



غرفة أبوظبي  
ABU DHABI CHAMBER



**SUSTAINABILITY REPORT 2018**

# 20

ABU DHABI CHAMBER OF COMMERCE AND INDUSTRY  
2018 SUSTAINABILITY REPORT

# 18



## ABOUT THIS REPORT

The Abu Dhabi Chamber of Commerce and Industry is proud to present its 2018 sustainability report, as our fourth report published as per the Global Reporting Initiative (GRI) Standards. Our previous sustainability report was published in 2016.

**This report has been prepared in accordance with the GRI Standards:** Core Option. The GRI Standards can be found in Appendix A.

We welcome any feedback and comments on this report. If you have any queries, please contact Fause Ersheid at [f.ersheid@adcci.gov.ae](mailto:f.ersheid@adcci.gov.ae).

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## MESSAGE FROM THE CHAIRMAN

Our success over the years stems from the support we provide to our partners and members in a way that meets our mutual interests.



**H.E. Mohamed Thani Murshed Al Rumaithi**  
Chairman of the Board

On behalf of my brothers in the Board of Directors, I am pleased to present the ADCCI Sustainability Report for this year, which demonstrates our commitment to accountability and transparency in business. As an independent and leading institution, we have been consistent in adopting social and environmental best practices across all our programs and activities. We see this as part of our duty to be a driving force of excellence in both our operations, as well as in the various economies and communities where we work. In all aspects, we aim to exceed the expectations of our community, members, companies, and investors.

Our Chamber’s vision, mission and values inspire us to exert all efforts to empower the private sector, as it is key to strengthening the national economy and to realizing our vision of sustainable development and a prosperous and auspicious future.



The Abu Dhabi Chamber serves as the spokesperson for the business community across the Emirate of Abu Dhabi. One of its key objectives is to assist its members by providing high quality and world-class services that facilitate partnerships with the private sector. We also aim to realize social and economic sustainable development, minimizing as much as possible environmental impacts on the Emirate of Abu Dhabi in particular and the UAE in general.

Our success over the years stems from the support we provide to our members in a way that meets our mutual interests. As we move forward, we will continue to maintain our excellent record of business efficiency and implementation of safe and reliable processes. These endeavors inevitably depend on the effective and exemplary performance of everyone working in our institution.

As part of our commitment to sustainable practices, it goes without saying that we recognize the importance of collaboration and cooperation with our partners - whether they are business partners or members from the private or public sector, from the local and governmental bodies, or from the UAE or abroad. We are confident that through constructive, participatory and integrated work with others, we will be able to achieve many of our goals.

Our Chamber’s vision, mission and values inspire us to exert all efforts to empower the private sector, as it is key to strengthening the national economy and to realizing our vision of sustainable development and a prosperous and auspicious future. In light of this, our strategy will remain clear: leveraging our powerful position as a supporting institution to the Abu Dhabi private sector to open the door wide to business growth and development. This requires that all our employees continue to concentrate on their work creatively and effectively.

In conclusion, I would like to thank everyone who contributed to our journey of development thus far and together, I look forward to further success in future.

## MESSAGE FROM THE DIRECTOR GENERAL

The concept of sustainability calls for adherence to the right practices and management systems that ensure integrated and sustainable performance from a social, economic, and environmental perspective.



**HE Mohamed Helal Al Muhairi**  
Director General

I am delighted that the Abu Dhabi Chamber is one of the only chambers of commerce to date to publish an annual sustainability report in accordance with the standards of the Global Reporting Initiative (GRI), and that it has consolidated its position in this field by joining the golden community affiliated with the GRI. This affirms our constant commitment to sustainable practices in all our businesses and services, as growth and development is linked to sustainable project management and the impact it reflects at all levels.

The Abu Dhabi Chamber works side by side with the Abu Dhabi Sustainability Group and all stakeholders to provide a unique business environment that enables its members to conduct their businesses in accordance with the best sustainability practices and to commit to community responsibility.

The concept of sustainability calls for adherence to the right practices and management systems that ensure integrated and sustainable performance from a social, economic, and environmental perspective. It also requires the adoption of optimal environmental practices and efficient use of natural resources in order to guarantee the development of future generations without compromising their own capabilities and needs. Further, sustainability ensures the creation of an excellent business environment, promotion of mutual respect, and improvement of living standards by making them more sustainable and less harmful to the environment.

This means that we in the Abu Dhabi Chamber should all work in accordance with our values, adopting the spirit of institutional citizenship in our conduct and striving to align our goals with the national, regional and global aspirations.

Particularly, all our annual achievements and efforts are concentrated to actualizing the Abu Dhabi 2030 vision and the UAE 2021 vision to make the UAE one of the best countries in the field of sustainability.

As the Emirate’s private sector representative, the Abu Dhabi Chamber plays a prominent role in realizing and implementing sustainability across the business community. By providing a platform that is a model in dealing with others, it is encouraging an attractive climate of investment in Abu Dhabi. This positively reflects the social, economic, and environmental dimensions across the Emirate, taking it to new prospects and heights.

The Abu Dhabi Chamber works side by side with the Abu Dhabi Sustainability Group and all stakeholders to provide a unique business environment that enables its members to conduct their businesses in accordance with the best sustainability practices and to commit to community responsibility. Additionally, the Chamber always strives to meet member needs and fulfill their ambitions and expectations, as demonstrated by the annual sustainability report results, since this issue is part of the Chamber’s commitment to inform its partners of all developments happening at various levels.

# About the Chamber

“ The Chamber is the voice of private sector in Abu Dhabi and aims to protect and serve its members’ interests through provision of world-class services and facilitation of partnerships with the public sector. This collaborative effort is in a bid to achieve socio-economic development while minimizing and possibly eliminating any negative environmental impacts on the Emirate of Abu Dhabi and the UAE at large.



According to the provisions of the Chamber law no. 19 of 2018, all naturalized and legal persons, having their headquarters, branch or representation office in the Emirate to exercise any commercial, industrial, vocational or professional activity must join the Chamber and obtain their membership certificates.

The Chamber provides its services primarily from its headquarters located in Abu Dhabi. Additionally, the Chamber serves its members through its main branches in Abu Dhabi, Al Ain and the Al Dhafra region, as well as through its subsidiary representative offices spanning all quarters of the Emirate of Abu Dhabi. These include locations in Mussafah (ICAD), Mussafah - Ingazat, Department of Economic Development and Kizad., as well as the Department of Economic Development in Al Ain, Mazyad, Al Heir, Al Wagan, Al Qoua, Khatm Al Shaqla, Al Sila, Madinat Zayed, Liwa, Al Marfa, Ghayathi, and Dalma Island).

# VISION, VALUES, MISSION



Our vision, mission and values steer our efforts and enable the private sector to assume its leading place in support of the national economy. Ultimately, we hope to realize sustainable development in the Emirate, in alignment with the Chamber's values:



## OUR VISION

Towards an active and effective private sector on the local, regional and international levels.



## OUR MISSION

Contributing towards realizing sustainable development in the Emirate through developing and organizing the commercial and trade activities in Abu Dhabi, increasing the competitiveness capabilities of the business sector and expanding their opportunities through provision of world-class services.



## ORGANIZATIONAL STRUCTURE

The Member Services Sector is responsible for efficient and effective delivery of services to members, while the other sectors work together to provide information about Chamber's activities to the public and support internal business excellence. In addition, the Chamber runs four independent centers- UAE Academy, Abu Dhabi Center for Corporate Governance, Commercial Conciliation and Arbitrage Center and Abu Dhabi Businesswomen Council to address specific needs of Abu Dhabi business community.

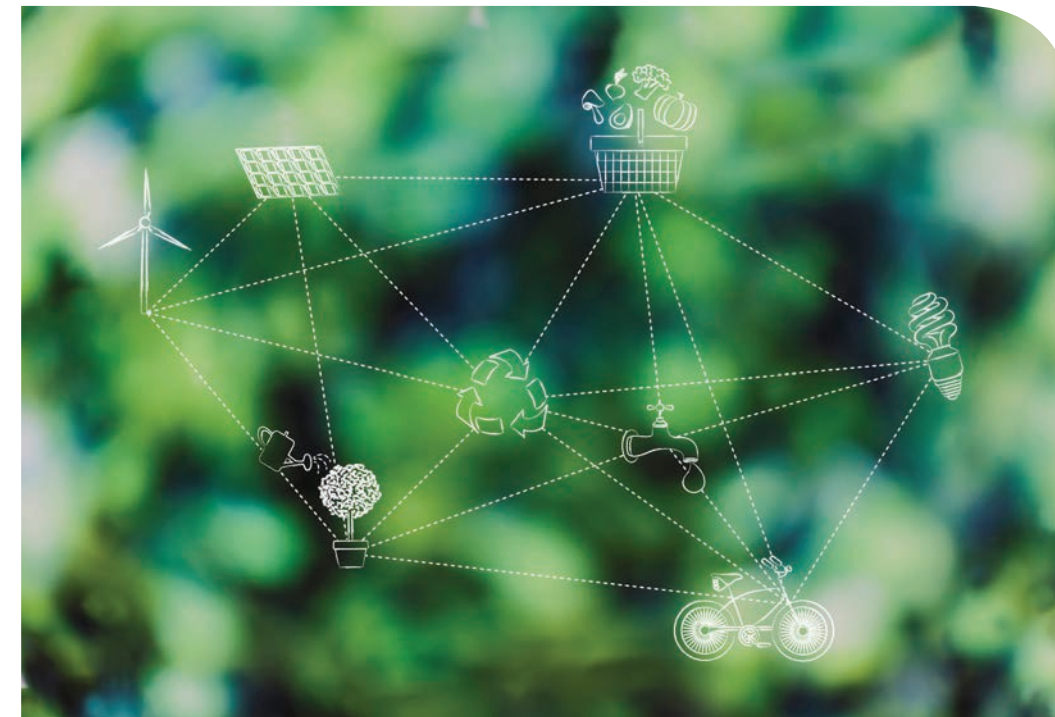


# ORGANIZATIONAL STRUCTURE



# Sustainability Management at the Chamber

“ Our approach to managing sustainability is well aligned to the Chamber’s Strategic Plan 2016-2020 as well as to leading international and national sustainability practices and guidelines.



The Abu Dhabi Chamber is deeply committed to its mission of embedding a culture of sustainability management in the Abu Dhabi business community in order to achieve business advantage and contribute positively to socio-economic development of the Emirate. For this reason, sustainability is a core part of the Chamber’s strategy as well as at the forefront of all of its services and operations.

