization since 2003, when the government introduced the Extended Producer Responsibility (EPR) concept, which places the burden of disposal of the e-waste on the supplier. Suppliers have to recycle a certain volume (by weight) of electric and electronic items set by the Ministry of Environment based on sales per item. An organization of producers called the Korea Electronics Recycling Cooperative allocates each supplier a recycling quota. To facilitate recycling with no additional investment, the government has mandated suppliers to provide a free pick-up of used electronic appliances from consumers for recycling or refurbishment. Companies can then sell or donate refurbished goods, encouraged by the public support facilitated by the government.

The Ministry of Environment in South Korea also encourages the reuse of second-hand goods by requiring each region to establish a certain number of second-hand stores. This reduces e-waste volumes, while also providing opportunities for profit generation by the private sector.

### 1.5.3. CLIMATE ACTION

## COUNTRY IN FOCUS: INDONESIA



According to a 2017 United Nations paper, refrigeration and air-conditioning in Indonesia's urban areas account for around 40 percent of its national energy consumption and 15.4 percent of its national greenhouse gas emissions, if emissions from land use, land-use change, and forestry<sup>18</sup> are excluded. In line with the Kigali Amendment to the Montreal Protocol on Substances that Deplete the Ozone Layer, the country has decided to promote low-emission and energy-efficient refrigeration and air-conditioning technologies by developing a cross-ministerial program on phasing out hydrofluorocarbons and incentivizing the purchase of propane-based energy-efficient air conditioners and refrigerators. In collaboration with the German Federal Ministry for the Environment, Nature Conservation and Nuclear Safety, the German Corporation for International Cooperation, as well as local companies, Indonesia is working on implementing its Framework for nationally appropriate mitigation actions to support climate action goals. The initiatives focus on enhancing technology, creating incentives, and measuring performance. These initiatives include, among others:

- creating partnerships between the Ministries of Energy, Industries, Environment and Planning, and the private sector (chiller manufacturers and their suppliers);
- installing a propane-based roof-mounted air-conditioning system for room air-conditioning with an output of 60 kW in Pertamina's office (the largest Indonesian oil and gas company);

<sup>18</sup> Source: UN's Urban environment related mitigation benefits and co-benefits of policies, practices, and actions under the Framework Convention on Climate change 2017.

- launching plants with propane-based chillers at the sites of local companies (for example, PT. Phapros), universities (for example, Politeknik Negeri Bandung), and hotels (for example, Novotel Lombok Resort and Villas);
- encouraging research and training at local universities, as well as providing vocational training to refrigeration technicians in the safe and energy-efficient use of flammable refrigerants; and
- reporting on emissions under the United Nations Framework Convention on Climate Change.

## COUNTRY IN FOCUS: LUXEMBOURG



In June 2017, Luxembourg launched the Climate Finance Accelerator, a joint initiative between the government and private sector to enable action against climate change as per the United Nations agenda. Besides this, the initiative aims to help establish Luxembourg as a leader in the field of green finance. The Accelerator aims to create the necessary structures to enable climate financing by offering support to new and innovative asset managers who would like to invest in efficient and impactful projects targeting climate change. By 2020, the government plans to contribute €2 million to the initiative, and the private sector another €1 million.

The experiences of countries such as Luxembourg in enabling dedicated vehicles for green finance is an important learning opportunity for the UAE, given the UAE's drive towards implementing green and sustainable finance. In 2016, eleven financial institutions committed to the Dubai Declaration on Sustainable Finance, which aims to establish sustainability-related practices in both conventional and Islamic finance through strategic partnerships with major local financial institutions. Abu Dhabi Global Market has followed by launching its Sustainable Finance Agenda in 2019, which was signed by 25 key public and private entities. One of the key objectives of the Agenda, similar to Luxembourg's, is to develop a robust finance ecosystem to support a diverse pool of sustainable product offerings and participating institutions.

## 1.6. LESSONS LEARNT FOR THE UAE AND ITS PRIVATE SECTOR

Progressing beyond the SDGs requires countries to support different components of a given goal. The engagement and involvement of the private sector is critical to ensure that progress is being driven and implemented. The SDGs represent an opportunity for the private sector to innovate, improve risk management, and build stronger relationships with key stakeholders.

As shown by different countries' experiences, the following success factors would help maximize the private sector's involvement and contribution to the implementation of the SDGs:

### 1. SHARED RESPONSIBILITY

The government and the private sector can share responsibility on specific initiatives, such as addressing e-waste in ways similar to South Korea's EPR concept. To do this, the governments need to provide clear regulation and guidance, and private sector companies should communicate their ideas and capabilities concerning potential areas for collaboration.

### 2. ESTABLISHING EFFECTIVE GOVERNANCE AND PROCESSES

To be able to manage sustainability efforts effectively, both governments and private sector companies must develop organization-wide processes and governance. Stakeholders need to set sustainability targets, define internal processes on how to meet these targets, enable supporting systems (for example, the statistical system in Bahrain), and allocate stakeholders to supervise the processes and communicate the progress.

### 3. DATA COLLECTION AND REPORTING

Regular data collection across a range of indicators is essential, because it provides an up-to-date understanding of progress made, and of existing gaps. Standardized data across a range of SDG-specific dimensions allow for a comparative analysis of private companies, enabling timely exchange of knowledge and best practices. Data collection and reporting based on international standards (for example, the Basel Convention in Bahrain's case) enables a country's efforts to be recognized in a timely manner.

#### 4. ENABLING INFRASTRUCTURE

The governments' role is key in setting up the necessary infrastructure to enable green value chains across industries. For instance, developing efficient water sewerage systems in Singapore and facilitating dedicated financing platforms in Luxembourg have been critical in driving the countries' progress on their respective SDGs. There are plenty of opportunities for private sector players to participate in infrastructure development projects relevant to their core businesses and thus facilitate national progress.

#### 5. DEPLOYING CUTTING-EDGE TECHNOLOGY

Investing and promoting green technologies helps advance the critical environmental SDGs. Membrane technologies for water purification (such as the NEWater initiative in Singapore), waste recycling advances, or energy generation technologies (for example, renewable energy facilities, propane-based chillers) help reduce the respective issues of water depletion, waste generation, and carbon emission from traditional energy use.

#### 6. INCREASING AWARENESS

Governments can play a key role in driving sustainable consumption of resources (for example, low emission cooling in Indonesia or water demand management in Hong Kong). Private sector companies can leverage such governmental programs to promote awareness to their employees and communities, as well as to other companies and markets in a country. Governments, therefore, need to ensure timely communication of their goals to market leaders, and offer incentives for driving these campaigns.

#### 7. INTERNATIONAL COLLABORATION

Continuous exchange of experiences and best practices across countries' governments and industries is vital to facilitating progress on the SDGs. The example of the Maltese government shows the importance of cooperation among governments facing similar issues in water management. The example of the Indonesian government demonstrates the impact of a partnership with the German government which has not only resulted in the deployment of best practices and technologies, but has also facilitated the involvement of local companies in climate action-related initiatives.

