



ECONOMY



ENVIRONMENT



SOCIETY

# STAKEHOLDER CONSULTATION REPORT

PRIORITIES FOR CORPORATE  
SOCIAL RESPONSIBILITY

June, 2020



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Priorities for Corporate  
Social Responsibility







**H.H. Sheikh Khalifa bin Zayed Al Nahyan**

President of the UAE and Ruler of Abu Dhabi



**H.H. Sheikh Mohammed bin Rashid Al Maktoum**

Vice President and Prime Minister of the UAE and Ruler of Dubai



**H.H. Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum**

Crown Prince of Dubai



**H.H. Sheikh Hamdan bin Rashid Al Maktoum**

Deputy Ruler of Dubai and UAE Minister of Finance

## ENOC Board of Directors



### H.H. Sheikh Hamdan bin Rashid Al Maktoum

Deputy Ruler of Dubai, and UAE Minister  
of Finance, Chairman of the Board



### H.E. Saeed Mohammed Al Tayer

Vice Chairman



### H.E. Abdulrahman Al Saleh

Board Member



### Hussain Hasan Mirza Al Sayegh

Board Member, Chairman  
of the Audit Committee



### Ahmed Sharaf

Board Member, Chairman  
of the Investment & Finance  
Committee and Member  
of the Audit Committee



### Dr. Abdulrahman A. Al Awar

Board Member, Chairman  
of the Nomination &  
Remuneration Committee  
and Member of the Audit  
Committee and Member of  
the Investment Committee



### H.E. Ahmad Buti Al Muhairbi

Board Member, Member  
of the Nomination &  
Remuneration Committee  
and Member of the  
Investment & Finance  
Committee



# ENOC Executive Management



**H.E. Saif Humaid Al Falasi**

Chief Executive Officer,  
ENOC Group



**Tayyeb Al Mulla**

Managing Director, Supply,  
Trading and Processing



**Yusr Hussain Sultan  
Al Junaidy**

Managing Director, Horizon Terminals



**Zaid Alqufaidi**

Managing Director, ENOC Retail



**Hesham Ali Mustafa**

Executive Director, Shared  
Services Centre, Group HR and  
New Business Development



**Burhan Al Hashemi**

Managing Director,  
Commercial & International Sales



**Mohammad Sharaf**

Group Chief Financial Officer

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## Foreword

The United Arab Emirates is recognised as a prosperous and modern country that has, in just five decades, developed into a thriving metropolis that also promotes a sense of community. The UAE also continues to make remarkable progress towards human capital development; ranking 39th out of 189 countries and territories, putting it in the 'Very High Human Development' category.

Internationally recognised for its philanthropic efforts, the UAE government has laid the foundation for preserving and perpetuating strategic Corporate Social Responsibility (CSR), through its policies, in a way that adds value to our business operations, employees, community and partners. The UAE Vision 2021, launched by H.H. Sheikh Mohammed Bin Rashid Al Maktoum, Vice-President and Prime Minister of the UAE and Ruler of Dubai, is guiding this pivotal change in CSR by implementing a structured sustainable development programme.

CSR is critical to the UAE's endeavour for a more cohesive society that prioritises culture, education, healthcare, environment and knowledge-building. Complemented by the Government's efforts towards economic diversification and focus on innovation, CSR will contribute to building a nation with smart, sustainable and inclusive growth. In this journey, the Government, private sector, NGOs and academia all have a pioneering role to play.

At ENOC, our long-term commitment to align with the Government's vision to establish a foundation for CSR has been recognised with several awards, including the Golden Peacock Global Awards for CSR in 2018 and the Arabia CSR Award for the fourth consecutive year. Our strong value system has now inspired us to implement strategic, measurable and value-driven CSR. As an initial step of this journey, we organised consultation sessions with our key stakeholders, to leverage individual experience and expertise to explore how our organisations can, through CSR, make a difference within our communities.

We were fortunate to have in our midst, competent participants bringing together valuable experience and insights from a diverse cross-section of stakeholders. These sessions provided a platform to enrich dialogue and share best practice. I extend my sincerest gratitude to each and every one of you for your contributions and continued support.

At ENOC, we believe that embracing social impact today will allow us to collectively build a better future tomorrow.

**H.E. Saif Humaid Al Falasi**  
Group Chief Executive Officer  
ENOC



## Messages from key members of ENOC's CSR governing body

“At ENOC, we aim to create sustainable value for all our stakeholders. Our organisational values- teamwork, integrity, transparency, respect, customer focus, will be a catalyst in realising this aim. We aim to align our CSR efforts to ENOC's mission and vision, while embodying a 'One ENOC' culture.

**Hesham Ali Mustafa**

Executive Director- Shared Services Centre, Group HR & New Business Development

“This series of stakeholder consultations held at ENOC was very well attended and provided a good platform for knowledge exchange and to share good CSR practices. I am extremely thankful to all of you for attending these sessions and for allowing us to assimilate your perspectives to build a truly inclusive CSR strategy at ENOC. Through this experience, we hope to organise more of these gatherings that can help us to develop, through partnerships, a research base and knowledge networks on CSR in the UAE.

**Dr. Waddah Ghanem Al Hashmi**

Senior Director- Sustainability, Operational and Business Excellence

“I would like to personally thank each and every one of you for attending the consultation sessions, and for your valuable inputs and expertise. Our vision establishes ENOC's core purpose and what we want to be known for- not just a supplier of products and services, but an energy partner that adheres to the Government's vision for long-term sustainable development. These sessions are the beginning of ENOC's journey to drive transformation change in CSR. We aim to create sustainable value through collaborative partnerships and alliances for a better future.

**Alia Ali Busamra**

Manager- Group Sustainability and Chief Sustainability Officer

“We at ENOC lay immense importance on social development in the communities in which we operate. As members of ENOC's CSR Steering Committee, we are driving the CSR agenda forward with the aim to achieve long term sustainable development. The consultation sessions have provided all of us with a platform to learn from each other, and to join hands for a better tomorrow.

**Yousuf Harib**

Director- Retail operations

“It has been a privilege interacting with everyone during the consultation sessions and gaining insights from diverse views and perspectives. ENOC has aligned its efforts to the UAE government's vision for a more cohesive and preserved society. It has been my pleasure to take part in the numerous CSR initiatives that ENOC has undertaken with the aim of creating sustainable development value for society.

**Hend Ali Al Rumaithi**

Director- Internal Audit and Chief Ethics & Compliance Officer

“A 'One' ENOC CSR strategy will help the group strengthen its relationships with its diverse stakeholders from the private sector, government, academia and civil society. This will help us in creating value for our community by fostering collaborative partnerships and alliances.

**Shamma Al Falasi**

Acting Director - Group Communications

“The consultation sessions received high participation from our external stakeholders and provided a platform for knowledge exchange on CSR in the UAE. This will help us, as members of the CSR Steering Committee to create long term and sustainable impact through our interventions.


**Ruqaya Salman**

Manager- Ethics and Compliance



## CHAPTER 01

# Introduction



“ This chapter outlines ENOC’s journey towards impactful and inclusive CSR. The external stakeholder consultation sessions are an integral part of ENOC’s journey and leverages the combined expertise of government institutions, the private sector, not-for - profit organisations, academic institutions and subject matter experts, to build a knowledge base on CSR in the UAE.

## 1.1 Background

The Emirates National Oil Company Limited (ENOC) is a leading integrated energy provider based in Dubai, operating across the energy sector value chain. ENOC's vision, "to be an innovative energy partner, delivering sustainable value and industry leading performance", defines the Group's core purpose to be an energy partner that promotes the government's vision of sustainable long-term development.

Over the past 26 years, ENOC ([www.enoc.com](http://www.enoc.com)) has played an integral role in Dubai's success. For a quarter of a century, the group has powered the economies of Dubai and the UAE by supporting communities and contributing to the nation's global reputation as a leader on multiple fronts. Keeping with ENOC's roots and beliefs, Corporate Social Responsibility (CSR) and the values associated with it have been embedded in the culture of the group in line with the government focus on CSR, society and volunteering as outlined in the National Agenda, UAE Vision 2021 and Dubai Plan 2021. Over the years, ENOC has implemented multiple CSR initiatives and created positive impact on the environment, its employees and the communities in which it operates.

2017 marked the commencement of the second phase of ENOC's CSR journey. The CSR function was internally transferred from the Group Communications Office (GCO) to the Group Sustainability Office (GSO), with the aim of implementing scalable, measurable and sustainable CSR initiatives under a unified CSR strategy and as part of the group's sustainability commitments.

This laid the foundation for the shift from transactional to transformational CSR<sup>a</sup>.

As CSR at ENOC progresses towards building a sustainable and inclusive CSR programme, the group held an external stakeholder consultation at the ENOC Head Office, where consultation participants identified potential new focus areas for ENOC's CSR strategy in terms of thematic areas, priority groups and methods of implementation and communication. At the same time, the sessions served as a knowledge forum which brought together valuable experience and insights from a broad cross-section of stakeholders on priority CSR areas, on-ground implementation challenges, current CSR practices in the UAE and perspectives on engaging youth and employee volunteers for greater impact.

The report includes outcomes from discussions which were held during the four-day consultation sessions. The aggregated report analyses and elaborates on the viewpoints offered at the stakeholder consultations on CSR in the UAE and the opportunities for CSR at ENOC, with secondary research.



ENOC's stakeholders brainstorming on priority areas for CSR in the UAE

<sup>a</sup> A shift to transformational CSR is characterised as a proactive and strategic approach to CSR, deeply integrated within the organization, driven by the leadership, and continuously measuring impact, value delivered and on-going learning.

Fontaine, M. (2013, April). *Corporate Social Responsibility and Sustainability: The ...* Retrieved from [http://www.ijbssnet.com/journals/Vol\\_4\\_No\\_4\\_April\\_2013/13.pdf](http://www.ijbssnet.com/journals/Vol_4_No_4_April_2013/13.pdf)



## 1.2 Overview of the consultation sessions

ENOC organised consultation sessions, over four days, on 'CSR in the UAE' from September 16 to 19, 2019 at the ENOC head-office in Dubai. The high turn-out at the consultation bore witness to ENOC's strong relationships with its stakeholders and the growing appetite among institutions in the UAE for information and current trends in CSR. More than 125 representatives participated from government institutions, the private sector, civil society, academic institutions along with subject matter experts on CSR.

Each session comprised brainstorming and group discussions that provided stakeholders with a platform to:

- 1- Examine the concept of CSR, its evolution and various forms.
- 2- Discuss the movement from transactional CSR to transformational CSR, aligned with the government agenda and international guidelines by focusing on:
  - Priority themes / beneficiary target groups / support areas for CSR in the UAE.
  - CSR activities that can innovate and scale up impact through partnerships and collaboration.
  - Positive CSR impacts that companies, particularly from the Oil & Gas (O&G) sector, should create.
  - Developing a culture that encourages employee volunteering.
  - Engaging the community, particularly youth, in CSR.
- 3- Understanding on-ground practical challenges in CSR implementation.