Our approach to managing sustainability is well aligned to the Chamber’s Strategic Plan 2016-2020 as well as to leading international and national sustainability practices and guidelines. It also contributes to the Abu Dhabi Economic Vision 2030, the Abu Dhabi Plan, and the UAE Vision 2021.

The Chamber views sustainability as an opportunity for companies to achieve business excellence by capturing new business opportunities, reducing costs and creating competitive advantage. This is supported by growing evidence that companies who adopt sustainability practices financially outperform their peers, as they benefit from the many positive impacts that sustainability management has on their business drivers. Some of these benefits are listed below:

## Did you know?

The Abu Dhabi Chamber is one of the only Chambers of Commerce in the world to publish a Sustainability Report in the GRI Database as per the requirements of the GRI Standards.

BENEFITS OF EFFECTIVE SUSTAINABILITY MANAGEMENT

Access To Capital

Sustainability Management can enhance a company's ability to attract long-term investment, because a growing number of investors are incorporating sustainability considerations in the investment decision process

Profitability and Growth

Companies can harness new growth opportunities arising from...

capturing new markets and consumer segments

achieving higher customer satisfaction customer and loyalty

being in a position to charge higher price on sustainable products and services

Mitigate Compliance and Reputational Risks

Sustainability management can help anticipate regulatory changes thus mitigating compliance costs

Identifying risks from an integrated perspective, considering environmental and social impacts and developing appropriate mitigation strategies enhances stakeholder confidence

Attract and Retain Employees

Companies actively communicating their sustainability agenda to their employees are able to attract and retain quality talent and get more ideas, loyalty and commitment from employees

Competitive Advantage

Companies adopting sustainability management have a deeper understanding of their stakeholders' needs, which helps drive innovation and enhance market differentiation and competitiveness

Cost Reduction and Operational Efficiency

Effective sustainability management helps companies realize significant cost savings arising from better resource utilization (energy, water, waste and materials) and greater employee productivity

OUR STRATEGY

To guide it, the Chamber has both a core strategy and a sustainability strategy, which together support the Chamber’s strategic vision of enabling an active and influential private sector through the adoption and promotion of global best practices in sustainability management.

The Chamber’s core strategic objectives and priorities are outlined in its 5-year strategic plan, which was approved for the period spanning 2016-2020. At the end of 2019, the Chamber will assess and re-evaluate its goals and accomplishments for the next cycle.

The current strategic objectives of the Chamber include:

- Encouraging and supporting the business sector in Abu Dhabi
- Activating trade movement in Abu Dhabi
- Promoting membership features and launching new added value services
- Activating internal and external communication channels
- Effective and active representation of the private sector before the government
- Developing regulations and policies and applying best practices

The Chamber’s sustainability strategy draws from the organization’s core strategy in order to create a comprehensive and realistic strategy that is streamlined with current objectives and goals.



OUR SUSTAINABILITY FRAMEWORK

The Chamber’s sustainability strategy is built upon its sustainability framework, which focuses on organizational strengths and target areas for promoting positive change. The Chamber has developed a comprehensive performance management framework to identify areas for improvement and demonstrate accountability across each of the five pillars: **Track, Inform, Assist, Invest and Lead.**

The framework defines key performance indicators against each initiative of the sustainability strategy, thereby facilitating comparison over time and enabling the sustainability committee to review the execution of the sustainability strategy against its stated objectives. The KPI framework has been developed in alignment with global best practices and frameworks. Moreover, it is in alignment with government excellence criteria and will support in effective implementation of business performance indicators.



- ▶ **Track** sustainability performance of members across social, economic and environmental indicators that are in alignment with national development goals via a Digital Platform
- ▶ **Inform** members about global best practices, industry trends and regulatory developments in sustainability management. Knowledge drives sustainable and supportive policy.
- ▶ **Assist** members in achieving business advantage through effective sustainability management
- ▶ **Invest** in a diversified future for Abu Dhabi through encouraging sustainable innovation and creating strong international relationships.
- ▶ **Lead** by example in internal business and operational excellence across social, economic and environmental impact areas.

OUR STAKEHOLDER ENGAGEMENT



Our Stakeholders	How We Engage	Their Priority Issues	Our Response
Our Board	<ul style="list-style-type: none"><li>Periodic Meetings</li><li>Reports</li><li>The Planning and Development Sector</li></ul>	<ul style="list-style-type: none"><li>Transparency and Efficiency</li><li>Proper Utilization of Chamber’s Assets</li><li>Implementation of Chamber’s 5-year strategic plan</li><li>Alignment of Chamber’s plan with Government’s Economic Vision 2030</li></ul>	<ul style="list-style-type: none"><li>Issuing of Reports</li><li>Proper Financial Management</li></ul>
Our Employees	<ul style="list-style-type: none"><li>Satisfaction Surveys</li><li>Workshops</li><li>Training Programs</li><li>Intranet System</li><li>Internal Newsletter</li><li>Social Activities</li></ul>	<ul style="list-style-type: none"><li>Transparency</li><li>Enabled to provide best services</li><li>Adequate compensation and benefits</li><li>Safe and Positive Working Environment</li><li>Involvement in Socially Responsible activities</li><li>Adequate Administrative and HR Support</li><li>Personal and Professional Development</li></ul>	<ul style="list-style-type: none"><li>Clear policies</li><li>Extensive Medical plan</li><li>Training Strategy</li><li>Clear criteria on promotions</li><li>Continuous review of benefits and salaries</li></ul>
Our Members	<ul style="list-style-type: none"><li>Engagement through the Board</li><li>Business Forums</li><li>Networking Events</li><li>Conferences</li><li>Communication via Media Department</li></ul>	<ul style="list-style-type: none"><li>Transparency and Integrity</li><li>Provide strong value for Membership fees</li><li>Promotion of Businesses</li><li>Effective relationship with government to represent interests of private sector</li><li>Provision of accurate information</li><li>Provide an interactive networking platform</li><li>Provide legal and arbitration support</li></ul>	<ul style="list-style-type: none"><li>Business group, work group and partnership formations</li><li>Launch of networking events, forums and conferences</li><li>Set up workgroups with government agencies</li></ul>

Our Stakeholders	How We Engage	Their Priority Issues	Our Response
Government	<ul style="list-style-type: none"> <li>Periodic meetings</li> <li>Joint delegations on missions</li> <li>Invitation to Chamber Events</li> <li>Provide access to online info</li> </ul>	<ul style="list-style-type: none"> <li>Transparency and availability of data</li> <li>Effective and efficient communication</li> <li>Aligning Chamber and government plans</li> <li>Cooperative analysis of economic data</li> <li>Healthy coordination between entities</li> <li>Regular engagement in policy-making</li> </ul>	<ul style="list-style-type: none"> <li>Conduct frequent meetings and seminars</li> </ul>
Chamber's Sectors and Centers	<ul style="list-style-type: none"> <li>Periodic meetings</li> <li>Attend events</li> <li>Annual Group Event</li> <li>Training programs</li> <li>Participation in internal committees</li> </ul>	<ul style="list-style-type: none"> <li>Transparency and availability of data</li> <li>Specialized administrative, financial and industrial information availability</li> <li>Facilitated actions and procedures</li> <li>Smooth process of establishing new businesses</li> <li>Support and develop businesswomen</li> </ul>	<ul style="list-style-type: none"> <li>Improve availability of information online</li> <li>Providing necessary information on economic statistics and information</li> </ul>
Investors and Foreign Chambers	<ul style="list-style-type: none"> <li>Reports</li> <li>Newsletters</li> <li>Online services</li> <li>Meetings and events</li> <li>"Business Link"</li> </ul>	<ul style="list-style-type: none"> <li>Availability of reliable information on trade relations, investments, laws, regulations, and the economy</li> <li>Provide consultation services for investors</li> </ul>	<ul style="list-style-type: none"> <li>Creating an updated database for relevant information</li> <li>Regular communication</li> <li>Establish Investor group visits and organize special events</li> </ul>
Our Vendors and Suppliers	<ul style="list-style-type: none"> <li>Meetings and visits</li> <li>Venues for trainings are provided</li> </ul>	<ul style="list-style-type: none"> <li>Clear communication protocols</li> <li>Provide fully equipped training venues</li> <li>Timely payment; integrity in contracting</li> </ul>	<ul style="list-style-type: none"> <li>Contracting policy</li> <li>Individuals assigned to specific contractors</li> <li>Conduct field visits</li> <li>Satisfaction surveys</li> </ul>
Our Society	<ul style="list-style-type: none"> <li>Advocate Emiratization</li> <li>Sponsorship of Societal Events</li> <li>Surveys</li> <li>Empowering businesswomen</li> </ul>	<ul style="list-style-type: none"> <li>Establish two-way communication</li> <li>Serving and advocating corporate social responsibility</li> <li>Contribute more services to the community</li> </ul>	<ul style="list-style-type: none"> <li>Summer training seminars</li> <li>Leadership trainings</li> <li>Volunteering opportunities</li> <li>Contribute to organizing events for community</li> </ul>



# MATERIALITY ASSESSMENT AND MATRIX

In order to ensure that we are managing and reporting on topics of importance both to the Chamber as well as our stakeholders, we work to capture the most significant sustainability impacts using a formal materiality mapping process.

Based on the priority issues identified by our above stakeholders, we develop a matrix which visually imparts the relationships between the sustainability topics and allows us to tailor our strategy and reporting correspondingly. We review and re-evaluate these issues each year in order to update our materiality matrix, according to the following method:



Our 2018 assessment of material issues, which has been developed in alignment with our sustainability framework and the Abu Dhabi Economic Vision 2030, is presented as a list of material topics and a materiality matrix.

# MATERIAL TOPICS

- 1 Transparency, business ethics, and governance
- 2 Effective and efficient multi-way communication
- 3 Promote Abu Dhabi as an international investment destination
- 4 Alignment and implementation of Chamber and government plans
- 5 Promotion and facilitation of business
- 6 Provision of accurate data and information
- 7 Effective relationship with government to represent interests of private sector
- 8 Regular engagement in policymaking
- 9 Empowerment of women in business
- 10 Strong value for membership
- 11 Employee development, retention, and benefits
- 12 Socially responsible community development
- 13 Legal and arbitration support and consultation
- 14 Resource and environmental conservation
- 15 Safe and positive work environment





# I. Building a Sustainable Private Sector

“The Chamber views a sustainable private sector as one that effectively manages its social, economic and environmental impacts in order to yield value for all its stakeholders, namely, its investors, partners, suppliers, employees, government and the community at large.

## TRACK: Driving ESG Disclosure

The Chamber strives to be a catalyst and enabler for environmental, social, governance, and economic disclosure in the private sector in line with national development goals.

