Abdullah Bin Hamad Al-Attiyah International Foundation
for Energy & Sustainable Development



Corporate Social Responsibility

BEST PRACTICE GUIDELINES



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List of Abbreviations

AP	:	Action Plan
API	:	American Petroleum Institute Association
CBO	:	Community-Based Organisation
CEO	:	Chief Executive Officer
CSR	:	Corporate Social Responsibility
DECC	:	Doha Exhibition and Convention Centre
DNA	:	Deoxyribonucleic acid
EHS	:	Environment, Health & Safety
EIA	:	Environmental Impact Assessment
EP	:	Equator Principles
EPFIs	:	Equator Principles Financial Institutions
ESIA	:	Environmental and Social Impact Assessment
ESMP	:	Environmental and Social Management Plan
ESMS	:	Environmental and Social Management System
FEC	:	Friends of the Environment Centre
FPIC	:	Free, Prior and Informed Consent
GHG	:	Greenhouse Gas
GIIP	:	Good International Industry Practice
GTL	:	Gas-to-Liquids
HLPF	:	High Level Political Forum
ICMM	:	International Council on Mining & Metals
ICP	:	Informed Consultation and Participation
IFC	:	International Finance Corporation
IOGP	:	International Association of Oil and Gas Producers
IPIECA	:	International Petroleum Industry Environmental Conservation
IPM	:	Integrated Pest Management
ISO	:	International Organisation for Standardisation
IVM	:	Integrated Vector Management



MDGs	:	Millennium Development Goals
NGO	:	Non-Governmental Organisation
OECD	:	Organisation for Economic Co-operation and Development
QDA	:	Qatar Diabetes Association
QGC	:	Qatar's Grand Challenge
QNV	:	Qatar National Vision
QSRTC	:	Qatar Shell Research and Technology Centre
QTA	:	Qatar Tourism Authority
QU	:	Qatar University
QUEMTA	:	Qatar University ExxonMobil Teachers Academy
R&D	:	Research and Development
SDGs	:	Sustainable Development Goals
SI	:	Social Investment
SIA	:	Social Impact Assessment
STEM	:	Science, Technology, Engineering and Mathematics
UN	:	United Nations
UNCED	:	United Nations Conference on Environment and Development
UNESCO	:	United Nations Educational, Scientific and Cultural Organisation
WBCSD	:	World Business Council for Sustainable Development
WHO	:	World Health Organisation

Foreword

In line with the United Nations (UN) Sustainable Development Goal (SDG) 1, the world is challenged to eradicate extreme poverty by 2030 in a manner that is not harmful to the environment. Industrial activities and operations of private sector organisations have potential impacts on a range of areas covered by the UN SDGs. While different industries contribute to sustainable development in many ways, they face operational and environmental challenges on several fronts. The SDGs serve as a good blueprint for framing the corporate social responsibility (CSR) of companies wishing to capitalise on the positive benefits to society, while mitigating, in a meaningful way, the adverse impacts of their activities.

I had the privilege in 2006 to serve as the Chairman of the United Nations Commission on Sustainable Development, the front runner to the High Level Political Forum (HLPF) for Sustainable Development. This underscores my deep passion for issues relating to sustainable development throughout my career in government and the energy sector.

The context of the UN SDGs adopted by world leaders in September 2015, is particularly relevant to the content of this handbook. The SDGs, which came into effect from January 2016, are a universal set of goals, targets and indicators that all UN member states are expected to use for framing their sustainable development agendas and policies for 15 years, post 2015. As the focus of the global community shifts towards the development and implementation of sustainable development agendas, it is an opportune moment to highlight emerging best practices in the framing of the contributions from the private sector to the realisation of the SDGs.

The main objective of this handbook is to serve as a reference tool on best practices in CSR for industry practitioners, policy makers, academia, and any stakeholders who have an interest in socio-economic development and the wider global sustainability agenda. I hope this handbook will be particularly of interest to decision makers and experts involved in engaging communities in developmental projects. In addition, I believe it will serve as a good educational and public awareness tool, building on the Foundation's 2017 handbook publication on Sustainable Development Goals and Energy Nexus.

As the Founder of the Abdullah Bin Hamad Al-Attiyah International Foundation for Energy and Sustainable Development, I am honoured to launch another informative and insightful publication.



H.E. Abdullah Bin Hamad Al-Attiyah

Chairman of the Abdullah Bin Hamad Al-Attiyah
International Foundation for Energy and Sustainable Development
Former Prime Minister & Minister for Energy and Industry


THE ABDULLAH BIN HAMAD AL ATTIYAH FOUNDATION
DOHA - QATAR

Abdullah Bin Hamad Al-Attiyah International Foundation for Energy and Sustainable Development



ABOUT US

At the Al-Attiyah Foundation, we provide robust and practical knowledge and insights on global energy and sustainable development topics. We are a non-profit organisation.

Our work builds upon H.E. Al-Attiyah's 40-years of service in the energy industry including roles in a variety of senior leadership positions within the Government of Qatar, OPEC and Qatar Petroleum:

H.E. AL ATTIYAH ROLES INCLUDED:

- **Deputy Prime Minister, State of Qatar**
- **Chief of Emiri Diwan**
- **Minister of Energy and Industry, State of Qatar**
- **Chairman and Managing Director, Qatar Petroleum**
- **Chairman of United Nations Commission on Sustainable Development**
- **President of the Administrative Control and Transparency Authority**
- **President of COP18/CMP8**
- **Chairman of the Council of OPEC Ministers**



OUR WORK

We publish daily, weekly and monthly insights and thought-pieces through our energy news, daily reports, sustainability digest and in-depth energy research series. In addition, we hold quarterly Roundtable discussions with CEOs from local industry, addressing macro and micro challenges and opportunities faced by the energy industry and Qatar.

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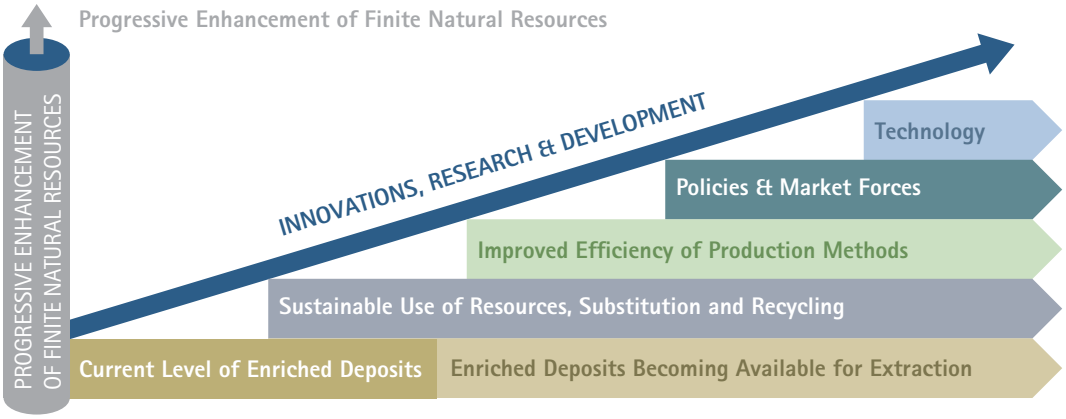
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Introduction

The private sector, particularly the energy industry, has played a crucial role in industrialisation since the beginning of the last century. The sector has been the backbone of economic development for many resource-rich developing countries and this will continue far into the future. However, the sector and all companies and business organisations linked to it in some form, will need to continue to adapt rapidly to an ever-changing business climate, characterised by increasing concerns for the environmental and social impacts of economic development.

It is against this backdrop that responsible companies pay greater attention to CSR. In particular, companies involved in the extractive industry and related businesses, operating in resource-rich countries. CSR has a profound application in industry sectors that are founded on the extraction of finite, non-renewable natural resources, such as oil and gas. Extraction of natural resources continually faces the pressure to demonstrate that the finiteness of the natural resources that are being extracted transcends the strata of global socio-economic development of many generations, through the value-added by such extraction and the impact of advances in knowledge and technology.



There is evidence that the world is increasingly getting better with noticeable progress, in the past 50 years on poverty eradication, health and education. However, most developing countries, particularly resource-rich emerging economies, remain hybrids of two worlds, with aspects of both developed and less developed communities. The daunting task of transforming to a sustainable world by 2030, in these developing countries, is revealed through the gap between the rich and poor, that is still very visible. There are huge differences, for example, in the level of coverage of basic services, between affluent communities and poor ones, between urban and rural areas, and between cities and their slum suburbs. Most often, the people without access to basic human needs live either in the





poorest countries or rural areas of developed and developing countries. This situation is further compounded by the ever-increasing global population at a staggering rate, which puts unprecedented pressure on finite natural resources and the environment overall.

This reality places enormous pressure on policy and decision makers, as well as multinational companies with operations that are often located close to rural communities. Governments, especially in developing countries, will continue to be under pressure to balance the allocations of their limited resources to the different sectors of the economy, as well as, the social needs of the vast majority of the population. This calls for innovative thinking that the private sector can assist in generating.

For companies to rise to this challenge and play a meaningful role in the economic development and social upliftment of communities in countries where they operate, there is need for a continual improvement in the approaches to CSR, as encapsulated in Article 3 of the Declaration of the Human Environment drafted in Stockholm in 1972 that states: *"Man has constantly to sum up experience and go on discovering, inventing, creating and advancing. In our time, man's capability to transform his surroundings, if used wisely, can bring to all peoples the benefits of development and the opportunity to enhance the quality of life. Wrongly or heedlessly applied, the same power can do incalculable harm to human beings and the human environment".*

The sustainable social and economic development of communities requires the cooperation and collective efforts of several actors. In the pursuit of their commitments to the 2030 Agenda for Sustainable Development, governments require the active collaboration of the private sector, in a mutual partnership that leverages the strengths of both parties and builds trust and respect. Companies must be committed to engaging constructively, in a partnership, with government, non-governmental organisations (NGOs), community-based organisations (CBOs) and other developmental agencies in the task of social and economic upliftment of the communities around its operations.

The rapidly changing times and business environment move us deeper and deeper into the new era of corporate responsibilities, where companies are expected to be good neighbors. And it gives companies a competitive advantage – if they wish to become the "partner of choice", companies must ensure their interests are aligned and consistent with the priorities set by the State. Their contributions to the development of communities should be tangible and complementary to the efforts of government.

The concept of CSR, which is now common practice for many corporations, has progressed since the early 1970s. Many industry or business associations, such as the International Petroleum Industry Environmental Conservation Association (IPIECA); International Council on Mining & Metals (ICMM); and World Business Council for Sustainable Development (WBCSD), have established guidelines or principles covering different aspects of CSR. In addition, several standards and guidelines related to CSR have emerged through UN or other multilateral agreements. These standards and guidelines represent the expectations of the international society for responsible business conduct.

While such international standards and guidelines cannot replace or override applicable national regulations and laws, they nevertheless, serve as useful benchmarks for best practice. Organisations are now finding that, in addition to legal and regulatory incentives to operate in an environmentally responsible manner, there are also strategic, operational, reputational and financial reasons to address the social and environmental aspects of their operations seriously.

For many companies, especially those that operate internationally, environmental and social challenges can have as much potential to harm their bottom line as financial issues. Companies are increasingly using their experiences of local challenges to work with communities in determining how best to align their investments in projects with community needs.

This handbook looks at how the sustainable development paradigm shift is helping to shape CSR practices. The handbook presents a concise overview of key international standards and guidelines that are commonly used for framing CSR. The key elements that are considered essential for best practice are highlighted, analysed and discussed. Some case studies illustrating cutting-edge CSR initiatives of companies, are presented, and the lessons from them are highlighted.

CHAPTER 1: EVOLUTION OF SUSTAINABLE DEVELOPMENT AND FRAMING OF CSR

The global community has witnessed an unprecedented rise in interest in sustainable development over the past few decades, during which time it has evolved through several phases. Sustainable development is widely recognized and has become important for many sectors worldwide, particularly the energy industry. But how has sustainable development evolved over time? How is it helping to shape the pursuit of CSR?

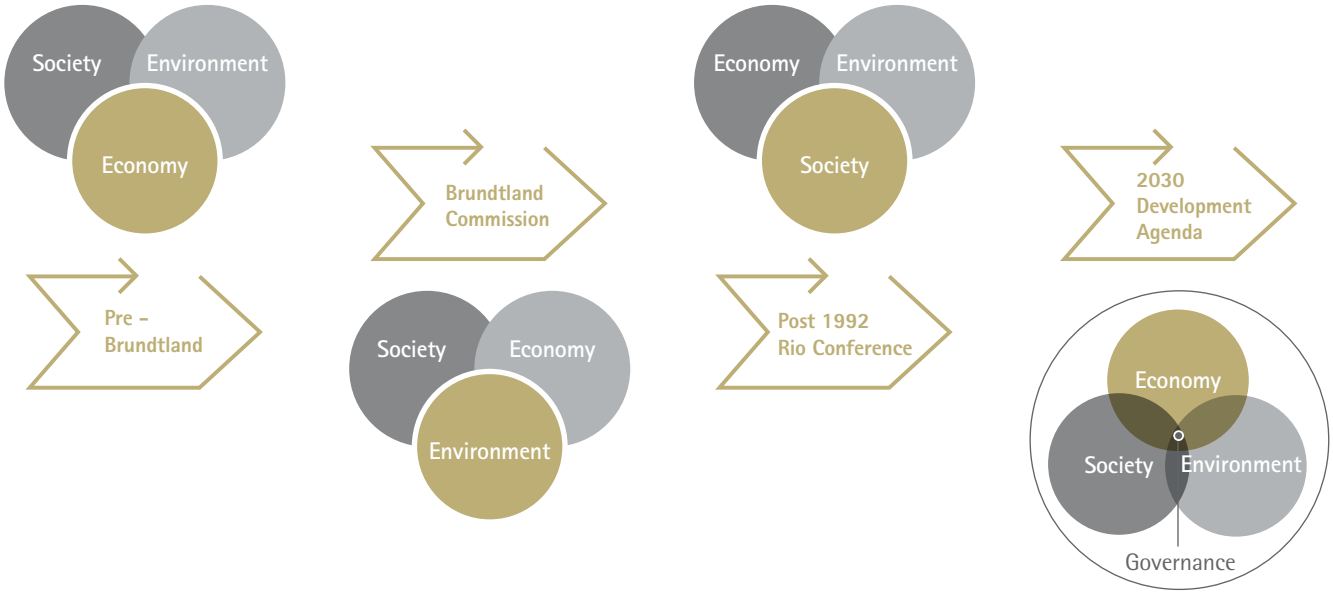
1.1 HOW HAS SUSTAINABLE DEVELOPMENT EVOLVED OVER TIME?

There have been several attempts to define sustainable development, but none have endured and received universal acceptance as the Brundtland definition – "Development that meets the needs of the present without compromising the ability of future generations to meet their own needs". There is broad agreement in the international community that the definition of sustainable development embraces the Brundtland interpretation that the manner of our growth and prosperity today should not compromise the prospects of future generations to do the same. The emergence of the Brundtland definition is therefore, a good reference point to use in examining the historical evolution of sustainable development.

It is generally accepted that three pillars of sustainable development are inherent in the Brundtland definition – economic development, social progress, and environmental management (and conservation) – the so-called three overlapping circles. Over time, it became common practice to add a fourth dimension (governance) which transcends all the other three pillars.

The evolutionary process of sustainable development is depicted by the moving shift in the global focus on each of the three pillars and their relation to each other. Four distinctive phases could be recognised in this evolutionary





process. At each evolving phase, the definition, nature and scope of the concept widens significantly, raising the stakes and spectre of international community's interest and engagement in the sustainable development debate.

PRE-BRUNDTLAND PHASE

The pre-Brundtland definition was characterised with predominant focus on economic development, without much attention paid to environmental conservation. Environmental awareness was generally poor.

BRUNDTLAND COMMISSION

The growing environmental campaign in the late 70s and early 80s, led to the establishment of the Brundtland Commission in December 1983, by the United Nations General Assembly. The Commission, chaired by Ms. Gro Harlem Brundtland, the Prime Minister of Norway at the time, developed what is widely referred to as the Brundtland definition of sustainable development. The definition was contained in a unanimous report, Our Common Future, produced by the 22-member Commission, and presented to the UN General Assembly in October 1987. The Brundtland definition inadvertently shifted the focus of sustainable development to ecology and biodiversity.

POST 1992 RIO CONFERENCE

The United Nations Conference on Environment and Development (UNCED) – the Earth Summit – which took place in Rio de Janeiro in June 1992, was a milestone event that shaped the framing of the global sustainable development agenda. Growing global debate on sustainable development since the summit shifted the world focus to a more anthropological perspective where increasing emphasis is placed on human condition and quality of life. The Rio Declaration on Environment and Development and the Agenda 21 document were adopted by world leaders at the Earth Summit, for all nations to use in defining their work programme, for the 21st century, in all areas of sustainable development.

2030 DEVELOPMENT AGENDA

In 2001, governments adopted the millennium development goals (MDGs), and in 2015 replaced them with the sustainable development goals (SDGs). The SDGs are a new, universal set of goals, targets and indicators that all UN member states are expected to use for framing their sustainable development agendas and policies for 15 years, post 2015. The MDGs and SDGs ushered in an era where environmental, social and economic considerations, in perfect harmony with transparent governance, has become the hallmark of sustainable development best practice, among companies of all shapes and sizes worldwide. This is increasingly recognised by all major stakeholders in the global sustainable development debate as representing a pragmatic approach.

1.2 HOW SHOULD CSR RELATE TO SUSTAINABLE DEVELOPMENT?



Considering there are many descriptions of CSR, with no single universally accepted definition, there should be broad traction for a definition that provides a strong link between CSR and sustainable development anchored in the balance between economic, social and environmental imperatives. This defines the purpose of CSR as the need for an organisation to align its business and economic drivers with social and environmental considerations.