Setting the CSR context for the consultation sessions

The consultation sessions were driven by SDG 17 'Partnerships for the goals' which promotes partnerships between governments, the private sector and civil society for a successful sustainable development agenda. At the same time, the sessions targeted other applicable goals related to quality education, energy, environment, and reduced inequalities.

These sessions also provided ENOC with a base to select key focus areas for its CSR strategy and initiatives, through a live online polling exercise, in line with the UAE National Agenda 2021, socio-economic requirements and stakeholder expectations.

## 1.3 Key considerations

While not every detail could be included in this document, an attempt has been made to reflect the key observations and suggestions from the consultation sessions, and particularly those that were shared by numerous stakeholders. To ensure focus on substance and anonymity, the report centres around content

rather than attributing achievements to certain companies or identifying specific contributions.


Every attempt has been made to mine information and review articles and reports available in the public domain to augment the discussion findings. However, given the constraints of time and the availability of certain information, there may be aspects that have been overlooked. Any omission is regretted.

## 1.4 Structure of the report

Chapter one commences with a brief introduction on background, purpose and a description of the consultation chapter. The second section provides a brief context to the concept of CSR, its contribution to business sustainability, global and national mandates. The third chapter analyses and summarises the participating companies' viewpoints on the topics discussed, their own achievements and challenges faced. The fourth chapter and the penultimate section is the conclusion and recommendations on the way forward for CSR in the UAE.

## CHAPTER 02

# Setting the context

A woman wearing a black hijab and glasses is seated at a table, gesturing with her right hand. On the table are several papers, a water bottle, and a small black box. The background is blurred, showing other people in a meeting setting. The image is overlaid with a large teal and blue curved graphic on the left side.

“ This chapter provides an overview of key concepts and ideas related to CSR, followed by a brief on policy and regulatory focus. These set the foundation for understanding the key topics discussed at ENOC’s ‘Consultation Session on CSR in the UAE’ and the consequent findings.



## 2.1 Sustainable development and business sustainability

In 1970, the economist and Nobel laureate, Milton Friedman, argued that the only social responsibility of a business is to 'use its resources and engage in activities designed to increase its profits as long as it stays within the rules of the game that is, engages in open and free competition without deception or fraud'<sup>1</sup>.

Almost fifty years later, the rules of the game have changed in fundamental ways, described below:

- **Interconnectedness of economic, social and environmental issues:**

Businesses understand that issues critical to their long-term sustainability and growth do not fall solely within the 'economic' ambit. These issues therefore cannot be addressed by themselves, or by government institutions working in silos. These include threats of finite resources, climate change, growing inequality and working conditions across the value chain, all of which impact business competitiveness.

- **Integrated approach to planet, people and profit:**

Long-standing boundaries that have traditionally determined the role of business are dissolving. Different sectors increasingly understand markets, citizens and sustainability the same way and contributions of the private, public and civic sectors are interlinking through innovation and collaborations. This can be seen through the rise of cross-sector partnerships and various concepts such as shared value, social entrepreneurship and impact investing.

- **A multitude of stakeholder constituencies influencing business competitiveness:**

Stakeholders comprise employees, customers, shareholders and community, all of which expect more of business than compliance and profit maximisation. For example, communities expect companies to not pollute, provide employees with fair wages, hire from and support the community, even without a legal obligation.

- **Changing measures of success for business:**

While the market economy remains the primary machine for wealth creation, international organisations and national governments are conscious that a measure of a society or a nation is the quality of life through the pyramid and not just the top. The expectation from government therefore is, that businesses will grow together with nation and people, and not at their cost.

- **Public expectations of sustainable goods and services:**

A 2015 survey<sup>2</sup> by Nielsen across 60 countries brought out that two-thirds of respondents would pay more for sustainable goods. Importantly, this figure was even higher among millennials – future buyers, suppliers and partners – where nearly three out of four were willing to pay between 10 and 25 percent more for sustainable good and services.



Ms. Hamda Al Masoum, CSR Executive at ENOC, setting the agenda for the consultation sessions

Sustainable development, therefore, is not a zero-sum game; many initiatives that benefit the planet and its people also positively impact business strategy, operations and brand.

Sustainable development can be defined as a form of development that meets the needs of the present without compromising the ability of future generations to meet their own needs.<sup>3</sup>



When considering their own sustainability and growth, businesses therefore must consider that the future is dependent on their effectively tackling the broad challenges that they face across the 'triple-bottom-line', which requires a balance between environmental, social and economic aspects.

## 2.2 Global mandate for corporate action

The United Nations (UN) Sustainable Development Goals (SDGs) adopted by 193 countries in 2015 are a set of 17 goals with 169 associated targets to end poverty, protect the planet and ensure prosperity for all. This 2030 agenda calls on countries to begin efforts to meet the SDGs; it invites the ownership of all stakeholders, including civil society, private organisations and individuals, in addressing them.

International guidelines such as the Organisation for Economic Co-operation and Development (OECD) and Global Reporting Initiative (GRI) have developed collaborative tools such as a Policy Note<sup>4</sup> which explore how the private sector can contribute to the SDGs and an Action Platform 'Business Reporting on the SDGs',<sup>5</sup> which aims to accelerate corporate reporting on SDGs. The ISO (International Standards Organisation) 26000, developed before the UN 2030 Agenda and now ratified and fully adopted by the UAE through the Emirates Authority for Standardisation and Metrology (ESMA), offers recommendations that help organisations contribute to the SDGs, related to its main principles and core subjects of social responsibility.



### Excerpt from the 2030 agenda for Sustainable Development

"Today we are taking a decision of historic significance... What we are announcing today - an agenda for global action for the next fifteen years, is a charter for people and planet in the twenty-first century... We acknowledge also the essential role of national parliaments through their enactment of legislation and adoption of budgets and their role in ensuring accountability for effective implementation of our commitments. Governments and public institutions will also work closely on implementation with regional and local authorities, sub-regional institutions, international institutions, academia, philanthropic organisations, volunteer groups and others.

We acknowledge the diversity of the private sector, ranging from micro enterprises to cooperatives to multinationals. We call on all businesses to apply their creativity and innovation to solving sustainable development challenges..."

**Outcome document of summit for development of the post 2015 development agenda**

**"Serving the nation is a responsibility shared by government, individuals, and the private sector, all members of the team that make the UAE one"**

**H.H. Sheikh Khalifa bin Zayed Al Nahyan,  
President of the UAE**

## 2.3 National Priorities

The United Arab Emirates (UAE) has prioritised the 2030 Agenda by bringing together 15 government entities and setting up a National Committee for the SDGs. The Emirates Youth Council was formed with seven local national youth councils<sup>6</sup> and a portal that highlights goals, initiatives and achievements. By listing 2030 priorities<sup>7</sup> for UAE against each of the SDGs, this portal ([www.uaesdgs.ae](http://www.uaesdgs.ae)) has the potential to provide companies with a framework to invest in SDG linked sustainable development in an ongoing and scalable way, while also pursuing their own business interests. Across the Middle East and North Africa (MENA) region, the UAE has the highest percentage of organisations currently in alignment with at least one of the SDGs<sup>8</sup>.

In line with the SDGs, the UAE clearly defines its 2021 Agenda, prioritising world class healthcare, a first-rate education system, sustainable environment and infrastructure, a cohesive society and preserved identity, a competitive knowledge economy driven by innovation, a safe public and fair judiciary<sup>9</sup>. The national priorities of the UAE government act as a strategic driver for CSR practices in the country.



Session participants discussing the value of partnerships to contribute to national priorities.





“Corporate Social Responsibility (CSR) is based on the premise that business can only flourish and be sustainable when the communities and ecosystems in which they operate are healthy. As CSR is an evolving concept, there is often confusion about what it truly means. The idea of CSR has been given various labels such as strategic philanthropy, corporate citizenship, corporate sustainability, corporate social investing, ethical business, among others. Each of these captions carry with them certain perspectives on the role of the business in society which depends upon the company itself, its industry, the country, the culture and the influence of past and present leaders. Across these labels however, the intent of CSR is clear - in whatever form it is practiced, it must take a management approach and create value to its stakeholder constituencies.”

“Corporate Social Responsibility is a management concept whereby companies integrate social and environmental concerns in their business operations and interact with their stakeholders” - The World Bank Group 2013.

The UAE government launched the CSR track as a part of the National Strategy for the Year of Giving 2017 [UAE-NSYG 2017], under UAE Ministry of Economy<sup>10</sup>. With UAE-NSYG 2017, the State endeavours to achieve sustainable development via effective partnerships between government and private sectors entities.



“In the United Arab Emirates, an internationally recognised top philanthropic country [according to World Giving Index (WGI)], the government endeavours to make a drastic change in the concept of CSR, moving from merely contributing to charity activities to launching well-organised...development initiatives”

**Ministry of Economy, CSR UAE website**

The UAE government has laid the foundation for promoting strategic CSR in a way that adds value to business operations, employees, suppliers and society; some important initiatives from the Federal Government and Government of Dubai have been described in Table 1.



Participants on Day three of the consultation, giving thought to national priorities for CSR in the UAE

**Table 1: Promotion of CSR by the UAE Government**

Category	Year	Name	Description
Themes, initiatives and strategies	2010	Vision 2021	Sets the key themes for social and economic development of the UAE and calls for a 'shift to a diversified and knowledge-based economy'.
	2012	UAE Green Growth Strategy	Long-term initiative to build the green economy of the UAE under the slogan 'A Green Economy for Sustainable Development'.
	2017	National Strategy for the Year of Giving	In line with the UAE's history of giving, the theme built a sustainable practice of giving among the new generations. It comprised 1,000 initiatives and strategic projects across six tracks.
	2018	Year of Zayed	Commemorated the life, values, and achievements of H.H. the late Sheikh Zayed bin Sultan al Nahyan as an inspirational world leader, encouraging future generations to honour his legacy and fulfil his vision of prosperity, tolerance, and peace.
	2019	Year of Tolerance	Highlights the UAE as a global capital for tolerance, emphasising tolerance as a universal concept aimed at entrenching the values of tolerance, dialogue, coexistence and openness to different cultures, especially amongst the youth.
Frameworks and tools	2011	Dubai Chamber CSR Label	Helps participating organisations to conduct a systematic assessment of their social and environmental impacts, develop and improve their CSR programmes, and gain recognition for their CSR efforts.
	2019	UAE CSR Index	Under the ambit of the CSR UAE fund, the annual UAE "Corporate Social Responsibility Index" was launched in 2019. It tracks companies in the UAE based on the percentage of their contributions to CSR initiatives and projects.
Regulations	2017	Law No. 14 of 2017	Regulates endowments in Dubai and promotes the role of endowments as a means of community development.
	2018	Volunteerism Guidelines in the Workplace - Entities for the Government	Issued by the Federal Authority for Government Human Resources, these guidelines are applicable to government entities and list down volunteering guidelines and benefits for individuals, teams, authorities and the business sector.
		Law No. 5 of 2018- Volunteer Work in the Emirate of Dubai	The law encourages organisations and employees to give back to the community that it is good to give back. It regulates volunteer work in the Emirate and sets the rules that ensure the motivation and protection of volunteers and the groups benefiting from volunteer work.
		Cabinet Resolution No. 2 of 2018	The resolution aims to place an organisational framework for social responsibility and mechanisms of documenting, managing and organising them as well as placing a general framework for incentives and privileges for practicing social responsibility.