For that reason, it has made a commitment to launch a digital platform that both tracks and ranks members based on their sustainability performance. By doing so, the Chamber aims to ignite positive competition among members to improve their scoring so that they can harvest the benefits of public reporting including:

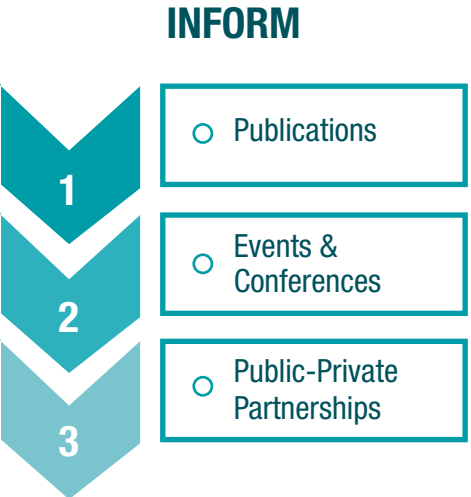
- Gain competitive advantage by instantly comparing and benchmarking performance on critical sustainability indicators with regional and industry peers.
- Enhance brand image by communicating relevant performance data with stakeholders.
- Attract long-term investment through public disclosure of sustainability performance against global standards.

The digital dashboard, which will launch in January 2020, provides the future infrastructure for digital sustainability disclosure in the region to allow members to publicly report their sustainability performance. The Chamber's members will each receive a unique login allowing them to create their company profile, upload their sustainability reports and submit sustainability performance data on identified indicators. The Chamber hopes to further expand the number of members registered at the platform in 2020.



# INFORM: Providing Business Knowledge

A well-informed business community is a prerequisite to sustainable economic growth. At the Chamber, we work to ensure that our members, employees, and the public have access to the accurate and up-to-date business and market knowledge they need in order to make the right decisions. The Chamber also recognizes that a business community that understands global best practices and legislative developments will be more capable of engaging in public-private sector dialogue and thus driving supportive policy.



## PUBLICATIONS

The Chamber strives to be a catalyst and enabler for environmental, social, governance, and economic disclosure in the private sector in line with national development goals.

### “Business Voice” Magazine

“Business Voice” is a monthly Arabic-English magazine issued by the Chamber that reaches a large number of readers, including individuals, businesses, decision and economic policy makers. The magazine provides a diverse perspective on the local and global economy, publishes significant data and statistics on the UAE and the world economy, and regularly shares business opportunities for investment.

### Research Reports

In line with the Chamber’s strategic objective of “activating internal and external communication channels,” the Economics and Research Department publishes dozens of economic studies and reports each year to inform the private sector on topics of value to the business community. The department’s role in knowledge dissemination is two-fold: in addition to providing economic reports and information for public consumption via the Chamber website, they also conduct comprehensive research for internal use, such as on sectors or countries of strategic economic interest to the Chamber. They also provide consultation services to the Chamber’s partners, including the Department of Economic Affairs and the Federation of UAE Chambers. In this way, the department helps direct economic initiatives and policy development on the level of the Chamber, the Emirates, the GCC region, and the international sphere.

In 2018, the Economics and Research Department generated 60 reports on various subjects, with more than half of them published for the public’s benefit.

Economics and Research Accomplishments	2016	2017	2018
Number of reports and studies	7	18	18
For internal use (ADC departments only)	7	10	7
For external use (for ADC members and public)	-	8	11
By topic: On economic sectors (internal + external)	3	8	8
By topic: On policies and economic change (internal + external)	1	2	3
Number of specialized reports on countries in order to develop economic relations (internal + external)	66	50	42
Total written output	73	68	60
Consultations provided	37	19	28

EVENTS, CONFERENCES, FORUMS

Recognizing that an engaged and connected business community is vital to realizing sustainable development, the Chamber works hard to boost cooperation between its diverse stakeholders. Therefore, the Chamber prioritizes organizing and sponsoring the best events, conferences, exhibitions, and forums each year in order to facilitate productive conversations on important trade and industry issues. This is aligned with the Chamber’s 2016-20 Strategic Plan Objective of stimulating the business sector in Abu Dhabi by inviting experts and specialists to speak on Chamber sponsored conferences and events.

In 2018, the Chamber organized 51 events, including 32 informational seminars, 3 conferences and forums, and 16 other events. Some of the most strategically important events are the International Franchise Exhibition and the Annual Business Forum, which strengthen the national economy through establishing international and public-private partnerships. As it is also part of Chamber strategy to represent Abu Dhabi in conferences and meetings both inside and outside the UAE, the Chamber participated in 7 industry-specific exhibitions and joined 4 foreign delegations in 2018.

Sample of Conferences, and Events organized in 2018		
Program for training and habilitating arbitrators: “Arbitration Concept and its Legal Nature”	Seminar in Corporate Social Responsibility: “Definitions, Key Matter and Latest Updates”	Importance of Transparency and Disclosure in Social Media Era
Seminar on the importance of Innovation Culture and Management	Meeting to discuss investment opportunities in waste management projects	Awareness Seminar on Adding ‘Weqaya’ Labelling for Healthy Food
A seminar on “Board Composition and Diversity - Why is it so Important?”	A seminar on Investment in India	A Seminar on Introducing the Blockchain Technology
Abu Dhabi Business Forum	Celebrating the Emirati Women’s Day	The International Franchise Exhibition and Forum 2018

In line with its commitment to promote sustainable economic development, the Chamber also emphasizes events that spread awareness of sustainability and social responsibility within the private sector. The majority of events and conferences the Chamber has participated in over the past year are related to such issues, and include seminars on Emiratization, corporate governance, and health, safety and environmental concerns. Since 2016, the Chamber has been a regular sponsor of the Future Energy Exhibition, which promotes the renewable sector in Abu Dhabi and attracts international companies specializing in clean energy. The Chamber is also notable for its robust efforts to empower women, which it accomplishes through the programs of the Abu Dhabi Businesswomen Council.

PUBLIC-PRIVATE SECTOR WORKING GROUPS

Recognizing that an engaged and connected business community is vital to realizing sustainable development, the Chamber works hard to boost cooperation between its diverse stakeholders. The Chamber recognizes that one-way channels of knowledge transfers are only effective to a certain point, and that cross-sector dialogues and amicable exchanges of ideas are equally important in order to create a strong and sustainable business environment. With this in mind, the Chamber often plays the role of collaborator, bringing together the business community with government, in order to make the best informed decisions for all stakeholders involved. Some important initiatives include annual events such as the Abu Dhabi Business Forum and independent sectors such as the Abu Dhabi Businesswomen Council. Such public-private partnerships ensure that the private sector’s voice is heard on a federal and emirate-level during policy formation and that the resulting legislation and regulations are supportive rather than damaging to the Abu Dhabi business community.

3<sup>rd</sup> Annual Abu Dhabi Business Forum

In alignment with its strategic objectives of enhancing public-private partnerships and influencing policy formation, the Chamber was thrilled to collaborate with the Department of Economic Development to host the 2018 Abu Dhabi Business Forum under the title, “Ghadan 21, A New Era of Opportunities.” The well-regarded forum is an annual event that brings together companies, institutions, and the governmental sector to foster cooperation and jointly address challenges facing the business community.

This year, the forum succeeded in discussing numerous relevant economic issues and highlighting areas of potential cooperation between the public and private sectors. In particular, the Abu Dhabi Business Forum fulfilled its mission to help businesses tap into investment opportunities provided by the government entities, thus contributing to comprehensive and sustainable economic development in the emirate.

Abu Dhabi Businesswomen Council (ADBWC)

The ADBWC is one of the Chamber’s most important subsidiaries and public-private partnerships, playing a leading role in empowering businesswomen, female entrepreneurs, and creatives to gain access to the business market and participate in the national economy. Its growing ranks are testament to its influence: by of the end of 2018, ADBWC’s members had grown from 4414 Emirati women and 1922 non-nationals in 2017 to 6,313 Emirati women and 2397 non-nationals.

The ADBWC aims to achieve the following objectives:

- 1. Reactivate the role and involvement of women in the private sector and help maintain their businesses’ sustainability and viability.
- 2. Provide consultancy services to help businesswomen and female entrepreneurs overcome obstacles to developing and sustaining businesses.

- 3. Disseminate and promote a culture of women's entrepreneurship, creativity and innovation in a competitive business environment.
- 4. Support the establishment of integrated, innovative business incubators and encourage adoption and implementation of women's creative ideas within a sustainable environment.
- 5. Enhance the role of scientific research and development (R&D) in the field of entrepreneurship.
- 6. Develop programs to enable women to streamline existing skills and aptitudes through entrepreneurship training and development courses.
- 7. Drive the upgrade of legislations, policies and procedures regulating economic activity in Abu Dhabi in order to boost women's involvement in the private sector.
- 8. Regulate women who work from home via home-based licenses and integrate them into the private-business system.
- 9. Contribute to increasing Emirati women's participation in the labor market's private sector jobs.

To support women entrepreneurs, the ADBWC runs following projects and initiatives:

ADBWC Projects and Initiatives			
Services	Definition	2017	2018
Mubdia'h Program	Regulates Emirati women's practice of trading activities via home in a legal manner.	357 number of mubdia'h licenses	550 number of mubdia'h licenses
Consultation Services	Provides advisory and consulting services in various fields delivered in a professional manner by elite specialists in accordance with the service's type and classification.	Not yet activated	26 Consultation services
Integrated Innovative Business Incubator	Enhances women's role in the private sector as part of the ADBWC's Priorities of the 2015-2019 Strategic Five-Year Plan, aiming at embracing small investors and entrepreneurs and at providing an environment which motivates innovation and creativity.	3 Members	5 Members
Awareness Programs on Entrepreneurship	Promotes a culture of entrepreneurship through annual awareness campaigns organized by the ADBWC.	26 training courses	58 training courses
Internal and External Delegations	Organizes annual out-bound delegations in order to advance joint cooperation between the ADBWC and other similar councils at regional and international levels.	5	10
	Visiting in-bound delegations are received by ADBWC as part of its own annual plan or along with delegations received by the Abu Dhabi Chamber.		
Innovative Entrepreneurship Club	Contributes towards realizing ADBWC strategy through encouraging creativity and innovation.	10	21
Award for The Creative Innovative Project's Best Idea	Motivates investment in creative and innovative enterprises while enhancing a culture of women's entrepreneurship	36 Number of innovation ideas	42 Number of innovation ideas

# ASSIST: Catalyzing Business Advantage

One of the Chamber's most important jobs is to harness potential and further the competitiveness of the Abu Dhabi business community. To that end, the Chamber supports members in achieving business advantage by providing advisory and training services. Awards and recognition programs function as part of the Chamber's holistic approach, encouraging constructive competition and affirming members' accomplishments. Practices and legislative developments will be more capable of engaging in public-private sector dialogue and thus driving supportive policy.