CSR should embody efforts that are over and above regulatory requirements and/or demands by civil society. CSR is increasingly based on the business ethos of 'whatever is good for society and the environment, is good for business'. There is general acceptance for the ideal of creating economic value in a manner that also creates benefits for the wider society, without causing irreparable damage to the environment. Nevertheless, this ideal is still far from becoming the norm for business practices.

Today there is a plethora of CSR activities ranging from philanthropy, pet projects, public propaganda or public relations to environmental and sustainability initiatives. The problem with many of these types of CSR activities is that they focus narrowly on only one group of benefits – benefits to business, society, or environment – and not all three simultaneously. A philanthropy initiative, for example, often confers most benefits on society, with little or no tangible benefits to business or the environment. A public propaganda or public relation initiative, on the other hand, focuses purely on building the reputation of the organisation, with little or no real benefits to the environment or society. Pet projects that reflect specific interests of individual senior executives or board members, often do not offer benefits to society, the business, nor the environment. Some of these pet projects end up becoming unsustainable 'white elephant' projects when the senior executive has left the organisation or the interest has shifted. CSR activities comprising only environmental and sustainability initiatives are often driven purely by the need to meet minimum regulatory requirements.



CSR best practice embodies an approach that realises the opportunities for shared value creation with multifaceted benefits. Many companies are increasingly pursuing the challenging approach of integrating their business strategies, community development, social upliftment, and environmental management goals. It is in this context that a company will do well by adopting a definition of CSR that reflects the multidimensional objectives of benefit to business, society and the environment. The case-studies presented in this handbook reflect this purpose-driven practical approach to CSR.



CHAPTER 2: SUMMARY OF KEY INTERNATIONAL STANDARDS AND GUIDELINES FOR FRAMING CSR

2.1 THE EQUATOR PRINCIPLES

EQUATOR PRINCIPLES

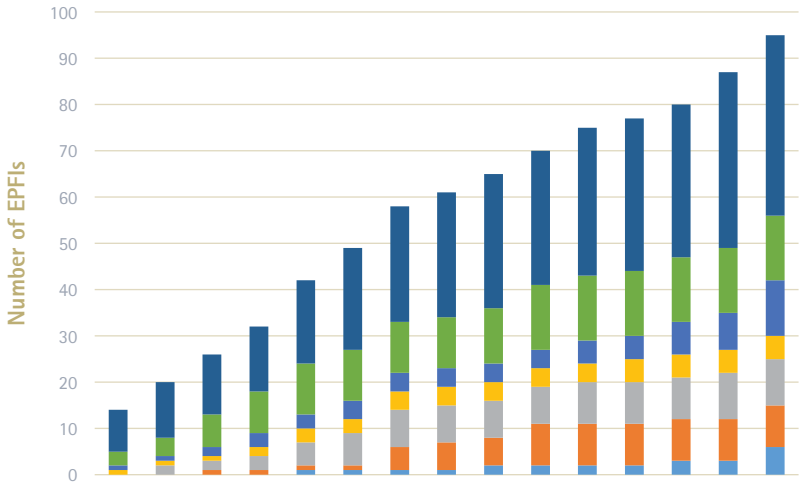
www.equator-principles.com

The Equator Principles (EPs) is a set of principles adopted by a group of Financial Institutions, collectively known as the 'Equator Principles Financial Institutions (EPFIs). EPFIs first developed the EP in 2003, and review it from time-to-time based on implementation experience, to reflect ongoing learning and emerging good practice.



The Equator Principles (EPs) has been revised in 2006, 2011 and 2012. The Equator Principles Financial Institutions (EPFIs) adopted the EP to ensure that the projects they finance and advise on are developed in a manner that is socially responsible and reflects sound environmental management practices. They commit to implementing the EP in their internal environmental and social policies, procedures and standards for financing projects. The EPFIs will not provide project finance or project-related corporate loans to projects where the client will not, or is unable to, comply with the EP. The requirements contained in the ten Equator Principles are summarised on the next page.

FIGURE 1 – ANNUAL GROWTH IN NUMBER OF EPFIS BY REGIONS



	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Europe	9	12	13	14	18	22	25	27	29	29	32	33	33	38	39
North America	3	4	7	9	11	11	11	11	12	14	14	14	14	14	14
Asia	1	1	2	3	3	4	4	4	4	4	5	5	7	8	12
Oceania	1	1	1	2	3	3	4	4	4	4	4	5	5	5	5
Latin America		2	2	3	5	7	8	8	8	8	9	9	9	10	10
Africa			1	1	1	1	5	6	6	9	9	9	9	9	9
Middle East					1	1	1	1	2	2	2	2	3	3	6

Year

Principle 1:
Review and Categorisation

When a Project is proposed for financing, the EPFI will, as part of its internal environmental and social review and due diligence, categorise it based on the magnitude of its potential environmental and social risks and impacts, into the following categories:

- **Category A** – Projects with potential significant adverse environmental and social risks and/or impacts that are diverse, irreversible or unprecedented;
- **Category B** – Projects with potential limited adverse environmental and social risks and/or
  impacts that are few in number, generally site-specific, largely reversible and readily addressed through mitigation measures; and
- **Category C** – Projects with minimal or no adverse environmental and social risks and/or impacts.

Principle 2:
Environmental and Social Assessment

Environmental and Social Assessment - For all Category A and Category B Projects, the EPFI will require the client to conduct an Assessment process to address, to the EPFI's satisfaction, the relevant environmental and social risks and impacts of the proposed Project. The Assessment Documentation should propose measures to minimise, mitigate, and offset adverse impacts in a manner relevant and appropriate to the nature and scale of the proposed Project. The Assessment Documentation will be an adequate, accurate and objective evaluation and presentation of the environmental and social risks and impacts, whether prepared by the client, consultants or external experts. For Category A, and as appropriate, Category B Projects, the Assessment Documentation includes an Environmental and Social Impact Assessment (ESIA).

Principle 3:
Applicable Environmental and Social Standards

The Assessment process should, in the first instance, address compliance with relevant host country laws, regulations and permits that pertain to environmental and social issues.

The EPFI will require that the Assessment process evaluates compliance with the applicable standards as follows:

- For Projects located in Designated Countries, (countries that are deemed to have robust environmental and social governance, legislation systems and institutional capacity designed to protect their people and the natural environment), the assessment process evaluates compliance with relevant host country laws, regulations and permits that pertain to environmental ▶

Principle 3: Applicable Environmental and Social Standards

and social issues. In particular, the host country laws should meet the requirements set out under Principles 2, 4, 5 and 6.

- For Projects located in Non-Designated Countries, the assessment process evaluates compliance with the then applicable IFC Performance Standards on Environmental and Social Sustainability and the World Bank Group Environmental, Health and Safety Guidelines.

The assessment process will establish to the EPFI's satisfaction the Project's overall compliance with, or justified deviation from, the applicable standards. The applicable standards (as described above) represent the minimum standards adopted by the EPFI. The EPFI may, at their sole discretion, apply additional requirements.

Principle 4: Environmental and Social Management System and Equator Principles Action Plan

For all Category A and Category B Projects, the EPFI will require the client to develop or maintain an Environmental and Social Management System (ESMS). In addition, an Environmental and Social Management Plan (ESMP) will be prepared by the client to address issues raised in the Assessment process and incorporate actions required to comply with the applicable standards. Where the applicable standards are not met to the EPFI's satisfaction, the client and the EPFI will agree an Equator Principles Action Plan (AP). The Equator Principles AP is intended to outline gaps and commitments to meet EPFI requirements in line with the applicable standards

Principle 5: Stakeholder Engagement

For all Category A and Category B Projects, the EPFI will require the client to demonstrate effective Stakeholder Engagement as an ongoing process in a structured and culturally appropriate manner with Affected Communities and, where relevant, other Stakeholders. For Projects with potentially significant adverse impacts on Affected Communities, the client will conduct an Informed Consultation and Participation process. The client will tailor its consultation process to: the risks and impacts of the Project; the Project's phase of development; the language preferences of the Affected Communities; their decision-making processes; and the needs of disadvantaged and vulnerable groups. This process should be free from external manipulation, interference, coercion and intimidation.

Principle 6:
Grievance Mechanism

For all Category A and, as appropriate, Category B Projects, the EPFI will require the client, as part of the ESMS, to establish a grievance mechanism designed to receive and facilitate resolution of concerns and grievances about the Project's environmental and social performance. The grievance mechanism will seek to resolve concerns promptly, using an understandable and transparent consultative process that is culturally appropriate, readily accessible, at no cost, and without retribution to the party that originated the issue or concern. The mechanism should not impede access to judicial or administrative remedies.

Principle 7:
Independent Review

For all Category A and, as appropriate, Category B Projects (through Project Finance), an Independent Environmental and Social Consultant, not directly associated with the client, will carry out an Independent Review of the Assessment Documentation including the ESMPs, the ESMS, and the Stakeholder Engagement process documentation in order to assist the EPFI's due diligence, and assess Equator Principles compliance. For projects to be financed through Project-Related Corporate Loans, an Independent Review by an Independent Environmental and Social Consultant is required for projects with potential high-risk impacts including, but not limited to, any of the following: adverse impacts on indigenous peoples; critical habitat impacts; significant cultural heritage impacts; and large-scale resettlement.

Principle 8:
Covenants

An important strength of the Equator Principles is the incorporation of covenants linked to compliance. For all Projects, the client will covenant in the financing documentation to comply with all relevant host country environmental and social laws, regulations and permits in all material respects. Furthermore, for all Category A and Category B Projects, the client will covenant the financial documentation:

- to comply with the ESMPs and Equator Principles AP (where applicable) during the construction and operation of the Project in all material respects; and
- to provide periodic reports in a format agreed with the EPFI; and
- to decommission the facilities, where applicable and appropriate, in accordance with an agreed decommissioning plan.

Principle 9:
Independent Monitoring and Reporting

The applicable requirements are as follows:

- Project Finance - To assess Project compliance with the Equator Principles and ensure ongoing monitoring and reporting after Financial Close and over the life of the loan, the EPFI will, for all Category A and, as appropriate, Category B Projects, require the appointment of an Independent Environmental and Social Consultant, or require that the client retain qualified and experienced external experts to verify its monitoring information which would be shared with the EPFI.

- Project-Related Corporate Loans - For Projects where an Independent Review is required under Principle 7, the EPFI will require the appointment of an Independent Environmental and Social Consultant after Financial Close, or require that the client retain qualified and experienced external experts to verify its monitoring information which would be shared with the EPFI.

Principle 10:
Reporting and Transparency

Client Reporting Requirements - The following client reporting requirements are in addition to the disclosure requirements in Principle 5.

For all Category A and, as appropriate, Category B Projects:

- The client will ensure that, at a minimum, a summary of the environmental and social impact assessment (ESIA) report is accessible and available online.

- The client will publicly report GHG emission levels during the operational phase for projects emitting over 100,000 tonnes of CO2 equivalent annually.

EPFI Reporting Requirements - The EPFI will report publicly, at least annually, on transactions that have reached Financial Close and on its Equator Principles implementation processes and experience, taking into account appropriate confidentiality considerations. The EPFI will report according to the prescribed minimum reporting requirements.


GO GREEN
REDUCE
REUSE
RECYCLE
> Environment
08:15

2.2 INTERNATIONAL FINANCE CORPORATION (IFC) PERFORMANCE STANDARDS

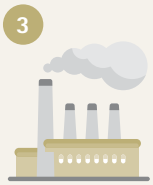
PERFORMANCE STANDARDS



Assessment and Management of Environmental and Social Risks and Impacts



Labour and Working Conditions



Resource Efficiency and Pollution Prevention

IFC

www.ifc.org

The IFC Performance Standards on Environmental and Social Sustainability is a set of guidelines that forms an integral part of the IFC Sustainability Framework, which also includes; the IFC Policy on Environmental and Social Sustainability, and the IFC's Access to Information Policy.

The Performance Standards are directed towards clients, providing guidance on how to identify risks and impacts, and are designed to help avoid, mitigate, and manage risks and impacts as a way of doing business in a sustainable way, including stakeholder engagement and disclosure obligations of the client in relation to project-level activities.

In the case of its direct investments (including project and corporate finance provided through financial intermediaries), IFC requires its clients to apply the Performance Standards to manage environmental and social risks and impacts so that development opportunities are enhanced.

Together, the eight Performance Standards establish standards that the client is to meet throughout the life of an investment by IFC:

- **Performance Standard 1:** Assessment and Management of Environmental and Social Risks and Impacts
- **Performance Standard 2:** Labour and Working Conditions
- **Performance Standard 3:** Resource Efficiency and Pollution Prevention
- **Performance Standard 4:** Community Health, Safety, and Security
- **Performance Standard 5:** Land Acquisition and Involuntary Resettlement
- **Performance Standard 6:** Biodiversity Conservation and Sustainable Management of Living Natural Resources
- **Performance Standard 7:** Indigenous Peoples
- **Performance Standard 8:** Cultural Heritage



4

Community Health, Safety, and Security

5

Land Acquisition and Involuntary Resettlement

6

Biodiversity Conservation and Sustainable Management of Living Natural Resources

7

Indigenous Peoples

8

Cultural Heritage



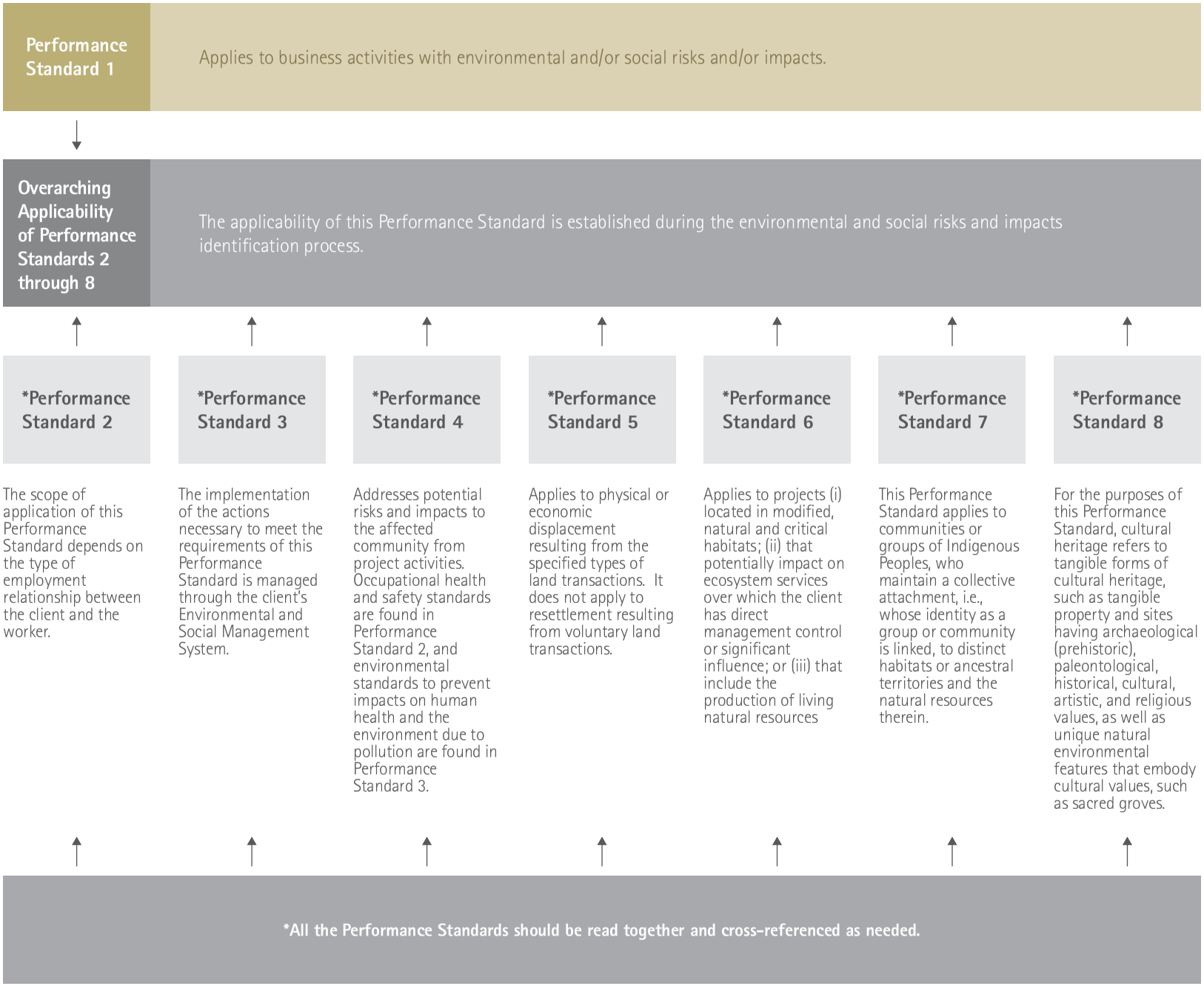
SCOPE OF APPLICABILITY

Performance Standard 1 establishes the importance of (i) integrated assessment to identify the environmental and social impacts, risks, and opportunities of projects; (ii) effective community engagement through disclosure of project-related information and consultation with local communities on matters that directly affect them; and (iii) the client's management of environmental and social performance throughout the life of the project.

Performance Standards 2 through 8 establish objectives and requirements to avoid, minimise, and where residual impacts remain, to compensate/offset for risks and impacts to workers, affected communities, and the environment. While all relevant environmental and social risks and potential impacts should be considered as part of the assessment, Performance Standards 2 through 8 describe potential environmental and social risks and impacts that require particular attention. A number of cross-cutting topics such as climate change, gender, human rights, and water, are addressed across multiple Performance Standards. The Performance Standards should be read together and cross-referenced as needed.