## 2. CASE STUDIES

### 2.1. ROLE OF THE UAE'S PRIVATE SECTOR

Private companies in the UAE have immense potential to drive progress on the SDGs. Operating across multiple industries, employing thousands of people, and serving millions of clients, they have a huge impact on society and have the potential to contribute more. The nation's biggest corporations have already been implementing various SDGs into their businesses by launching dedicated strategies and running related initiatives.

We interviewed private sector members of the UAE National Committee to understand how they contribute to the SDGs, especially those that are critical for the UAE, namely SDGs 6, 12, and 13. This chapter provides unique insights on the impact made across various industries, and illustrates best practices that other companies can leverage in their approach to sustainability.

#### CASE STUDY

### 2.2. DUBAI HOLDING COMPANY

Established in 2004, Dubai Holding has over 20,000 employees and manages a portfolio worth AED130 billion in assets across 12 countries. The conglomerate operates in multiple industries, including hospitality, media, real estate, and retail.

The companies of Dubai Holding's portfolio have been integrating sustainability initiatives in their core businesses. To consolidate these efforts and to leverage its extensive outreach to customers and employees, Dubai Holding is planning to launch a group-wide sustainability strategy in 2019 using the SDGs as a guiding framework. Once this strategy is launched, the corporation will establish regular reporting on its efforts across different SDGs.

To date, the companies of the Holding have been contributing to the critical environment-related SDGs, including responsible consumption and production (SDG 12) and climate action (SDG 13).

To decrease the amount of solid waste, Jumeirah Restaurant Group went plastic-straw free in March 2018. The company stopped using plastic straws, swizzle sticks, stirrers, and toothpicks in all its food and beverage outlets.

In response to the problem of food waste, Oasis Village, the Jumeirah Group's staff accommodation community, has installed a Bokashi bin system that utilizes food waste



HUDA BUHUMAID

Chief Marketing Officer



*3.9 million weekly listeners have a unique opportunity to learn more about the sustainable goals.*

to enrich the soil.<sup>1</sup> The amount of waste going to landfill has been reduced by 150 kg monthly.

As part of the climate action initiatives, Dubai Properties installed energy-saving systems in its communities to offset an estimated 1,450 tons of CO2 emissions annually. In addition, Jumeirah Etihad towers achieved a 20 percent reduction in energy consumption by replacing 10,000 dichroic lamps with LED lights.

TECOM Group has been investing in energy efficiency initiatives, achieving a reduction of 1.7 tons of carbon in 2017. The list of the company's initiatives includes smart cooling technologies, lights replacement, and building management systems to ensure smart use of energy.

To further support the country's efforts in controlling carbon emissions, Dubai Holding has installed photovoltaic solar panel modules across the company headquarter's parking and rooftops. These panels now contribute to savings of up to 200 tons of carbon dioxide.



<sup>1</sup> An eco-friendly composting system that eliminates the odors and unpleasantness associated with putrefaction and decay.

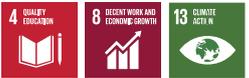
## CASE STUDY

### 2.3. CAREEM



**NADIA ROUCHDY**

Head of Sustainability & Social Impact



Established in 2012, Careem is the largest mobility provider in the Middle East. Operating in 120 cities across 15 countries, Careem is driven by its mission of improving people's lives. Careem's strategic focus has historically been placed on three key areas of business conduct: education, employment, and technology. The company ties these focus areas to three SDGs: quality of education (SDG 4), decent work (SDG 8), and climate action (SDG 13). To contribute more to the latter, Careem is a signatory to the United Nations Global Compact (UNGC) principles. In addition, Careem sees its internal strategies through the lens of the SDGs and the UN's Women Empowerment principles. For example, the HR team's strategies promote diversity, flexible working hours, and extended parental leaves, thus contributing to SDG 5 (gender equality).

Since the company's launch, Careem has provided job opportunities for over 1 million captains across its countries of operation. In addition, Careem provides opportunities for the captains' development and education. By partnering with blue chip companies and coaches, Careem organizes courses on personal and business finance planning, as well as health and wellbeing. Moreover, in partnership with NYU Abu Dhabi, Careem has deployed financial literacy courses for its captains.

Careem's technological capabilities have allowed it to identify opportunities to reduce carbon emissions and contribute to SDG 13. The company is shifting its focus to promoting electric and self-driven vehicles and as such, is working with the UAE Roads and Transport Authority to analyze potential impacts and opportunities.

When the shift to self-driving cars occurs, Careem hopes to provide new job opportunities for its captains in the monitoring and maintenance of driverless cars, and in related fields.



*Careem has a target of 20,000 female captains by 2020.*

Careem's fleet is not 100 percent electrical, but the company is finding other means to reduce the amount of petrol used through investments in behavioral driving,<sup>1</sup> car-pooling,<sup>2</sup> and bike-sharing<sup>3</sup> solutions. A study on behavioral driving conducted in 2018 using captains in the UAE and Saudi has demonstrated that between 2 percent and 11 percent of fuel can be saved when compared to normal driving. A car-pooling service, currently run in Alexandria, Jeddah, and Amman, helps reduce travel distance by up to 4.5 kilometers per trip, thus also contributing to cutting carbon emissions.

In addition, the company uses its platform for donations. In the UAE, Careem has partnered with the UN Refugee Agency (UNHCR) to offer customers the opportunity to add an additional AED3 to their trip fare. Over \$350,000 has been raised to support over 300 refugee families through the UNHCR's cash assistance program. In addition, through Careem Rewards points customers can support global, regional, and local causes. For instance, in the UAE they have a choice to provide food to children through a global program Share the Meal, and also contribute to quality education through the Dubai Cares program.

- 1 Initiative that aims at changing drivers' behavior towards more conscious usage of fuel, using specific devices that indicate the need to adjust the driving manner.
- 2 Sharing a taxi trip with other passengers.
- 3 A service that makes bikes available for shared use to individuals on a short-term basis.

## CASE STUDY

### 2.4. MAJID AL FUTTAIM



IBRAHIM AL ZU'BI

Chief Sustainability Officer



Founded in 1992, Majid Al Futtaim is a leading shopping mall, communities, retail, and leisure services provider across 15 countries in the Middle East, Africa, and Asia. Employing over 43,000 people, the company operates 25 shopping malls, including Mall of the Emirates, Mall of Egypt, and City Centre malls, more than 400 VOX Cinema screens and 36 Magic Planet family entertainment centers, 13 hotels, and other establishments across the region.

Majid Al Futtaim emphasizes sustainability in its operations and has established dedicated governance across its divisions. Launched in 2018, Majid Al Futtaim's sustainability strategy Dare Today Change Tomorrow sets 11 Sustainable Business Commitments which drive progress in 21 key areas measured by short- and long-term targets and indicators. The strategic issues are aligned to the global frameworks, such as the Global Reporting Initiative (GRI)<sup>1</sup> and UNGC,<sup>2</sup> as well as to the 10 prioritized SDGs, including the critical ones for the UAE – SDG 6 (clean water) and SDG 13 (climate action).