## ADVISORY SERVICES

The Chamber utilizes multiple channels in order to provide direct advisory services tailored to its members' specific needs and obstacles. The heart of the Chamber's advisory efforts is comprised of:

- 1. Membership Services Center
- 2. Abu Dhabi Commercial Conciliation and Arbitration Center



Membership Services Center

**In line with** its strategic objectives, the Chamber continuously focuses on developing and improving the Membership Services Center, which serves over 96 thousand members and 16 government entities as of December 2018, and has offices in Abu Dhabi, Al Ain, and Al Dhafra. Anyone who wishes to engage in economic activity in Abu Dhabi must complete multiple bureaucratic requirements through the Center; therefore, many new added value services were launched in 2018 to improve the quality and efficiency of the Center’s support functions.

The Membership Services Center has also made progress towards creating a more favorable business environment in Abu Dhabi. Based on an internal study that the department commissioned, the Chamber implemented multiple initiatives to attract investors and remove financial obstacles encountered by the private sector. These improvements included reducing and fixing the fees for licenses and certificates of origin and additional copies, as well as providing free licenses for farmers and people with disabilities. As a final example of its commitment to supporting economic development in Abu Dhabi, the Chamber decided to exempt all companies and establishments operating in Abu Dhabi from new membership fees for two consecutive years starting from the date of the announcement in December 2018.

The Members Services Sector also includes the Legal Services Department, which offers legal advisory services to members, internal departments, and potential businesspeople and investors. Specialized legal advisers provide free legal consultations either in person or via phone, as well as legal opinions and appraisals of many types of commercial contracts. Additionally, they conduct amicable mediation to settle pending business disputes before they become more formal conciliation and arbitration cases.

Digitalization of the Membership Services Center

Chief among the Center's accomplishments in 2018 was the establishment of e-Services, which, by digitalizing all core services, has revolutionized processes for obtaining membership, trade licenses, and certificates of origin, among others. The Chamber's core services are now integrated with other government entities systems, which has optimized the ease and efficiency of the most transactional services. For example, a trade license can now be issued completely online or on a smart device as the system is linked to the Free Zones Department and the Economic Department. Members no longer need to visit the Chamber building except to get a final stamp, and the installation of a 24/7 self-service kiosk for printing original copies of digital certificates without interfering with Chamber staff has streamlined this experience even further. As a result, the overall staff time spent on membership transactions was decreased by almost a hundredfold – from 5 minutes per transaction to only 3 seconds!

Abu Dhabi Commercial Conciliation and Arbitration Center (ADCCAC)

**The Abu Dhabi Commercial Conciliation** and Arbitration Center is the first arbitration center in the GCC region. It was established by the Abu Dhabi Chamber in 1993 as the Chamber’s response to the globalization of economic activity and the subsequent need to discreetly resolve cross-border commercial disputes.

The ADCCAC aids the settling of national and international commercial disputes through conciliation and/or arbitration as per the choice of the parties and their agreement according to the Rules of Procedural Regulations of Commercial Conciliation and Arbitration.

Acting as independent non-profit professional institution, ADCCAC follows international best practices to ensure that it simulates all standardized procedural regulations, and thus reinforces its position as a beacon of alternative justice in the global business community. By enabling international business, disputes to be resolved quickly and confidentially (compared to traditional judicial proceedings), the arbitration services provided by ADCCAC are key in promoting Abu Dhabi as a distinguished investment destination for foreign companies and governments.

ADCCAC provides multiple services related to arbitration and conciliation. To resolve disputes, ADCCAC coordinates and oversees the conciliation and arbitration process, but uses external qualified arbitrators and highly trained specialists to render the final awards. The Arbitration awards are final and binding. Once the final award is rendered, the procedure is complete.

The Center is also instrumental in organizing conferences, seminars and training programs to qualify and prepare arbitrators. In 2018, 47 students attended the Center’s training courses, with all of them as qualified arbitrators. ADCCAC also renewed its partnership with the GCC Commercial Arbitration Center to organize joint training courses and spread awareness of the discipline, successfully cooperating in the implementation of 6 preparatory and development courses by the end of 2018.

Accomplishments of the ADCCAC			
	2016	2017	2018
Total number of arbitration cases*	83 Arbitral Cases + 1 Conciliatory Case	63 Arbitral Cases + 2 Conciliatory Cases	50 Arbitral Cases + 4 Conciliatory Cases
Number of training courses	12	6	6
Number of attendees of ADCCAC courses	89	45	47
Number of arbitrators registered at the Center	19	13	15

\*Please note that Number of Resolved Cases and Percentage of Resolved Arbitral Cases are matters related to the arbitration panels and the ADCCAC does not interfere in that.

TRAINING SERVICES

For any organization or company to be truly sustainable, it needs to build internal capacities and governance systems in order to achieve organizational effectiveness. The Chamber aims to help Abu Dhabi businesses obtain the skills and tools they need in order to succeed and help advance the national economy. To that end, the Chamber has developed the following training programs run through specialized centers whose missions are designed to target their community's needs:

- 1. UAE Academy
- 2. Abu Dhabi School of Management
- 3. Abu Dhabi Center for Corporate Governance
- 4. Abu Dhabi International Center for Organizational Excellence
- 5. Sheikh Khalifa Excellence Award

UAE Academy

The UAE Academy was established as a subsidiary of the Chamber to support realization of Abu Dhabi's 2030 Vision objectives of encouraging participation of Nationals in the workforce, especially in the private sector and equipping the Emirati youth with skills and knowledge to enter Abu Dhabi job market. Since its establishment in 2006, the UAE Academy has proudly trained over 35,000 participants, of which more than 90% are UAE Nationals. In 2018, the Academy effectively designed and implemented 110 training programs and specialized courses, benefitting a total of 1,306 trainees.

Training and Development by UAE Academy in 2018:

Item	UAE Academy			
	Number of Trainees	Number of Training Courses	Number of Training Programs	Number of Organizations
Training and Development of Skills in 2018	1306	100	10	25



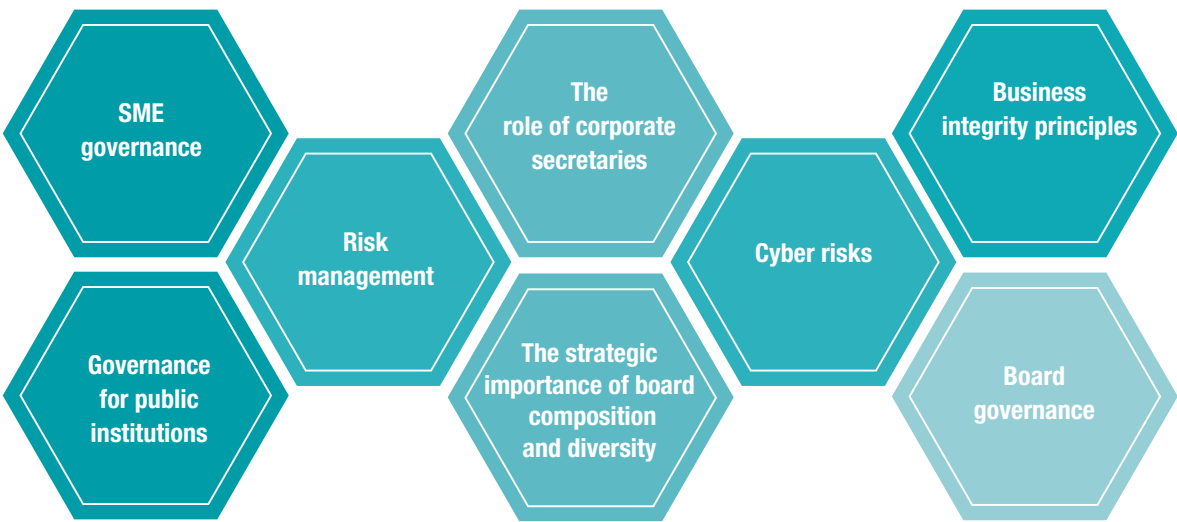
Abu Dhabi School of Management (ADSM)

The UAE Academy, in partnership with Department of Education and Knowledge (ADEK) and Babson College opened Abu Dhabi School of Management in 2012. The college provides one of the most prestigious MBA programs in Abu Dhabi in association with the world-renowned Imperial Business School from London. In 2018, more than 458 students graduated from ADSM's MBA program, with the total number of students who joined the school's programs exceeded 858 - most of whom are UAE nationals. Furthermore, in response to the latest developments in the higher education sector, ADSM has successfully submitted an application to offer a number of innovative programs: The Master of Science in Future Foresight, the Master of Science in Digital Business, and the Master of Science in AI Management. Subject to the approval of the Committee of Academic Accreditation (CAA), ADSM plans to offer these programs in Fall 2020.



Abu Dhabi Center for Corporate Governance (ADCCG)

The ADCCG was established in 2008 with the mandate of raising awareness among the private and public sectors about the importance of governance systems. ADCCG helps member companies adopt best international practices in the application of governance policies and systems. Improving Corporate Governance practices is seen increasingly, both on an international and regional level, as an essential ingredient to improve economic performance. ADCCG conducted several training programs in 2018, a number of which are listed below:



Abu Dhabi International Center for Organizational Excellence (ADICOE)

In 2007, the Chamber established ADICOE as a response to the Emirate’s need for a specialized body to educate people and organizations in business excellence. ADICOE’s mission is directly aligned to the Government of Abu Dhabi’s 2030 Vision of creating a knowledge-based economy. The Center provides an integrated series of training programs developed around the European Foundation for Quality Management (EFQM) Model which is the basis upon which all local awards are built; including the Abu Dhabi Award for Excellence in Government Performance before it was changed to the 4th Generation Model. In addition, ADICOE offers training courses on personal development, human resource policies, sustainability and sustainability reporting.

ADICOE organized several training courses in 2018, including Investors in Excellence (IIE), Investors in People (IIP), and workshops on benchmarking, innovation and strategy workshops, along with many other programs to develop organizational performance.

Sheikh Khalifa Excellence Award (SKEA)

One of the Chamber’s most successful and influential programs is the Sheikh Khalifa Excellence Award, which was launched in 1999 as a blueprint, roadmap and methodology for continuous improvement to enhance the competitiveness of the business sector in Abu Dhabi and the UAE. It aims to drive and award organizational performance in terms of quality and excellence. To that end, SKEA was the first program in Abu Dhabi to be fully aligned with international best practice and to adopt the EFQM Excellence model. The award maintains its edge against other Emirati competitors via its close relationship with EFQM; it is the national partner for EFQM as well as the regional distribution center for training materials in Arabic and the official provider of assessor and EFQM training in both English and Arabic.