Where environmental or social risks and impacts are identified, the client is required to manage them through its Environmental and Social Management System (ESMS) consistent with Performance Standard 1. IFC encourages its clients to apply the ESMS developed under Performance Standard 1 to all their project activities, regardless of financing source.

FIGURE 2 – SCOPE OF APPLICABILITY OF ALL THE IFC PERFORMANCE STANDARDS



2.3 IPIECA GUIDANCE ON SUSTAINABILITY REPORTING

IPIECA

www.ipieca.org

The International Petroleum Industry Environmental Conservation Association (IPIECA) is the global oil and gas industry association for environmental and social issues.



The following members (Qatar Petroleum and ConocoPhillips) and Partners (Shell, ExxonMobil and Total) of the Al-Attiyah Foundation are corporate members of IPIECA. The association develops, shares and promotes good practice and knowledge to help the industry improve its environmental and social performance. The IPIECA Guidance on Sustainability Reporting was produced to act as a reference tool for companies developing corporate level reporting for internal and external stakeholder audiences.

The guidance addresses a range of sustainability issues relevant to the oil and gas industry, based on industry consensus and sustainability reporting. It is applicable across a wide spectrum of activities, from extraction and transformation of natural resources, to supply of energy and other essential products to customers globally. Published in conjunction with the American Petroleum Institute (API) and the International Association of Oil & Gas Producers (IOGP), it brings together technical expertise of the membership of the three associations.

The guidance provides direction based on the content of a typical industry report by covering 12 sustainability issues and 34 indicator categories. These sustainability issues and indicators address environmental issues, health & safety issues and social and economic issues, and assist companies in determining how and what to report. The issues and indicators (as listed in the table below) were selected based on industry consensus, together with significant insights and suggestions from an independent panel of stakeholders with expertise in the oil and gas sector and sustainability reporting. IPIECA also has several guides, tools and materials that help its members and industry in addressing the sustainability issues and indicators.



TABLE 1 – ISSUES AND INDICATOR CATEGORIES *

ISSUES	INDICATORS
Environmental Issues	
Climate Change and Energy	E1: Greenhouse gas emissions
	E2: Energy use
	E3: Alternative energy sources
	E4: Flared gas
Biodiversity and Ecosystem Services	E5: Biodiversity and ecosystem services
Water	E6: Fresh water
	E7: Discharges to water
Local Environmental Impact	E8: Other air emissions
	E9: Spills to the environment
	E10: Waste
	E11: Decommissioning
Health and Safety Issues	
Workforce Protection	HS1: Workforce participation
	HS2: Workforce health
	HS3: Occupational injury and illness incidents
Product Health, Safety and Environmental Risks	HS4: Product stewardship
Process Safety and Asset Integrity	HS5: Process safety

*** Source: IPIECA – Oil and gas industry guidance on voluntary sustainability reporting (IPIECA/API/IOGP 2015)**

TABLE 1 – ISSUES AND INDICATOR CATEGORIES *

ISSUES	INDICATORS
Social and Economic Issues	
Community and Society	SE1: Local community impacts and engagement
	SE2: Indigenous peoples
	SE3: Involuntary resettlement
	SE4: Social investment
Local Content	SE5: Local content practices
	SE6: Local hiring practices and performance
	SE7: Local procurement and supplier development
Human Rights	SE8: Human rights due diligence
	SE9: Human rights and suppliers
	SE10: Security and human rights
Business and Transparency	SE11: Preventing corruption
	SE12: Preventing corruption involving business partners
	SE13: Transparency of payments to host governments
	SE14: Public advocacy and lobbying
Labour Practices	SE15: Workforce diversity and inclusion
	SE16: Workforce engagement
	SE17: Workforce training and development
	SE18: Non-retaliation and grievance system

*** Source: IPIECA – Oil and gas industry guidance on voluntary sustainability reporting (IPIECA/API/IOGP 2015)**

2.4 ISO 26000 GUIDANCE ON SOCIAL RESPONSIBILITY



www.iso.org

ISO 26000, an initiative of the International Organisation for Standardisation (ISO), provides guidance on how businesses and organisations can operate in a socially responsible way.

The standard was launched in 2010 following five years of negotiations between many different stakeholders across the world. Representatives from government, NGOs, industry, consumer groups and labour organisations around the world were involved in its development. It therefore, represents an international consensus on how organisations in both the public and private sectors, should act in an ethical and transparent way that contributes to the health and welfare of society.

Unlike other well-known ISO standards, ISO 26000 provides guidance rather than requirements, so it cannot be used for certification. Instead, it helps clarify what social responsibility is, helps businesses and organisations translate principles into effective actions and shares best practices relating to social responsibility, globally.

Among other things, ISO 26000 includes definitions, background, principles and seven core subjects on social responsibility. The seven core subjects are; organisational governance, human rights, labour practices, the environment, fair operating practices, consumer issues and community involvement and development. The core subjects have 37 related issues.

ISO 26000 is aimed at all types of organisations, including national programs, regardless of their activity, size or location. It provides guidance on how a socially responsible business or organisation can and should work with implementation, stakeholder involvement, due diligence and communication on its CSR performance.

In addition to ISO 26000, there are several documents to support its implementation, including: a communication protocol; basic training materials; a document that links ISO 26000 with the OECD guidelines for multilateral enterprises; and a document that shows the linkages between ISO 26000 and the UN Sustainable Development Goals.

In order to further emphasise what is clearly stated in the text of ISO 26000, that the guidance standard is not intended to be used for certification, the communication protocol was developed to give

guidance on appropriate wordings as well as wordings to avoid in communication regarding use of ISO 26000. The communication protocol provides organisations that want to communicate about how they use the ISO 26000 standard with examples of appropriate and inappropriate wordings.

The seven core subjects of social responsibility are presented in Figure 3, and the issues addressed under the core subjects are listed in Table 2.



FIGURE 3 – THE SEVEN CORE ISSUES ADDRESSED IN ISO 26000 *



* Source: ISO Publication: Discovering ISO 26000

* The figures (numbers) refer to the corresponding clauses in the ISO 26000 Guidance on social responsibility

TABLE 2 – CORE SUBJECTS AND ISSUES OF SOCIAL RESPONSIBILITY ADDRESSED IN ISO *

Core Subject	Issues
Organisational Governance	Organisational Governance
Human Rights	Issue 1: Due diligence
	Issue 2: Human rights risk situations
	Issue 3: Avoidance of complicity
	Issue 4: Resolving grievances
	Issue 5: Discrimination and vulnerable groups

* Source: ISO Publication: Discovering ISO 26000

TABLE 2 – CORE SUBJECTS AND ISSUES OF SOCIAL RESPONSIBILITY ADDRESSED IN ISO *

Core Subject	Issues
Human Rights	Issue 6: Civil and political rights
	Issue 7: Economic, social and cultural rights
	Issue 8: Fundamental principles and rights at work
Labour Practices	Issue 1: Employment and employment relationships
	Issue 2: Conditions of work and social protection
	Issue 3: Social dialogue
	Issue 4: Health and safety at work
	Issue 5: Human development and training in the workplace
The Environment	Issue 1: Prevention of pollution
	Issue 2: Sustainable resource use
	Issue 3: Climate change mitigation and adaptation
	Issue 4: Protection of the environment, biodiversity and restoration of natural habitats
Fair operating practices	Issue 1: Anti-corruption
	Issue 2: Responsible political involvement
	Issue 3: Fair competition
	Issue 4: Promoting social responsibility in the value chain
	Issue 5: Respect for property rights

* Source: ISO Publication: Discovering ISO 26000

TABLE 2 – CORE SUBJECTS AND ISSUES OF SOCIAL RESPONSIBILITY ADDRESSED IN ISO *

Core Subject	Issues
Consumer issues	Issue 1: Fair marketing, factual and unbiased information and fair contractual practices
	Issue 2: Protecting consumers' health and safety
	Issue 3: Sustainable consumption
	Issue 4: Consumer service, support, and complaint and dispute resolution
	Issue 5: Consumer data protection and privacy
	Issue 6: Access to essential services
	Issue 7: Education and awareness
Community involvement and development	Issue 1: Community involvement
	Issue 2: Education and culture
	Issue 3: Employment creation and skills development
	Issue 4: Technology development and access
	Issue 5: Wealth and income creation
	Issue 6: Health
	Issue 7: Social investment

* Source: ISO Publication: Discovering ISO 26000

2.5 ORGANISATION FOR ECONOMIC CO-OPERATION AND DEVELOPMENT (OECD) GUIDELINES FOR MULTINATIONAL ENTERPRISES

www.oecd.org

OECD guidelines for multinational enterprises comprise a number of recommendations for responsible business conduct, prepared and adopted by the OECD member countries. The guidelines include principles for responsible business conduct in a global context according to applicable law and internationally acknowledged standards.

They address the CSR areas relating to disclosure, human rights, employment and industrial relations, environment, combating bribery, bribe solicitation and extortion, consumer interests, science and technology, competition and taxation. Organisations are expected, as best practice, to carry out due diligence within these CSR areas, where appropriate. The OECD guidelines include clear requirements for the establishment of a concrete complaints-handling mechanism.

The requirements within the specific CSR areas are summarised below:

GENERAL POLICIES

Enterprises are expected to take fully into account established policies in the countries in which they operate, and consider the views of other stakeholders. In this regard, enterprises should:

1. Contribute to economic, social and environmental progress;
2. Respect the human rights of those affected by their activities;
3. Encourage local capacity building through close co-operation with the local community;
4. Encourage human capital formation, in particular by creating employment opportunities and facilitating training opportunities for employees;
5. Refrain from seeking or accepting exemptions not contemplated in the statutory or regulatory framework;
6. Support and uphold good corporate governance principles and develop and apply good corporate governance practices;
7. Develop and apply effective self-regulatory practices and management systems that foster a relationship of confidence and mutual trust between enterprises and the societies in which they operate;
8. Promote employee awareness of, and compliance with, company policies;
9. Refrain from discriminatory or disciplinary action against employees who make bona fide reports on practices that

contravene the law, the Guidelines or the enterprise's policies;

10. Encourage, where practicable, business partners, including suppliers and sub-contractors, to apply principles of corporate conduct compatible with the Guidelines; and

11. Abstain from any improper involvement in local political activities.

DISCLOSURE



In regard to disclosure, enterprises are required to:

1. Ensure that timely, regular, reliable and relevant information is disclosed regarding their activities, structure, financial situation and performance;

2. Apply high quality standards for disclosure, accounting, and audit. Enterprises are also encouraged to apply high quality standards for non-financial information including environmental and social reporting where they exist;

3. Disclose basic information showing their name, location, and structure, the name, address and telephone number of the parent enterprise and its main affiliates, its percentage ownership, direct and indirect in these affiliates, including shareholdings between them; and

4. Disclose all the listed additional detailed information in the guidelines.

EMPLOYMENT & INDUSTRIAL RELATIONS



Enterprises should, within the framework of applicable law, regulations and prevailing labour relations and employment practices:

1. a) Respect the right of their employees to be represented by trade unions and other bona fide representatives of employees,

b) Contribute to the effective abolition of child labour,

c) Contribute to the elimination of all forms of forced or compulsory labour,

d) Not discriminate against their employees with respect to employment or occupation on such grounds as race, colour, sex, religion, political opinion, national extraction or social origin;

2.a) Provide facilities to employee representatives as may be necessary to assist in the development of effective collective agreements,

b) Provide information to employee representatives which is needed for meaningful negotiations on conditions of employment,

c) Promote consultation and co-operation between employers and employees and their representatives on matters of mutual concern;

3. Provide information to employees and their representatives which enables them to obtain a true and fair view of the performance of the entity or, where appropriate, the enterprise as a whole;

4. a) Observe standards of employment and industrial ▸

- relations not less favourable than those observed by comparable employers in the host country,

b) Take adequate steps to ensure occupational health and safety in their operations;

5. In their operations, to the greatest extent practicable, employ local personnel and provide training;

6. In considering changes in their operations which would have major effects upon the livelihood of their employees, in particular in the case of the closure of an entity involving collective lay-offs or dismissals, provide reasonable notice of such changes to representatives of their employees;

7. In the context of bona fide negotiations with representatives of employees on conditions of employment, or while employees are exercising a right to organise, not threaten to transfer the whole or part of an operating unit from the country concerned nor transfer employees from the enterprises' component entities in other countries in order to influence unfairly those negotiations or to hinder the exercise of a right to organise; and

8. Enable authorised representatives of their employees to negotiate on collective bargaining or labour-management relations issues.

ENVIRONMENT



Enterprises should, within the framework of laws, regulations and administrative practices in the countries in which they operate, and in consideration of relevant international agreements, principles, objectives, and standards, take due account of the need to protect the environment, public health and safety, and generally to conduct their activities in a manner contributing to the wider goal of sustainable development. In particular, enterprises should:

1. Establish and maintain a system of environmental management appropriate to the enterprise, including:

a) collection and evaluation of adequate and timely information regarding the environmental, health, and safety impacts of their activities;

b) establishment of measurable objectives and, where appropriate, targets for improved environmental performance, including periodically reviewing the continuing relevance of these objectives; and

c) regular monitoring and verification of progress toward environmental, health, and safety objectives or targets;

2. Taking into account concerns about cost, business confidentiality, and the protection of intellectual property rights:

a) provide the public and employees with adequate and timely information on the potential environment, health and safety impacts of the activities of the enterprise; and

b) engage in adequate and timely communication and consultation with the communities directly affected by the environmental, health and safety policies of the enterprise and by their implementation;

3. Assess, and address in decision-making, the foreseeable environmental, health, and safety-related impacts associated with the processes, goods and services of the enterprise over their full life cycle;

4. Consistent with the scientific and technical understanding of the risks, where there are threats of serious damage to the environment, taking also into account human health and safety, not use the lack of full scientific certainty as a reason for postponing cost-effective measures to prevent or minimise such damage;

5. Maintain contingency plans for preventing, mitigating, and controlling serious environmental and health damage from their operations;

6. Continually seek to improve corporate environmental performance;

7. Provide adequate education and training to employees in environmental health and safety matters, including the handling of hazardous materials and the prevention of environmental accidents; and

8. Contribute to the development of environmentally meaningful and economically efficient public policy.

COMBATING BRIBERY



Enterprises should not, directly or indirectly, offer, promise, give, or demand a bribe or other undue advantage to obtain or retain business or other improper advantage. In particular, enterprises should:

1. Not offer, nor give in to demands, to pay public officials or the employees of business partners any portion of a contract payment;

2. Ensure that remuneration of agents is appropriate and for legitimate services only;

3. Enhance the transparency of their activities in the fight against bribery and extortion;

4. Promote employee awareness of and compliance with company policies against bribery and extortion through appropriate dissemination of these policies and through training programs and disciplinary procedures;

5. Adopt management control systems that discourage bribery and corrupt practices, and adopt financial and tax accounting and auditing practices that prevent the establishment of "off the books" or secret accounts or the creation of documents which do not properly and fairly record the transactions to which they relate; and

6. Not make illegal contributions to candidates for public office or to political parties or to other political organisations.

CONSUMER INTERESTS



When dealing with consumers, enterprises should act in accordance with fair business, marketing and advertising practices and should take all reasonable steps to ensure the safety and quality of the goods or services they provide. In particular, they should:

1. Ensure that the goods or services they provide meet all agreed or legally required standards for consumer health and safety;
2. As appropriate to the goods or services, provide accurate and clear information regarding their content, safe use, maintenance, storage, and disposal sufficient to enable consumers to make informed decisions;
3. Provide transparent and effective procedures that address consumer complaints and contribute to fair and timely resolution of consumer disputes without undue cost or burden;
4. Not make representations or omissions, nor engage in any other practices, that are deceptive, misleading, fraudulent, or unfair;
5. Respect consumer privacy and provide protection for personal data; and
6. Co-operate fully and in a transparent manner with public authorities in the prevention or removal of serious threats to public health and safety deriving from the consumption or use of their products.

SCIENCE AND TECHNOLOGY



Enterprises should:

1. Endeavour to ensure that their activities are compatible with the science and technology (S&T) policies and plans of the countries in which they operate and as appropriate contribute to the development of local and national innovative capacity;
2. Adopt, where practicable in the course of their business activities, practices that permit the transfer and rapid diffusion of technologies and know-how, with due regard to the protection of intellectual property rights;
3. When appropriate, perform science and technology development work in host countries to address local market needs;
4. When granting licenses for the use of intellectual property rights or when otherwise transferring technology, do so on reasonable terms and conditions; and
5. Where relevant to commercial objectives, develop ties with local universities, public research institutions, and participate in co-operative research projects with local industry or industry associations.

COMPETITION



Enterprises should, within the framework of applicable laws and regulations, conduct their activities in a competitive manner. In particular, enterprises should:

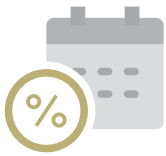
1. Refrain from entering into or carrying out anti-competitive agreements among competitors;

2. Conduct all of their activities in a manner consistent with all applicable competition laws, taking into account the applicability of the competition laws of jurisdictions whose economies would be likely to be harmed by anti-competitive activity on their part;

3. Co-operate with the competition authorities of such jurisdictions; and

4. Promote employee awareness of the importance of compliance with all applicable competition laws and policies.

TAXATION



It is important that enterprises contribute to the public finances of host countries by making timely payment of their tax liabilities. In particular, enterprises should comply with the tax laws and regulations in all countries in which they operate and should exert every effort to act in accordance with both the letter and spirit of those laws and regulations.



2.6 UN GLOBAL COMPACT PRINCIPLES



www.unglobalcompact.com

The UN Global Compact is a global policy initiative for organisations, including ten general principles for corporate work with social responsibility.