Contributing to these SDGs, Majid Al Futtaim was the first company in the Middle East to adapt a “net positive” commitment approach to carbon emissions and water by 2040.<sup>3</sup> The initiatives deployed by the company illustrate the efforts to date.

#### Greywater capture and reuse process in Sheraton Hotel Mall of the Emirates

Up to 70 cubic meters of greywater is currently collected per day from the hotel's sinks and showers. Over 40 percent of this water is recycled, and 80 percent of the recycled water is then reused in the cooling towers.

#### Sewage treatment plant in Al Zahia Community

The company directed the flow of sewage from the residential community into the sewage plant to return the treated water into the community's irrigation systems, covering about 25 percent of the community's irrigation needs. Operating a sewage treatment plant covers all of the sewage disposal needs for the community.

1 Global Reporting Initiative

2 United Nations Global Compact

3 The Net Positive Commitment means the company puts more back into the environment than it takes out, thus achieving positive corporate footprint by 2040



Sheraton Hotel Mall of the Emirates



Sewage treatment plant in Al Zahia Community

*Majid Al Futtaim was the first company in the Middle East to deploy a net positive commitment approach.*

#### **Minimizing waste to landfill**

My City Centre Masdar, a shopping mall set to open in Abu Dhabi in 2019, will adopt an innovative waste management strategy. It will involve diverting a minimum of 70 percent of the total solid waste generated away from landfill, and collecting and segregating food waste and landscaping waste for composting off-site.

#### **Oil recycling at VOX Cinema**

Used cooking oil at VOX Cinema is recycled into fuel that can be used to run buses, heat homes, and even generate electricity. The initiative not only results in a positive environmental impact, but also generated AED137,500 in revenue in 2017 from the sale of waste oil.

#### **Smart-cooling technologies**

In order to minimize energy consumption in its stores, malls, and community buildings, Majid Al Futtaim deploys smart technologies to regulate air-conditioning systems and avoid unnecessary use. It also invests in improving the efficiency of appliances and conducts campaigns to raise staff awareness on energy consumption. The company has set a target of 37 percent reduction in operational carbon footprint by 2022 and has enabled a regular process of data collection to track progress.

#### **Mall of the Emirates solar park**

Solar panels installed in Mall of The Emirates have generated more than 3 GWh of renewable energy to date, enough to light 170 homes for a year. The panels also cover 7.3 percent of the landlord peak demand.



Solar panels at Mall of The Emirates car park

## CASE STUDY

### 2.5. DP WORLD



KATE WILLOUGHBY

Head of Group Sustainability and Impact



DP World is a global trade enabler providing data driven logistics solutions to stakeholders around the world. Employing 45,000 people, the company operates ports and terminals, as well as industrial parks, logistics and economic zones, maritime services and marinas in 80 locations across 40 countries and six continents.

Being a sustainable and responsible business is part of the company's strategic priorities. In 2017, DP World aligned many of its sustainability programs and business initiatives to a range of SDGs. In the UAE, the company's focus has been on SDG 4 (quality of education), SDG 5 (gender equality), and SDG 7 (clean energy).

As part of DP World's global commitment to energy and climate sustainability, the company has commissioned the largest distributed solar rooftop project in the Middle East. The project will comprise 157,000 rooftop solar modules commissioned in two phases to deliver 63 GWh of clean power annually. This will be enough to power more than 4,600 homes per year.

The solar array will deliver annual carbon savings of more than 48,800 tons of carbon, equivalent to taking more than 9,400 cars off the road for a year or the carbon sequestered by one million trees over 10 years.

In 2015, DP World launched an educational program for 8- to 14-year-old pupils in the UAE and other countries in its international network.

*As of 2018, the solar panels have provided 7 percent of the total electricity consumption of Jafza.*

DP World aims to engage 34,000 children by 2020. The program comprises 12 modules that are delivered in local schools by DP World's employees as part of their volunteering leave. The scheme aims to boost the skills, aspirations, and confidence of the youth and raise awareness about the maritime sector, trade, and logistics. Subjects include port management, sustainability, geography, ocean protection, disaster relief, illegal wildlife trafficking, mathematics, and design and technology.



DP World is developing an addition to the program that will be run as part of the Expo 2020 to include 16- to 18-year-olds with the objective to engage and inspire more young people in the trade industry. DP World will continue to run this program after the Expo as part of their legacy. It will also create a pipeline for the future Logistics University that is planned to be established in the District 2020 after the Expo is over.

In order to promote gender equality, DP World collaborates with other private sector champions in the UAE. In 2019, it partnered with Airbus and the Middlesex University Dubai to hold a training session based on the UN Women Empowerment Principles and share best practices on the topic. DP World has also rolled out global initiatives such as a female mentoring program and developing gender balanced shortlists for interview to support female career development in the industry.



*Over 15,000 students have participated in the DP World's education program, and 84 percent have confirmed they developed new skills.*

## CASE STUDY

### 2.6. EMAAR GROUP



AHMAD AL FALASI

Executive Director, Group Operations

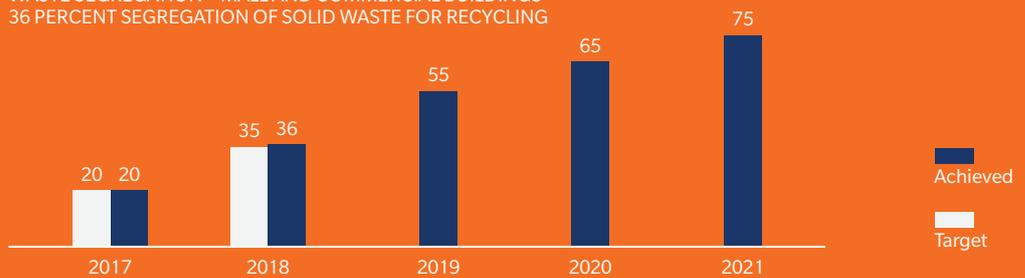


Emaar Properties is the largest real estate developer in the UAE. The broader Emaar Group provides a portfolio of hospitality, retail, entertainment, and community management services. Employing around 7,000 people, Emaar has an active presence in 12 markets across the Middle East, North Africa, Asia, Europe, and North America.