Session participants reflecting on opportunities that CSR presents for companies in the UAE

"Our absolute priority is the benefit of our people and creating an environment for our citizens and their families to enjoy a decent life."

**H.H. Sheikh Mohammed Bin Rashid Al Maktoum**  
Vice President & Prime Minister of the UAE

With calls for corporate social responsibility and arguments for creating shared value, companies have been increasing their activity in this space. However, apart from some early movers, CSR in the UAE has been more-or-less reactive, and most organisations invest in a variety of CSR themes and initiatives, focusing on activities and outputs. As per a study conducted by the Dubai Chamber of Commerce, most organisations cited lack of awareness of CSR as a reason for ineffective implementation. However, while several organisations may not have a holistic CSR strategy in place, there is a notable inclination towards more sustainable CSR practices.



Mr. Saravanan Dhalavoi Pandian, Senior Sustainability Specialist at ENOC, presenting the table's findings on key positive impacts that companies can create through CSR

## CHAPTER 03

# Findings from stakeholder consultation sessions

“ This chapter describes the key outcomes of the consultation sessions on priority areas for CSR in the UAE, potential for innovation in line with national goals and international mandates, collaborating with volunteers and positive impacts that the Oil & Gas industry can create through CSR.



### 3.1 Profile of participants

The consultation witnessed 127 attendees from 73 organisations across the United Arab Emirates. Participants in the consultation sessions represented private, government, academic institutions and not for profit organisations from across the UAE; almost 80 percent of participants were from the Emirate of Dubai. The facilitated discussions brought together deep insights from organisations of diverse sectors such as O&G, conglomerates, transport, energy solution providers, investment companies among others. While session participants included corporate representatives from senior management, 55 percent of participants were from mid-level management from various departments including members of CSR and sustainability teams; marketing and Human Resources.

### 3.2 Key findings

This section combines primary findings from the four consultation sessions along with previous knowledge and secondary research on CSR in the UAE. The topics discussed in the consultation session have been classified into four categories:

1. Positive impacts that the O&G industry should create through CSR.
2. Priority areas for CSR in the UAE - thematic areas, target groups, type of support required.
3. CSR activities that can innovate and scale up impact in line with national / international goals.
4. Developing a culture of employee volunteering in organisations and engaging young people in the community to collaborate on CSR initiatives.

The results of the online polling exercise to identify strategic focus areas for ENOC's CSR initiatives have also been highlighted in the sub sections below.

#### 3.2.1 Positive impacts that the O&G industry should create through CSR

The O&G industry in the UAE has laid the foundation for the socio-economic development of the region. Since its formation in 1971, the UAE has relied on its large oil and natural gas resources to provide an impetus to its investments in various non-energy sectors including infrastructure, healthcare, education, finance, trade and tourism, amongst others. Additionally, companies from the O&G industry in the UAE have made significant social investments in the communities within which they operate.

This sub-section explores the key findings from the consultation on the purpose of CSR and whether companies (particularly those in the O&G sector) have a duty to undertake CSR initiatives. It identifies examples of successful projects and explores the potential for impactful CSR in the UAE.

Stakeholders believed that companies in the O&G sector tend to be perceived in a negative fashion (irrespective of where their operations lie in the value chain) as the industry is based on extractive activities, consumption of non-renewable resources, production of polluting end products that may have adverse effects on human beings, the environment and marine life.

The most common examples that participants in the consultation highlighted were the risks to the health of workers exposed to chemicals, and oil spills at sea that are detrimental to marine ecosystems. In this era of high visibility and intense media scrutiny on issues of environment and social well-being, companies in the O&G sector particularly, often face public backlash and pressure from the communities that they operate in.

Due to the nature of their value chain operations, O&G companies lay a great emphasis on compliance, particularly with Environment, Health and Safety (EHS) standards. However, there is an expectation that the industry will self-regulate, which obliges them to do more than just comply.

“ The Oil & Gas (O&G) industry contributed to building the nations of the Middle East, and have made economic and social contributions to the region

*A representative of a CSR network in the UAE* ”



#### STAKEHOLDER PERSPECTIVES:

As a group, ENOC should focus on CSR to:

1. Address community needs.
2. Enhance employee engagement.
3. Position itself as a socially responsible company.

“Petroleum companies might be polluting, but they apply the best possible standards worldwide, adhering to GPCA standards in the Middle East. They participate at various conferences to learn best practices, gain knowledge and apply this knowledge in their businesses.

*Representative from an O&G company*

”

Consultation participants across industries believed that companies in the O&G industry in the UAE are going beyond a ‘license to operate’ perspective. The UAE is already witnessing a shift towards renewable sources of energy, including green fuel, wind energy, and solar energy, along with a few hydroelectric projects.

The participants recognised that O&G companies have taken the lead in CSR through different ways, ranging from skill development to environmental initiatives.

Other than EHS, organisations typically lay emphasis on employee safety and well-being. They are now working towards reducing chemical exposure time and providing regular health check-ups for employees. Environmental protection emerged as another top theme that O&G companies in the UAE and across the world, are already working on, with initiatives including marine protection projects focusing on mangrove and seagrass plantation, coral reef rehabilitation and the deployment of artificial reef and fish habitat structures. A few examples of these initiatives are:

- A multinational oil company based in the UAE has started a reef restoration project in the Gulf of Thailand.
- An O&G company is working on mangrove plantation in Abu Dhabi, as well as coral reef rehabilitation.
- A fish farm has been set up in Bahrain by a petrochemical company near the sea water outlet of the facility for threatened fish species.

- A group of petrochemical companies are working on eliminating plastic waste leakage into marine ecosystems in Southeast Asia by developing and deploying circular economy solutions for plastic waste management.

While the O&G sector has typically been a male dominated industry<sup>b</sup>, companies are taking up women empowerment initiatives in line with the regional mandate of empowering women in the GCC.

Activities range from increasing women representation on boards, and women focused conferences and awards to recognise women in the energy sector. O&G companies are also investing significantly in skill development and employment initiatives for the youth in UAE. Examples of such initiatives are:

- A Dubai based O&G company is supporting the youth from the communities it operates in, through scholarships for college / university education. This scholar programme helps the youth to prepare for better employment opportunities.
- An Abu Dhabi based O&G player has set up a vocational training centre for skill development of UAE nationals that helps them in becoming skilled O&G industry technicians.



#### STAKEHOLDER PERSPECTIVES:

As a socially responsible company, 75 percent of stakeholders rated ENOC as ‘Excellent’ or ‘Good’.



An overview of the participants on Day four of the stakeholder consultation sessions

<sup>b</sup> The Petroleum Equipment and Services Association reports that only 15 percent of the current O&G workforce is female. Janewells. (2019, January 4). Just 15% of the O&G workforce is female-these women want to change that. Retrieved from <https://www.cnbc.com/2019/01/04/15percent-of-oil-and-gas-workers-are-female-these-women-want-to-change-that.html>



However, the consultation participants were of the opinion that O&G companies still take a reactive approach to CSR rather than a proactive approach to address stakeholder needs. In order to increase the positive impact of their CSR initiatives, participants recommended the following:

- **Define the intent behind doing CSR:**

Several companies build their CSR around marketing, branding or public relations which sometimes results in accusations of green washing<sup>c</sup>. In order to build a successful CSR programme, organisations must clearly define their overall CSR goals (for the company and the community) to maximise impact.

- **Focused approach:**

Instead of working across a variety of themes and beneficiary groups, companies in the O&G sector should prioritise CSR programmes that focus on selected beneficiaries and themes towards more tangible and measurable results. Efforts must align with selected SDGs which in turn resonate with the overall strategic focus of the organisation.

- **Make CSR contextual:**

Different countries have different priorities and values related to CSR. CSR initiatives cannot be blindly replicated across cultures and geographies, and there is a need to refine initiatives as per the local operating context, government agenda and community requirements for inclusive and participatory CSR.

- **Aim for sustainable impact:**

Many CSR activities currently undertaken by O&G companies are one-off or transactional charitable initiatives, that do not specifically focus on long term engagement or impact. The industry should prioritise long term programs that can create sustainable impact. One key focus area recommended by participants was investment in research and development for sustainable solutions (such as alternative fuels, artificial intelligence enabled equipment) that are energy efficient, reduce human and environmental risk, and are future ready.



Stakeholder consultation participant explaining the value of NGO partnerships



One of ENOC's CSR implementation partners explaining the best ways to engage youth in volunteering activities

- **Develop awareness among children:**

Environment friendly behaviour such as energy and water conservation, recycling and waste reduction should be inculcated as positive behaviour amongst children from an early age as they are more likely to adopt these habits and retain them and transfer them to adults in their families. This was highlighted through examples of retail companies using the persuasion and influencing power of children to sell products to their parents.

- **Collaborate:**

Various organisations working on similar focus areas carry out their activities in silos. O&G companies can take the lead in forming collaborative programs that bring together multiple players across sectors to drive large-scale focused social impact.

- **Communicate:**

Stakeholders indicated that they did not have much clarity on the CSR initiatives of other companies. Better communication was recommended, which would also improve the perception of the O&G industry in public. O&G companies can effectively leverage social media platforms to engage with young people to further drive engagement and awareness about their CSR initiatives.



#### STAKEHOLDER PERSPECTIVES:

Ways that ENOC can improve its CSR communication to external stakeholders through:

1. Social Media.
2. Display screens at fuel stations.
3. ENOC website.

<sup>c</sup> Greenwashing is the process of conveying a false impression or providing misleading information about how a company's products are more environmentally sound. Kenton, W. (2020, January 30). What You Should Know About Greenwashing. Retrieved from <https://www.investopedia.com/terms/g/greenwashing.asp>

### 3.2.2 Main priority areas for CSR in the UAE

The UAE National Agenda launched by H.H. Sheikh Mohammed Bin Rashid Al Maktoum, Vice-President and Prime Minister of the UAE and Ruler of Dubai, includes a set of detailed national development priorities; organisations can align their CSR programs with specific themes to support the UAE's overall development goals in the sectors of education, healthcare, economy, police and security, justice, society, housing, infrastructure and government services.<sup>11</sup>

With an HDI value of 0.863<sup>d</sup> (2017), the UAE falls in the very high Human Development category; several organisations, therefore, were unsure about where to focus their CSR initiatives. Companies also cited limited data availability as an obstacle in deciding where to concentrate their CSR efforts. The 'Smart Dubai' initiative aims to shortly bridge this gap by making data sets available on a single platform<sup>12</sup>.

Consultation participants, identified the following challenges and priority areas for CSR in the UAE, based on their own professional and personal experiences and observations:

#### 1. Rising youth unemployment along with unmet industry skill demands

The second largest economy in the Middle East, the UAE experienced a 134 percent increase in its population between 2005 and 2019, which currently stands at 9.5 million<sup>13</sup>. Approximately 88 percent of this population comprises expatriates; the working-age group (between 25 and 64 years) makes up 72 percent of the population. Despite youth (between 15 and 24 years) making up just 14 percent of the UAE population<sup>14</sup>, unemployment remains a challenge in the country, which has an 11.3 percent youth NEET (Not in Education, Employment or Training) rate<sup>15</sup>.