Announced by the then UN Secretary-General, Kofi Annan, in an address to the World Economic Forum in 1999, the Compact was officially launched at UN Headquarters in New York in 2000. As of August 2018, a total of 13,176 organisations, (Academia – 551, Foundations, including the Al-Attiyah Foundation – 319, Public Sector – 188, Business Associations – 522, Labour – 21, NGOs – 1664, Companies – 4526, Small or Medium-sized Enterprises – 5288, Cities – 97), have signed on to the Global Compact. The Global Compact Office works on the basis of a mandate set out by the UN General Assembly as an organisation that "promotes responsible business practices and UN values among the global business community and the UN System.

The ten principles of the UN Global Compact, as reproduced below, build on internationally acknowledged conventions within four areas: human rights, labour, the environment and anti-corruption. They are derived from: the Universal Declaration of Human Rights; the International Labour Organisation's Declaration on Fundamental Principles and Rights at Work; the Rio Declaration on Environment and Development; and the United Nations Convention Against Corruption.

Organisations may use the ten principles as a guide, and can in addition, choose to join the UN Global Compact formally. Organisations formally accepted into the UN Global Compact's database commit to making the ten principles part of their business activities and to report annually on progress made, to the UN Global Compact.

Based on the premise that corporate sustainability starts with a company's value system and a principles-based approach to doing business, responsible businesses enact the same values and principles wherever they have a presence, and know that good practices in one area do not offset harm in another. The UN Global Compact believes that by incorporating the following ten principles into strategies, policies and procedures, and establishing a culture of integrity, companies are not only upholding their basic responsibilities to people and the planet, but also setting the stage for long-term success.

HUMAN RIGHTS



Principle 1:

Businesses should support and respect the protection of internationally proclaimed human rights.

This Principle sets out the UN Global Compact's overarching expectation of business on human rights, namely, to respect and support human rights. Respecting human rights means a business should use due diligence to avoid infringing human rights ("do no harm") and should address adverse human rights impacts with which they are involved. In addition, a business should take voluntary action to make a positive contribution towards the protection and fulfillment of human rights. Respect for human rights is the right thing to do, but it is also a business issue. Not respecting human rights poses a number of risks and costs for business, including putting the company's social license to operate at risk, reputational damage, consumer boycotts, exposure to legal liability and adverse government action, adverse action by investors and business partners, reduced productivity and morale of employees. Business has the potential to impact – positively and negatively – virtually all human rights. Accordingly, business should consider their potential impact on all rights. However, some actual or potential impacts will require special consideration, for example, where the actual or potential impacts are very serious and/or there is a strong connection between the company and the abuse.

Principle 2:

Make sure that they are not complicit in human rights abuses.

Complicity means being implicated in a human rights abuse that another company, government, individual or other group is causing. While the risk of complicity in a human rights abuse may be particularly high in areas with weak governance and/or where human rights abuse is widespread, the risk of complicity exists in every sector and every country. The business rationale for taking action to avoid complicity is the same as for Principle 1. In other words, not only is it the right thing to do – there is also a growing business case. Several factors, such as, globalisation, growth of civil society, crime, transparency and accountability; combine to place human rights higher on business' list of priorities. Human rights issues have become increasingly important as the nature and scope of business has changed. An effective human rights policy and conducting appropriate human rights due diligence will help companies address (though will not eliminate) the risk of being implicated in human rights violations, by knowing and showing that they took every reasonable step to avoid involvement.

LABOUR



Principle 3:
Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.

Freedom of association implies respect for the right of all employers and all workers to freely and voluntarily establish and join groups for the promotion and defence of their occupational interests. Businesses face many uncertainties in this rapidly changing global market. Establishing genuine dialogue with freely chosen workers' representatives enables both workers and employers to understand each other's problems better and find ways to resolve them. Freedom of association and the exercise of collective bargaining provide opportunities for constructive rather than confrontational dialogue.

Principle 4:
The elimination of all forms of forced and compulsory labour

Forced or compulsory labour is any work or service that is exacted from any person under the menace of any penalty, and for which that person has not offered himself or herself voluntarily. Providing wages or other compensation to a worker does not necessarily indicate that the labour is not forced or compulsory. By right, labour should be freely given and employees should be free to leave in accordance with established rules. Forced labour not only constitutes a violation of fundamental human rights, it also deprives societies of the opportunity to develop skills and human resources, and to educate children for the labour markets of tomorrow. Organisations need to determine whether forced labour is a problem within their business sector and for their operations. Where forced labour is identified, the concerned individuals should be removed from work and facilities and services should be provided to enable them to make adequate alternatives.

Principle 5:
The effective abolition of child labour

The term "child labour" should not be confused with "youth employment" or "student work." Child labour is a form of exploitation that is a violation of a human right and it is recognised and defined by international instruments. While the term "child" covers all girls and boys under 18 years of age, not all under-18s must be removed from work: the basic rules under international standards distinguish what constitutes acceptable or unacceptable work for children at different ages and stages of their development. Association with child labour will likely damage a company's reputation. This is especially true in the case of transnational companies who have extensive supply and service chains, where the economic exploitation of children, even by a ▸

- business partner, can damage a brand image and have strong repercussions on profit and stock value. Developing awareness and understanding of the causes and consequences of child labour is the first step that a company can take toward action against child labour. This means identifying the issues and determining whether or not child labour is a problem within the business. If an occurrence of child labour is identified, the children need to be removed from the workplace and provided with viable alternatives. These measures often include enrolling the children in schools and offering income-generating alternatives for the parents or above-working age members of the family.

Principle 6:
The elimination of discrimination in respect of employment and occupation.

Discrimination in employment and occupation means treating people differently or less favourably because of characteristics that are not related to their merit or the inherent requirements of the job. Discrimination leads to social tensions that are potentially disruptive to the business environment within the company and in society. A company that uses discriminatory practices in employment and occupation denies itself access to talents from a wider pool of workers, and thus skills and competencies. Any company introducing measures to promote equality needs to be aware of the diversities of language, culture and family circumstance that may exist in the workforce. Managers and supervisory staff, in particular, should seek to develop an understanding of the different types of discrimination and how it can affect the workforce.

ENVIRONMENT



Principle 7:
Businesses should support a precautionary approach to environmental challenges.

Principle 15 of the 1992 Rio Declaration states that "where there are threats of serious or irreversible damage, lack of full scientific certainty shall not be used as a reason for postponing cost-effective measures to prevent environmental degradation". The precautionary approach involves the systematic application of risk assessment, risk management and risk communication. When there is reasonable suspicion of harm, decision-makers need to apply precaution and consider the degree of uncertainty that appears from scientific evaluation. The key to a precautionary approach, from a business perspective, is the idea of prevention rather than remediation. In other words, it is more cost-effective to take early action to ensure that environmental damage does not occur. Companies can support a precautionary approach by communicating potential risks for the consumer and providing complete information on risks to the consumer and the public. Supporting the precautionary approach includes obtaining prior approval before certain products, deemed to be potentially hazardous, are placed on the market.

Principle 8:
Undertake initiatives to promote greater environmental responsibility.

The Rio Declaration says that business has the responsibility to ensure that activities within their own operations do not cause harm to the environment. Society expects business to be good actors in the community. Business gains its legitimacy through meeting the needs of society, and increasingly society is expressing a clear need for more environmentally sustainable practices. Cleaner and more efficient processes mean increased resource productivity, which translates to needing fewer raw material inputs and lower costs. More environmentally responsible companies are also benefiting from tax incentives or permit programs because they are more advanced than their peers. Additionally, employees and consumers are increasingly interested in doing business with responsible companies. The challenge for companies is developing an environmentally responsible strategy that keeps them ahead of the pack, helping them maintain an advantageous position in the marketplace. Companies must truly innovate in terms of how they manage their relationship with the environment.

Principle 9:

Encourage the development and diffusion of environmentally friendly technologies.

Environmentally sound technologies: should protect the environment; are less polluting; use all resources in a more sustainable manner; recycle more of their wastes and products; and handle residual wastes in a more acceptable manner than the technologies for which they were substitutes. They include a variety of cleaner production processes and pollution prevention technologies as well as end-of-pipe and monitoring technologies. The key benefits of environmentally friendly technologies include: reduction in use of raw materials; creation of new business opportunities through technology innovation; increased overall competitiveness of the company; and more efficient and clean use of materials, leading to long-term economic and environmental benefits.

ANTI-CORRUPTION



Principle 10:

Businesses should work against corruption in all its forms, including extortion and bribery.

This principle commits UN Global Compact participants not only to avoid bribery, extortion and other forms of corruption, but also to proactively develop policies and concrete programs to address corruption internally and within their supply chains. Transparency International's definition of corruption is "the abuse of entrusted power for private gain". This can mean not only financial gain but also non-financial advantages. There are many reasons why the elimination of corruption has become a priority within the business community. Confidence and trust in business among investors, customers, employees and the public have been eroded by recent waves of business ethics scandals around the globe. Companies are learning the hard way that they can be held responsible for not paying enough attention to the actions of their employees, associated companies, business partners and agents. Businesses face high ethical and business risks and potential costs when they fail to effectively combat corruption in all its forms. All companies, large and small, are vulnerable to corruption, and the potential for damage is considerable.



CHAPTER 3: CSR BEST PRACTICE INSIGHTS

There is a plethora of CSR programs, with different organisations adopting different approaches for attaining CSR goals. As can be deduced from the many available guidelines, adopting CSR best practice is driven by multiple factors such as regulatory requirements; economic imperatives; competitiveness; environmental considerations; political imperatives; consumer pressure; and pressure from communities, stakeholders, and non-governmental organisations. It is clear that CSR has become a part of the DNA of many companies, although there is still lots of room to improve on the effectiveness of the programs.

This is the context in which the elements and aspects that constitute CSR 'Best Practices', are identified and reviewed.



3.1 DIFFERENT TYPES OF CSR INITIATIVES

The many different types of CSR initiatives can be discussed in terms of four main sets of characteristics. Characteristics that show:

1. **CSR initiative as an integral part of core business;**
2. **CSR initiative that is well aligned with government developmental agenda;**
3. **CSR initiative that serves as a tool for addressing social needs; and**
4. **CSR initiative that serves as a tool for responsible environmental management.**

These characteristics help to highlight key elements and aspects that should be considered if a CSR initiative is to effectively achieve its intended purpose. Leading companies committed to best practice, tend to pursue CSR initiatives with multifaceted objectives. It is likely that if more of the characteristics from the above sets are integrated into a CSR initiative, the greater the contribution and impact the initiative will make to sustainable development.

3.1.1 Characteristic One: CSR as an integral part of core business

Key message: Companies striving to remain in the forefront of promoting responsible and ethically sound business approaches, need to see CSR as part of their core business and not as an add-on. With an increasing spotlight on the impacts of business operations on communities, it is important that companies continually demonstrate that CSR considerations are an integral and indivisible part of their business. This will give companies greater credibility.

The following elements or aspects can help a company demonstrate that it is committed to an approach that makes CSR an integral part of its core business:

- Policy Framework – the organisation has a well-defined set of policies for framing CSR programmes and these policies are publicly available and are regularly communicated to employees and stakeholders;
- Management commitment – there is a visible and demonstrable commitment by the top management of the organisation to CSR. CSR is a regular item on the agenda of Board meetings and decisions on CSR programs are taken and supported at the highest level of the organisation;
- Dedicated accountability in senior management – the responsibility for executing the organisations CSR work is clearly included in the job description of a senior manager, reporting to the CEO unless the CEO is directly given this responsibility. Similarly, other staff resources required for executing the CSR work of the organisations have their roles and responsibilities clearly defined in their job descriptions;



- Active involvement of employees – there is a structured program of engagement and communication with employees, to ensure the active involvement and participation of all employees, at all levels, in the CSR initiatives of the organisation;
- Corporate CSR Reporting – the organisation produces public corporate CSR reports at regular intervals, and they are given the same considerations as the organisation's financial reports; and
- Sustainable funding model – there is an established fund that is dedicated and ring-fenced for CSR projects, ensuring that expenditures on CSR projects are considered important and necessary budget-line items, that are irreplaceable if the business is to remain in existence.

3.1.2 Characteristic Two: CSR is well aligned with government development agenda

Key message: The primary objective of social responsibility is to contribute to sustainable development. Companies should continue to ensure that their contributions to the development of the countries where they operate are tangible and complementary to the efforts of the respective governments. Companies therefore need to ensure that their interests are aligned and consistent with the priorities set by the countries, in their 2030 development agendas.

Achieving sustainable development is undoubtedly one of the biggest challenges the world faces today. We live in a world where more than 800 million people live in extreme poverty; one out of nine people are starving; 2.5 billion people are without access to clean water; and 1.3 billion people have no access to modern electricity. Unemployment continues to pose a great challenge for governments. Many countries, particularly developing countries, have large populations of youths and women in need of quality education. As governments all over the world are striving to meet their developmental goals set by the 2030 Agenda for Sustainable Development, enshrined in the 17 UN Sustainable Development Goals (SDGs), they have to find trusted and reliable partners that they can work with. This provides opportunities for private companies, operating especially in developing countries, to present themselves as a 'partner of choice' for governments.

Companies can ensure that their interests are aligned with priorities of governments, if their CSR initiatives and approaches are characterised by some of the following elements:

- Partnership with government – the organisation continually develops an enduring partnership relationship with governments. This entails regularly sharing its business objectives with the appropriate authorities and other relevant stakeholders; collaborating, and active engagement in government-driven initiatives;
- Legislative compliance – the organisation demonstrates strong compliance to legislation and regulations. Companies can earn trust from regulatory authorities and external stakeholders, by showing a commitment to comply with government legislation and even go beyond legal requirements, through demonstrable self-regulatory practices;
- Dedicated funding – the organisation contributes financially to government-worthy projects in a carefully thought-through active, meaningful and planned way, well in advance and not simply reacting to requests from government in an ad-hoc fashion, to ensure successful implementation;
- Knowledge sharing – the technologies, knowledge and expertise required to successfully execute government initiatives, often resides in the private sector. CSR could provide a useful opportunity for companies to demonstrate their willingness to share some of their proprietary resources, knowledge and expertise with government, for the common good.



3.1.3 Characteristic Three: CSR as a tool for addressing social needs

Key message: There is no doubt that times are changing rapidly and companies are facing increasing pressure to demonstrate commitment to be good neighbours. For a long time, companies have accepted that compliance with stringent government legislation, is a necessary imperative to operate a profitable business. The concept of 'social license to operate', is also now beginning to gain more prominence. There is increasing demand by communities, for companies to demonstrate their bonafide right to be part of the society in which they operate. Even when not required by law, companies are now finding it necessary to conduct Social Impact Assessments (SIAs) for their operations.

The most important elements of a CSR initiatives falling within this cluster, are embedded in the process for preparing the social impact assessment (SIA) report for a given operation, and the subsequent use of the report for framing the scope and implementation of related CSR projects.

Social Impact Assessment (SIA) process needs to involve the following aspects:

- Constructive, non-adversarial engagement process with communities, including identified community-based organisations (CBOs);
- Identification of the socio-economic issues that are significant to the communities impacted by the project; and
- Developing a social plan for ensuring the lasting contribution of the project to the long-term sustainable development of the most affected communities.

3.1.4 Characteristic Four: CSR as a tool for responsible environmental management

Key message: There is need for companies to continuously deploy and advance best practices and innovative approaches to protect and contribute to the conservation of the environment. Environmental stewardship is not an option for private companies. It has long been reconised and accepted as a necessity. Companies must ensure that they are proactive in addressing environmental concerns, as a necessary and integral part of their core business.

A CSR approach that serves as a tool for responsible environmental management should facilitate the consideration of the following elements: ▸

- **Environmental Impact Assessment** – A good environmental impact assessment, carried out by competent professionals, underscores the importance of and sets the foundation for, managing environmental performance throughout the life of a project. The identification, assessment and management of the environmental risks and impacts of a project should involve the following aspects:

  - Compilation of a comprehensive legal register of all applicable laws and regulations;
  - Full assessment of pre-project environmental conditions of the entire boundary of the project site, as well as, the neighbouring sites that could be impacted by the project activities;
  - Full assessment of historical or cultural heritage at the project site;
  - Identification of all potential impacts of the project on the environment, including endangered species, land, water, air, waste, climate change, etc;
  - An objective assessment of whether to proceed or not to proceed with the proposed project;
  - A comprehensive plan for managing the identified impact through the life of the project; and
  - Implementation of a comprehensive project decommissioning plan, at the end of the project, to ensure that the project site is returned to a pristine state, as required by law and/or agreed prior to the start of the project;



- **Stakeholder consultation process** – a process of structured engagement with stakeholders and all interested and affected parties that could be impacted by the project. Ensuring that their needs, concerns and inputs/ suggestions are adequately considered in all decisions relating to managing the environmental impacts of the project;
- **Periodic environmental performance audits, including regular reporting on the performance and challenges, of managing the identified impact** – preparation and publicly disseminating an environmental management performance report to transparently indicate the progress and commitment of the company to the implementation of the environmental management plan for the project; and
- **Financial provision** – ensuring that adequate funding is provided, right from project initiation, for the management of the environmental impacts throughout the life of the project, including project closure and decommissioning.

3.2 CSR POLICY FRAMEWORK

The credibility of a company's commitment to CSR is greatly enhanced through an effective, transparent and inclusive process of decision-making and governance. As a start, the way a company approaches and manages its CSR initiatives should be anchored in a strong policy framework. Whether a CSR policy is standalone or part of a sustainability policy or even part of an overall company's corporate policy, an effective policy framework should highlight a strong top-level management commitment to:

- Receiving independent inputs from credible external thought leaders.
- Public/Private Partnerships;
- Engagement and involvement of stakeholders;
- Consistent and sustainable funding approaches; and
- Transparent reporting.

Adopting an effective CSR policy is a strong indication that an organisation is proactive in its approach to CSR. Such a policy should be developed through an inclusive process involving all level of employees, and approved at the highest level in the organisation.