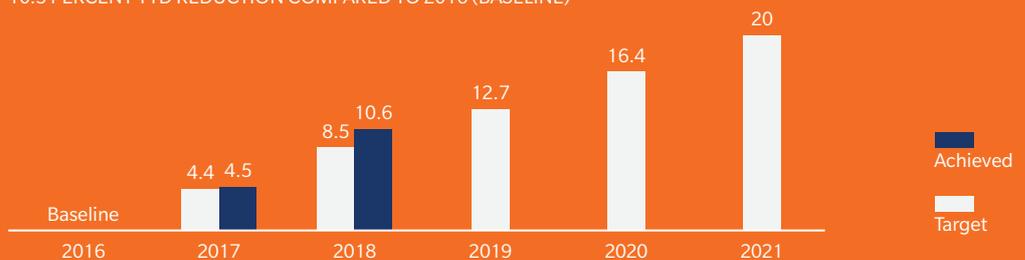
Emaar's Group Operations, the operational arm of Emaar Properties, set a five-year functional strategy in 2016. It covers a range of areas, and sustainability is one central area. The sustainability targets include a commitment towards responsible use of the environment. To ensure implementation of this commitment, Group Operations has defined a set of KPIs that are cascaded to all business units and assets of the company. Some KPIs are identical to the indicators proposed in the SDG Compass guide, such as Building Energy intensity, while others are generally aligned with the SDGs. The key SDGs supported by Emaar's strategy include SDG 6 (clean water), SDG 12 (sustainable consumption and production), and SDG 13 (climate action).

Exhibit 14: Targets and progress to date

WASTE SEGREGATION – MALL AND COMMERCIAL BUILDINGS  
36 PERCENT SEGREGATION OF SOLID WASTE FOR RECYCLING



ELECTRICITY CONSUMPTION  
10.5 PERCENT YTD REDUCTION COMPARED TO 2016 (BASELINE)



Source: EMAAR

*Sustainability is at the forefront in our pursuit for excellence.*

*Emaar's water savings in 2018 can fill over 44 Olympic pools.*

Emaar's water management program was launched in 2016 to promote responsible usage of water resources. It aims for a 20 percent reduction in water consumption by 2021. The program established the use of efficient fixtures, smart landscaping, improved irrigation processes, and water efficient cleaning equipment – resulting in 24 million imperial gallons of water savings, which represents a 6 percent reduction in water consumption relative to 2017. In addition, the treated water from a reverse osmosis plant is used to top-up the Dubai Fountain, which results in water savings of over 125 million imperial gallons annually, and also reduces strain on the UAE's potable water network and freshwater resources.

Group Operations also supports the Dubai Municipality in landfill waste management, aiming at diverting 75 percent of waste from landfill by 2021 (see Exhibit 14), which is in line with the UAE's national agenda. The company has launched a process to create high quality segregated waste that can be effectively recycled. In 2018, almost 12,000 metric tons of waste (over 26 percent of total waste) were segregated into recyclable and compostable materials – an important achievement considering the UAE's average segregation rate of 10-15 percent.

Emaar's Group Operations has set another ambitious target of reducing energy consumption by 20 percent by 2021 in order to minimize its carbon footprint. The company's efforts to date have already resulted in 10.6 percent reduction compared to the baseline year of 2016. In 2018 alone, Group Operations has achieved 27 million kWh of savings in electricity consumption and 12 million TWh of savings in district cooling – all of which helped to reduce the carbon footprint by over 12 million kilos.



Emaar Square

Burj Khalifa

## CASE STUDY

### 2.7. ALSERKAL GROUP



AHMAD BIN  
EISA ALSERKAL

Chairman of Alserkal Group



Founded in 1947, Alserkal Group is one of the largest UAE family businesses. The diverse portfolio of the Group's services includes environmental solutions such as waste and water management, property development, tourism, transportation services, facilities management, investment, and cultural initiatives. The company operates in the UAE, Oman, Bahrain, and Qatar, employing over 800 people.

Alserkal Group has been involved in supporting sustainability in the UAE and the region since the 1990s. Even though the company's strategy is not explicitly mapped to specific SDGs, the business processes are well aligned with the two critical SDGs for the UAE – SDG 6 (clean water and sanitation) and SDG 12 (sustainable consumption and production).

One of Alserkal Group's core businesses is developing solutions to ensure clean water and sanitation in the commercial and residential areas of the food producing industries. In 1993, Alserkal Group setup the first grease trap in the UAE to enable collection of fats, oils, and grease (FOG) from kitchen wastewaters. Apart from the benefits of water reuse, the grease trap solution helps protect against risks to public health which can be caused when sewer overflows contaminate the environment. The reason for such outflows is typically related to pipe blockages when uncollected FOG solidifies.

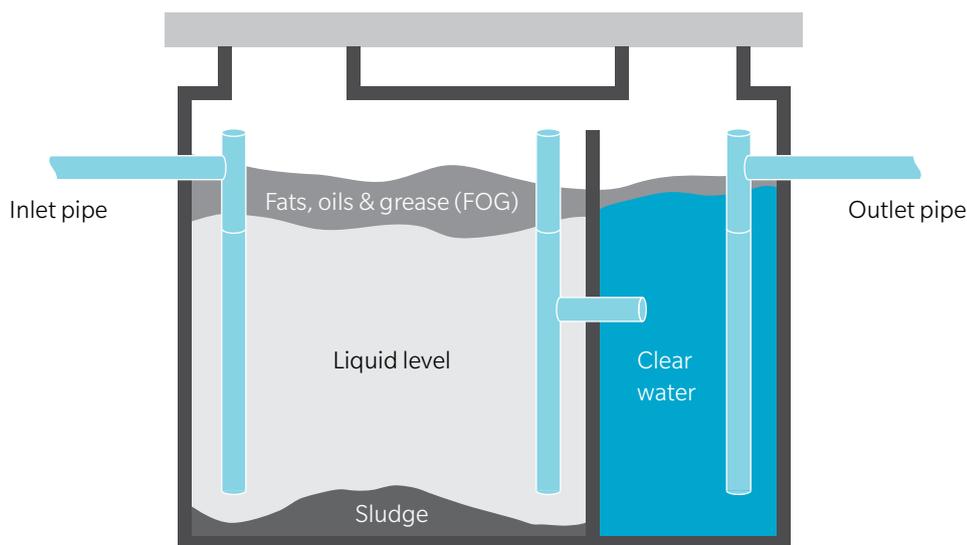
Alserkal Group has been driving clean water initiatives in other Emirates as well. The Group is currently working on deploying a smart-city solution to help regulate the market of grease traps.

*One drop of oil  
contaminates one  
million drops of water.*

In addition to cleaning water which has already been contaminated, Alserkal Group's company Coregreen collects used cooking oil (UCO) before it has been disposed into the water, thus contributing to SDG 12. UCO can cause public health issues if it is reused for cooking. Since 2000, Alserkal Group has been authorized by Dubai Municipality to collect UCO and ensure it gets properly recycled into bio-diesel.

In 2018, the Group signed a contract with Tadweer, the Center of Waste Management of Abu Dhabi, to commission the biggest facility for converting UCO into bio-diesel. The plant is expected to be completed by end-2019.

In 2009, Alserkal's company Blue, in partnership with Dubai Municipality, commissioned Envirol, the first grease trap waste recycling plant in the MENA region, to enable the effective disposal of grease trap waste and UCO. During the second phase of the plant's deployment in 2018, its capacity was doubled from 50,000 to 100,000 gallons per day. From 2009 to 2019, the plant recycled more than 90 million gallons of kitchen waste into soap and bio-diesel. Through Envirol, Alserkal and Dubai Municipality ran the Best Kitchen Award campaign to increase awareness of food establishments on the FOG waste problem.