The consultation participants believed that this was due to the fact that educational institutions in the region, especially public, lack the appropriate systems for orienting young graduates, particularly Emiratis, towards meeting growing industry demands. In order to bridge the industry demand-supply gap, stakeholders recommended that private companies partner with academic institutions to:

- Develop intensive tailor-made programs and workshops to get the youth employment ready. The programs would ideally include components of capacity building, soft skills development and on the job training. Integration of professional qualifications should be integrated within the existing curriculum developed in partnership with professional associations.
- Setting up a youth development centre to make young people job-ready through model programs with demonstrated replicability or scalability.
- Identify an efficient mechanism to recruit talented UAE nationals in line with the Emiratization agenda.



#### STAKEHOLDER PERSPECTIVES:

Key focus areas for ENOC's CSR should be:

1. Environment.
2. Employability and skill development.
3. Education.



Session participants understanding methods followed by academic institutions in the UAE to incentivize volunteers



Higher Colleges of Technology (HCT) in the UAE is implementing a 'Hybrid Education Model' awarding students with professional certificates in addition to their academic degrees<sup>16</sup>. Till date, students have earned international professional certificates while pursuing their studies at HCT, allowing them to keep pace with international 'future' skills and increase their employment opportunities.



#### STAKEHOLDER PERSPECTIVES:

ENOC's CSR should target the following beneficiary groups:

1. Youth.
2. Economically and socially disadvantaged groups.
3. Children.

<sup>d</sup> The Human Development Index is a summary measure for assessing long-term progress in three dimensions of human development- a long & healthy life, access to knowledge and a decent standard of living

Human Development Reports. (n.d.). Retrieved from <http://hdr.undp.org/en/countries/profiles/ARE>

## 2. Environmental challenges & unsustainable resource consumption

The UAE has the biggest ecological footprint around the globe<sup>17</sup> and high waste generation rates. For example, 8200 tonnes of solid waste is generated in Dubai with 77 percent of this waste discharged into landfill sites<sup>18</sup>. As per a study commissioned by UNEP (United Nations Environment Programme), the UAE ranked among the top five countries around the world in terms of high resource consumption.<sup>19</sup>

Stakeholders stated that there exists a lack of awareness and consciousness amongst the community on resource consumption, environment protection and sustainability, and recommended the following:

- Integrating the concept of environment and sustainability within the academic curriculum coupled with capacity building sessions, targeting youth-advocates to raise community consciousness.
- Embedding environmental consciousness in company cultures, starting with awareness and capacity building sessions for employees.
- ESCOs (Energy Service Companies) should work with the government to realise the maximum potential of energy savings.
- Establish a 'knowledge fund' in each Emirate to establish a dedicated centre on sustainability that would be open to all sections of society.
- Educate and collaborate with stakeholders and business touchpoints across the value.

## 3. Rise in lifestyle diseases

Lifestyle diseases are on the rise in the UAE. The country is known to have one of the highest rates of the prevalence of diabetes in the world, with nearly 19 percent of its population affected by diabetes. In addition to diabetes, approximately 4500 new cases of cancer are reported each year. In 2012, the Emirate of Abu Dhabi reported that cancer was the one of the main causes of deaths.<sup>20</sup>



ENOC's stakeholders deliberating over how volunteers can contribute to the UAE's national development goals on Day three of the consultation sessions

The UAE government aims to reduce the percentage of its population affected by diabetes by at least three percentage points as a part of the healthcare pillar of the UAE National Agenda<sup>21</sup>. It also envisages a reduction of at least 18 percent in cancer deaths by 2021.<sup>22</sup>



Discussions from stakeholder consultations shed light on the fact that unhealthy lifestyles could be attributed to the rise in such lifestyle diseases in the country. It was suggested that ENOC should leverage its outreach to a large section of society and raise awareness around 'healthy living'.

## 4. Limited awareness on CSR

During the consultations, stakeholders discussed the lack of knowledge and awareness on CSR, including the current regulations and guidelines. Company trainings on applicable legislation and government vision, integration of CSR activities in schools and CSR youth ambassadors were recommended to generate an uptake on strategic CSR.



### 3.2.3 CSR activities that can innovate and scale up impact

Stakeholder consultations shed light on the fact that the understanding of CSR as a concept is often limited to philanthropy or grants, with little focus on measuring impact. A common opinion was that the absence of a platform for civil society organisations in the UAE to come together hinders the ability for organisations to create innovative and scalable impact.



#### STAKEHOLDER PERSPECTIVES:

ENOC can maximise CSR impact through:

1. Capacity building and knowledge transfer
2. Employee volunteering
3. Awareness campaigns

Stakeholders recommended the following for ENOC to create impactful and scalable CSR programs:

- Create 'organisational citizenships' through volunteering. It will be effective to match the skills and expertise of the volunteer with identified CSR programs to create high impact.
- Introduce the concept of 'citizen science' where organisations can identify CSR champions to steer the CSR function.
- Involve all stakeholders in the CSR activities of the organisation- for e.g., by establishing a 'social committee' with members from the community to get different perspectives.



According to stakeholders, innovation in CSR means to be able to understand society as a part of its business. Innovative CSR signifies an organisation having a 'social purpose' and undertaking scalable programs that are not ad-hoc activities.

**Table 2: Enabling factors identified for sustainable impact**

Enabling factor	Initiative Description
Fostering a culture of innovation	<ul style="list-style-type: none"> <li>• A grant that funds applications depending on the maturity, scalability and innovation of the solution.</li> </ul>
Partnering with stakeholders to achieve impact	<ul style="list-style-type: none"> <li>• A leading ride-sharing company partnered with two townships and a waste management company to collect 946 kilos of e-waste in the UAE. Members of the community who wanted to recycle their e-waste were able to request for that option on their application.</li> <li>• A 4 million Euro initiative to accelerate waste management systems and tackle system failures; as one part of its approach to address ocean pollution, the team partners with the government and community to ensure that the root causes of the problem are being addressed.</li> <li>• Through this initiative, a company foundation partnered with a state government in India to adopt 264 villages and provide them livelihood generation alternatives.</li> </ul>
Creating shared and sustainable value	<ul style="list-style-type: none"> <li>• A leading multi-national created a rural sales network in remote areas, while providing rural women with employment. While this provided 42,000 women employment, sales through the project approached USD 100 million.</li> <li>• A leading digital software company joined hands with a multilateral agency to provide coding workshops and online training courses for youth aged 8-24 in refugee camps in the Middle East. By training young people in high-demand coding skills, the program managed to restoring refugee families' hope for a better future, while building a pipeline of skilled workforce for Middle East companies currently seeking IT talent.</li> </ul>
Empowering the next generation of future leaders	<ul style="list-style-type: none"> <li>• Focuses on providing education for unemployed and ensuring employment, trains and links youth to jobs across the MENA region, creates targeted youth training programs that link youth to employment based on local market analysis.</li> <li>• Through a six-month accelerator program, young Arab talent (30 Emiratis) has benefited with industry insights, practical learning, one-on-one mentoring and the opportunity to be exposed to well-known companies and institutions.</li> </ul>

### 3.2.4 Employee volunteering and youth engagement

Recognition of the role of volunteering has grown in recent times. This may be attributed to various factors including the strong link between volunteering activity on one hand and human development on the other. The UAE has a rich history of volunteerism and monetary / non-monetary contributions to society by way of religious commitments, philanthropy and value systems embedded within its society.

Volunteerism therefore manifests itself in various forms in the UAE. Consultation participants understood the concept in various ways, including donations, time commitment, charitable work and philanthropy, based on their own backgrounds and personal experiences.



The terms 'volunteering', 'volunteerism' and 'voluntary activities' refer to a wide range of activities, including traditional forms of mutual aid and self-help, formal service delivery, and other forms of civic participation, undertaken of free will, for the general public good and where monetary reward is not the principal motivating factor.

**2002 United Nations General Assembly Resolution**

Volunteering has now been brought to the forefront of the discourse to promote values that underpin a cohesive and well-preserved society, one of the key pillars of the National Agenda 2021. Volunteering Federal guidelines are in place for government entities, which specify volunteering goals at society level, at business level and at individual level. In Dubai, Law no. 5 of 2018 regulates volunteer work in the Emirate and encourages initiatives and positive engagement in various activities that benefit the community<sup>23</sup>. It also considers and makes provisions for important aspects such as specialised volunteering, volunteer protection and institutional volunteering, for both government institutions and private sector entities.

The Community Development Authority (CDA), responsible for implementing the volunteering law, has established the Dubai Volunteering Program that links initiatives and events of various authorities and organisations with willing volunteers. Consultation participants commended governmental efforts in providing an enabling environment for volunteering through the setting up of volunteering platforms<sup>24</sup>:

<b>volunteers.ae</b>	The first and largest smart, nationwide platform, aims to ensure volunteering in the UAE achieves maximum social impact. On this platform, volunteers can specify their interests, and match their skills to available volunteer opportunities <sup>25</sup> .
<b>Takatof</b>	Takatof was established by The Emirates Foundation in 2007 to raise awareness of those in need within communities and to empower and encourage young people to take part in voluntary work <sup>26</sup> .
<b>Sanid</b>	An initiative by Emirates Foundation and NCEMA, it provides citizens and residents of the UAE with the knowledge and skills to become involved in crises and contribute to the safety of their fellow citizens.
<b>National Volunteer Program for Emergencies, Crises and Disasters</b>	Launched by NCEMA, it forms a distinguished base of volunteers and qualifies them to assist in the efforts of national response during emergencies, crises and disasters.
<b>Dubai Cares</b>	Dubai Cares hosts different activities around the year with the support of the UAE's community. The institution accepts supporters who are over 16 years of age.
<b>UAE Red Crescent Authority</b>	The Volunteer Department at UAE Red Crescent Authority aims to attract volunteers and engage them in activities that supports the community at social, cultural and economic levels.
<b>Emirates Voluntary Academy in Abu Dhabi</b>	This initiative aims at implanting voluntary work culture and qualifying local cadres in cooperation with public institutions, private sector and non-profitable organisations.
<b>Dubai Volunteering Centre</b>	An initiative by the Community Development Authority, the centre allows individuals and companies to register as volunteers for various activities and events organised by the Volunteer Affairs section.
<b>ENGAGE Dubai Program</b>	Managed by the Dubai Chamber's Centre for Responsible Business, the program connects businesses to community partners to get their support on different community projects.

Volunteering manifests itself in various forms such as corporate volunteering, formal and informal volunteering, online volunteering, micro volunteering, among others. While developing frameworks to broaden and deepen the participation of volunteers and engage them in the UAE's journey towards sustainable development, it is important to consider the various categories of volunteers - by age, by Emirate, students, employees, the elderly – to understand their various motivations, contexts and realities. The consultation focused on two specific categories of volunteers - employee volunteers and youth volunteers, and outlines recommendations to build a positive ecosystem that encourages volunteering in the UAE, for these two categories.