While, in many jurisdictions, there are no legal requirements for companies or organisations to have a CSR policy, any organisation that cannot show a written policy statement that guides its approach to CSR will be looked at sceptically by regulators, investors, the public, and the media. Increasingly, market leaders accept that their CSR initiatives are becoming so important that carefully articulated and professionally communicated policies are essential.

The organisational policy sets the blueprint for all subsequent actions concerning CSR. It helps organisations define the overall scope of their commitment to CSR, and helps to give different organisations a common set of values. A written policy is required to ensure that everybody in an organisation receives the same message as to what the organisation intends achieving in this area, and why.

A CSR policy framework can assist an organisation in many ways, including:

- Enhancing the effectiveness of initiatives undertaken by the organisation in an area of growing public, national and international concern or interest;
- Strengthening the commitment of the organisation to CSR and giving adequate exposure for the organisation's good track record of adopting a proactive approach;
- Managing expectations and avoiding unreasonable demands from regulating authorities; stakeholders; investors; and local, regional and international civil society organisations;
- Achieving policy consistency across all key areas of its business activities;
- Providing the organisation with credibility in its interaction with government, developmental interest groups, national and international organisations, and other interested parties;
- Providing guidance for decision-making and oversight by the Board, as well as, providing benchmarks for measuring progress;
- Highlighting, exploring and maximising the strength and positive aspects of the diversity found among employees and the different arms of the companies; and
- Minimising risks associated with social and environmental impacts of their operations.

It is common practice for a good policy framework to provide for an independent Advisory Body that supports and advises the highest decision-making body (Board) of the organisation, on matters relating to CSR.

3.3 GOVERNANCE AND DECISION-MAKING

The level of commitment of a company or an organisation to CSR is reflected by the decision-making structure and processes for matters relating to CSR. CSR governance approach reflects several aspects of best practice, such as; sustainable funding, stakeholder consultation, independence and transparency, and accountability.

It is becoming common practice for companies to set up independent advisory boards to guide and provide input to the corporate board, on all aspects of CSR. Most major corporations have dedicated Chairman's funds for CSR projects and the independent advisory board have full authority to decide and make recommendations on how the funds should be used and for which CSR projects. The independent advisory boards are usually constituted with reputable and highly-distinguished members with good standing in communities. They command respect, and are perceived to be fair and able to provide objective advice without any personal interest in the business of the company.

The role of an independent advisory board includes the need to ensure that the company or organisation has a well-defined and clearly communicated process of engaging, inviting and receiving project proposals and inputs from the communities they serve and the stakeholders that are interested in their CSR program.

3.4 SOCIAL IMPACT STUDY AS TOOL FOR IDENTIFYING CSR INITIATIVES AND PROJECTS

Sustainable social and economic development of communities requires the cooperation and collective efforts of several actors. In pursuit of its sustainable development objective, a company should show commitment to engaging and partnering with government, NGOs, CBOs and other developmental agencies in the task of social and economic upliftment of the communities around its operations. It is therefore desirable to conduct a social impact study for any proposed major project prior to commencement, whether this is a regulatory requirement or not.

The objectives for a social impact study include the following:

- To identify the socio-economic issues that are significant to the communities impacted by the project;
- To identify the key players within government, NGOs and communities, that are responsible for local and regional development and to define their respective roles within a possible partnership framework;
- To quantify the skill profiles of the communities and to match them with the requirements of the project, to ensure they are given first consideration for all employment opportunities; and
- To develop a social plan for ensuring the lasting contribution of the project to the long-term sustainable development of the most affected communities.

The scope of a social impact study usually covers the following:

- Reviewing or obtaining from competent authorities, the

socio-economic profiles of each community around the proposed project;

- Analysing the existing local and regional development plans and investigating how the development of the project can best fit into these plans especially at project closure and decommissioning;
- Should no development plan exist, preparing a proposal on a multi-stakeholder process for developing appropriate local and regional plans for the areas impacted by the proposed project;
- Reviewing the roles of NGOs, CBOs, civic leaders, and developmental agencies that may be active in the area;
- Identifying what each community has to offer the project in terms of resources, skill and services, including an inventory of the jobs that could become available and the services that could be out sourced;
- Investigating potential project-related and non-project related business opportunities that the project could facilitate within the communities in the vicinity of the proposed project; and
- Assessing the long-term viability of any proposed business initiatives beyond the expected life of the project.



The output from a social impact study is usually in the form of a comprehensive report that covers several aspects, including:

- A social plan for identified communities, indicating clearly the short, medium and long-term activities;
- A clearly defined role for the company in the task of social and economic development of the area where the project is to be located;
- A list of reputable NGOs or CBOs that could serve as potential partner with the project and any other existing industrial operations within the same vicinity;
- Any other information that will assist in the development of an effective implementation strategy, including information on a possible phased approach to implementation of any identified long-term activities.

Such a report may contain appendices, such as, socio-economic profile and socio-economic issues report.

CHAPTER 4: CASE STUDIES

Since the adoption of Qatar Vision 2030, many companies in Qatar have stepped up their CSR efforts, in their quest to contribute to the development goals set in the national sustainable development vision. In this regard, the Al-Attiyah Foundation resolved from the outset, that it would be good to include practical Case Studies on ongoing CSR initiatives, in this handbook. The inclusion of Case Studies intended to achieve the following two main objectives:

1. Showcase what companies and organisations operating in Qatar are doing with regards to CSR.

2. Enhance the insights presented on the key elements that are considered essential to best practice. This objective includes the need to compare current practices with identified elements of best practice, with a view to identify areas for further improvement.

With the second objective particularly in mind, companies and organisations were invited to submit Case Studies, without a preview of the elements of CSR best practice to be included in the handbook. The following nine Case Studies presented in this section of the handbook show glimpses of some of the elements of CSR best practice in Chapter 3 above.



- **Case Study 1:** Qatar University ExxonMobil Teachers Academy (QUEMTA)
- **Case Study 2:** NXplorers – Shaping leaders of the future – an initiative by Shell
- **Case Study 3:** Fostering Innovation – Reusing and Recycling Water – a Shell initiative
- **Case Study 4:** ConocoPhillips Supporting Qatar's Vision for Sustainable Development
- **Case Study 5:** Accessible Qatar, a Sasol initiative
- **Case Study 6:** Qatar e-Nature, a Sasol initiative
- **Case Study 7:** The Health Park with Salem and Sarah, a Sasol initiative
- **Case Study 8:** Qatar Airways Competency and Training to deliver Sustainability Ambitions
- **Case Study 9:** Qatargas Jetty Boil-Off Gas (JBOG) Recovery Facility

These case studies have been included unabridged, without any alteration by the Al-Attiyah Foundation.

A review of the Case Studies reveals that companies and organisations in Qatar are generally ensuring that their CSR initiatives are conceived to: align



with government priorities and consistent with the developmental agenda and goals set by the Qatar Vision 2030; contribute to meeting specific needs of society; enhance collaboration and partnership with relevant stakeholders and government departments.

In general, the Case Studies are informative, particularly in their contribution to the developmental agenda of government and the goals set in Qatar Vision 2030. They all contribute to specific wellbeing and needs of local communities. The case studies provide good examples of how companies are contributing positively to the local community, within the context of the prevailing circumstances in the country. Overall the case studies show that companies in Qatar are serious about CSR and should be commended for their commitment to contribute to sustainable development.

The case studies do not only address specific needs in Qatar, but could easily be replicated in other areas, communities or countries. A couple of the initiatives are already extended to other countries.



Case Study 1: Qatar University ExxonMobil Teachers Academy

QUEMTA, modelled after a similar successful initiative in the United States, has been running every year since 2012. The initiative demonstrates the following elements of CSR best practice:

- Collaboration – involving government, academia, industry and teachers.
- Alignment with government priority – contributing to Qatar Vision 2030.
- Capacity building – contributing to building a competent workforce.

DESCRIPTION

The Qatar University ExxonMobil Teachers Academy (QUEMTA) is a week-long intensive professional development program led by a team of education experts from Qatar and the United States. Established in 2012 as a collaborative effort between the National Center for Educator Development at Qatar University (QU), ExxonMobil Qatar, and the Ministry of Education and Higher Education, the academy supports ExxonMobil Qatar's long-term commitment to building a competitive work force that can support Qatar's efforts to foster the creation of a knowledge-based society.

The academy's overall objective is to equip primary and secondary school math and science teachers from Qatar's independent schools with the skills to adequately prepare students for success in the 21st century.

Modeled after the highly successful ExxonMobil Teachers Academy in the United States, QUEMTA has significantly enhanced the quality of teaching and learning of math and science of participating teachers.

Over its course, the academy provides these teachers with a unique opportunity to build on their expertise, enhance their understanding of math and science content, and acquire interactive teaching tools that will help them ignite a passion for math and science in their students.



For six years now, QUEMTA has motivated over 250 teachers in Qatar who have impacted more than 10,000 students - creating

a powerful ripple effect in the education system.

REPLICABILITY – LESSONS LEARNED

- Content material taught during the academy workshops must be aligned with the national curriculum.
- There needs to be support from the main national education entity for the initiative to be successful, effective and beneficial. In this case, there was excellent support from the Ministry of Education and Higher Education and QU, both of which fully understand the country's education gaps and needs.
- Continuous follow up throughout the year between academies is critical to its success.

LEVEL OF ENGAGEMENT WITH STAKEHOLDERS

The Ministry of Education and Higher Education supports QUEMTA in many ways. As Qatar's main education entity responsible for overseeing and directing the country's education system, it has played a key role in ensuring the academy's success since its inception.

With a history spanning over four decades, QU is Qatar's primary institution for higher education. It is an institution dedicated to the development of



a better world through multiple disciplines, particularly science and technology. This is something that resonates strongly with ExxonMobil's strategic community investments, and the reason for their strong education partnership. QU is heavily involved in the program by taking co-leading the workshop, coordinating with the Ministry of Education and Higher education in terms of the teacher participation and the curriculum needs, and following up with the program alumni throughout the academic year.

Furthermore since 2015, QU has held an annual alumni forum for teachers who have attended the academy. The forum serves as a platform to share ideas, success stories and classroom challenges, while providing feedback and suggestions on the effectiveness of the academy itself. It also provides its organisers in Qatar and the United States with the opportunity to review the progress of teachers who have attended the academy, as well as measure its overall impact on student learning, identify challenges teachers encounter when applying the academy's activities to their work, and explore solutions to overcome these challenges

SYNERGY WITH CORE BUSINESS

From a broader perspective, the academy represents the progress that can be made when government, academia and industry work together with a shared vision. This has been called the Triple Helix model.

Leadership has emphasised the importance of this model in strengthening educational advancement. This is a critical component of Qatar's Second National Development Strategy, which will take us to 2022.



The challenge going forward is to integrate and build on successes in the education field. This is why ExxonMobil Qatar continues to create synergies that strengthen programs like the academy with far-reaching impacts on society.

BENEFITS TO SOCIETY

- Supports Qatar's efforts to improve the education system by focusing on teacher professional development.
- Contributes to the professional development of highly qualified teachers who can stimulate student interest in STEM subjects.
- Ensures that Qatar is prepared for future opportunities and challenges, by investing in programs that promote Science, Technology, Engineering and Math (STEM) learning across educational institutions in the country.
- Helps build a future-ready workforce by enhancing individual potentials.
- Provides the opportunity to other educational institutes to participate and engage in the academy (such as Teach for Qatar (TFQ), and Maharaty) to benefit from this training and development.

COMPLIMENTARY TO GOVERNMENT VISION AND DEVELOPMENT AGENDA

- QUEMTA is part of ExxonMobil's long-term commitment to building a competitive workforce that can create Qatar's future knowledge-based society - a vision put forward by His Highness the Emir, Sheikh Tamim Bin Hamad Al Thani.
- ExxonMobil Qatar supports a range of sustainable education and training initiatives for students and professionals to ensure that there is a stream of skilled individuals who can handle the challenges of tomorrow – all in pursuit of developing a knowledge-based economy.
- ExxonMobil is committed to supporting the State of Qatar's vision to build a modern world-class education system that provides students with a first-rate education, in line with the Human Development Pillar of the Qatar National Vision 2030.
- ExxonMobil Qatar continues to develop its education and human development programs in partnership with local organisations. These collaborative efforts will help enable the creation of a pool of skilled professionals across the public and private sectors that can build a framework for Qatar's future economic growth, in line with the Qatar National Vision 2030.

CONTRIBUTION TO IMPLEMENTATION OF SUSTAINABLE DEVELOPMENT GOALS (SDGS)

QUEMTA integrates STEM subjects to improve education training and resources outcomes. This supports SDG 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

Case Study 2: Shell NXplorers – Shaping leaders of the future

This initiative by Shell introduces future leaders to the complex thinking needed to bring about positive change. It aims to improve the interest and capability of students in Science, Technology, Engineering and Mathematics (STEM). This case study showcases CSR best practice through:

- Aligned with Shell's Purpose to empower future generations with the skills to address the world's energy challenges.
- Addresses a key government priority to contribute towards developing human capital.
- Build capacity by equipping young people for the jobs of tomorrow, enabling them to succeed in a rapidly changing world.

BACKGROUND

The Challenge

The global population is rising and is set to reach nine billion people by 2050. This rapid growth comes with an increased strain on our most vital resources – food, water and energy – and will have profound implications on our way of life. System-wide change, along with lifestyle and behavioural change, is necessary to make economies socially, economically and environmentally sustainable. In addition, the complexity of the links between food, water and energy requires a holistic approach and better integration of innovative solutions and policies in these areas[1].

Addressing these challenges is fuelling the development of new ideas, technologies and innovation. Complex problem-solving, critical thinking and creativity are becoming increasingly important and are cited by employers amongst the top skills needed in the future[2]. These skills, known as the "STEM habits of mind", tend to underpin an ability to innovate and adapt, and, in some regions, account for a significant proportion of skill shortages and gaps.

The Government of Qatar, recognising these changing dynamics, developed the Qatar National Vision (QNV) 2030 as a blueprint for transformation and sustainable growth. In its drive towards a knowledge-based economy, Qatar has been one of the top advocates both in the region and globally for education and its role in constructive social transformation, thereby ensuring young people are better equipped for the jobs of tomorrow and to take on the grand challenges of our time.

Shell's approach – sharing wider benefits where we operate

At Shell, we believe that investing in communities where we operate – what we call social investment (SI) – enables local people to participate in the benefits that industrial development can bring. It is central to the way we do business. We develop SI projects that are closely aligned with our business, and our Science, Technology, Engineering and Mathematics (STEM) education initiatives are at the very heart of Shell. We need to continue to attract and retain talented people with relevant STEM knowledge and skills as we strive to deliver more and cleaner energy. Through our STEM programs, we aim to equip future generations with the skills to lead the emerging energy transition.

[1] https://www.shell.com/energy-and-innovation/the-energy-future/scenarios/new-lenses-on-the-future.html
[2] https://www.weforum.org/reports/the-future-of-jobs



Figure 1. NXplorers from Dukhan English School looked at the challenge of how to improve Qatar's food security.

NXPLORERS

Program overview – what is it and how does it work?

NXplorers is a proven, innovative educational program for young people, developed by Shell and Shaping Learning[3]. Focused on the food-water-energy stress nexus, the program introduces future leaders to the complex thinking needed to bring about positive change. Central to the long-term objectives of the program is the aim to improve the interest and capability of students in STEM and the potential for them to pursue STEM related careers.

The program starts with a facilitated and practical workshop run over two to three days. Students are introduced to a fresh way of thinking about complex challenges that are relevant to them, and provided the tools, methodologies and skills needed to tackle these real-world problems, using a combination of systems thinking, scenario planning and a theory of change methodology. By the end of the workshop, the students will have created an action plan to bring about positive change, and are invited to come back as volunteer ambassadors and future facilitators for the program.

NXplorers workshop in Qatar

At Qatar Shell, we recognise our unique position as a contributor to developing the nation's human capital and preparing the youth for success in a global environment through our STEM initiatives. In September 2016, we ran the first of our NXplorers workshops in Qatar. At Dukhan English School[4], students were asked to think of issues relevant to Qatar and as they dug deeper, became increasingly concerned about food security.

[3] https://nxplorers.com/en/about/
[4] https://nxplorers.com/en/nxplorers-in-action/improving-food-security

In Qatar, where food production remains a challenge due to fresh water scarcity, limited arable land, and ever-increasing demands for energy driven by rapid population and economic growth, more than ninety percent of food consumed is currently imported. A wide range of challenges emerged with participants exploring issues from: "How can we turn an arid, desert landscape into productive agricultural land?" "Is there a cheap and effective way of collecting clean water?" "Which fruits and vegetables are best suited to the Qatari climate?"

Working in teams, the students were taught how to further define and explore their chosen issue. They were shown how to use scenario planning to consider different possible futures in relation to their problem. The feasibility tools enabled them to filter their ideas to ensure their choices would be manageable and get them started towards achieving their ambitious target of Qatar as a self-sufficient food-producing nation. They also used change management tools to understand how to influence and bring about behavioural change.

At the end of the workshop, the participants had created a 12-month action plan to address their chosen problem, which they presented to the wider group. Some of the solutions included: a self-sustaining market garden comprised of plants requiring a small amount of water, a floating solar desalination unit and desalination polytunnels that could be used in their market garden, and a student initiated waste recycling campaign.

The story so far

NXplorers runs in several countries including Brazil, Nigeria, India, Oman, Australia and Kazakhstan, and will be launched in Singapore and Malaysia by end of 2018. Our goal is to impact more than one million young people around the world through participation in NXplorers by 2020.

In 2018, Qatar Shell partnered with College of the North Atlantic-Qatar and the Ministry of Education and Higher Education to run a STEM summer camp, during which the participants were introduced to NXplorers. Shell will continue to build on the success of the summer camp and will collaborate with the Ministry of Education and Higher Education to deliver NXplorers in 2019.