Grease trap: scheme of work

## CASE STUDY

### 2.8. FIRST ABU DHABI BANK



BELINDA SCOTT

VP & Head of Corporate Sustainability



First Abu Dhabi Bank (FAB), the UAE's largest bank, was formed in 2017 following the merger between First Gulf Bank (FGB) and National Bank of Abu Dhabi. With around 5,400 employees across 18 countries, FAB provides corporate, retail, and Islamic banking services to individuals, businesses, and governments worldwide.

Business sustainability has been a long-term objective of the company since before the merger – NBAD issued its first GRI report in 2009.<sup>1</sup> A group-wide sustainability policy is designed to ensure a responsible approach to doing business and is overseen by FAB's dedicated Corporate Sustainability department. Far from a stand-alone document, the principles set out within this policy actively guide FAB's core business strategy, service provision, and other frameworks such as the bank's Code of Conduct and Environmental Policy.

To drive continuous improvement in its sustainability performance, FAB voluntarily adheres to a number of global sustainability standards including the GRI, Green Bond, and the Equator Principles. Furthermore, FAB is the only bank to have signed the United Nations Global Compact, the world's largest voluntary corporate sustainability initiative.

*FAB has issued the first and only green bond in the Middle East in 2017.*

FAB's current sustainability framework comprises four strategic pillars channeling the bank's activities: Strong governance, integrity, and risk management; Responsible banking; Responsible employment; and Positive social impact. A set of SDGs are mapped to each of these pillars to demonstrate FAB's support of the UAE's commitment towards sustainability. Among others, these include SDG 12 (sustainable consumption and production) and SDG 13 (climate action).

<sup>1</sup> The Global Reporting Initiative helps businesses and governments worldwide understand and communicate their impact on critical sustainability issues such as climate change, human rights, governance, and social well-being.

*We aspire to epitomize the very best in corporate sustainability performance and be recognized as leaders in the financial industry.*

FAB contributes to SDG 12 by raising community awareness and educating its employees on the importance of responsible consumption. To this end, information is displayed at the bank's headquarters in Abu Dhabi, encouraging people to adopt sustainable practices such as using glass carafes instead of plastic bottles. The company also facilitates the collection of used plastic and partners with the sustainable apparel company DGrade to recycle it into eco-clothing.

FAB addresses the critical SDG 13 by pursuing innovative finance solutions that directly combat climate change. As part of its Sustainable Finance Program, for example, FAB issued the MENA region's first and only Green Bond in 2017, worth \$587 million. Proceeds from the bond will be used to finance projects involving renewables, energy efficiency, and water management. FAB's issuance of a green bond enables it to fund large-scale green energy projects for combating climate change, which are often shunned by investors due to the large up-front capital requirements and modest returns over long time-periods. To date, FAB has financed two solar plants from the green bond's proceeds, offsetting over 7 million tons of carbon per year.

In a further demonstration of its commitment to sustainability, FAB became the first bank in the Middle East to launch a green loan in 2018. Granted to clean energy and sustainable urban development firm Masdar as a revolving credit facility, the loan will provide funding for the company's investments in green technology and eco-real estate.

Not content with past achievements, FAB is presently exploring ways to expand its Sustainable Finance Program to responsible investing by integrating environmental, social, and governance risks into investment decision-making and credit due diligence processes.

*FAB has financed two solar plants, offsetting over 7 million tons of carbon annually.*

## CASE STUDY

### 2.9. MULTINATIONAL COMPANIES BUSINESS GROUP



PRIYA SARMA

Sr. Sustainability Manager, Unilever



MCBG is a non-profit industry working group formed in Dubai in 2016 to enhance public-private dialogue and contribute to shaping government policy. MCBG covers a diverse range of industries including manufacturing, technology, energy, food and beverages, automotive, energy, consumer goods, healthcare, insurance, and retail. The group includes over 30 members, including Nestlé, Mars, and Unilever.

Nestlé, Mars, and Unilever are international consumer goods corporations, operating in over 200 countries, and together employing more than half a million people around the world. The companies have similar approaches to sustainability that are incorporated into their strategies and support their missions and principles of business conduct. All three producers have sustainability efforts which emphasize individual health and well-being, enhancing the livelihood of those within their communities, and protecting the planet and the environment. The companies closely align their efforts with the SDGs and define mechanisms to measure progress. For example, Nestlé has developed a list of 20 specific commitments, and it reports the progress annually. The key SDGs supported by Nestlé, Mars, and Unilever are good health (SDG 3), which is directly aligned to their industry; and environmental SDGs such as clean water (SDG 6), sustainable consumption and production (SDG 12), and climate action (SDG 13).

Because nutrition is one of the key determinants of a society's good health and well-being, improving product quality is at the core of the consumer goods business. Within the GCC, Nestlé, Mars, and Unilever, as members of the International Food & Beverage Alliance, committed in 2016 to remove trans-fatty acids (TFAs) and reduce the salt and sugar content in their products. By 2018, the objective of less than 1 gram of trans-fat per 100 grams of product was achieved worldwide. In the Middle East, Nestlé has reduced 10.7 percent of salt content across its products from 2014-2016, as well as 30 percent of sugar content in cereals. By 2020, Nestlé aims for a further reduction of sugar by 10 percent in cereals and by 5 percent in confectionery.

Looking to improve its water efficiency, Unilever has built an on-site Effluent Treatment Plant in its Dubai Personal Care manufacturing facility (DPC), to enable 80 percent of waste water to be reused on site for cooling and irrigation. Unilever also operates a sewage treatment plant to recycle waste water for irrigation purposes.

In addition to reformulating food contents, Nestlé deploys a range of initiatives promoting health-conscious behavior by providing information and raising awareness. For instance, the company deployed a school nutrition education program Ajyal Salima for 90,000 children in six countries, including the UAE, Saudi Arabia, and Bahrain. As a result, consumption of fruits and vegetables doubled, and purchase of soft drinks and unhealthy foods dropped significantly.

*Nutrition is one of the key determinants of a society's good health and well-being.*

Both Mars and Unilever have deployed a “Zero Waste to Landfill” initiative, so that their current operations no longer generate waste to landfill. This was possible due to reducing waste at source, reusing and recycling the materials, and transforming waste to energy. For example, Mars initiated a scheme with local cement companies which involved using waste as a fuel for cement kilns. The scheme is now supported by the Dubai Municipality and has been adopted by other companies in the UAE.

Unilever, meanwhile, has utilized its organic waste and transformed it into soil conditioner which is distributed to farms in Al-Ain. Since 2012, all the company's organic waste, including discarded food, used tea bags, and bagasse plates is processed in the composting machine installed on sites in the UAE. The combined amount of recycled waste from Unilever's Head Office site in Jebel Ali and manufacturing sites, including the Lipton Tea Factory Jebel Ali and DPC, is around 25 tons annually.