### 1. Fostering a culture of employee volunteering (EV)

The role of the private sector in voluntary action has been increasing with Employee Volunteering (EV) and employee giving being offshoots of CSR and employee engagement programs.

EV is usually driven by policy initiatives that specify the modalities of how employees can volunteer, by specifying methods of volunteering (physical support, online or micro volunteering, financial donations) along with recommendations of programs, initiatives of activities which require volunteers. Most consultation participants, however, were unaware of any volunteering policy in their respective organisations.

They believed that volunteering would be more effective if it is enforced, as the culture of volunteering is weak in most companies or institutions. For example, volunteering was often seen by senior management as slowing down a normal business week and hindering productivity in the absence of a direct link with financial returns. Participants also observed this attitude with other non-core business activities, including knowledge sharing sessions or trainings, unless they were directly linked to performance indicators. In the absence of supportive leadership, employees usually had no incentive to volunteer, outside their personal capacity. This applied even more to job profiles dependent on commissions. Organisations usually failed to specify the benefits that accrued to employee volunteers in terms of enhanced technical and functional skills, such as project management, among other things.

Representatives from a diverse mix of organisations stated that the motivators for employees to volunteer differ. For example, for government entities, volunteering is tied into the Key Performance Indicators (KPIs) of the employees while at private sector organisations, engaging in volunteering activities is predominantly

an individual choice; employees are most interested in issues that are close to their value systems or that contribute to their personal / professional growth.

Interactions at the consultation also brought out that companies found it difficult to run effective volunteer programs. Initiatives were usually one-off (for a cause or to celebrate a certain cause) and stakeholders believed that impact on intended beneficiaries and stakeholders was not the primary consideration.

However, it is important to note that across sessions, stakeholders were very interested in the topic of employee volunteering and had several strong recommendations on how to develop a culture of employee volunteering.

A bank in the UAE organised a trek at Kilimanjaro, Tanzania. The Kilimanjaro challenge saw 50 adventure enthusiasts, from among the bank staff, climb the highest free-standing mountain in the world. The objective of the enterprise was to support "Amani," a children's charity in Tanzania, further reflecting their interest in children, who will be the future citizens of the world.



#### ENOC Volunteer Leave Policy:

The Volunteer Leave Policy entitles ENOC employees a one-day paid leave to volunteer to participate in CSR activities within the UAE either individually or in collaboration with a local welfare/social organisation. Upon resuming, the employee must provide a written report on the activity undertaken.



Providing an overview of the round table discussion on Day three.





A key stakeholder explaining the importance of knowledge sharing sessions on CSR

- **Establish a volunteering policy:**

Organisations with clear policies can promote employee volunteering, by providing clarification on organisational commitment and measures provided to facilitate EV, such as flexible timings, opportunities to volunteer, among others.

- **Leadership support:**

EV programs driven by top management were observed to be more successful in motivating employees and encouraging their involvement and engagement

“Emotional intelligence in the leadership is key to drive employee volunteering in any organization”

*“A representative from an asset management company”*

- **Accessibility and inclusiveness:**

It was recommended that EV initiatives should be designed in a manner that make it accessible and inclusive for all volunteer categories within the local context. For example, employees who work five-day weeks would prefer initiatives that include families, while employees who are under the category of people of determination should be able to access physical site with ease.

- **Create awareness:**

Communication plays a key role in influencing employees to take part in volunteering initiatives. Stakeholders perceived the success of an EV initiative to be highly dependent on how well one creates awareness around the event. For example, an EV calendar at the beginning of the year would allow employees to plan their activities, while listing volunteering initiatives on employee portals/bulletin boards gives all employees an opportunity to participate.

Additionally, it is important to communicate the benefits of volunteering to employees as they may not be aware of the several intangible benefits that they may receive through engaging in employee volunteering initiatives.

- **Match skills and interests of employee volunteers:**

Volunteers have diverse skill sets and areas of interest. Volunteering initiatives that are categorised into different themes that are in line with these interests will encourage employees to participate, leverage their existing knowledge, boost their morale, and achieve focused impact on target beneficiaries. It was also suggested that EV could also be linked to the business of the company- for example, bankers may disseminate financial literacy to beneficiaries.

- **Visible social impact:**

Employee volunteers feel more engaged with social initiatives when they are able to immediately witness the social change that their actions have brought about.

- **Recognise efforts:**

While volunteering creates a sense of fulfilment amongst employees, non-monetary rewards motivate them. These include highlighting ‘star’ employee volunteers of the month and distributing appreciation certificates to employee volunteers, and establishing a points/rewards system linked to retail stores.

Increasingly, young job seekers and fresh graduates are entering the job market in the UAE. The youth is vocal about its intent to work with companies that are considered socially responsible. An important contributor to national development goals, the youth have specific motivations and requirements which must be considered while designing volunteering initiatives.

## 2. Fostering a culture of volunteering among youth

The UAE government has put an emphasis on the role of the youth and their empowerment in order to enable them to shoulder responsibilities, innovate and contribute to the welfare of the country<sup>27</sup>. Stakeholders perceived volunteering initiatives as the most effective way of engaging youth to contribute to societal development in the UAE and viewed it as important to inculcate the spirit of volunteering in children from a young age.

A campaign started by a Charity Association started with 80 volunteers and has reached 40,000 volunteers today, due to substantial support received from its leadership and high social media presence.



The mode of engagement of volunteering initiatives for the youth may differ on the basis of the target audience. These can be divided between 'push forces' and 'pull forces'. 'Push forces' can be seen in instances where volunteering is driven by clear organisational mandates and requirements. For example, some universities require students to complete 100 hours of volunteer work. On the other hand, 'pull forces' attract volunteers through innovative activities, appealing to the volunteers' passion and drive to participate. In order to foster and develop a positive culture of youth volunteering in the UAE, participants recommended the following:

- **Inclusion:**

The youth usually get attracted to inclusive volunteering initiatives. Such activities include those which involve the participation of family and friends. This help creates a sense of unity amongst the community to achieve collective impact.

- **Innovation:**

A key recommendation was to create innovative volunteering programmes for the youth. These were suggested to be made short, appealing and engaging for volunteers. Such programmes were cited by stakeholders to create a buzz and trend around CSR initiatives, and effective in reaching out to and attracting a high number of participants.

An innovative way to engage the youth in volunteering is to integrate it with video games. Volunteering activities must be completed to transition to higher levels in the game.



- **Use of social media:**

Social media was cited as the most effective and powerful communication tool to target the youth for volunteering initiatives. Majlis was another outreach mechanism that was mentioned.

- **Catchy titles:**

Stakeholders were of the perception that volunteering initiatives that had short catchy titles were more speaking to youth and suggested that the titles should be visual, easy to remember, should use vivid language with a clear stated value.

With its catchy title, ENOCs 'Ramem for 30 minutes' attracted over 600 volunteers, who worked on painting, drawing and installing solar power lights, all within 30 minutes.



- **Visible impact:**

Similar to employee volunteers, a major motivator for the youth is witnessing the impact generated through their contribution. In addition, post event self-reflection exercises were also deemed necessary for volunteers to realise the benefits created to both the beneficiaries and themselves.

Self-reflection post volunteering activities is being included as an aspect of initiatives involving youth participation. Academic institutions require volunteers to write a report on their key learnings from the experience.



Deliberations over how non-monetary rewards can drive employee volunteering

“ I learn how to communicate and how to set goals by participating in volunteering initiatives.

*A graduate working with the police of an emirate in the UAE.*

”

### 3. Provide non-monetary rewards:

Stakeholders also cited that a unique way to engage the youth in volunteering initiatives would be to convert their volunteering hours to work experience. This would help them build their professional profiles before recruitment and give them a competitive advantage.


A university in Dubai provides e-badges in three levels (Gold, Silver, Bronze) to its volunteers. These e-badges can be linked to the students' CV. Upon clicking on the link, it directs you to the details of volunteering initiatives undertaken by that student.





## CHAPTER 04

# Conclusions and way forward



“ This chapter summarises the learnings from ENOC's stakeholder consultations on CSR progress, lessons learned and future considerations which could help drive the CSR agenda in the UAE.



## 4.1 Progress Made and Lessons Learned

The UAE's rich history of philanthropy combined with its regulatory initiatives for inclusive development converge well with the SDGs and are a key driving force for CSR in the country. The UAE Government is explicit in its commitment to CSR and has set up frameworks to facilitate social responsibility by outlining developmental themes and volunteering guidelines.

Organisations have contributed to the government's strategic vision for CSR in multiple ways, some of these initiatives have been described in this report. Companies and institutions have taken significant steps and made ambitious commitments to move more purposefully in the direction of strategic CSR with programmes that are rooted in the context of the organisation's sustainability and reflect the UAE's culture. A good deal of this undertaking has been relatively recent, building on the Government's mandate and examples of peers.

In the UAE, the rationale for the CSR agenda is interpreted in multiple ways, including that it is a well-meaning, affirmative action that may at times, sacrifice effectiveness and impact. Moreover, the linkage of CSR to business sustainability does not seem to be broadly accepted at this time.

Part of this may be based on the fact that CSR as a concept is evolving. There are therefore diverse viewpoints on what CSR means and why it is important for the organisation. As a result of varied motivations, initiatives falling under the CSR<sup>28</sup> umbrella encompass a broad scope, including corporate funding of community activities, grants for NGOs, environmental programmes to reduce resource use and even efforts to restructure the entire value chain of a business.

Another important factor that weakens the connection between CSR and business sustainability is the lack of agreed-upon metrics to measure the social or environmental impact of CSR. This runs contrary to the tenets of business, a sector that is essentially measured by its financial performance.

Depending on the organisation's vision for CSR, the function may be placed within the legal department, human resources (HR) department, branding, public relations (PR) or communications departments; the departmental goals in turn determine how CSR is implemented. For example, CSR within the legal department would focus on the aspects of compliance, while CSR from an HR perspective would primarily emphasise employee engagement.



Given the pressures of financial performance in a challenging global environment, investment in CSR is usually driven by yearly budgets that are linked to profitability. This in turn, hinders planning for long-term programmes that can create sustainable impact. As a result, organisations often tend to report on CSR activities conducted rather than on impact metrics. Due to limited reporting on CSR outcomes, it is unclear as to how much substantive value CSR creates for companies or stakeholder constituencies. Additionally, it acts as a barrier to collaboration and knowledge sharing, which are essential for scalable, inclusive and innovative CSR.

Volunteering is one facet of CSR that emerged as an area of interest among organisations, their employees and the youth. This is witnessed by numerous volunteering initiatives organised by companies and academic institutions. Developing volunteering as a 'culture' within organisations, however, is expected to take some time, although a buy-in from senior management and communicating the benefits of volunteering on volunteers themselves, are two aspects that are expected to hasten this process.



Session participants deliberating on achievements and lessons learned on CSR in the UAE

## 4.2 Way Forward

CSR has the potential to deliver remarkable benefits for both organisations and their stakeholders when implemented strategically from a long-term perspective. This is evidenced by the rapidly growing number of companies that are already practising CSR. Going forward, therefore, the question to be answered is not whether companies should practice CSR at all, but how to do it in a manner that adds measurable value to the company itself, its employees, community members and other constituencies.