In Oman, students applied NXthinking and NXplorer tools to explore future scenarios and developed action plans and presentations about their solutions that included the design and build of prototypes. Students came up with re-use of recycled materials as a focus, as well as construction of an Eco-shack and the design of the individual solutions.

Some key lessons learned have been:

- Relating real world problems to STEM integrated thinking allows STEM careers to become less mystified and more acceptable. The program has been shown to have a transformational effect on young people's motivation and personal development.
- Extensive stakeholder engagement is required – National Governments, Education Ministries, schools, and external partners.
- The online platform facilitates collaboration and sharing good practice. The global community offers students a great opportunity to connect with peers across the globe to connect, collaborate, learn and inspire.

Case Study 3: Shell Fostering Innovation – Reusing and Recycling Water

This innovative program by Shell aims to generate new ideas to improve the use of water in Qatar. It highlights the following elements of CSR best practice:

- Integrated with Shell core business – handling of a major byproduct of GTL operations.
- Aligned with government priority – contributing to meeting the challenge of water security.
- Collaboration – involving participation of industry, universities, government and tech start-ups.
- Environmental protection through reuse and recycling of wastewater.

While public perceptions may suggest reluctance to reuse treated wastewater, there are examples that show the acceptability of reuse for certain purposes. In Singapore, for example, sewage water is purified and used as drinking water. The treated water is so clean that it has no taste and some salts and minerals have to be added to make it drinkable. This "new water" as they call it in Singapore, is used even for making beer called "new beer".

BACKGROUND

Water security – Qatar's Grand Challenge

The availability of natural fresh water resources is a growing challenge in some parts of the world. It is important that society – along with Shell and others in the oil and gas industry – protects and preserves this valuable resource and manages its use in a responsible and sustainable way.

In Qatar, where natural fresh water resources are limited, there is a pressing need to have sustainable, adequate quantities of fresh water, with such demand growing every year. As part of its National Vision 2030 and its National Research Strategy, Qatar has made a clear commitment to research and development (R&D), and is looking for solutions to secure its water supply through the efficient use, and reuse, of water. This is integral to the government's vision to foster human, social and economic development in a bid to evolve into a knowledge-based economy.

Shell's approach to water[1]

Shell has been innovating for more than a century to produce energy in more efficient, reliable and sustainable ways. This includes how we design and operate our facilities to help reduce fresh water use. In areas where fresh water is scarce, our operations and projects develop water management plans to assess water availability and to monitor and reduce our water use – for example, through reuse and recycling. Where appropriate, we look for ways to treat wastewater using natural solutions such as constructed wetlands. This also helps us to reduce the energy use associated with water management.

The answers to the water challenges that society faces won't come from a single country, organisation or industry. At Shell, we champion open innovation and our R&D organisation brings together in-house expertise with that of public or private entities, including universities, government laboratories, technology start-ups and incubators. These collaborations help spark new ideas to improve the way we use water and prepare

[1] All the Sustainable Development Goals (SDG) are relevant to Shell's operations to varying degrees and we are already contributing to many of these goals. In 2017, we prioritised six of the goals that have particular significance for Shell across our global business. Shell's approach to water contributes to SDG 9 and SDG 17: https://reports.shell.com/sustainability-report/2017/our-contribution-to-society/sustainable-development-goals.html

for the future, accelerating the deployment of new technology in our operations.

BENEFICIAL USES FOR PRODUCED WATER

At Qatar Shell's Pearl gas-to-liquids (GTL) plant[2], the chemical reaction that produces the building blocks for GTL products also produces water in large quantities. The plant was deliberately designed to avoid putting pressure on the country's limited fresh water resources. Pearl GTL's industrial water processing plant is the biggest of its kind, making full use of water produced within the plant for power generation and cooling, whilst a small amount is also used to maintain the bushes and shrubs around the plant. The plant can treat 280,000 barrels of water a day – equivalent to the needs of a town of 140,000 people.

In the drought-prone region of the Surat Basin in Queensland, Australia, Shell's QGC project[3] produces water as a natural by-product during the extraction of gas. Two water plants built around the same time as the gas production infrastructure treat about 97% of the produced water, turning it from unusable and environmentally-unsuitable saline water into high quality, treated water suitable for use by local farmers and irrigators, as well as industry and town water suppliers. The project provides farmers and irrigators the ability to plant winter crops in the region, knowing there will be water available for irrigation when rainfall and river water allocations are limited. QGC has the benefit of an assured water disposal system which optimises gas production and enhances its license to operate. And for the environment, it reduces pressure to irrigate from river systems meaning the local ecosystems are protected.



Figure 1. In Qatar, Pearl GTL's industrial water processing plant is the world's largest for the recovery, treatment and reuse of industrial process water.

Some key lessons learned have been[4]:

- A modular design successfully allowed for the downscaling of water treatment in response to changing production priorities. Flexibility is also available to ramp up where necessary.
- Recognising that water management is not QGC's core business, QGC successfully outsourced management of the water treatment plants to a water service company on a 25-year operations contract. Similarly, the construction of the discharge lines and management of the water supply to landholder is successfully carried out via a local water service provider.
- A system whereby irrigators apply for water volumes and are obligated to take that nomination provides security of discharge and minimises storage costs.

CONSTRUCTED WETLANDS FOR PRODUCED WATER TREATMENT

Our world-class R&D program at Qatar Shell Research and ▸

[2] https://www.shell.com/about-us/major-projects/pearl-gtl/producing-water-in-the-desert.html
[3] https://www.shell.com/sustainability/environment/water/reusing-and-recycling-water.html
[4] https://www.wbcsd.org/Programs/Food-Land-Water/Water/Circular-water-management/Resources/Case-studies/Reusing-and-recycling-water-in-Australia



Figure 2. Reed beds are being used as a natural filter for water in the Omani desert. Constructed wetlands is also being piloted to treat water from Pearl GTL's operations at Qatar Shell Research & Technology Centre.

Technology Centre (QSRTC)[5] has several projects that focus on water use and is contributing directly to address Qatar's water security challenge. The Water Solutions R&D program explores innovative technology options and processes to recycle and reuse water and by-products of water treatment process. These efforts both support optimisation of Pearl GTL, and provide technology for use in future gas plants—all of which add value to Qatar. Over the past three years, QSRTC has explored the use of constructed wetlands to treat water from Pearl GTL's operations. Initial findings have proven the technology to be feasible and we are now testing other wastewater streams for treatment.

The technology was first utilised by Shell in its joint venture operations with the Government of Oman (Petroleum Development Oman – PDO), where reed beds naturally clean the water that is extracted alongside oil production at the Nimr field in Oman[6]. The oil produced there reaches the surface mixed with 90% water, which traditionally must be cleaned before being pumped back beneath the ground.

Since 2011, approximately a third of the produced water generated has been sent for treatment to a purposely built reed bed facility. The reed beds form a wetland built in a previously arid desert, which now provides habitat for insects, reptiles, fish and migratory birds. Since the Nimr reed beds opened, PDO has been able to shut down five of the twelve high pressure pumps that it uses to dispose produced water from the field into deep-lying aquifers. The treated water is used for drilling new wells, which saves pumping clean water from shallow aquifers, and to help make up the polymer mixtures used in PDO's chemical enhanced oil recovery projects. PDO is also investigating the potential of using some of the water to irrigate crops that are tolerant to relatively high levels of dissolved salt.

Some key lessons learned have been[7]:

- The project required a large land footprint; more than 360 hectares to treat 95,000 cubic meters per day of produced water.
- A long pilot period (more than 2 years) was required to de-risk the constructed wetland technology and find the optimum wetland design.
- There were operational risks of the wetland pilot test – including the potential risk of not meeting the performance requirements because of external factors (e.g., seasonal temperature swings, biotic stresses).
- It is recommended to use a non-biased project evaluation process to select the best available solution.
- Climate data and local soil conditions are essential design parameters.
- A champion was required to propel this project forward even with positive results from the pilot study.
- It is important to involve a variety of key stakeholders in the project (e.g., universities).

[5] https://www.shell.com.qa/en_qa/energy-and-innovation/qatar-shell-research-and-technology-centre.html
[6] http://www.ipieca.org/resources/case-study/a-natural-filter-for-water-the-nimr-reed-beds/
[7] https://www.naturalinfrastructureforbusiness.org/wp-content/uploads/2015/11/ShellPDO_NI4BizCaseStudy_ReedBeds.pdf

CASE STUDY 4: CONOCOPHILLIPS SUPPORTING QATAR'S VISION FOR A SUSTAINABLE FUTURE

This case study illustrates how, ConocoPhillips, one of the largest independent exploration and production companies in the world with a business unit situated in Qatar, is committed to delivering its corporate social responsibility (CSR) objectives. It highlights the following elements of CSR best practice:

- Integrated with the global objectives and core business of ConocoPhillips – establishing a world-class center in Qatar for dealing with a major global challenge, within the context of Qatar's national development
- Aligned with government priority – contributing to meeting the challenge of water security
- Collaboration – involving outreach to the local community and knowledge-sharing
- Environmental protection, including a strong focus on education, health and safety

ConocoPhillips Qatar's intrinsic dedication to water sustainability and knowledge-sharing is the cornerstone of the company's CSR efforts in the country.

INTRODUCTION

As one of the largest independent exploration and production companies in the world, with a business unit situated in Qatar, ConocoPhillips is sincerely committed to delivering its corporate social responsibility (CSR) objectives. With a core focus on three areas – education, health and safety, and the environment – ConocoPhillips Qatar (COPQ) invests in programs that are in line with Qatar's Sustainable Development Goals and National Vision 2030. COPQs intrinsic dedication to water sustainability and knowledge-sharing is the cornerstone of the company's CSR efforts in the country.

THE CONOCOPHILLIPS GLOBAL WATER SUSTAINABILITY CENTER

Water is nature's most amazing, reusable resource; used throughout all cultures, countries, and life. It has been used and reused throughout history, connects past to present, and is essential to the future. Established in 2010, the Global Water Sustainability Center (GWSC) is ConocoPhillips' designated and internationally renowned Center-of-Excellence for water-related research and technology. Based in the Qatar Science and Technology Park, the GWSC leverages COPQs unique expertise to develop innovative solutions for treating and recycling industry wastewater and for seawater desalination. An integral hub of innovation, the team of highly-qualified engineers and scientists collaborate to deliver globally-relevant investigative problem solving, expertise, and fit-for-purpose research.

A key facility and component of the GWSCs community outreach efforts is its Water Visitor Center and conservation awareness program. Recognising that all water conservation efforts depend on public awareness and an understanding of the need for conservation, GWSC scientists and engineers have educated over 7,000 school children, teachers, and visitors about ways to save water in their daily lives. Visitors also learn about Qatar's limited ▸



- water resources and see up close how the GWSC lab is developing innovative technologies to treat water. Each visit concludes with the children pledging to promote water conservation in their homes and to encourage family members to do likewise. This long-standing educational program is critical to promoting water conservation amongst Qatar's future leaders.

KNOWLEDGE-SHARING WITH LOCAL STAKEHOLDERS

COPQ believes that knowledge-sharing is a fundamental effort in the communities where it operates. Through building relationships with Qatar's most influential institutions – and leveraging the power of collaboration between industry and academia – COPQ is committed to shaping a better future for Qatar's oil and gas industry. As such, stakeholders in Qatar are increasingly utilising the GWSCs advanced technical capabilities to support onshore production and refining facilities. The problem-solving endeavors are supported by state-of-the-art analytical laboratories in the hands of experienced chemists and scientists.

ENCOURAGING A CULTURE OF SUSTAINABILITY AWARENESS

Proactively fostering valuable relationships, the GWSC is proud of its well-established partnership with Kahramaa. In 2016, the joint ConoTarsheed initiative was launched to raise awareness of water usage in line with the country's sustainability goals. Most recently, this instigated an industry-led panel discussion on water sustainability at Qatar University (QU), followed by a dynamic debate from students. The event led to the hashtag '#conotarsheed' becoming the number one trending topic in Qatar; engaging an even wider audience. Further collaborating to promote a culture of water conservation and awareness within the community, the GWSC annually participates in the Tarsheed Carnival. This multiple-day event celebrates World Water Day, GCC Water Week, and Earth Hour to instill a sense of wonder, responsibility, and empowerment in Qatar's youth.

With the goal of emphasising how sustainability can be promoted in our everyday lives, COPQ and the GWSC recently organised

the inaugural Sustainability Film Project competition. Held in collaboration with Qatar Green Building Council, and in partnership with Kahramaa, Qatar's residents were challenged to create inspiring videos demonstrating how to live a sustainable life. After a rigorous shortlisting process, the three winners were announced during a Kahramaa celebration and won a selection of top-tier prizes.

AWARDS AND RECOGNITION

The GWSC is privileged to work alongside academic partners who have secured grants from Qatar National Research Fund, continuing to explore some of the country's research priorities. One such investigation is related to an innovative treatment method to reduce the volume of wastewater sent to disposal. In recognition of its efforts, the GWSC was honoured with Qatar Green Building Council's Sustainability Award for Professional Research during Tarsheed's sixth anniversary celebrations in April.

PROVIDING A PLATFORM FOR INTERNATIONAL KNOWLEDGE-SHARING

While the GWSCs primary focus is finding solutions for Qatar, it is also committed to disseminating its knowledge globally, and, as such, has established itself as a vital resource and valuable partner. Working in collaboration with Qatar Foundation, the GWSC sponsored the International Conference on Desalination and Environment (ICODE). At this event, world-renowned experts shared their latest research results and innovations supporting global advancement in the fields of desalination, water treatment, and sustainability. The GWSC also collaborates with international ConocoPhillips business units in developing and tailoring technical solutions to address water-related challenges.

THE FUTURE OF CSR AT CONOCOPHILLIPS QATAR

GWSCs research is an integral aspect of COPQs CSR program. This collective knowledge sharing also benefits the country by promoting Qatar as a leader in the energy industry, capable of developing new advances in technology, improving the operations of oil and gas companies, and developing human capital within the fields of applied science and engineering. In addition to participation at international conferences and events, the GWSC shares its work with the wider scientific community through a broad array of publications.

COPQ and the GWSC endeavor to continue providing support, expertise, and research that can be leveraged and replicated on an international scale. The selection of case studies outlined above form a small fragment of the company's commitment to the success and economic prosperity of the Qatari nation – and COPQ is looking forward to another fruitful year of collaborations and community enhancements.



Case Study 5: Accessible Qatar, a Sasol initiative

The website platforms allow disabled people to use their smart phones to view the country's public and touristic locations and outlets to see whether they are accessible, in relation to their disability. This innovative approach illustrates the following elements of CSR best practice:

- Stakeholder consultation – involving many organisations engaged in the disability sector.
- Good governance – integrated into the social investment program in a well-structured manner.
- Social impact assessment – addresses a specific need of undervalued members of society.
- Aligned with government priority – reaching out to many and broadening involvement in development.

INTRODUCTION

Sasol is an international integrated chemicals and energy company that leverages technologies and the expertise of 30,100 people working across 33 countries. It develops and commercialises technologies and builds and operates world-class facilities to produce a range of high-value product streams like liquid fuels, chemicals and low-carbon electricity. In Qatar, Sasol is a joint venture partner with Qatar Petroleum in ORYX GTL, one of the world's first commercial-scale gas-to-liquid (GTL) plant. One of the company's top priorities is ensuring that it meaningfully gives back to the communities it serves. For these reasons, Sasol launched the Accessible Qatar initiative, amongst many others tailor-made for Qatar.

Accessible Qatar is a smart phone application and website. The platforms allow Qatar's disabled community to view the country's public and touristic locations and outlets to see whether they are accessible and in what way, relating to their disability. The main types of disability the App covers are wheelchair users, mobility impaired, blind and visually impaired, hearing impaired as well as people with learning disabilities.

According to the disability selected, the application colour codes each venue and provides in detail, accessibility information for that venue. The information is provided by an accredited accessibility consultant who is an integral part of the Sasol team. The consultant is responsible for conducting physical accessibility audits of the various public venues in Qatar.

KEY STAKEHOLDERS

Sasol consulted the main organisations in Qatar involved with the disability sector to evaluate the current situation and check their needs. Among these bodies are: Qatar Social & Cultural Center for the Blind; Qatari Center of Social Cultural for the Deaf; Shafallah; Mada; Qatar Society for Rehabilitation of Special Needs; and Best Buddies. Sasol then partnered with the Ministry of Municipality and Environment, Qatar Tourism Authority, Hamad Bin Khalifa University - Translation and Interpreting Institute, the Supreme Committee for Delivery and Legacy, Qatar National Committee for Education, Culture and Science, and UNESCO to create and launch the app and website in June 2016.

www.AccessibleQatar.com

SOCIAL IMPACT

The 2- year old initiative has grown swiftly to include additional significant aspects based on identified community needs.

For instance, Sasol launched the first Accessible Qatar conference, under the patronage of H.E. ▸



- Sheikh Abdullah bin Nasser bin Khalida Al Thani, the Prime Minister and Minister of Interior. The conference raised awareness about accessibility, encouraged a space for knowledge-sharing and influenced project developers in consistently being more aware of how to make existing and future venues more accessible for disabled people.

In parallel with this conference, Sasol organised an awards ceremony and awards were presented to key locations ranging from the most accessible tourist attractions in Qatar to the most accessible malls, hotels, and parks for mobility-impaired people. This provided an incentive and platform for encouraging local institutions to make necessary modifications to their venues. An additional motivation for these stakeholders is the fact that the ratings are publicly available on the Accessible Qatar app and website. Ultimately, these will help promote Qatar as an accessible destination.