Unilever has achieved an 18 percent reduction in carbon emissions in 2017-2018 through increased energy efficiency. The company uses measures such as downward lighting to reduce light spillover and uses high heat reflective hardscape and rooves to help reduce air temperatures and energy costs by minimizing the use of air-conditioning to cool buildings. In its offices and warehouses, Unilever installs LEDs and induction lights, as well as heating, ventilation, and air-conditioning systems to enable energy efficiency. The building management systems control buildings' temperatures by scheduling and optimizing the cooling hours. In addition, the DPC facility has been designed with proper insulations to decrease the absorption of heat by the building and consequently reduce the subsequent loss of cooled air.

Mars has been also taking action against climate change. The company has installed energy efficient lighting and solar pipes within its office, and has also installed ammonia chillers and a solar farm at its factory site. This has reduced carbon emissions and enabled annual savings of 2.1 TJ of energy, and 52,000 liters of diesel – a 60 percent reduction in the use of diesel in 2008.

At the time of its launch in December 2016, Unilever's DPC factory was the largest private sector solar park. It is one of the first factories in the MENA region to have both Solar Photovoltaic and Solar Thermal systems totaling up to 2 MW of power generation for one manufacturing plant. This aims to fulfill the company's global vision of becoming carbon positive by 2030 and make the surplus available to the markets and communities in which it operates.

## CASE STUDY

### 2.10. EMIRATES



SHANNON SCOTT

Senior Manager Environment Affairs



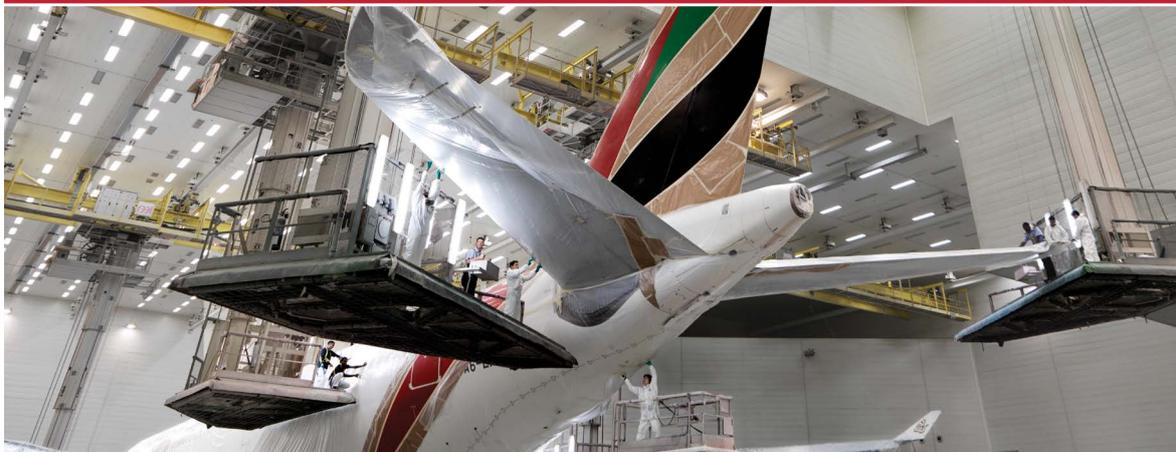
Founded in 1985, Emirates is one of the world's largest international airlines, operating around 3,600 flights per week to more than 155 cities in 86 countries. The airline is a subsidiary of The Emirates Group, which is wholly owned by the government of Dubai's Investment Corporation of Dubai.

Employing more than 60,000 people – of whom more than 40 percent are women – Emirates contributes to SDGs such as SDG 5 (gender equality) and SDG 8 (decent work). Emirates has also linked its strategy-derived environmental priorities to the SDGs that are important for the UAE, including SDG 6 (clean water and sanitation), SDG 12 (responsible consumption and production), and SDG 13 (climate action).

Striving for more sustainable water use, Emirates has adopted dry washing for its aircraft, which has significantly reduced water consumption. This move has resulted in annual savings of 11 million liters of water compared to the traditional method of washing aircraft with water.

Emirates has also made efforts to reduce waste from all sources and to recover value from the materials used in both corporate facilities and inflight services. In 2016-2017, 3,208 tons of materials were recycled. Emirates' initiatives include refurbishing and repurposing equipment, reducing single-use plastic items and other waste from inflight service, as well as using more sustainable products such as economy class ecoThread™ blankets, which are made from recycled plastic bottles.

*11 million liters of water saved annually  
as a result of dry washing of aircrafts.*



Fuel consumption and the resulting carbon emissions represent a key focus for Emirates from an environmental perspective. The company operates a young, fuel-efficient fleet, implements fuel-saving operational techniques, and optimizes planning of ground transportation at its Dubai hub. For instance, the idle reverse thrust on each landing saved 4,941 tons of fuel (15,564 tons of CO<sub>2</sub>), and turning off one engine while taxiing saved 1,170 tons of fuel (3,686 tons of CO<sub>2</sub>) in 2016-2017.

Emirates also invests in renewable energy solutions to reduce its carbon footprint. In 2016-2017, the solar array at the Emirates Engine Maintenance Center generated 1,403 MWh over the year. Other energy-saving initiatives of the company include retrofitting facilities with energy efficient fittings, such as LED lighting or efficient chillers, helping save more than 237 MWh of electricity monthly.

*4,941 tons of fuel saved by adopting idle reverse thrust on landing (15,564 tons of CO<sub>2</sub>).*



## CASE STUDY

### 2.11. DUBAI FREE ZONES COUNCIL



**BUTI ALMHEIRI**

Senior Manager, Leasing & Licensing



The Dubai Free Zones (DFZ) Council is an advisory body that coordinates efforts between Dubai free zones and the UAE government to help attract investments and to create an enabling environment to boost the national economy. Furthermore, it seeks to enhance collaboration between the free zones, building synergies based on the exchange of knowledge and best practices. The council covers 11 free zones across multiple industries, including aviation, financial services, industry, logistics, health, and information and communications technology.

The zones offer attractive opportunities for businesses including 100 percent enterprise ownership, repatriation of profits, easy startup licensing procedures, and no minimum capital investment required.

The free zones' broad outreach allows for significant opportunities to promote sustainability in the UAE. Many free zones have already started integrating the SDG agenda into their strategies. For example, the Dubai Multi Commodities Centre (DMCC) has defined a set of SDGs across four strategic dimensions: people, marketplace, environment, and community.<sup>1</sup> In 2017, the DMCC committed to the UN Global Compact to encourage responsible business practices. Another free zone, Dubai South, has formed an internal working group to map the SDGs into its strategy, targets, and KPIs in 2019.

Multiple free zones contribute to the progress of various SDGs, but the most common ones are SDG 8 (decent work and economic growth), SDG 11 (sustainable cities and communities), SDG 12 (responsible consumption and production), and SDG 13 (climate action).

A core mission of free zones is to provide equal work opportunities for all, and foster a respectful, inclusive, and diverse working environment. For instance, DMCC's employees include people of 43 nationalities, 17 percent of whom are under 30 years of age and 37 percent are women.