As organisations in the UAE increase their readiness to take CSR forward in line with national priorities, CSR professionals have the challenging task of planning and designing programmes that best reflect a company's business values, while addressing social and environmental challenges. There is no 'one-size-fits-all' approach; some companies may look for measurable business connections and results, while for others, implementing a theme around community engagement may be sufficient. Irrespective of the type of CSR undertaken, there is no doubt that strong leadership and support for CSR initiatives at the top management levels are critical to link CSR with business sustainability.

We are now at an important juncture, where the commitment of the UAE Government must be matched by accountable organisations, responsive leadership and committed volunteers to help deliver our shared aspirations for strategic CSR and sustainable development in the UAE through innovation and strong cross-sector alliances.



H.E. Saif Al Falasi, ENOC Group CEO, reflecting on the way forward for CSR at ENOC

The external stakeholder consultation session held by ENOC highlighted the sense of solidarity among CSR professionals, the appetite for learning from one another and developing joint streams of work towards sustainable CSR. This report on 'CSR in the UAE', has built from insights of ENOC's various stakeholders who are shaping and promoting CSR in the country. It provides inputs for an inclusive CSR strategy for ENOC and aims to lay down another building block towards ENOC's contribution to impactful CSR in the country.

We conclude this report with the hope that it fuels greater debate, research and analysis on the ways that CSR is changing in the UAE, community requirements and potential solutions to the factors that currently restrain CSR from reaching its full potential in the UAE.



H.E. Saif Al Falasi, ENOC Group CEO and key stakeholders concluding the CSR consultation sessions on an optimistic note



## Snapshots:

*Memorable moments from the first day of the consultation sessions*





## Snapshots:

*A Snapshot of the second day of the consultation sessions*





## Snapshots:

*An overview of the third day of the consultation sessions*





## Snapshots:

*Noteworthy moments from the fourth day of the consultation sessions*



## Acknowledgment

We acknowledge and express our appreciation to all the session participants for their contributions and encouragement. This motivates ENOC, through cross-sector partnerships, to take the role of CSR in the UAE to greater heights.

### Session participants











#### Government entities

S.No.		Name of organisation	Name of attendee
1		Ajman Police	HH Abdulla Bin Saeed Abdulla Al Naeimi
2		Community Development Authority	Saaed Al Tayer Maha Al Suwaidi Aisha Harib
3		Dubai Airports	Lorne Riley
4		Department of Economic Development (DED)	Nisrine Ellababid Ohood Aljabri
5		Dubai Future Foundation	Khadija Al Jabri
6		Dubai Health Authority	Akram AlJaffan
7		Dubai Municipality	Omar Ahmed Al Marri Noura Mohammed Al Ali Maitha Ibrahim
8		Dubai Police	Fatma Ahmed
9		Dubai Supply Authority	Dr. Omar Shamsuddin
10		Dubai Taxi Corporation	Sara Khalifa Al Mheiri Alia Khalfan Alhashmi
11		Dubai Tourism	Taleed Khatib

S.No.		Name of organisation	Name of attendee
12	 موصلات الإمارات Emirates Transport	Emirates Transport	Khalid Shakar Suzanne Asita
13	 هيئة البيئة - أبوظبي Environment Agency - ABU DHABI	Environment Agency- Abu Dhabi	Khansa'a AlBlouki
14	 EXPO 2020 DUBAI UAE	Expo 2020 Dubai	Abby Swetz Daniel Render
15	 UNITED ARAB EMIRATES MINISTRY OF ENERGY & INDUSTRY	Ministry of Energy and Industry	Dr. Sabiha Al Mheiri
16	 UNITED ARAB EMIRATES MINISTRY OF COMMUNITY DEVELOPMENT	Ministry of Community Development	Sara AlHashimi Ayesha Bin Touq
17	 مؤسسة محمد بن راشد لتنمية المشاريع الصغيرة والمتوسطة MOHAMMED BIN RASHID ESTABLISHMENT FOR SME DEVELOPMENT	Mohammed Bin Rashid Establishment for SME Development	Rafat Wahbeh
18		Sharjah Civil Defence	Hani Rashed Dejjia Khalifa
19	 مكتب التنظيم والرقابة لقطاع الكهرباء والمياه RSB, FOR ELECTRICITY & WATER SECTOR	RSB for Electricity and Water	Zaineb Al Amin
20	 هيئة كهرباء ومياه الشارقة Sharjah Electricity and Water Authority	Sharjah Electricity & Water Authority (SEWA)	Fatima AlKadhim Fatma AlRustamani Zenab Shalawani
21	 المديرية العامة للشرطة Sharjah Police Headquarters	Sharjah Police	Mariam Al Jalaf



## Not-for-profit organizations

S.No.		Name of organisation	Name of attendee
1		Al Ihsan Charity Association	Khalid Tamim Eman AlSaadi
2		Arabia CSR Network	Habiba Al Mar'ashi Sudipa Bose
3		Beit Al Khair Society	Saeed Al Mazrouei Sa'ad Abu Zaid Nouf Mohammed
4		Companies for Good	Marc Cirera
5		Dar Al Ber Society	Juhi Yasmeen Khan
6		Dubai Autism Center	Mohammad Al Emadi
7		Dubai Cares	Zainab Al Faraidooni Bana Bataineh
8		Dubai Foundation for Women and Children	Roudha AlBahri Nora Alsheikh
9		Environmental Center for Arab Towns	Dr. Nedal Mohammad Ali Fatma Juma Ali Juma Hussain Abdulla Fardan
10		Evolvin' Women	Assia Riccio
11		Noor Dubai	Dr. Manal Taryam Noora Elkouka
12		Pearl Initiative	Yasmine Omari Lamia Adi


## Academic institutions









S.No.		Name of organisation	Name of attendee
1	   الجامعة الأميركية في الشارقة American University of Sharjah	American University of Sharjah	Charles A. Diab Rami Jaber
2	 HERIOT WATT UNIVERSITY	Heriot Watt University Dubai Campus	Professor Bryn Jones Dr Tadhg O'Donovan
3	 كليات التقنية العليا HIGHER COLLEGES OF TECHNOLOGY	Higher Colleges of Technology	Morad Lutfi Mohammed Al Khanbashi
4	 UAEU جامعة الإمارات العربية المتحدة United Arab Emirates University	UAE University	Dr Mona AlBahar Dr Shamma AlFalasi
5	 UNIVERSITY OF WOLLONGONG IN DUBAI	University of Wollongong	Dr. Zeenath Reza Khan Vidhi Sharma
6	 جامعة زايد ZAYED UNIVERSITY	Zayed University	Bryan Gilroy

## Private sector entities

S.No.		Name of organisation	Name of attendee
1		Abu Dhabi National Insurance Company	Abdulla Al Nuaimi Hassan Al Khuwailidi
2		Abu Dhabi National Oil Company	Shaikha Al Nuwais Dima AlMa'aitah
3		Al Futtaim Group	Alexa Gugi
4		Al Jalila Cultural Centre for Children	Seham Issa Shaikha Al Jasmi
5		Asda'a	Karen Morrison Navin Rochiramani
6		BP Middle East	Sana Hassani Ahmed Al Tamimi
7		Carma	Dimple Manghani
8		Chevron	Muhammad AL-Sadek Jordi
9		Corodex Group	Rashid Ahsan Iqbal Shadi Kayyat
10		Dubai Carbon Center of Carbon Excellence PJSC (DCCE)	Dahlia Haleem
11		Dolpin Energy Limited	Abdulla Hashem AlHashmi
12		DU	Youshey Zaikuddin
13		Easa Saleh Al Gurg Group	Leena Matthew Chivonne Nicholas



S.No.		Name of organisation	Name of attendee
14		Emirates Global Aluminum (EGA)	Khalifa Al Mazrouei Meteab Al Mazrouei
15		Emaar Entertainment	David Van Cuylenberg
16		Etihad ESCO	Ali Al Jassim Faisal Al Raisi
17	 <b>GULF ENVIRONMENT &amp; WASTE FZE</b> Jebel Ali Free Zone, South, Dubai, UAE	Gulf Environment and Waste FZE	Mary Malit Azhar Shaninhas
18	 <b>Gulf Intelligence</b> ~ We Facilitate Knowledge Exchange ~	Gulf Intelligence	Pegah Keshavarz
19		Gulf Refining Company	Nazar Juma Alagarsamy
20	 <b>JACK MORTON</b>	Jack Morton	Rebecca Amey
21		Lamprell	Samer Khattab Mohammed Kunhi
22	 <b>LANDMARK GROUP</b>	Landmark Group	Surekha D'Souza
23		Moro Data Hub Integrated Solutions	Mohammed Bin Sulaiman Zalikhah Al Bastaki
24	 <b>MUBADALA</b>	Mubadala	Libby Hennigar Mai Shoeib
25	 <b>Network</b> International Payment Solutions	Network International	Vinay Krishna
26		Oman Insurance Company	Nitika Midha

S.No.		Name of organisation	Name of attendee
27		S A P Middle East & North Africa (L.L.C)	Batoul Hussein Farrukh Sarfraz
28		Sharjah Asset Management	Alya Al Hebshi Ahmed Fawzan
29		Socialeyez	Tarek Esper Sima Elamine Ambreen Kazi
30		Suez Middle East Recycling	Shageena Nirandas Jules Adem
31		Tristar	Balaji Nagabhushan Ashwatha Mahesh
32		Tyco Fire & Security UAE L.L.C.	Dr. Basma Gaddouna Ali Kdouh Azad Ali
33		Unilever	Sabri Kurt Zafer Altinsoy
34		Union Coop	Shuaib Alhammadi Huda Salim Saif

## The team behind this report

### **GROUP SUSTAINABILITY OFFICE**

- **Alia Ali Busamra**- Manager, Group Sustainability and Chief Sustainability Officer
  - **Elaine Colaco**- CSR Specialist
  - **Hamda Al Masoum**- CSR Executive
  - **Saravanan Dhalavoi Pandian**- Senior Sustainability Specialist
  - **Brijesh Dhruve**- Chief Environment Officer
  - **Cherry Umlas**- Administrative Assistant
- 

### **SUPPORTING CORPORATE DEPARTMENTS**

- Group Communications
  - Government Communication and Protocol
  - ENOC Corporate Real Estate
- 

### **PHOTOGRAPHS AND VIDEOS**

- **Suneer Hydrose**- Communications Coordinator
- **Joby Varghese**- Communications Coordinator



## List of acronyms

S.No.	Acronym	Full Form
1	AJCCC	Al Jalila Cultural Centre for Children
2	CDA	Community Development Authority
3	CSR	Corporate Social Responsibility
4	CV	Curriculum Vitae
5	DAC	Dubai Autism Center
6	DEWA	Dubai Electricity and Water Authority
7	EEG	Emirates Environmental Group
8	EHS	Environment, Health and Safety
9	ENOC	Emirates National Oil Company (ENOC) Limited
10	ESCO	Energy Service Company
11	ESMA	Emirates Authority for Standardization and Metrology
12	EV	Employee Volunteering
13	GCC	Gulf Cooperation Council
14	GCO	Group Communications Office
15	GPCA	Gulf Petrochemicals and Chemicals Association
16	GRI	Global Reporting Initiative
17	GSO	Group Sustainability Office
18	HCT	Higher Colleges of Technology
19	HDI	Human Development Index
20	HQ	Headquarter
21	HR	Human Resources
22	IIFMENA	Investing in the Future, Middle East and North Africa
23	ISO	International Standards Organization
24	IT	Information Technology
25	KPI	Key Performance Indicator
26	MENA	Middle East and North Africa
27	NCEMA	National Emergency Crisis and Disasters Management Authority
28	NEET	Not in Education, Employment or Training
29	NGO	Non-Governmental Organization
30	NYSG	National Strategy for the Year of Giving
31	O&G	Oil and gas
32	OECD	Organization for Economic Co-operation and Development
33	PR	Public Relations
34	SDG	Sustainable Development Goal
35	SROI	Social Return on Investment
36	UAE	United Arab Emirates
37	UN	United Nations
38	UNEP	United Nations Environment Programme
39	USD	United States Dollar
40	WGI	World Giving Index

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## An overview of ENOC's current CSR initiatives

This section provides an overview of key initiatives undertaken by ENOC over the past three years which align with the material CSR issues that ENOC's stakeholders recommended it should work on, during the stakeholder consultation sessions.