Initially, SKEA was open only for Chamber members and other UAE Emirates, but since 2016 it has been open for all organizations across the GCC region. In 2018, SKEA held one its biggest conferences – the Global Organizational Excellence Congress, which attracted more than 1200 attendees to the event and conferences. Overall, 77 companies registered for the different awards spanning 10 sectors, and almost 15% of the participants were based outside of Abu Dhabi.

It is important to note the SKEA is not only an award, but is rather a complete program offering all the relevant products and services pertaining to Quality & Excellence. Indeed, its many training courses are some of the most popular and effective SKEA initiatives, with 49 professional courses utilized by 1,800 persons from hundreds of public and private entities. Training is offered to help participants improve their performance, as well to license assessors and develop leadership skills for senior executives and managers in the UAE. SKEA looks at feedback reports from the award in order to identify areas for improvement; this led to the 2018 implementation of training to target gaps in participants knowledge of benchmarking. All these programs are now offered by SKEA in both Arabic and English with the same credentials and international recognitions.

Accomplishments of SKEA			
	2016	2017	2018
Number of companies who registered to participate in the award	79	54	77
Number of companies which submitted enquiries on how to enter the award	-	-	326
Number of participants attending the SKEA award’s event and conferences	2100	1200	1744
Number of beneficiaries of EFQM assessors’ training courses	87	180	205
Number of companies who entered into the SKEA award from outside Abu Dhabi	-	20	11

# INVEST: Diversifying Abu Dhabi's Future

In order for genuine sustainable development and long-term growth, it is crucial for Abu Dhabi to transform from an oil-dependent economy to a diverse knowledge-based one. As the link between the public and the private sectors, the Chamber is therefore on the front lines of this significant governmental shift in strategy. Over the past three years, the Chamber has launched various initiatives aligned with the Abu Dhabi Economic Vision to enable the business sector to anticipate a future based on innovation and sustainability.

## ENCOURAGING INNOVATION

The Abu Dhabi Chamber realizes that young entrepreneurs and unconventional start-ups face numerous challenges that can impede their progress towards growth and competitiveness. This is why the Chamber works to cultivate and reward innovation through a number of programs and competitions that were launched in 2018.



SMEs Award

2018 also saw the implementation of the SMEs Award, which the Chamber created to increase the capabilities of start-ups and small and medium enterprises (SMEs) and to make them aware of the best practices, tools and methods to enable them to rise and lead. The SMEs Award is not only a competition, but also a fully integrated program which provides qualification, guidance and assessment of the entrepreneurs' businesses, along with workshops and seminars that teach participants how to plan and prepare for their enterprises. Through initiatives like this, the Chamber looks forward to becoming a strategic partner in the success of start-ups and SMEs in Abu Dhabi.

Future Entrepreneurs Award

In 2018, the Chamber launched the Future Entrepreneurs Award, which is an integrated program that includes training workshops, a comprehensive exhibition, and a project competition for Abu Dhabi youth aged 8-13 and 14-25. The program aims to encourage innovation and creativity in future generations by linking budding entrepreneurs to the process of sustainable development. In this way, the award is helping to build a generation of risk-taking pioneers empowered to invest in the future.

## BUILDING INTERNATIONAL RELATIONSHIPS

Strong international diplomatic and trade relationships are essential to the growth and diversification of the national economy in alignment with the Abu Dhabi Economic Vision. To support the government in stimulating key business sectors, the Chamber has accelerated its efforts towards building commercial partnerships and attracting international companies to invest in Abu Dhabi.

Among these recent initiatives is the 6th Edition of the International Franchise Exhibition, which aims to encourage joint investment opportunities between international companies and Emirati entrepreneurs. Another significant platform that the Chamber established in 2018 is Global Organizational Excellence Conference, which promotes Abu Dhabi as a distinguished international destination in terms of corporate excellence and professional networking. Through such programs, the Chamber hopes to foster and strengthen the United Arab Emirates' relationships with international businesses and experts.

6<sup>th</sup> Edition of the International Franchise Exhibition

In October 2018, the Abu Dhabi Chamber organized the 6th edition of the International Franchise Exhibition, an annual two-day event that succeeded this year in drawing over 150 local, regional and international entities. This specialized exhibition, which aims to spread awareness of franchising, is most importantly an opportunity for local and international companies to expose their brand to the booming UAE economy and expand their business in the Middle East.

The unprecedented success of the 2018 exhibition has led many international companies to reserve their places in the next edition of the event which will be held as usual in October 2019 at the Abu Dhabi National Exhibition Center. Events such as this are therefore an outstanding example of how Chambers initiatives stimulate joint investment opportunities between international companies and Emirati entrepreneurs.



# International Offices

**In line with** the Chamber’s strategy which aims to achieve the Abu Dhabi Economic Vision 2030, the Abu Dhabi Chamber has established International Representation Offices (IROs) in Italy, Singapore and South Korea to further augment external presence and promote Abu Dhabi as a viable international investment hub.

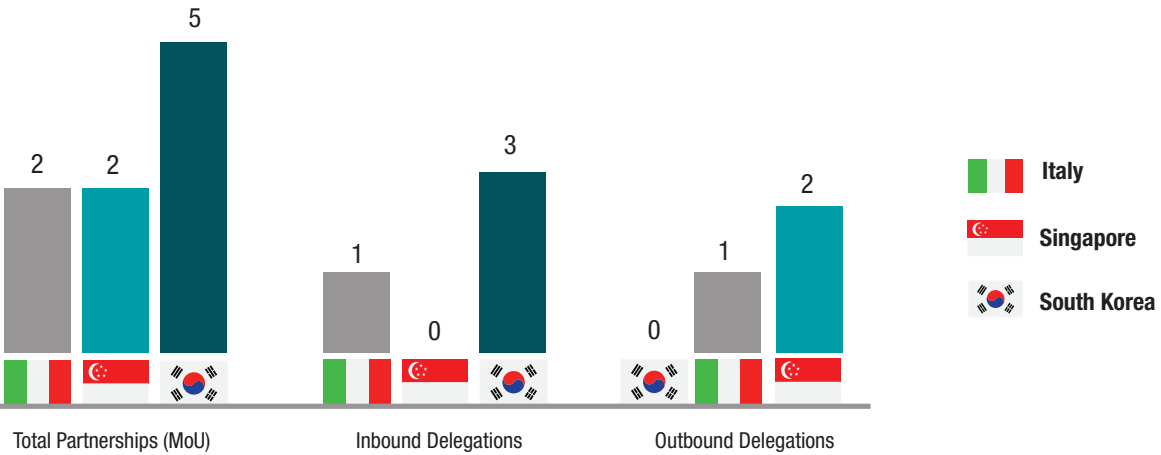
The IROs endeavor to attract foreign organizations to operate in Abu Dhabi especially in the nine strategic sectors illustrated under the Abu Dhabi Economic Vision 2030.

With the support of the Abu Dhabi Chamber Delegation and the International Representation Department (which oversees the operations of IROs) the offices organized and participated in many economic events to create awareness of Abu Dhabi investment opportunities and promote the Chamber’s IRO services offered, as listed below:

- Provides guidelines and facilitation services for establishing a business in Abu Dhabi
- Offers legal consulting services in Abu Dhabi
- Provides access to reliable market research on the Abu Dhabi economy published by the Chamber
- Facilitates communication by providing access to the Abu Dhabi Chamber membership network
- Arranges B2B meetings with businesses in Abu Dhabi and matching business opportunities with potential local partners
- Organization and facilitation of trade missions and delegations

The International Relations Office at the Chamber (which oversees the representative offices abroad) achieved many of their objectives in 2018. The below table illustrates a summary of their accomplishments related to fostering new partnerships (MoU’s) and organizing trade delegations to and from Abu Dhabi.

International Representation Offices (IRO) Accomplishments- 2018





## II. Leading By Example

“ The Chamber elected its current 21-member Board of Directors in 2014. In the Board’s first meeting after an election, the Board appoints a Chairman, two Deputy Chairmen, Treasurer, and Deputy Treasurer; these 5 positions are called the executive office. No members of the board are on the Chamber’s executive management team.

The Chamber strives to lead by example by building internal capabilities based on best international practices to improve its own sustainability performance:

### GOVERNANCE

Implement sound governance practices to ensure compliance, risk management, cooperation between management and supervisory boards or executive and non-executive directors

### FINANCIAL PERFORMANCE

Effectively manage the Chamber’s financial resources by adopting best practices with regards to financial planning, cost rationalization, budget development and revenue growth

### PEOPLE

Invest in our people through policies and measures that attract and retain specialized local talent, maintain diversity, increase productivity and provide for a safe and secure work environment

### COMMUNITY RELATIONSHIPS

Engage with our priority stakeholders and local community to understand their needs and expectations and constantly strive to improve their satisfaction levels

### ENVIRONMENTAL IMPACTS

Lower operating costs by reducing our environmental footprint through effective management of the Chamber’s resources- energy, water and materials



# Governance

As part of the Chamber’s new organizational structure, a function was established to keep the Chamber’s overall governance in accordance with best practice. Additionally, the governance function will monitor governance practices and report back to the top management. Embedding accountability and transparency is of paramount importance for the success of any business for the long-term. Recognizing this, the Chamber strives to implement sound governance practices in its own operations to ensure compliance, risk management, and clear governance function.



## BOARD OF DIRECTORS

The Board is responsible for the general supervision of the Chamber, setting its plans, organizing its business, and issuing the necessary executive and statutory regulations.

### Board Composition and Diversity

Eng. H.E. Mohamed Thani Murshed Al Rumaithi acts as the President of the Board of Directors and the Chairman of the Chamber of Commerce. Six of the members were appointed by virtue of a Royal Decree, of which two are females. Fifteen members are elected during the general assembly; of these, two members are expatriates elected by Chamber’s foreign members.

The Chamber elected its current 21-member Board of Directors in 2014. In the Board’s first meeting after an election, the Board appoints a Chairman, two Deputy Chairmen, Treasurer, and Deputy Treasurer; these 5 positions are called the executive office. No members of the board are on the Chamber’s executive management team.