DMCC has launched the ambitious Smart and Sustainable District Strategy 2018-2019, with the key objectives to enable the Dubai Smart City initiative, and to reduce energy consumption across the free zone to align with the 2030 targets of the Dubai Supreme Council of Energy.

<sup>1</sup> Dubai Multi Commodities Centre

*“DMCC has continually improved the integration of the UN Global Compact and its principles into its corporate strategy, culture and day-to-day operations.”*

**AHMED BIN SULAYEM, EXECUTIVE CHAIRMAN AND CEO, DMCC**

To address waste management, DMCC aims to initiate recycling targets for each of the waste categories generated by its facilities.

DMCC intends to initiate a project around smart and sustainable buildings that will reduce energy and water consumption, enhance building environment, improve individuals' well-being, and reduce maintenance and operational costs. The initiative involves identifying partners who DMCC can collaborate with on retro-fitting buildings across the free zone. In 2018, retro-fitting interventions were undertaken on OneJLT, a LEED Gold (BD+C) certified building.

DMCC's new flagship district, Uptown Dubai, is also being constructed in accordance with LEED Gold (BD+C) standards.

Dubai South has been contributing to reducing carbon emissions. To this end, South Energy, the energy solution arm of Dubai South, has signed a solar project agreement in March 2019 to build a 2 MWp photovoltaic system that will generate more than 3,000,000 kWh of renewable energy annually for five of Dubai South's facilities. This amount of energy can cover 40 percent to 100 percent of the facilities' electricity consumption, which, when achieved can cut 1,500 tons of carbon dioxide emissions per year.

Dubai World Trade Centre (DWTC) has also invested in tracking carbon footprints. Earlier this year, the DWTC completed installation of 3,000 photovoltaic solar panels on the roof of Sheikh Rashid Hall with a combined capacity of 1 MW peak, which will save 2,000 tons of carbon dioxide annually. DWTC plans to complement its energy diversification drive with an overall energy reduction goal of 5 percent to 7 percent annually. Retrofitting continues apace at the existing DWTC properties, with 10,000 lights being replaced by low-energy LED equivalents.

*4.4 MW total solar capacity at DWTC*

*~1 million AED in annual savings (2018)*

## CASE STUDY

### 2.12. MASDAR (ABU DHABI FUTURE ENERGY COMPANY)



DR LAMYA FAWWAZ

Executive Director, Public Affairs



Established in 2006, Masdar (also known as Abu Dhabi Future Energy Company), is a leader in renewable energy and sustainable urban development based in the UAE. Owned by the Abu Dhabi government's Mubadala Investment Company, Masdar focuses on developing commercially viable renewable energy projects. It specializes in advanced innovation in clean technologies, and its operations span more than 25 countries with a combined value of \$12.5 billion in investments. Masdar City is home to around 1,300 residents, 4,000 employees, and more than 600 companies.

Masdar's corporate strategy promotes sustainability across four main platforms: deployment of renewable energy projects, development of sustainable real estate, commercialization of advanced clean technology, and creation of knowledge and industry platforms, such as Abu Dhabi Sustainability Week<sup>1</sup> and the Zayed Sustainability Prize.<sup>2</sup> Masdar's core business is specifically aligned with SDG 7 (affordable and clean energy), SDG 11 (sustainable cities and communities), and SDG 13 (climate action). Masdar regularly reports on progress in driving sustainability according to the GRI.

To date, Masdar has invested over \$4 billion in renewable energy projects in different countries whose gross value is estimated at \$12 billion. Masdar's renewable energy project portfolio comprises nearly 4 GW of gross generating capacity.<sup>3</sup> These projects include Shams 1 in Abu Dhabi, the largest concentrated solar power plant in the world at the time of its inauguration in 2013; Gemasolar in Spain, the first utility-scale thermal solar plant to generate electricity round-the clock; the London Array in the UK, the largest offshore wind farm in the world at the time of its inauguration in 2013; and Hywind Scotland, the first commercial-scale floating wind farm. They will displace an estimated 5.4 million tons of carbon dioxide per year, while their combined electricity output will exceed 10,680 GWh annually.

- 1 A global platform for accelerating the world's sustainable development.
- 2 An annual global award for recognizing impactful, innovative, and inspirational sustainability solutions.
- 3 Operational or under development



Masdar City solar plant

## *40 percent more energy and water efficient buildings in Masdar City compared to conventional buildings*

Through active partnerships, Masdar is also developing the 800 MW third phase of the Mohammed Bin Rashid Al Maktoum Solar Park in Dubai that set a record-low price for generating solar power (\$2.99 per kWh) when awarded in 2016. Investments in renewable energy and clean technologies aim to reduce carbon emissions from traditional energy sources, thus contributing to SDG 13.

The Zayed Sustainability Prize, managed by Masdar, also contributes to achieving environmental SDGs, among others. In 11 years, the winners have contributed to offsetting 1.3 billion tons of carbon emissions, saving 6.2 billion liters of water, and extending clean water access to 8.5 million people.

A developer of Masdar City, Abu Dhabi's flagship sustainable urban community, Masdar adopts commercially viable solutions aimed at significantly reducing energy and water demand. It hosts one of the largest clusters of low-carbon buildings in the world, developed in accordance with Estidama, Abu Dhabi's urban sustainability framework. Buildings are shaped to enhance air flow and to provide shading to improve outdoor comfort. About one-third of the city's power needs are generated on site, from a 10 MW solar array and rooftop panels with a combined capacity of 1 MW. The plant produces 17,500 MWh of electricity and displaces 7,350 tons of carbon emissions per year, while buildings within Masdar City are designed to reduce energy and water consumption by at least 40 percent.



## CASE STUDY

### 2.13. SHUROOQ (THE SHARJAH INVESTMENT AND DEVELOPMENT AUTHORITY)



MARWAN AL SERKAL

Executive Chairman



The Sharjah Investment and Development Authority, also known as Shurooq, was established in 2009 following an Emiri Decree. Shurooq's ultimate mission is to enhance Sharjah's appeal as a destination for investment, tourism, and business by developing infrastructure projects, facilitating investment activity, and creating investment opportunities.

Shurooq has aligned its activities to the UN's SDG agenda. In November 2018 it created the Sustainability Department, whose role is to explicitly adopt a set of SDGs to be driven over an annual course. The list includes six SDGs, namely SDG 3 (good health and well-being), SDG 5 (gender equality), SDG 9 (industry, innovation and infrastructure), SDG 10 (reducing inequality), SDG 11 (sustainable cities and communities), and SDG 15 (life on land). For the purposes of this report, we have selected the initiatives that contribute the most to the UAE's priorities.

Shurooq has partnered with Diamond Developers, a leading sustainable communities' developer in the UAE, to launch an AED2 billion Sharjah Sustainable City project in March 2019. It is the first urban mixed-use project in Sharjah, which meets the high standards of environmental sustainability and which serves the needs of the green economy. Spread across 7.2 million square feet, it will feature 1,120 eco-friendly and energy-efficient villas upon completion. These smart homes will be powered by renewable energy and offer up to 100 percent savings on electricity and 50 percent cuts on water. All water will be reused for irrigation purposes. The community will also include a sustainable school to promote the concept of sustainability through its curriculum, as well as a Sustainability Experience Center – a platform to host forums to increase awareness of environmental issues.