### EDUCATION

*Partnership with Emirates Environmental Group*



Students during the closing ceremony of the Inter School Environment Public Speaking Competition

In partnership with Emirates Environmental Group (EEG) since 2015, ENOC sponsored and helped in executing several projects including Interschool Environmental Public Speaking Competition, Intercollege Environmental Public Speaking Competition and delivering the 'Elements Define Us' workshops to students. Through these activities we reached out to over 900 students from 87 schools and 51 universities across the UAE, GCC and MENA region.

The students were provided a unique platform to share and showcase their research skills and innovative to environmental challenges. Through this platform, ENOC effectively delivered on the SDG 4 'Quality Education', and SDG 10 'Reduced Inequalities' by providing equal access to affordable vocational training and eliminate gender and wealth disparities with the aim of achieving universal access to achieve higher education quality

Volunteer Emirates- Back to School Initiative - ENOC partnered with Dubai Cares, and brought together over 300 energetic volunteers at the Dubai Police Club. These included employees from ENOC, Dubai Police and volunteers from different segments of the community including children, youth, and people of determination.

All volunteers worked together to assemble 10,000 school kits in the span of a few hours, to support 10,000 orphans and children whose caregivers and families are unable to afford school supplies. We were able to deliver on SDG 4 'Quality Education' and SDG 17 'Partnerships for the Goals.'

The initiative truly reflected the spirit of ENOC, showcasing that our employees and all the volunteers continue to serve as the beacon of hope for the entire community.



ENOC volunteers during Dubai Cares "Back to School" volunteering initiative





## ENVIRONMENT

### Simply Bottles Campaign

The Simply Bottles Campaign aimed to embed the culture of diverting recyclables from landfills and reduce our carbon footprint. Departments at ENOC were encouraged to collect their plastic water bottles for recycling to win prizes.

Through this campaign, we collected over 12,000 bottles (nearly 200 kg) in one month, and these were converted into 3,000 wearable polyester blend t-shirts.

This activity was in line with SDG 12 'Responsible Consumption and Production', and with SDG 17 'Partnerships for the Goals' by reducing waste generation by prevention, recycling, and reuse of plastic in partnership with different departments at ENOC.



ENOC employees participating in the Simply Bottles recycling campaign

### Earth Hour

We undertook a campaign for Earth Hour 2019, that included an awareness drive, employee engagement events, and a partnership with Al Jalila Cultural Centre for Children. Most importantly, all our non-critical lights and other power consumers in ENOC HQ, retail stations

and operations were switched off during Earth Hour – contributing to Dubai's savings of 267 MW resulting in offsetting 114 tonnes of CO<sub>2</sub> emissions. The activity helped us deliver our contribution to meet SDG 12 on 'Responsible Consumption and Production' and SDG 17 on 'Partnerships for the Goals.'

### Don't waste, Innovate!

As a part of our various initiatives to help achieve the target of reducing office waste by 5 percent in the year 2017, ENOC organised a campaign entitled 'Don't waste, innovate!' with different related activities. This campaign spanned more than two months wherein we conducted waste management tips, quizzes, internal and external presentations, innovative products display by vendors, visit to Bee'ah waste management disposal facility at Sharjah, etc. This project was in line with SDG 12 on 'Responsible Consumption and Production' by raising awareness on innovative solutions for waste management.

**Don't Waste. Innovate!**

**Reaching out for a water bottle?**

**Think before you grab that plastic!**

17 million barrels of oil are used in the production and disposal of plastic water bottles every year.  
That's enough energy to fuel 1 million cars for an entire year!

**Bottled water is wreaking havoc on the Earth's precious resources!**

**Wondering what you can do?**

- 1 Make the switch to re-usable bottles**  
MYTH: Water from sealed plastic bottles are purer, cleaner and safer  
REALITY: Plastic drinking bottles contain many harmful chemicals including Antimony linked with dizziness and depression, bisphenol-A (BPA) associated with obesity, diabetes and cancer. Even the BPA-Free bottles may contain carcinogenic chemicals, such as phthalates, that can seep into the drink when exposed to sunlight.
- 2 Install a water purifier/filter**  
Look into filters that remove contaminants and make the available water supply fit for consumption.
- 3 If you have to buy bottled water, make sure you recycle it**  
Opt for glass and safe metal bottles, water jugs, etc. That way, you'll always be able to hydrate without purchasing bottles.

To learn more, visit the Don't Waste. Innovate Workshop and Exhibition on 24<sup>th</sup> August from 10am to 12pm

"Don't Waste, Innovate!" campaign



ENOC's contribution to Earth Hour by switching off non-essential electrical appliances



## CHILDREN

### Partnership with Al Jalila Cultural Centre for Children



H.E. Saif Al Falasi, ENOC Group CEO and Dr. Mona Al Bahar during the ENOC-AJCCC partnership signing ceremony

Through our partnership with Al Jalila Cultural Centre for Children (AJCCC), we offered annual membership for a group of 135 orphans and provided them opportunities to hone their creative skills and talent in art, music and crafts. These children were a part of the project entitled 'The Family Village- a hope for the future' aimed to offer a healthy, safe and secure home for orphans in Dubai by providing them health, nutrition, and most of all, love and care. The project aimed to enrich the children's sense of belonging, and to develop and build their psychological sense of being part of the nation, society and economy. The partnership enabled our contribution to SDG 10 on 'Reduced Inequalities' and SDG 17 'Partnerships for the Goals'.



## YOUTH

### Solar Decathlon- in collaboration with DEWA



Ms Alia Busamra, Manager - Group Sustainability giving a speech during the Solar Decathlon Workshop

ENOC encourages and supports the youth and innovation in its energy developments. The Solar Decathlon, in collaboration with DEWA, was one such opportunity that ENOC adopted to invest in both youth and environment sustainability. The collegiate competition challenged students to design and build full - size, solar powered houses. The competition awarded the best blends to challenge the teams to adopt their designs to the heat, dust and high humidity in terms of design excellence

and smart energy production. This initiative was aligned with Goal 7 'Affordable and Clean Energy' and Goal 9 'Industry, Innovation and Infrastructure'.

### IIFMENA Conference

Under the patronage of Her Highness Sheikh Jawaher Al Qasimi, we sponsored the 3<sup>rd</sup> edition of the international conference "Investing in the Future, Middle East and North Africa (IIFMENA)", in partnership with The Big Heart Foundation. This year the theme of the conference was "Engaging Youth in Regional Development". This international conference aimed to highlight youth engagement as an effective route towards community and regional development. The conference partnered with young people, youth organizations and actors from civil society and private and government sector, and members of the UN to promote youth focused development. We were effectively able to contribute to SDG 10 'Reduced Inequalities' and SDG 17 'Partnerships for the Goals'.



ENOC's representatives at IIFMENA

### Carbon Ambassador Program in collaboration with DEWA

The Carbon Ambassador Program, an Emirati Youth Program by DEWA, aimed to prepare national talent to become the next generation of leaders and experts who would implement the ambitious National Strategies and plans of the UAE. This was part of our contribution towards UAE's drive to build a diversified economy based on knowledge and innovation, supporting UAE innovators and enabling them to convert their ideas into innovative projects that benefit people. ENOC was a strategic sponsor and mentored 10 UAE national professionals by providing them the opportunity to work in the ENOC Green Drive Project, and take part in planning, strategizing, system design etc. We were able to contribute to SDG 9 'Industry, Innovation, and Infrastructure.'

CARBON AMBASSADOR  
PROGRAMME 2017



برنامج سفراء  
الكربون 2017



H.E. Saif Al Falasi, ENOC Group CEO, with the students from the Carbon Ambassador Programme



### ENOC Energy Scholarship

Following the launch of the scholarship in late 2017, we officially began accepting applications from Emirati aspirants in July 2018 through the program's own application portal. The scholarship offered the UAE National engineers (both external and ENOC employees) a chance to pursue a master's degree in Energy at the Heriot-Watt University and continue their careers at ENOC. We received over 200 applications which underwent a stringent screening and selection process. A select few out the total applicants were interviewed, and we awarded 4 candidates the scholarship. By providing these scholarships, we were able to support SDG 4 on 'Quality Education' and SDG 17 on 'Partnership for the Goals'.



Attendees during the ENOC Energy Scholarship Open Day

### Sustainability Spring School

This year, in partnership with British University in Dubai (BUiD), the Sustainability Spring School was organised under the theme 'Green Bridge' and aimed to give students a better understanding of sustainability. More than 60 students from the UAE, Kingdom of Saudi Arabia, United Kingdom, China and Singapore participated. Students were engaged in a wide range of activities including seminars, debates, roundtable discussions, competitions and site visits. They visited DEWA Sustainable Building in Al Quoz, Sustainable City, Zayed Desert Learning Centre and UAE University. Participants were divided into 7 teams which competed to win the best design of Future Petrol Station.



H.E. Saif Al Falasi, ENOC Group CEO with the jury panel during the evaluation of the Sustainability Spring School Future Retail Station Projects

Through this initiative, we were able to contribute to SDG 4 'Quality Education', SDG 9 'Industry, Innovation and Infrastructure', and SDG 17 'Partnerships for the Goals'.



### PEOPLE OF DETERMINATION

Visit to Dubai Aquarium for students of Dubai Autism Centre



ENOC's volunteers with children from DAC at Dubai Aquarium Underwater Zoo

ENOC invited 18 children from the Dubai Autism Centre (DAC) for a tour at Dubai Aquarium Underwater Zoo. More than 10 volunteers from ENOC accompanied these children to participate in a day full of fun activities. This visit was an insightful and educational trip to learn about different marine species. This activity aided in expanding and enhancing the children's social integration skills by offering them a chance to interact and communicate with the public and volunteers.

Through the initiative, we contributed towards meeting SDG 10 'Reduced Inequalities'.