Accessible Qatar's initiative extended its support towards launching the first inclusive playground in the region at Legtaifiya Park, introducing the Blind Football sport in Qatar, supporting the Freestyle Aquatics program for the disabled at Aspire, and launching the Wheelchair Fencing classes in Qatar. Legtaifiya Park features modified playground equipment including: a slide; a swing; merry-go-round and a trampoline for wheelchair users; encouraging social inclusion from a young age. The Blind Football project in partnership with Save The Dream, offered modified balls to every blind person in Qatar during the Qatar National Sports Day 2018, encouraging awareness and participation in this unique sport. Similarly, the Freestyle Aquatics offers swimming, diving, and snorkeling lessons for people with disabilities of all ages and resulted in the installation of a special lift for disabled persons to enter and exit the swimming pool safely and with dignity. All of these initiatives, including as well, the wheelchair fencing classes, encourage inclusion, healthy living and exercise among the disabled community and demonstrate the important role of sports in improving fitness and enhancing self-confidence for people with disabilities, promoting inclusion under Sasol's Definitely Able and Accessible Qatar initiatives.

Sasol also launched "Accessible Qatar Ambassadors." The program recruited three members from Qatar's disabled community, a blind, a deaf and a wheelchair user, and offered them means of serving their own communities and promote awareness. ▶





- The ambassadors are part of all events organised by Sasol's "Accessible Qatar" initiative. In addition, they held events and workshops that they have entirely initiated and organised.

On a more institutional level, an accessibility audit training and audit system were born out of the Accessible Qatar initiative. In addition to conducting the accessibility audits, Sasol created an accessibility audit system and training workshop for local institutions, which included so far Qatar Tourism Authority, the Supreme Committee for Delivery and Legacy, the Ministry of Health, the Ministry of Education and Higher Education, and Qatar Petroleum. The workshops focused on disability and accessibility awareness, and requested the trainees to audit more venues using the abovementioned audit system to increase the database of audited venues, aiming to cover all locations in Qatar in the near future.

Additionally, the initiative continues with expertly assessed accessibility audits of venues being carried out across Qatar. It encourages locations to introduce changes and improvements for the benefit of the disabled community in Qatar; for instance, providing menus using the Braille language. Braille printing is a service offered free of charge by the Qatar Center for the Blind, they use a printer donated by the Accessible Qatar initiative, a project with a direct positive impact on society.

The accessibility support expanded to include exhibitions. Based on recommendations from Qatar Tourism Authority (QTA), Sasol has issued accessibility guidelines to improve access for people with disabilities to exhibition stands, and developed a system to conduct accessibility audits for these stands. Recent exhibitions audited include the International Agricultural Exhibition (AgriteQ 2018), the 15th Project Qatar exhibition, and Cityscape exhibition, at the Doha Exhibition and Convention Center (DECC).

Certificates are presented to the most accessible stand(s) at exhibitions.



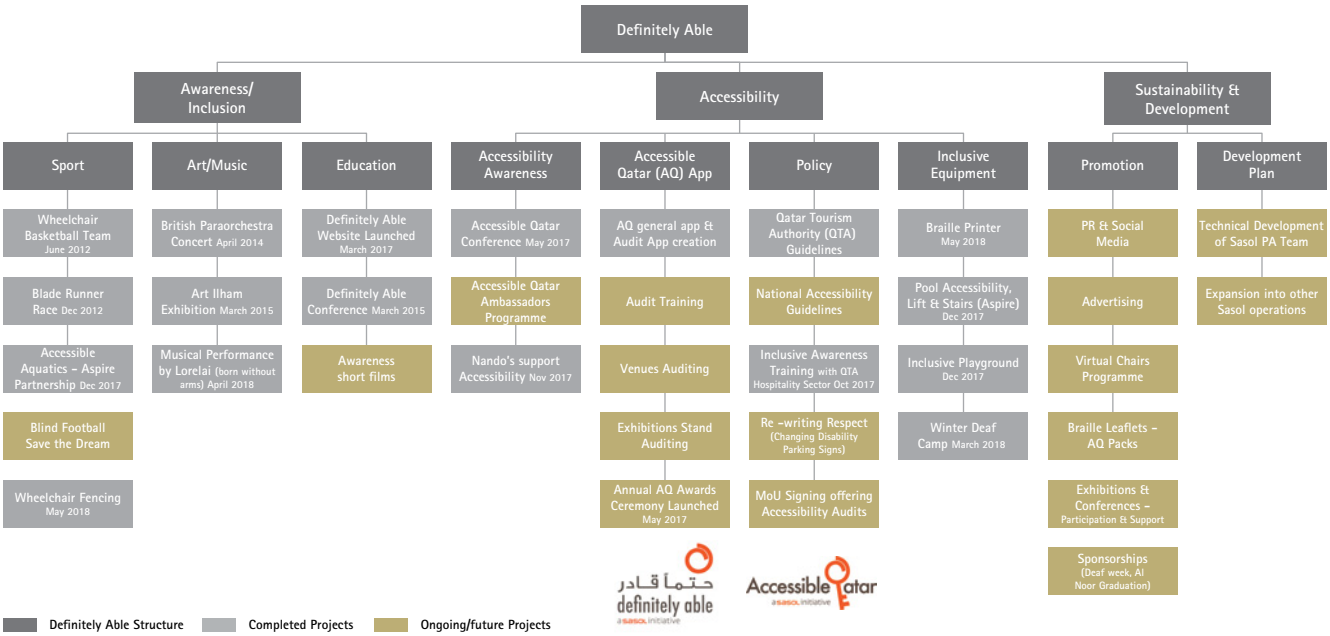
ALIGNING WITH LOCAL & INTERNATIONAL GOALS FOR SUSTAINABLE DEVELOPMENT

Not only does Accessible Qatar create a safe and socially inclusive environment for individuals in society, it contributes to the larger local and global development goals. The Qatar National Vision 2030 includes the Human Development goals that aim to provide economic and educational rights for persons with disabilities across Qatar.

Similarly, Accessible Qatar also aligns with the United Nation's Sustainable Development Goals 8 and 11. Goal 8 aims to promote inclusive and sustainable economic growth, employment and decent work for all. Accessible Qatar's ultimate goal is social inclusivity, which is the first step towards having economic and employment inclusivity for persons with disabilities. Finally, Goal 11 aims to make cities that are inclusive, safe, resilient and sustainable for all members of society, including persons with disabilities. The app's user-generated auditing of locations and the awards act as incentives for buildings to reach that goal.

Accessible Qatar initiative has been developed in a way to be easily replicated in any other country.

SASOL QATAR SOCIAL INVESTMENT PROGRAMME
IN SUPPORT OF PEOPLE WITH DISABILITIES



Video 1: https://www.youtube.com/watch?v=nX5EKJ6VYTw&feature=youtu.be
Video 2: https://www.youtube.com/watch?v=ffjrlD9iBrw
Video 3: https://www.youtube.com/watch?v=0gWG8paiElc

Case Study 6: Qatar e-Nature, a Sasol initiative

This bi-lingual mobile App is aimed at promoting sustainable development by contributing towards an environmentally aware population. It contains detailed information and pictures of hundreds of plants, birds and bird's sounds, insects, mammals, reptiles, marine life, as well as, reserves in Qatar. It typifies the following aspects of CSR best practice:

- Partnership and collaboration – involving industry, NGO, and government.
- Aligned with government priority – contributing to Qatar's goal for human development.
- Social and community impact – contributing to education by providing information for questions used for annual country-wide primary schools contest.



Qatar eNature app home page.



INTRODUCTION

The Qatar e-Nature initiative is a bi-lingual interactive smartphone application, the first of its kind that highlights the rich diversity of Qatar's environment. This initiative aims to support the objectives of Qatar National Vision 2030 to promote sustainable development by contributing towards an environmentally aware population. It contains detailed information and pictures of hundreds of plants, birds and bird's sounds, insects, mammals, reptiles, marine life as well as nature reserves in Qatar. It is available to download free of charge on the App Store, Google Play, Windows Phone Store and on www.enature.qa. The user-friendly app has won four awards including two prestigious regional awards.

Additionally, the Qatar e-Nature initiative conducts an annual country-wide schools contest based on information from the mobile application and website, to increase the environmental awareness amongst school students. This



annual schools contest for governmental and private schools turned 5 years old in 2018.

KEY STAKEHOLDERS

The app was developed and launched in partnership with Friends of the Environment Center (FEC) in 2013, and the contest is implemented in collaboration with the Ministry of Education and Higher Education. In addition to these key stakeholders, Sasol brings together a variety of Qatar's primary schools, from government to private institutions in the annual Qatar e-Nature schools contest, creating high and energy-fueled engagement across the board.

SOCIAL IMPACT

Qatar has a rich and integrated environment, deserving to be known better. Sasol has been enriching its Qatar e-Nature initiative for a number of years with credible information, raising environmental awareness in the community in line with the goal of achieving an environmentally aware population. Qatar e-Nature is currently considered the main source of environmental information in Arabic and English languages, including photos of the various species that are found in Qatar.

To encourage the best means of utilising the app on a wider social scale, Sasol, FEC and the Ministry of Education and Higher Education launched the annual interactive contest, where students answer live questions to gain points and win. The contest consists of several elimination rounds, concluding with five winning teams that will be honoured in an awards ceremony. The winning teams receive vouchers for up to 9,000 Qatari Riyals.

Questions to students cover various topics such as flora, birds, insects, reptiles, mammals, fishes, and nature reserves in Qatar based on information in the Qatar e-Nature application. Therefore, in order to prepare for the contest, teams are encouraged to use the app as a study guide, which heightens the level of interaction and engagement.

2018 marked the 5th annual Qatar e-Nature Schools Contest, where 321 students from 63 public schools and 44 private schools across Qatar participated.

Through the Qatar e-Nature initiative, Sasol is ultimately trying to change the misconception that the desert is a place with no biodiversity. The app and website introduce people and particularly young school children to Qatar's rich habitat. ▸



- *Awards that Qatar e-Nature has won so far:*

1. Best Mobile Government Service Award" for the Qatar e-Nature app on 11 February 2015 from HH Sheikh Mohammed bin Rashid Al-Maktoum, UAE Vice President, Prime Minister and Ruler of Dubai

2. Best Smart Mobile Application Award" for the Qatar e-Nature app on 18 March 2015 from HE Sheikh Mohammed Abdullah Al Mubarak Al Sabah, Kuwaiti Minister of State for Cabinet Affairs and Chairman of the Central Agency for Information Technology

3. Environmental Contribution Award for the Qatar e-Nature app on 2nd June 2015 from the Qatari Minister of Environment HE Ahmad Bin Amer Al-Humaidi

4. CSR Award for Qatar e-Nature at the Fourth Al Sharq CSR Conference and Awards ceremony on 7 Dec 2016.

ALIGNING WITH LOCAL & INTERNATIONAL GOALS FOR SUSTAINABLE DEVELOPMENT

The Qatar e-Nature initiative helps align with a multitude of goals outlined in the Qatar National Vision 2030, especially those of human and environmental development. As part of Qatar's goal for human development, which is ultimately to create a strong human capital that can develop the country's economy and society, the population needs to be educated. This critical education needs to incorporate a strong sense of belonging and solid grounding in Qatari traditions and heritage, which the app successfully does through its information on Qatar's nature.

By targeting schools for the Qatar e-Nature schools contest, Sasol helps ensure that the future generation is made aware of the environmental implications and conditions present in Qatar. This also aligns with the environmental development of the 2030 vision which specifies that, for the country to prosper in this regard, it needs a population that values preservation of the country's natural heritage.

Case Study 7: The Health Park Board Game with Salem and Sarah, a Sasol initiative

This is a Sasol initiative in collaboration with the Qatar Diabetes Association, involving the launch of diabetes plush toys (Salem and Sarah) and an edutainment board game. It exemplifies the following aspects of CSR best practice:

- Collaboration – partnership between government and industry.
- Aligned with government priority – contributing to the goal to ensure healthy lives for all.
- Social and community impact – supports children with diabetes and their families.



INTRODUCTION

Around 415 million people around the world have diabetes, with the MENA region alone hosting 35.4 million of them. Recent studies further show that these numbers are expected to continue to rise until an estimated 642 million adults, one in ten, are diabetic by 2040. Diabetes prevalence in Qatar is among the highest in the world, with 20 percent of the population either living with diabetes or at risk of diabetes.

Children make up around 1,200 of the 239,000 estimated cases of diabetes (International Diabetes Federation Atlas 2015) and have an acute need for education on lifestyle and health options to bring the disease under control.

To combat this, Sasol worked with the Qatar Diabetes Association (QDA), a member of Qatar Foundation, and launched diabetes plush toys, Salem and Sarah. Additionally, they created an edutainment board game entitled, The Health Park with Salem and Sarah, and launched a diabetes education room. All of these related initiatives are means of supporting children and families living with Type I diabetes in Qatar.

KEY STAKEHOLDERS

The board game and plush toys were introduced to the wider community through a press conference. However, ultimately, their purpose is to serve and benefit the lives of children with diabetes and their families. ▶



- Through the game, families learn varying lifestyle changes and coping mechanisms to tackle challenges that naturally come with the diagnosis. The plush toys provide not only educational support but comfort to the children living with type 1 diabetes.

QDA distributed more than 2,000 board games and plush toys at its camps for children with diabetes, while also reaching out to the stakeholders, children and families of children with diabetes through the Newly Diagnosed Program, an initiative launched in collaboration with Hamad Medical Corporation that helps transition people into the changes that result from a diagnosis. Families can also register with QDA in order to receive these tools free of charge.

SOCIAL IMPACT

The board game includes three different games: The Health Park, Slides and Ladders and the Match-Up game. All three aim to test and boost the children with diabetes and their families' knowledge on topics such as, food groups, what foods affect the blood sugar and the do's and don'ts of healthy behavior for people with Type I diabetes. These tools not only educate the families but also help reduce the diagnosed children's anxiety and fear, thanks to the friendly companions Salem and Sarah, who they learn from and play with.

Not only are Salem and Sarah the children's support and comfort companions in the journey to learning about their diabetes, they also contain hidden zipped compartments where children can keep their diabetic testing equipment. Each toy is also accompanied by a backpack and video and the toys have clear injection sites marked on their arms, legs, and stomach; all these additions help ease the children and their families in navigating through Type I diabetes and learning how to manage the disease.

The use of these games and plush toys creates not only a fun-based educational journey, but also ensures a comprehensible understanding of diabetes for all ages and members of the family. Furthermore, Sasol and QDA inaugurated a Diabetes



Education Room situated at the QDA premises. The Education Room features two sections: a meeting room for parents to receive guidance from diabetes educators on health education, lifestyle, and diet changes, and a children's play area that houses the Health Park Board Game, raising awareness and improving outcomes in managing childhood diabetes.

ALIGNING WITH LOCAL & INTERNATIONAL GOALS FOR SUSTAINABLE DEVELOPMENT

The Sasol diabetes support in Qatar aligns with key local and international goals for development. On an international scale, it aligns with the United Nation's Sustainable Development Goal 3, which is to ensure healthy lives and promote well-being for all. The Health Park Board Game and Salem and Sarah help achieve this through the educational element they bring to children and their families in understanding and coping with diabetes.

On a more local level, the initiative aligns itself with Qatar National Vision 2030's human and social development goals. The human development goal entails a holistic and modern health care infrastructure that caters to all and an educational system on par with the highest international standards. The Health Park initiative combines the two by creating a healthcare infrastructure that promotes the necessary education starting from a young age. Similarly, the social development goals outline the importance of the local community maintaining a healthy and dignified life which is made possible for young children by the Health Park with Salem and Sarah.

Salem and Sarah's Video: https://www.youtube.com/watch?v=AxPxdoyEPKk

More info on Salem and Sarah's Plush Toys: http://www.definitelyable.com/project/salem-sarahs-journey-diabetes-mascots/

More info on The Health Park Board Game: http://www.definitelyable.com/project/the-health-park-board-games/

More info on the Diabetes Education Room: http://www.definitelyable.com/sasol-and-qda-launch-diabetes-education-room/

Case Study 8: Qatar Airways – Competency and training to deliver sustainability ambitions

This case study demonstrates how Qatar Airways is addressing sustainability issues and building resilience through the provision of competency, training and skills for all its staff. It exemplifies the following aspects of CSR best practice:

- Collaboration – partnership between government and industry.
- Aligned with government priority – contributing to the goal to ensure development of skilled workforce.
- Stakeholder involvement – involving and supporting employees.

INTRODUCTION

This case study demonstrates how Qatar Airways is addressing sustainability issues and building resilience through the provision of competency, training and skills for all its staff. This is achieved through a bespoke approach based upon the level of responsibility in the role – i.e. whether the individual needs to either understand, apply or lead on sustainability issues.

ABOUT QATAR AIRWAYS GROUP

The Qatar Airways Group (further referred to as Qatar Airways) employs more than 44,000 people of 168 different nationalities at its headquarters in the state of Qatar, and spread over more than 150 global destinations.

During 2016-2017, Qatar Airways operated over 188,000 passenger flights transporting 32 million passengers and 1.15 million tonnes of cargo worldwide.

In 2017, Qatar Airways celebrated its 20th anniversary. Over the last twenty years the business has transformed from an emerging regional airline into a diverse group of businesses that combines a world-leading airline, the third largest international cargo carrier, an award winning duty-free retail organisation, a private jet division, a global hotel group, and the management of one of the most advanced airports in the world.