### Chamber’s Board of Directors (2014-2018)

						
H.E. Mohamed Thani Murshed Al Rumaithi Chairman of the board	H.E. Ebraheem Mahmood Mohamed Al Mahmood First Vice President	H.E. Altaher Musabah Al Kendi Al Marar Second Vice President	H.E. Mohamed Mehanna Al Qubaisi Treasurer	H.E. Hamad Hasan Al Awadhi Vice Treasurer	H.E. Mariam Mohamed Al Rumaithi Board Member	H.E. Moza Saeed Al Otaiba Board Member
						
H.E. Jamal Saeed Al Nuaimi Board Member	H.E. Ahmad Salem Al Sudaini Board Member	H.E. Dalal Saeed Al Board Member	H.E. Rashid Ahmad Al Romaithi Board Member	H.E. Hamid Mohammad Al Shaer Board Member	H.E. Reed Hamad Al Sheryani Al Daheri Board Member	H.E. Mubarak Hamad Al Ameri Board Member
						
H.E. Khalifa Eisa Al Khaili Board Member	H.E. Mohamed Ateeq Al Hameli Board Member	H.E. Ibrahim Ismaili Al Khajeh Board Member	H.E. Abdulla Mahmoud Al Qaissieh Board Member	H.E. Sanad Mohamed Mursid Al Meqbali Board Member	H.E. Yusuf Ali Musaliyam Veettii Abdul Kader Board Member	H.E. Khan Zaman Suroor Khan Board Member

The Board of Directors are governed by the Chamber's law no. 19 (2018), which ensures that conflicts of interests are avoided: “A member of the Board of Directors shall not attend a meeting of the Board or any of the Board’s Sub-Committees while subjects directly or indirectly of interest to him or any other person for whom he’s a mandatory, a guardian or a tutor”.

The Board of Directors can form permanent or temporary ad-hoc committees either by election or nomination, admitting members who are not necessarily on the Board but are experts and specialists. These specialized committees are formed to help member companies overcome challenges and foster greater public-private partnerships, in order to help them contribute towards the socio-economic development of the Emirate. At present, the Board has five committees, as listed below.

Committees	Number of Periodical Meetings 2017	Number of Periodical Meetings 2018
Trade Sector Committee	13	6
Services Sector Committee	6	4
Industrial Sector Committee	6	1
Properties Sector Committee	12	1
Vocational Sector Committee	7	1
Labor Cities Committee	3	2

The Executive Office, comprised of five board directors, works closely with the Board of Directors to oversee the Chamber’s affairs and follow up on the execution of Board decisions – thus maintaining three years of 100% follow-through on Board decisions. It also keeps the Board of Directors informed of employee concerns in the absence of direct communication channels between the Board and the Chamber’s employees.

Board of Directors and Executive Office Meetings			
	2016	2017	2018
Board of Directors Meetings	2	3	1
Board of Directors Decisions	14	13	5
Board of Directors Decisions – Executed	14	13	5
Executive Office Meetings	2	2	1
Executive Office Decisions	20	20	6
Executive Office Decisions – Executed	20	20	6

## ORGANIZATIONAL GOVERNANCE

### Organizational Development

**The Chamber** understands that having a clear organizational structure is vital for ensuring the smooth functioning of its operations. To maximize the Chamber’s productivity and enhance its ability to achieve its strategic goals, an organization-wide structural redevelopment was implemented across all Chamber branches, sectors, and departments in 2018. The three sectors of the old organizational chart were doubled to six sectors for greater functional specificity, and the Al Gharbia branch was replaced with the updated Al Dhafra branch. For all changes, the Chamber worked to follow industry best practices, through appointing an external consulting partner and conducting comprehensive peer benchmarking.

The new organizational structure of the Abu Dhabi Chamber is intended to better reflect the Chamber’s strategy and actual operations. For example, to better address burgeoning private sector issues, the Chamber created a new sector called the Innovation and Business Development Sector. Other strategic developments included upgrading the Partnerships Department from merely a committee, establishing a separate governance function, and merging Excellence with Strategy. Additionally, the Chamber updated all current positions in terms of roles and responsibilities, governance, and reporting. The Human Resources Department is continuing throughout 2019 to update all job titles, structure-related policies and procedures in accordance with the new hierarchies.

### Internal and External Audit

**In accordance with** its strategic objectives and business best practices, the Chamber is committed to complying with all local and international rules, regulations, and quality benchmarks. The Chamber maintains an Internal Audit Unit that is overseen by the audit committee and conducts annual audits of the organization’s operations.

The Chamber constantly endeavors to ensure that it upholds its stakeholders’ high expectations by providing exceptional services to the members and the larger business community. This requires meeting a number of quality benchmarks as well as occupational health and safety standards. To measure its performance, there are regular external audits that take place at the Chamber. These audits have earned the Chamber several local and international certificates.

- IOS 9001:2015 Quality Management System
- ISO 14001:2015 Environmental Management System
- OHSAS 18001: 2007 Occupational Health and Safety Management



## Risk Management

The risk assessment conducted in 2017 identified Business Continuity and Disaster Recovery as one of the Chamber's top priorities, and several measures are planned to be activated in 2019 in order to minimize and deal with any identified issues.

Data security and privacy is key to the stable and responsible management of any large organization. The Chamber is proud to have never lost any customer data and continues to exercise extreme care in order to prevent additional risks. In 2018, the Chamber created the IT Strategy Committee and a Disaster Recovery team to help ensure business continuity. The committee's role includes overseeing IT initiatives and reporting any detected data risks to the senior management. On the departmental level, the IT team works constantly to improve its back-up strategies and secure customer data. As of 2018, 99.99% of customer data was secured and backed up through a system in the Abu Dhabi Data Center as well as replicated in the Al Ain Data Center. Additionally, 4 security projects were implemented to ensure the privacy of customer data from the year 2016 until 2018. The IT department currently runs multiple projects at the standard of ISO 27001 in Information Security Management, and plans to apply for full certification in 2020.

# Financial Overview

For the Chamber to fulfil its mission of being the leading voice of the Abu Dhabi business community, its financial resources have to be managed in the most efficient and effective way. To ensure this, the Chamber has adopted best practices with regards to financial planning, cost rationalization, budget development and revenue growth.

The Board of Directors elects the treasurer, the vice-treasurer and the Chamber's accounts auditor, and approves the budget as well as the account for elapsed fiscal year and the balance for the fiscal year to come. It also oversees and decides on all investment strategies.

The majority of the Chamber's revenue come from membership fees. Other significant sources of revenue include issuing certificates and charges on activities and services.



# People

We recognize that our people are the key to providing exceptional services and supporting the emirate’s private sector. As such, we invest in our people’s development and strive to attract, engage and retain talent by creating a well-defined organizational structure and welcoming work environment. The Human Resources and Emiratization Department, which sets and implements all aspects of the Chamber’s HR strategy, always searches for ways to improve its management systems in order to align with best practice and be most effective.

The Chamber’s HR strategy is grounded in the principle that developmental growth begins with the individual. The strategy follows the Abu Dhabi Labor Law and not only integrates aspects of 5-year strategic plans and employee satisfaction surveys, but also relies upon third-party assessments and best practice benchmarking.

In particular, the HR strategy for 2018 and for the future is strongly influenced by feedback from the 2017 Abu Dhabi Award for Excellence in Government Performance (ADAEP). The Chamber subsequently created various technical teams to assess any gaps identified by the report and to plan corrective actions in order to achieve a culture of excellence.

**The feedback from ADAEP resulted in several new HR strategic initiatives:**

- In 2018, the department drafted and received Board approval for a new HR Manual, which contains many modifications intended to improve the Chamber’s work environment. The HR department conducted 14 awareness sessions to spread awareness of the manual’s changes to all employees across the Chamber’s branches in advance of the January 2019 implementation date.
- Another 2018 achievement included the development and approval of the Employee Performance Management System, which is based on personal objectives and prescribes both mid-year and end-year reviews.
- The department also started to draft the Motivation System, and in 2019 will conduct benchmarking visits to well-known organizations in order to fine-tune the system and ultimately receive approval from top management.



## WORKFORCE PROFILE

In 2018, there were 228 individuals working for the Chamber. The Chamber demonstrates its commitment to empowering and increasing the participation of women in the workforce through modelling good practices within its own operations. The percentage of females in Chamber’s workforce has been consistently higher than the average for the region – in 2018, exactly 50% of the Chamber’s employees were women. Moreover, the proportion of women staff members has steadily increased by 11% since 2016, demonstrating that the Chamber is achieving its objective to become and remain an employer of choice for women.

	Our People		
	2016	2017	2018
Total Number of employees	237	222	228
Percentage of Emiratis in the workforce	65%	70%	70%
Percentage of Emiratis in senior management*	90%	90%	90%
Percentage of females in the workforce	39%	48%	50%
Percentage of females in senior management*	11%	11%	11%

The Chamber’s HR 2017\*Senior management comprises the Executive Director, Deputy Directors and the Director General

## EMPLOYEE ENGAGEMENT AND RETENTION

The Chamber recognizes the importance of engaging and motivating its employees in order to improve the work environment and increase overall employee satisfaction, thus contributing to greater productivity and a higher level of service for the Abu Dhabi business community. Senior management is committed to maintaining a positive work environment for its staff, and the HR Department accomplishes this strategic objective through a thoughtful system of incentives and team-building activities.

Benefits and Compensation

The Chamber is committed to providing employees with competitive salaries and benefits. The Chamber covers all staff and their families with comprehensive medical insurance plans, and further provides for national subscription to retirement programs, while expatriates receive end of service gratuities.

In 2018, in accordance with the new HR manual, the HR department reevaluated and expanded the range of benefits offered to employees. 11 employee benefits were combined and included as part of an employee’s basic salary package, such as allowances for water and electricity, parking, furniture, telephone, child education, and housing. Notably, HR management modified the criteria for receiving housing allowance, so that both married and unmarried employees received the same allotments.

The new HR manual also contains many privileges and benefits that were not part of the old system, such as increasing, modifying or adding new leaves. **Some examples include:**

- 1. Increasing maternity leave from 45 days to 3 months.
- 2. Adding paternity leave for 3 days after a birth.
- 3. Allowing unpaid vacation to become applicable to all employees
- 4. Calculating annual leaves by working days instead of calendar days
- 5. Adding compensation for work on public holidays
- 6. Adding compensation for injury or death resulting from work
- 7. Adding infectious disease leave
- 8. Adding a mourning leave



Creating a Positive Work Environment

The HR department often plans social activities and events for employees in order to encourage staff bonding and demonstrate management’s concern for employee welfare. Among these events is the Annual Employees’ Party, where long-serving employees are recognized in an appreciation ceremony. The HR team also coordinates with other departments to organize activities such as the Annual Family Get Together, picnics and cultural field trips, and Chamber-wide sports competitions.