Sharjah has been at the forefront of eco-tourism development in the UAE, and Shurooq has been playing a key role in driving this, contributing to SDG 15 (life on land).

Through the Kalba eco-tourism project, Shurooq promotes Kalba, one of the oldest mangroves, as a tourist destination by engineering ways to preserve the natural environment and running environmental awareness programs and education centers. The project was launched in 2012 in collaboration with the Environment and Protected Areas Authority in Sharjah.

Another project that falls under SDG 15 is the Mleiha Eco-tourism project. Shurooq has invested approximately AED250 million to develop the Mleiha archaeological site, the region's 130,000-year-old natural history site from the Paleolithic period, nominated by UNESCO as a World Heritage Site.

*Plans to launch an AED2 billion Sharjah Sustainable City project – the first urban mixed-use project in Sharjah, which meets the high standards of environmental sustainability and which serves the needs of the green economy.*



## 3. CONCLUSIONS

### 3.1. KEY CHALLENGES FOR THE PRIVATE SECTOR

The UAE's major private sector companies have made important contributions to the country's sustainable development, including driving critical SDGs, such as clean water and sanitation (SDG 6), responsible consumption and production (SDG 12), and climate action (SDG 13). Along the journey, companies have faced some challenges that need to be addressed in order to enable further progress.

The challenges identified fall into three major areas: a lack of awareness on sustainability priorities, under-developed processes and governance, and isolated initiatives.

Although market players are increasingly becoming aware of the importance of sustainable development, not all of them have incorporated the SDGs into their corporate strategies yet. A few leading companies have started mapping their strategies to the SDGs, but there is still a long way to go for other market players to catch up. Moreover, private sector companies do not always have sufficient visibility on national sustainability priorities, because there are multiple existing frameworks for SDG scoring, and overlaps between some SDGs.

To drive sustainability efforts, private sector companies need to ensure that processes and governance are in place to translate strategy into initiatives, manage their implementation, measure the impact, and communicate the progress. Internal stakeholders need to be aligned on the company's strategic priorities and act towards sustainability at all levels of organization. Clear allocation of responsibilities and accountability, as well as managing a company's culture is key to achieving these goals.

Finally, different companies take different individual approaches to sustainability initiatives. This often results in lack of alignment of the market's efforts towards the ultimate objective of national progress. In addition, isolated ("silo") efforts can prevent companies from exchanging best practices and learning from peers and combining their efforts, thus reducing potential impact.

The UAE's private sector leaders have started addressing these challenges, working closely with the government. Maintaining and capitalizing on this collaboration is key to overcoming challenges and driving further sustainable development in the UAE.

## 3.2. THE WAY FORWARD FOR THE UAE

The UAE government understands the critical role of the private sector in contributing towards national sustainable development. The UAE is therefore keen on enabling an environment where private sector companies are provided with the necessary information and guidance. The government also aims to introduce appropriate regulations and infrastructure, and support specific private sector initiatives.

Regular communication is key to ensuring private sector companies' awareness on the government's priorities, and to ensuring mutual alignment on the efforts needed for achieving those priorities. Awareness can be facilitated through running informative campaigns on specific SDGs and their components and drivers.

The government may also support companies with guidance on how to map their strategies to the SDGs by offering potential approaches or frameworks. In order to ensure higher transparency on the implementation of the SDGs, the government can help set voluntary targets cascaded from the SDGs with clear guidance on how these should be measured and tracked.

A favorable legislative environment would ensure that all industries follow standard practices when driving the SDGs. This is especially relevant for addressing environmental issues (for example, plastic waste), enabling investments in sustainable finance, or clarifying procedures on public-private communication (for example, reporting on the SDGs). Collaboration between the government and private sector regarding the development of such regulations is crucial to ensuring that potential questions or concerns can be raised in a timely manner.

It is important to allow for data sharing across the market so that private sector companies can learn from their peers' performance. It will allow them to become more agile in identifying and addressing their own potential areas for improvement. Governments can support these goals by providing data collection infrastructure, and by regulating and enforcing the data supply from different market participants.

Another area of potential government support is working together with the private sector on specific initiatives contributing to the progress of the SDGs. For instance, a joint campaign to raise the local population's awareness of air pollution would encourage alternative transportation means (for example, public transportation or ride-sharing), thus contributing to climate action (SDG 13).

By working together, the UAE government and private sector companies can contribute to sustainable development of the country, thus achieving the UAE's vision of becoming one of the leading countries in the world.

## LIST OF ACRONYMS

ADGM – Abu Dhabi Global Market  
BMU – Federal Ministry for the Environment, Nature Conservation and Nuclear Safety (Germany)  
DEWA – Dubai Electricity and Water Authority  
DMCC – Dubai Multi Commodities Centre  
DPC – Dubai Personal Care manufacturing facility  
DWTC – Dubai World Trade Centre  
EPR – Extended Producer Responsibility  
ERC – Emirates Red Crescent  
ETP – Effluent Treatment Plant  
FAB – First Abu Dhabi Bank  
FCSA – Federal Competitiveness and Statistics Authority  
FOG – fats, oils and grease  
GDP – Gross Domestic Product  
GNI – Gross National Income  
GRI – Global Reporting Initiative  
GWh – Gigawatt hours  
HVAC – Heating, ventilation, and air-conditioning systems  
HR – Human Resources  
IFBA – International Food & Beverage Alliance  
KPI – Key Performance Indicator  
kWh – Kilowatt hours  
LDC – Least Developed Countries  
LED – Light-emitting diode  
MDG – Millennium Development Goals  
MENA – Middle East and North Africa  
MOCCA – Ministry of Climate Change and Environment  
MOI – Ministry of Interior  
MOFAIC – Ministry of Foreign Affairs and International Cooperation  
MWh – Megawatt hours  
NAMA – Nationally Appropriate Mitigation Actions (Indonesia)  
NGO – Non-governmental organization  
ODA – Official Development Assistance  
PSAC – Private Sector Advisory Council  
SCP – sustainable consumption and production  
SDG – Sustainable Development Goals  
TFA – trans fatty acids  
UAE – United Arab Emirates  
UCO – used cooking oil  
UN – United Nations  
UNFCCC – United Nations Framework Convention on Climate Change  
UNGC – United Nations Global Compact  
UNHCR – United Nations High Commissioner for Refugees



## ABOUT FCSA

The Federal Competitiveness and Statistics Authority (FCSA) is a federal government authority reporting to the UAE Cabinet; it was established according to federal decree number 6 /2015, aiming to develop the UAE's performance in the areas of competitiveness and statistics, through establishing an integrated national statistical system and regulating the statistical and competitiveness sector to achieve UAE's national interests.

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