OUR ENVIRONMENTAL COMMITMENT

At Qatar Airways, we believe in our responsibility to care for the environment. Our ambition is to demonstrate environmental leadership through our global airline and airport operations, aviation and catering services, retail outlets and hotels. We aim to:

- Achieve lower and more efficient

greenhouse gas emissions to help tackle climate change

- Reduce, reuse and recycle waste, manage noise and control emissions to air and water, to reduce our impact on the local environment wherever we operate
- Support conservation and consume energy, water and materials efficiently to help protect natural resources

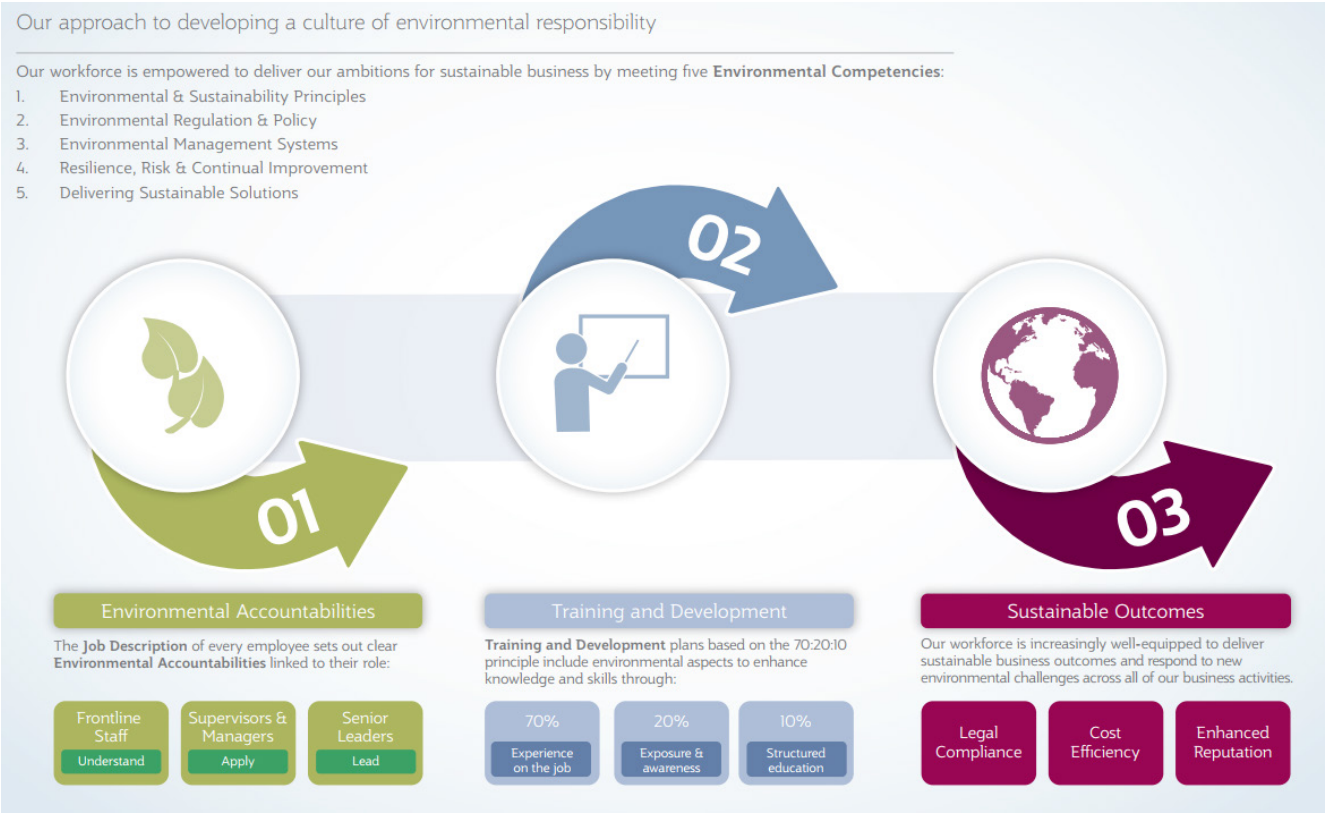
DELIVERING OUR COMMITMENT

To deliver this environmental commitment, Qatar Airways launched a program to attain the highest level of certification to the International Air Transport Association's Environmental Assessment program (IEnvA). IEnvA is a voluntary, industry-led scheme to independently assess and accredit airline environmental management systems and is synonymous with ISO14001. Qatar Airways started its journey with IEnvA in December 2015 and progressed to the highest level (Stage 2) certification just two years later, in 2017.



DEVELOPING A CULTURE OF ENVIRONMENTAL RESPONSIBILITY

Qatar Airways sets out its approach to developing a culture of environmental responsibility in three steps outlined below.





ENVIRONMENTAL ACCOUNTABILITIES

Qatar Airways recognises that its employees are key to improving the environmental performance. To better equip employees to deal with the daily environmental challenges faced by the organisation, Qatar Airways, supported by IEMA, developed an innovative environmental competence matrix.

As the largest environmental professional membership organisation in the world, IEMA provided the confidence that the environmental competencies meet the highest international standards.

The IEMA Skills Map provided the foundation for Qatar Airways' competence matrix. It was cross-referenced with Qatar Airways' general competence requirements to develop a bespoke Environmental Competence Matrix comprising five environmental competencies and three competence levels.

The Environmental Competence Matrix enables the job descriptions for individual roles to be tailored to specific requirements according to incremental levels of responsibility. The environmental competencies are included in all job descriptions within Qatar Airways, reflecting the importance of these requirements.

QATAR AIRWAYS ENVIRONMENTAL COMPETENCE MATRIX

Objective: to set the minimum environmental competence requirements that all Qatar Airways employees are expected to meet.			
IEMA skills map requirements	**Understand** Frontline Staff	**Apply** Supervisors & Managers	**Lead** Senior Leaders
Fundamentals: Environmental & Sustainability Issues and Principles	Understand environmental, social and economic principles and how they impact on their role.	Understand environmental, social and economic principles and their relationship with the organisation and its products and services.	Identify future issues, challenges and operating conditions and evaluate their implications on the sustainability of the organisation.
Environmental Policy, Regulation and Legislation	Understand Qatar Airways Environmental Policy and that there are legal requirements and procedures to follow.	Able to demonstrate practical application of the requirements of the Qatar Airways Environmental Policy and environmental legislation as relating to their role.	Evaluate the impact of relevant political, policy and legislative trends and discuss their implications for strategic decision making.
Environment Management System	Understand Qatar Airways EMS and how this applies to their department to improve environmental performance.	Identify tools, techniques, systems and practices to drive development of sustainable business.	Understand appropriate management and assessment tools and their use in achieving positive change.
Resilience, risk and continual improvement	Understand their own and their department's contribution to continual improvement, tools and techniques to identify environmental opportunities and risks.	Improve resilience by managing risks and maximising opportunities through continual improvement.	Deliver resilience in a changing and dynamic world by managing risks and continual improvement.
Delivering sustainable solutions	Understand their role in the department for delivering sustainable solutions, identify and propose ways to improve performance.	Manage and deliver a suite of programs and projects that achieve improvements in performance.	Embed sustainability and whole life cycle approaches in business practice to achieve sustainable business.
Training Interventions	**Toolbox talks**	**E-learning**	**Bespoke leadership offering**

TRAINING AND DEVELOPMENT

To help Qatar Airways' employees engage in environmental management and meet the competence levels set out in their job descriptions, new learning interventions have been developed and will become mandatory for all staff in 2018. Training is provided based on Competence Levels and comprises:

Understand Frontline Staff	**Face to face learning in a toolbox talk format**
Apply Supervisors & Managers	**Bespoke e-learning**
Lead Senior Leaders	**Bespoke face to face executive training**

The e-learning package, comprising five bespoke modules, is aimed at the majority of employees, including middle management positions. The learning outcomes of each module are aligned to the Environmental Competence Matrix.

Modules utilise real-life examples from around the business to illustrate environmental concepts in an understandable way for its target audience. This makes it directly relevant to the environmental impacts associated with the operations of Qatar Airways, as well as the numerous environmental improvement projects emerging through its environmental management system.

Learners become familiar with how the environmental management system is embedded within their day-to-day activities and the functions of their departments. Key to the messaging, is how every employee can contribute to the high level environmental aspirations of Qatar Airways.

To re-enforce the credibility of its e-learning package, Qatar Airways is working with IEMA to "approve" the modules. This would allow delegates to be recognised by award of a certificate bearing the IEMA approved training course stamp - see figure 1 and 2.

TRANSFERABLE KNOWLEDGE FROM CASE STUDY

Qatar Airways is a large and complex organisation operating across the world with a diverse workforce. It's Environmental Competence Matrix, supported by employee training and development, provides a standard benchmark of expectations to drive engagement and empowerment of staff.

It is our opinion that the Qatar Airways model can be transferred to other organisations and industries to enhance environmental competence and knowledge.

Links to supporting content: SD report hyperlink - *https://www.qatarairways.com/content/dam/documents/environmental/sustainability-report-2016-2017.pdf*

Figure 1. IEMA training course module



Figure 2. IEMA training course module



Case Study 9: Qatargas Jetty Boil-Off Gas (JBOG) Recovery Facility – 100% Environmentally Driven and One of the Largest of its kind in the World

The Qatargas Jetty Boil-Off Gas (JBOG) recovery facility is a unique environmental initiative. It recovers boil-off gas previously being flared during Liquefied Natural Gas (LNG) ship loading from the six berths operated by Qatargas at Ras Laffan Port in Qatar.



Figure 1. Qatargas jetty BOG flaring before JBOG Recovery project.

The $1 billion facility, built and operated by Qatargas, was commissioned in October 2014, collects the boil-off gas, compresses it and sends it back to the Qatargas facilities to be either utilized as fuel gas or converted back into LNG. It is one of the largest environmental initiative of its kind in the world.

The JBOG Facility is one of the cornerstones of Qatargas' overall flare management strategy and is instrumental in the company's drive to reduce and maintain total flaring at regulatory target levels in the long term in order to protect the environment. The project, currently recovers the equivalent of 0.6 million tonnes per annum of LNG based on 90% design recovery efficiency during normal operations. In flaring terms, this translates to approximately 29 billion standard cubic feet (BSCF) per annum that would otherwise have been flared during LNG ship loading, which is enough natural gas to generate ~750 MW of energy that is sufficient to power approximately 300,000 homes. In terms of Greenhouse Gas (GHG) emission reductions, the above flare recovery amounts to approximately 1.6 million tonnes of CO2 per annum, which excludes indirect emissions resulting from JBOG facility operation such as electrical power utilized by JBOG compressors.

THE JBOG CONCEPT

As the -160°C LNG is loaded onto the LNG carriers, around 1% of the LNG evaporates as boil-off gas (BOG) due to the difference of temperature between the LNG and the ship's tanks.

The BOG is then collected from the ship and transferred to a Central Compression Area (CCA) via large diameter stainless steel pipelines. At the CCA, the collected gas at virtually atmospheric pressure is compressed to 47 bar in three stages and then either sent to the LNG trains for use as fuel gas or converted back into LNG.

Figure 2. Reduction in JBOG Flaring 2011-2017 *

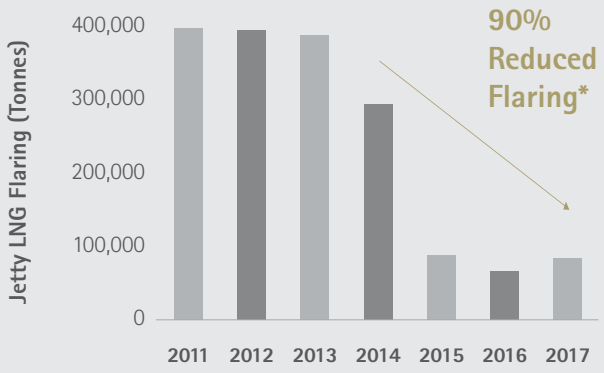
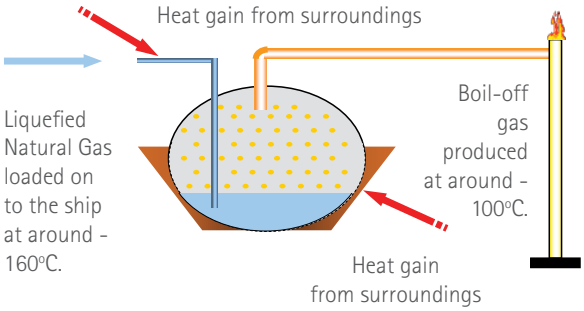


Figure 3. Schematic showing how JBOG Recovery works



*Note: Approximately 90 percent flare reduction at JBOG based on post-2015 operational data.

FACILITY DESIGN

The gas is taken off the LNG ships during loading, sent via pipelines to the CCA, compressed and sent to the LNG producers. The boil-off gas is discharged from the ships at cold temperatures ranging between -80oC to -100oC. The pipelines material needs to be stainless steel to withstand the low temperature gas. The result is a network of large diameter (34-60 inch diameter) stainless steel pipelines which carry the gas from the ships to the CCA. Tie-ins are needed at each of the six LNG berths at the connection between the ship loading arms and the existing flares.

JBOG comprises of two compressor trains, each sized for 50% of the rated capacity of handling 163 tonnes of JBOG per hour. There are three main buildings in the CCA. ITR 65 houses the control equipment, as well as a small number of office spaces. The 132kV Substation building contains the switchgear for the 132kV power received from Kahramaa.



Figure 4. Qatargas JBOG Recovery Facility

An interesting feature of JBOG construction is that the CCA has been built on reclaimed land. About 1,500 piles had to be drilled to carry the load of the facilities. The piles are around 9m deep, and around half of the pile length is within the groundwater table. The seawater can cause severe and rapid corrosion of the steel in the piles unless it is protected. JBOG has an extensive cathodic protection system, which uses sacrificial magnesium anodes to create a galvanic cell diverting the flow of current from the piles to these sacrificial anodes, thus protecting the piles.

TECHNICAL INNOVATIONS

There have been several technical innovations on the facility. The first stage BOG compressors designed and built by GE Nuovo Pignone are some of the largest ever built in the world handling a volume of 163 tonnes per hour coupled with low suction pressure. The gas taken from the LNG ships warms up as it travels to the compressors in the Central Compression Area. This, coupled with the drop in pressure, causes the gas to expand, thus needing a large volume compressor. The inlet gas conditions vary substantially with respect to the temperature and hence, the large volume. The Low-Pressure compressor has inlet guide vanes to ensure that the compressor operates efficiently at all inlet volumes. The design of the inlet guide vanes at varying inlet temperatures ranging from -140°C to ambient temperature was a huge challenge.

Due to the very low pressure drop allowed between the ship and compressor, there was no existing check valve design which could work with those limitations. Qatargas engineers worked with several valve manufacturers, reviewed computational flow dynamics (CFD) models to come up with a new design of the valve flap. The resultant lightweight titanium flap uses aerodynamics to reduce the drag, and increase lift. The JBOG engineering team did not just rely on modeling, and arranged for the first valve to be tested at a specialised valve testing shop to ensure that the valve met the design conditions.



Figure 5. Technical Innovations in JBOG: the BOG Compressor is one of the largest ever built in the world.

SUMMARY

The JBOG facility is a landmark project for the State of Qatar, underlining the demonstrated commitment of the Qatari people to balance industrial development with care for the environment. The huge investment in JBOG by Qatar Petroleum and its shareholders helps optimize energy use and reduce a sizeable amount of carbon emissions from our operations. Qatargas is proud and privileged to build and operate this flagship Qatari facility which helps meet aspirations of Qatar National Vision (QNV) 2030 related to Environmental Protection and Sustainability and supports Qatar's aim to reduce climate changing carbon emissions.

CHAPTER 5: CONCLUSION

The world is getting better in terms of access to basic human needs. While it is true that within some countries, the gaps between the haves and the have-nots are still very wide, substantial progress is being made at a global level. The progress over the past 50 years in the areas of poverty eradication, health and education, for example, shows that the SDGs are having visible impact on development in many countries. The impact of CSR at ground level, is a major contribution to this progress. However, the elephant in the room remains the increasing global population that continues to rise at a staggering rate and which puts unprecedented pressure on finite natural resources and the environment overall.

The private sector has not only realised the importance of CSR, but is increasingly embracing it as part of their core business. More and more companies and organisations are adopting CSR best practices, as part of a process of continuous improvement. Adoption of pragmatic regulatory framework by many governments, is helping to cultivate and strengthen good public-private partnership, active stakeholder engagement process, and ensure sustainable funding for CSR initiatives that have a meaningful contribution to the developmental agendas of governments.

The case studies presented in this Handbook indicate that companies and organisations in Qatar are making effort to ensure that their CSR projects are aligned with the developmental priorities set by the government in the Qatar National Vision 2030. The private sector is therefore proving, through its commitment to CSR, to be a reliable ally of government, in the quest to achieve the UN SDGs.

Furthermore, companies and organisations are now finding that, in addition to legal and regulatory incentives; there are also strategic, operational, reputational and financial reasons, compelling them to operate as responsible corporate citizens that continually strive to make life-changing contributions to community development.

For many companies, especially those that operate internationally, environmental and social issues have as much potential to harm their bottom line as financial issues. The challenge for companies is to find a way to balance economic business imperatives with society's expectation for corporate social and environmental protection. Companies need to achieve such balance through a transparent, consultative and inclusive process of partnership, and avoid a damaging counter-productive perception of corporate white-wash.

While there is still a lot of work ahead, many countries are recording substantial progress in achieving their sustainable development goals, and governments are finding the private sector to be committed and reliable partners. The case studies presented in this publication are a few examples of how companies in Qatar are stepping up their CSR efforts in their quest to contribute to the nation's sustainable development.

The Abdullah Bin Hamad Al-Attiyah International Foundation for Energy and Sustainable Development undertook to publish this handbook to highlight how the private sector is contributing, through CSR, to global efforts to attain sustainable development for all by 2030. In pursuit of its vision and mission, this is one of the important areas in which the Foundation is committed to working, in partnership with like-minded organisations, to ensure sustainable extraction and utilisation of natural resources, in an environmentally and socially responsible manner.

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We would like to thank our valued members.

Without their contributions we would not be able
to deliver our insights and activities.





































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