To further facilitate employee interaction and efficiency, the Chamber recently invested in an organization-wide office renovation. Not only was nicer furniture and lighting installed, but the offices themselves were restructured to maximize ease of movement and operations. Internal communication was also enhanced by IT developments such as an employee intercom system and mobile desktops that freed employees to work remotely when necessary.

Employee Satisfaction

As the Chamber is committed to transparency and freedom of opinion, it always takes into account employee viewpoints while formulating its HR strategies. The Chamber uses following methods to engage its employees.

Methods of Employee Engagement		
Questionnaires	E-Suggestions System	Regular Strategic Meetings
Task Groups	Brainstorming	Awareness Seminars
Official and non-official activities	Innovation “Fikra” Suggestion System	Grievance System
Appraisals	Investors in People Program	

Turnover and Absenteeism			
	2016	2017	2018
Percentage of Staff Turnover	3%	2%	2%
Percentage of employee satisfaction	65%	-	69%

## TRAINING

At the Abu Dhabi Chamber, we strongly believe that professional development is an investment that will enhance our organizational capabilities and strength in the long-term. As such, we prioritize building the skills and advancing the careers of our employees, through a number of initiatives and programs that we have developed and continuously work to enhance. In 2018, the HR department implemented improvements to employee training, and career development plans, as well as updated its shadowing and mentoring systems. The Chamber also takes an active role in furthering the education of its employees by providing scholarships and financial support for employees pursuing advanced degrees.

Most of the training is delivered by the UAE Academy together with other external sources, and all trainings are evaluated for quality. This year, the Chamber moved from public courses on general subjects to more specialized courses based on job function, with 88% of the training budget therefore allocated for specialized courses. This development demonstrates the Chamber’s tailored approach to learning.

Training			
	2016	2017	2018
Training courses for employee per year	1	1	1
Training hours per employee (by occupational categories)	15	22	45

Financial Support and Scholarships			
	2016	2017	2018
Number of Scholarships	0	1	3
Number of Financial Support Recipients	14	12	0
Total AED invested	309,219	436,322	22,332

## EMIRATIZATION

The hiring and nurturing of national talent are vital facets of the Chamber’s strategic workforce planning –benefitting both the organization’s long-term success as well as the socio-economic development of the country. The Chamber has established a robust Emiratization program to achieve these objectives in line with the Abu Dhabi Vision 2021, whose efforts include priority hiring of Emirati nationals and various training initiatives. Since 2014, the Chamber has focused on only hiring locals for support positions, which has helped bring the percentage of Emiratis in the workforce up to 77% - far above the national average.

The Chamber further understands that a nation’s future lies in its youth; therefore, the Chamber has developed multiple programs to ensure that Emirati students and graduates have access to the best educational tools and vocational instruction in order to prepare them for eventual career success. The Chamber runs a program in the summer to train fresh Emirati graduates, and the UAE Academy also offers courses tailored to Emiratis and the needs of the Abu Dhabi job market. In addition, the Chamber trains local lawyers and legal students on arbitration.

## HEALTH, SAFETY AND HUMAN RIGHTS

The Chamber is committed to providing a safe and secure working environment for all its employees. Over the past three years, a lot of progress was achieved in terms of improving the Chamber’s emergency and safety systems. Since 2017, both the Abu Dhabi Main Building as well as the Al Ain branch have their own volunteer emergency and evacuation team, whose names and contact details are listed on first aid boxes in each floor of the buildings. All team members receive annual refresher training and are fully certified in emergency evacuation procedures, artificial respiration, and cardiopulmonary resuscitation. Additionally, new elevators were installed in 2018 to comply with safety regulations from the Business Continuity Department.

The wellness of employees was another major focus area for the Chamber in 2018. In order to raise awareness and minimize risks of health issues, the Chamber participated in initiatives such as Global Health Day, and organized annual medical campaigns to teach about breast and colorectal cancer and spinal health. The Chamber also conducts annual flu vaccinations for all employees and provides emergency wheelchairs for staff with health conditions.

Health and Safety			
	2016	2017	2018
Workplace injuries	1	0	0

Abu Dhabi Chamber operates in full compliance with local labor laws and customs. Trade unions and collective bargaining are also viewed from this perspective, where local laws do not allow such systems to exist. The Chamber does not employ children as per the UAE laws; the Chamber’s own HR policy emphasizes that employees should be above 18 years of age, which is verified upon contracting.

The Chamber believes in setting an example to promote equal opportunity and diversity. Employee rights are explained within the human resources manual which includes ethics and anti-discrimination rules; all employees are also made aware of the human rights content in the manual at various training sessions mandatory for new employees. The Chamber works constantly to increase and empower women in the workforce, both through its internal practices as well as through subsidiaries such as the Abu Dhabi Businesswomen’s Council.

# Community Relationships

**Building strong relationships** is fundamental to the Chamber’s success. It is in our operating mandate to have an active role in protecting the rights and interests of its members and to work together with all the Chamber’s stakeholders to achieve socio-economic development. Our three priority stakeholders are: our members, partners and the community at large. We partner with government, semi-governmental, and private (local, regional and international) organizations with the objective of driving the Chamber’s strategy through effective collaborative initiatives. We strive to improve our stakeholder relationships by incorporating excellence and quality in all our engagements.

In order to better manage its external relationships, the Chamber established the Partnership Department in 2018 as part of its organization-wide restructuring. Previously, from 2010 to 2014, the Chamber only had a partnership committee, which was responsible for meeting with internal divisions and departments to identify any partnerships needed for them to achieve their goals. This new development therefore streamlines all activities involved in building, developing, activating, and assessing partnerships, while also ensuring dedicated alignment to the Chamber’s strategy and Emirati national targets.

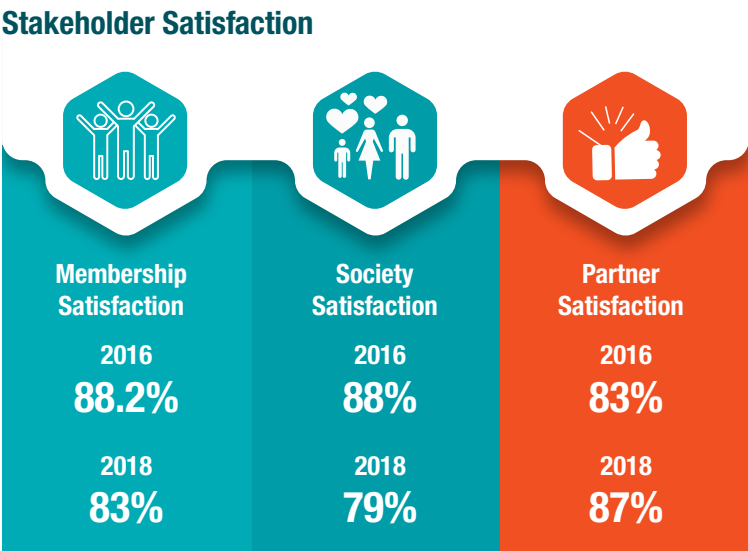
## ENGAGING THE COMMUNITY

**In 2018**, the newly established Partnerships Department worked hard to drive strategy through collaborating with external groups across the governmental, semi-governmental and private organizations whether local, regional, or international. Guided by a comprehensive strategic approach including a framework and standardized processes for activating partnerships, the department was successful in building multiple valuable partnerships and relationships in its inaugural year.

**The accomplishments of the Partnerships Department include:**

- Creating a partnership with the Emirates Intellectual Property Association. Through this MoU, the Chamber jointly organized a workshop to educate entrepreneurs on intellectual property rights.
- Signing an MoU with Etihad Airways to distribute the Chamber’s Business Voice Magazine on board to First and Business Class passengers. Additionally, the Chamber announced its support of Etihad’s initiative to spend 10% of its non-oil procurement budget on SME vendors in order to support the local businesses.
- Continuing its three-year sponsorship of the Autism House.
- Sponsoring the Zayed Cultural Festival.
- Collaborating with Zayed University to provide special Abu Dhabi cards for students and university staff. The offer included first year without charging a fee and the second year with a 50% discounted fee.
- Signing an MoU with Zayed Higher Organization for People of Determination to wave membership fees for people with determination.

## STAKEHOLDER SATISFACTION



**In 2004**, the Chamber conducted its first membership survey and it is now conducted every other year. The survey comprises questions addressing the satisfaction of our members, partners, the general public and the associates of our stakeholders. The results of the surveys are reviewed with a simple objective in mind: to increase the efficiency and appropriateness of the Chamber’s work, measure the level of awareness of our services amongst our stakeholders, and to streamline the Chamber’s work with Abu Dhabi’s overall economic diversification plan.

Notably, the partner satisfaction rate rose from 83% in 2016 to 87% in 2018, due to improvements in digital connectivity and the increased ease of transactions. In 2019, the Chamber hopes to implement new initiatives to expand the reach of its positive impact, and in this way raise stakeholder satisfaction across all segments.



# Environmental Impacts

The Chamber is dedicated to being a sustainable organization in all aspects of its operations, which includes understanding, managing and minimizing its environmental impacts and risks. Conserving resources not only protects the planet, but also benefits the Chamber’s bottom line.

Climate change and global warming are some of the greatest challenges facing our society today, presenting threats to both the global ecosystem as well as the Emirati economy. As befits our role as a leader in the development and diversification of the Abu Dhabi private sector, we take these issues seriously and try to model good habits by reducing practices that would produce harmful greenhouse gases (GHG) and by contributing to the circular economy.

## ENERGY EFFICIENCY

Burning of oil, gas, and other fossil fuels to create electricity is one of the main contributors of GHG emissions. In addition to constantly monitoring its electricity consumption, the Chamber implemented multiple initiatives to further reduce its reliance on energy.

Starting in 2016, we have gradually replaced about 70% of lightbulbs with energy-efficient LEDs, and plan to achieve 100% replacement in 2022. The Information Technology department also switched most physical computers to virtual desktop infrastructure (VDI) which reduced electricity consumption by more than 80%, as desktop computers consume 90 KWh each while VDI needs only 4.5 KWh for 300 clients. Similarly, the Chamber’s remaining desktop monitors, computers, and printers are all programmed to conserve energy by using “safe mode” and sleeping when not in use.



## WATER AND WASTE

The UAE is one of the highest per capita consumers of water in the world. This contributes notably to GHG emissions because of energy required for seawater desalination. Understanding this, the Chamber worked with Abu Dhabi Distribution Company to install low-flow taps on all the building’s sinks to put in order to limit water consumption. In the next year, the Chamber plans to add water meters to track actual consumption.