### Supporting Al Noor Training Centre for Children with Special Needs

We partnered with Al Noor Training Centre for Children with Special Needs, and through our 'Adopt A Class' initiative, we supported students through various trainings and educational courses. These classes included assistive technology and wi-fi support by equipping a class with virtual reality technology to enhance the quality of education and sensory abilities/skills.

As a part of the Earth Hour event, volunteers from ENOC worked with children of determination to plant Ghaf Trees (symbol of Tolerance) and more than 375 vegetable plants such as lettuce, parsley, egg plants, tomato etc. to reduce CO<sub>2</sub> emissions.

We effectively contributed to SDG 4 'Quality Education', SDG 10 'Reduced Inequalities', SDG 8 'Decent work and economic growth', and SDG 17 'Partnership for the Goals'.



ENOC's Earth Hour planting activity with children from Al Noor Training Centre for Children with Special Needs

### Partnership with Dubai Autism Centre

ENOC financed two main facilities for the Centre - an occupational therapy wing which comprises 6 rooms focusing on building autistic children's visual and handwriting skills; and a Dark Sensory Room designed to help them learn to regulate their brain's reactions to external stimuli by developing coping skills for these experiences.

We believe that through our partnership with Dubai Autism Centre, we will be able to support and make a difference in these children's lives and ensure that we provide them with all their needs to bloom as equal and important members of our society. As part of our agreement, Dubai Autism Centre will submit quarterly Progress Reports and year-end Impact Report that will measure the progress of students and our Social Return on Investment (SROI).

Our partnership with Dubai Autism Centre will help us achieve SDG 10 on 'Reduced Inequalities', SDG 8 'Decent work and economic growth' and SDG 17 'Partnerships for the Goals'.



Signing ceremony between ENOC and DAC



## COMMUNITY

### Kesa'a Volunteering Initiative

Kesa'a was a volunteering initiative to iron and pack donated clothes, for distribution to people in need. It also empowered people of determination by integrating them as volunteers. More than 500 volunteers prepared more than 7,000 garment pieces which were distributed to 3,000 beneficiaries. The activity enabled us to support SDG 10 'Reduced Inequalities' and SDG 17 'Partnerships for the Goals'.



Volunteers from ENOC during Kesa'a

### Ramem in 30 minutes

A volunteering project titled 'Ramem' was launched with the objective of renovating the houses in Al Aweer belonging to less fortunate families. The project was fully executed by volunteers who worked on painting, drawing and installing solar powered lights on the houses in less than 30 minutes. More than 650 volunteers participated in retrofitting 30 houses and installing 30 solar LED lights to improve the families' quality of life by creating a better living environment for the residents.

Through our engagement, we contributed to SDG 10 on 'Reduced Inequalities' and SDG 17 'Partnerships for the Goals'.

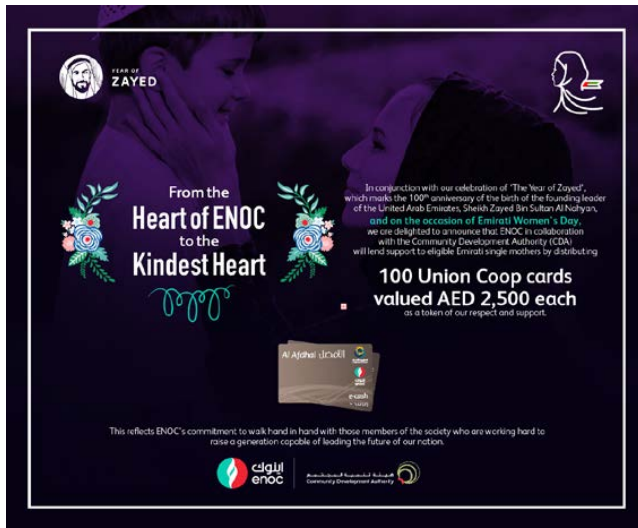


ENOC's senior management during the Ramem Volunteering Initiative



## WOMEN EMPOWERMENT

### Financial Aid to Single Mothers



ENOC provides financial support to 100 single Emirati mothers

On Emirati Women Day, ENOC in collaboration with Community Development Authority of Dubai (CDA), provided financial aid to 100 Emirati single mothers (selected by CDA from in and around Dubai based on their income bracket), by providing them with Union Co-op cash cards worth 2,500 AED each. This was in line with SDG 5 on 'Gender Equality'.



## SOCIAL ENTREPRENEURSHIP

### Partnership with Pearl Initiative



Signing ceremony between ENOC and Pearl Initiative

This year, we are pleased to partner with Pearl Initiative, an initiative that works to improve corporate governance and build a more open, stable and prosperous business environment in the Gulf region. Through this partnership, we aim to stimulate social entrepreneurship and works towards a positive social impact in our different markets and areas of operations. We also commit to promote and advocate a corporate culture of transparency and accountability, in line with the United Nations Sustainable Development Goals. We aim to support SDGs such as Goal 17 'Partnerships for the Goals', and Goal 8 'Decent Work and Economic Growth.'



## EMPLOYEES

### Umrah for ENOC Employees

Our employees are the driving force behind ENOC's success, and their happiness is important to us. Through this program, we expressed our gratitude towards the efforts of 60 such employees that have helped us to achieve our goals over the last decade and beyond.

ENOC rewarded 60 of its long serving employees who have never been able to perform 'Umrah', by offering them an opportunity to visit the Holy cities of Makkah and Madinah.

This initiative is in line with the Year of Tolerance, which encourages the spirit of inclusion and acceptance while devoting efforts to build a tolerant society. We were also able to contribute to SDG 10 'Reduced Inequalities.'



Retail employees before their departure for Umrah



## ELDERLY

### Visit to Senior Emiratis' Happiness Centre

Senior Emiratis are at the heart of our priorities and it's our commitment to provide them with all forms of support and care as we appreciate and recognise those who offered their lives to raise and build this nation.

This year, 20 employees from ENOC visited the Senior Emiratis' Happiness Centre in Al Mamzar operated under The Dubai Health Authority. We provided them with bathroom handrails and hand grip machines. In addition, we also planted Ghaf Trees (symbol of Tolerance) in the open area of the Centre.

A vegetable garden was created alongside to make the centre self-reliant for their food needs. We also ran an interactive activity duly with traditional decorations and classic furniture to foster a culture of happiness by creating homely environment for our Senior Emiratis. We were able to contribute to meet SDG 10 'Reduced Inequalities'.



ENOC's employees visiting the Senior Emiratis' Happiness Centre



# A Carbon Neutral Report

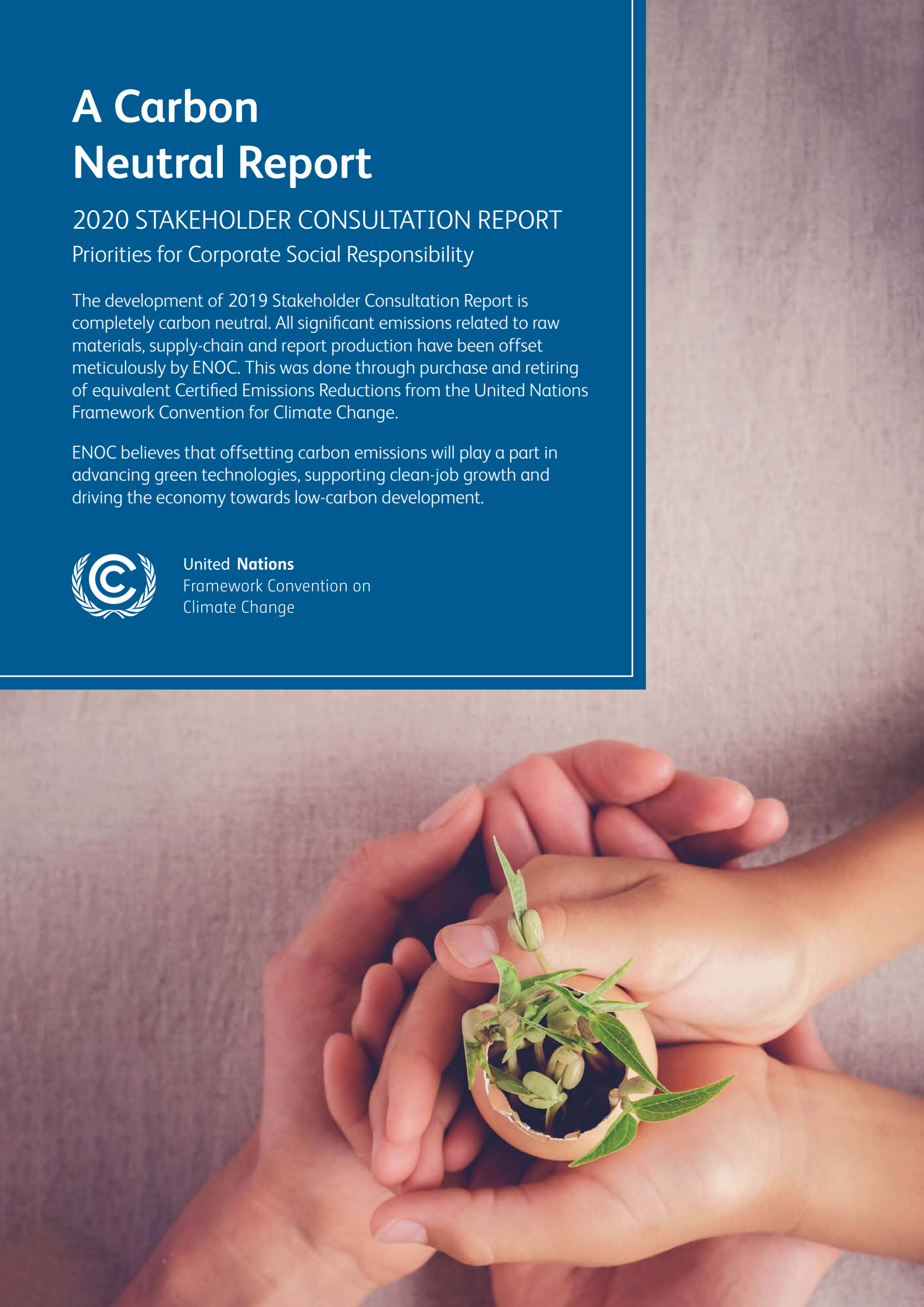
## 2020 STAKEHOLDER CONSULTATION REPORT Priorities for Corporate Social Responsibility

The development of 2019 Stakeholder Consultation Report is completely carbon neutral. All significant emissions related to raw materials, supply-chain and report production have been offset meticulously by ENOC. This was done through purchase and retiring of equivalent Certified Emissions Reductions from the United Nations Framework Convention for Climate Change.

ENOC believes that offsetting carbon emissions will play a part in advancing green technologies, supporting clean-job growth and driving the economy towards low-carbon development.



United Nations  
Framework Convention on  
Climate Change



Thank you for taking the time to read  
our report, if you would like to give us  
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*This report is a carbon neutral report. All significant emissions related to its development have been offset through purchase of CERs from the UNFCCC.*



*ENOC's 2020 Stakeholder Consultation Report is produced from sustainable paper products. The wood and paper products used for producing this report come from renewable materials and/or well-managed forests.*