The Chamber always considers the environment in its material purchases and waste procedures, as part of its aim of contributing responsibly to the circular economy. Paper recycling processes have long been an integral part of the Chamber’s operations and the tracking process is certified according to ISO 14001:2004. In an example of how recycling can benefit both the community and the organization, the Chamber sells much of its paper and cardboard waste to recycling contractors, thus enabling it to cut down on the costs of waste transport and disposal. Efforts to curtail paper consumption (as detailed in the next paragraph) have also succeeded in significantly reducing the quantity of waste to be recycled in the first place. Furthermore, the Chamber rarely throws away its technological equipment; faulty computer monitors are returned or sold back to the manufacturer, while older working computers are given away to those in need.

Waste Management		
	2017	2018
Total waste generated from all buildings (kgs)	102,722	98,999
Revenue from recycling waste (AED)	3,158.00	1,397.00

### Going Paperless Initiative

In 2017 and 2018, the Chamber advanced an ambitious goal of becoming an entirely paper-free organization in the near future. This initiative made tremendous progress in the past year, particularly in the Membership Department, where all procedures are now 100% paperless due to fully automated processes and a new electronic document management system. While clients can still choose to print certificates themselves, no actual paperwork is needed from or given to the client.

This accomplishment has also optimized operational efficiency, for eliminating the back-and-forth of paperwork and moving processes online reduced the time needed to handle membership applications. The IT team also achieved similar results with the Procurement and Contracts Department, and in 2019 hopes to enable even more departments to become paperless.

# Appendices



## APPENDIX A: GRI Content Index

GRI Standard	Disclosure	Page number(s) and/or URL(s)
<b>GRI 101: Foundation 2016</b>		
<b>General Disclosures</b>		
<b>GRI 102: General Disclosures 2016</b>	<b>Organizational profile</b>	
	102-1 Name of the organization	Abu Dhabi Chamber of Commerce and Industry (ADCCI)
	102-2 Activities, brands, products, and services	10
	102-3 Location of headquarters	10
	102-4 Location of operations	10
	102-5 Ownership and legal form	ADCCI is a government-owned autonomous public institution and an independent legal entity.
	102-6 Markets served	10
	102-7 Scale of the organization	10, 53
	102-8 Information on employees and other workers	53 - 56
	102-9 Supply chain	ADCCI's main procurement activities center on office administration and materials for staff. There is a procurement policy that outlines HSE requirements, but there is currently no centralized verification process and supplier performance is assessed based on an end-user-based system. ADCCI has a preferential policy towards UAE-based suppliers. ADCCI is committed to ensuring that its suppliers and contractors also follow all relevant laws and pursue best practices regarding their HSE performance and the protection of human rights. We are exploring measures to implement this commitment, such as starting a supplier recognition event, that gives score and benefits to the highest scoring companies.
	102-10 Significant changes to the organization and its supply chain	No significant changes
	102-11 Precautionary Principle or approach	49
	102-12 External initiatives	17
	102-13 Membership of associations	None.

GRI Standard	Disclosure	Page number(s) and/or URL(s)
<b>GRI 101: Foundation 2016</b>		
<b>General Disclosures</b>		
<b>GRI 102: General Disclosures 2016</b>	<b>Strategy</b>	
	102-14 Statement from senior decision-maker	6-8
	102-15 Key impacts, risks, and opportunities	21-24, 46-49
	Ethics and integrity	
	102-16 Values, principles, standards, and norms of behavior	12
	Governance	
	102-18 Governance structure	15-16, 46-49
	Stakeholder engagement	
	102-40 List of stakeholder groups	21-22
	102-41 Collective bargaining agreements	Collective bargaining not permitted in the UAE
	102-42 Identifying and selecting stakeholders	21-22
	102-43 Approach to stakeholder engagement	21-22
	102-44 Key topics and concerns raised	21-22
	Reporting practice	
	102-45 Entities included in the consolidated financial statements	ADCCI only. No other entities or subsidiary centers included.
	102-46 Defining report content and topic Boundaries	3, 24-25
	102-47 List of material topics	24-25
	102-48 Restatements of information	No restatements
	102-49 Changes in reporting	No changes
	102-50 Reporting period	January - December 2018
	102-51 Date of most recent report	2016
	102-52 Reporting cycle	Annual
	102-53 Contact point for questions regarding the report	3
	102-54 Claims of reporting in accordance with the GRI Standards	3
	102-55 GRI content index	63-68
	102-56 External assurance	No external assurance.

GRI Standard	Disclosure	Page number(s) and/or URL(s)
<b>Material Topics</b>		
<b>GRI 200 Economic Standard Series</b>		
<b>Economic Performance</b>		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	24-25
	103-2 The management approach and its components	24-25
	103-3 Evaluation of the management approach	21-23
GRI 201: Economic Performance 2016	201-3 Defined benefit plan obligations and other retirement plans	53-55
<b>Market Presence</b>		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	19, 26-43, 53-56
	103-2 The management approach and its components	19, 26-43, 53-56
	103-3 Evaluation of the management approach	19, 26-43, 53-56
GRI 202: Market Presence 2016	202-2 Proportion of senior management hired from the local community	53
<b>Indirect Economic Impacts</b>		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	19, 17, 42
	103-2 The management approach and its components	19, 17, 42
	103-3 Evaluation of the management approach	19, 17, 42
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	26-43, 42
	203-2 Significant indirect economic impacts	26-43, 42
<b>GRI 300 Environmental Standards Series</b>		
<b>Energy</b>		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	60
	103-2 The management approach and its components	60
	103-3 Evaluation of the management approach	60
<b>Water and Effluents</b>		

GRI Standard	Disclosure	Page number(s) and/or URL(s)
Material Topics		
GRI 300 Environmental Standards Series		
GRI 303: Management Approach 2018	103-1 Explanation of the material topic and its Boundary	61
	103-2 The management approach and its components	61
	103-3 Evaluation of the management approach	61
Effluents and Waste		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	61
	103-2 The management approach and its components	61
	103-3 Evaluation of the management approach	61
GRI 306: Effluents and Waste 2016	306-2 Waste by type and disposal method	61
GRI 400 Social Standards Series		
Employment		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	52-53
	103-2 The management approach and its components	52-53
	103-3 Evaluation of the management approach	52-56
GRI 401: Employment 2016	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	53-56
Occupational Health and Safety		
GRI 403: Management Approach 2018	403-1 Occupational health and safety management system	57
	403-2 Hazard identification, risk assessment, and incident investigation	57
	403-6 Promotion of worker health	57
GRI 403: Occupational Health and Safety 2018	403-9 Work-related injuries	57

GRI Standard	Disclosure	Page number(s) and/or URL(s)
Material Topics		
GRI 400 Social Standards Series		
Training and Education		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	56
	103-2 The management approach and its components	56
	103-3 Evaluation of the management approach	56
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	56
Diversity and Equal Opportunity		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	57
	103-2 The management approach and its components	57
	103-3 Evaluation of the management approach	57
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	53
Child Labor		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	57
	103-2 The management approach and its components	57
	103-3 Evaluation of the management approach	57
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	None.
Human Rights Assessment		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	57
	103-2 The management approach and its components	57
	103-3 Evaluation of the management approach	57
GRI 412: Human Rights Assessment 2016	412-2 Employee training on human rights policies or procedures	57

GRI Standard	Disclosure	Page number(s) and/or URL(s)
Material Topics		
GRI 400 Social Standards Series		
Local Communities		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	58
	103-2 The management approach and its components	58
	103-3 Evaluation of the management approach	58
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	58
Public Policy		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	31-32
	103-2 The management approach and its components	31-32
	103-3 Evaluation of the management approach	31-32
GRI 415: Public Policy 2016	415-1 Political contributions	No monetary political contributions.
Customer Privacy		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	50
	103-2 The management approach and its components	50
	103-3 Evaluation of the management approach	50
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	None.

APPENDIX B: Acronyms

<b>ADAEP</b>	Abu Dhabi Award for Excellence in Government Performance
<b>ADBWC</b>	Abu Dhabi Businesswomen Council
<b>ADCCAC</b>	Commercial Conciliation and Arbitration Center
<b>ADCCG</b>	Abu Dhabi Center for Corporate Governance
<b>ADCCI</b>	Abu Dhabi Chamber of Commerce and Industry
<b>ADEC</b>	Abu Dhabi Education Council
<b>ADICOE</b>	Abu Dhabi International Center for Organizational Excellence
<b>ADSM</b>	Abu Dhabi School of Management
<b>ADSG</b>	Abu Dhabi Sustainability Group
<b>EFQM</b>	European Foundation for Quality Management
<b>ESG</b>	Environmental, Social and Governance (central criteria for measuring sustainability)
<b>GRI</b>	Global Reporting Initiative
<b>GHG</b>	Greenhouse gases
<b>IROs</b>	International Representation Offices
<b>LCC</b>	Legal Consultations and Contracts
<b>MSC</b>	Member Services Center
<b>R&amp;D</b>	Research and Development
<b>SDGs</b>	Sustainable Development Goals
<b>SKEA</b>	Sheikh Khalifa Excellence Award
<b>SMEs</b>	Small and Medium Enterprises
<b>UAE</b>	United Arab Emirates
<b>VDI</b>	Virtual Desktop Infrastructure

APPENDIX C: Overview of Subsidiary Centers

UAE Academy	The UAE Academy is a Center for Excellence which operates as an independent subsidiary. The Academy develops and delivers unique and practical educational programs designed to meet the challenges of the Abu Dhabi economy. Working with both the public and private sectors, the Academy equips individuals with the skills and education necessary to compete in a knowledge economy.
Abu Dhabi Center for Corporate Governance (ADCCG)	Established in 2008 as a subsidiary unit, its aim is to raise awareness among the private and public sectors about the importance of governance systems. The Center also offers consultancy services for both private and public sectors' organizations in the application of governance rules and regulations.
Abu Dhabi Commercial Conciliation and Arbitration Center (ADCCAC)	Established in 1993 the center aids the settling of national and international trade disputes through reconciliation and arbitration. Equally the center role also extends to promote awareness on arbitration through the organization of seminars, conferences and training courses.
Abu Dhabi Business Women Council (ADBWC)	Established in 2006 as an independent section of the chamber the ADBWC aims to be the leading voice for Abu Dhabi-based businesswomen, voicing their ambitions and requirements and providing top-quality services to enhance the role played by businesswomen in the Emirate.
Abu Dhabi International Center for Organizational Excellence (ADICOE)	The Chamber established ADICOE in response to the Emirate's need for a specialized body to educate people and organizations in Business Excellence. ADICOE is envisioned as the Quality and Excellence hub of Abu Dhabi providing innovative technical and administrative solutions in support of all types of technical and advisory services to public and private organizations working in Abu Dhabi.





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