



Consultancy
Intelligence
Publishing

Company Profile

2023



ABOUT US

Gulf Intelligence (GI) is a leading strategic communications consulting firm in the Middle East focused on advancing the thought leadership profile and posture of clients as they navigate the challenges and opportunities presented by the great energy transition and a pathway to Net Zero. The UAE-based agency uses more than 13 years of operational experience in the Gulf to offer trusted, fully compliant and strategic advice. The GI consultancy provides expert and hands-on assistance over that last mile of connectivity to international clients looking for opportunities or seeking solutions in the region, as well as supporting National stakeholders expand their global engagement and footprint.

GI Publishing

- ✓ Daily Energy Markets Online Series
- ✓ Fujairah Weekly Newsletter
- ✓ Daily Bulletin
- ✓ Industry Forums/Workshops/Awards
- ✓ Webinars / Podcast
- ✓ NYU Abu Dhabi Sustainability Dialogues
- ✓ 14th UAE Energy Forum
- ✓ 11th Energy Markets Forum
- ✓ 10th Oman Energy Forum
- ✓ The Middle East & Africa FORUM for Sustainability

GI Consultancy

- ANNUAL RETAINER**
- ✓ PR Thought Leadership
 - ✓ Content Bureau
 - ✓ Industry Webinars / Podcast
 - ✓ Stakeholder Mapping & Engagement
 - ✓ Roundtables/Workshops
 - ✓ Whitepaper - Special Reports

GI Intelligence

- BESPOKE PROJECTS**
- ✓ Whitepapers
 - ✓ Special Research Reports
 - ✓ Build Digital Communication Tools
 - ✓ GI Media Hub
 - ✓ Case Studies
 - ✓ Awards



H.E. Dr Mohammed bin Hamad Al Rumhy

Oman's Minister of Energy & Minerals (1997-2022) *comments on the Oman Energy Master Plan 2040 delivered by Gulf Intelligence*

“This is a fantastic exercise...it’s a very good piece of work, especially considering the stakeholders involved. It touches on all of the important issues that Oman is facing. We are talking about challenges and solutions. The recommendations are extremely important and it will at least start a discussion in the community which is not often taking place.”



PUBLISHING

DAILY ENERGY MARKETS ONLINE SERIES

The **DAILY ENERGY MARKETS** online portfolio provides realtime updates and why it matters analysis on the issues moving markets every day - *reaches 2 million viewers per month.*

Daily Energy Markets
ONLINE SERIES PROFILE

Daily Energy Markets
ADNOC **PODCAST**

WEDNESDAY /// MARCH 15th /// 10:30AM (UAE)

Richard Redoglia
Chief Executive Officer, Matrix Global Holdings

Laury Haytayan
MENA Director
Natural Resource Governance Institute

Ali Al Riyami
Consultant & Former Director General of Marketing
Ministry of Energy & Minerals, Oman

Daily Energy Markets
INDUSTRY SURVEY

The IEA says OPEC+ cuts policy is inflationary and a risk to global economic health. OPEC says rising interest rates and lack of energy investment are more serious threats. Who is right?

Answer:
■ IEA
■ OPEC

26%
74%

Daily Energy Markets
Mashreq 60-SECOND SOUNDBITE

"OPEC Aren't Going to Play Monopoly with their Biggest Source of Revenue!"

Kate Dourian, FEI
MEES Contributing Editor & Non-Resident Fellow,
The Arab Gulf States Institute in Washington

Daily Energy Markets
SOUNDINGS

RUSSIAN PRODUCTION

"Even though today we don't see a significant decline, this is going to become more notable. It's a simple equation. No investment or less investment will translate to lower supply. Lots of Western capital has left the country. And any long-term loss of Russian market share would be captured by other countries, including OPEC+ countries."

Dr. Carole Nakhle
Chief Executive Officer, Crystol Energy

Daily Energy Markets
VIEWS YOU CAN USE

Victor Yang
Senior Editor, JLT Network Technology

Outlook for China GDP in 2023?
We've started to see some recovery already in the first quarter. COVID infections peaked in December and people have resumed their normal life. The 40-day Spring Festival travel rush is expected to generate about 4 billion passenger trips, 99% up on last year, according to the Ministry of Transport.

Will we see a strong resumption in crude oil imports this quarter?
In January, we have seen about 11 million barrels per day of oil imports because China issued larger quotas in the last quarter of 2022 encouraging independent refiners to boost imports. It has boosted product export quotas in the first quarter of 2023 very strongly, by 40% on a year-on-year comparison. To give the economy a bigger boost, it might also slow down its industrial upgrades this year if necessary, so that it will also boost the country's crude oil demand to some degree.

How is the government planning to tackle the real estate crisis?
Official data shows that investment in the real estate industry jumped by 10% last year but it is still struggling. People still need to resume their confidence in the sector. Prices are still too high. So, the government is now trying to cut its dependence on real estate for economic growth, though there will still be some measures to stimulate people to buy houses.

How will China handle its relations with the US and Russia going forward?
Most people expect the US-China relationship to improve a little bit in 2023 after the meeting between its leaders in December, but the confrontation will continue. What matters most for China overall is economic growth and so it will trade with any partner and any country that is willing, and therefore China will try and stay neutral.

FUJAIRAH NEWSLETTER

The **Fujairah New Silk Road Weekly Newsletter** provides insights and analysis to its more than 40,000 readers on the current issues impacting the global energy markets, and their possible consequences for the Middle East midstream and downstream value-chain: Trading – Storage – Refining – Ports –Shipping.

Fujairah
New Silk Road
WEEKLY NEWSLETTER

APRIL 14th 2022
VOL. 114

We Need US Diplomatic Muscles & Political Back-up to Build New Global Energy Flows!

Gulmira Rzaeva, Former Energy Advisor to President of Azerbaijan

Fujairah
New Silk Road
WEEKLY NEWSLETTER

MAY 26th 2022
VOL. 119

Shipping Insurance Ban may have a Bigger Impact on Russian Oil Exports than a Disjointed EU Embargo!

Anvita Sen, Founder & Director of Research, Energy Aspects

Fujairah
New Silk Road
WEEKLY NEWSLETTER

FEB 24th 2022
VOL. 107

"FUJAIRAH OIL FLOWS RETURNING TO TREND AFTER BUMPER TWO YEARS OF COVID PANDEMIC"

Capt. Salem Al Hamoudi, Director – Fujairah Oil Industry Zone

After a bumper two years of Covid pandemic disruption and decline of the Fujairah oil zone, it is now returning to its normal level of oil flows. The zone is now showing a strong recovery in its oil flows. The zone is now showing a strong recovery in its oil flows. The zone is now showing a strong recovery in its oil flows.

DAILY BULLETIN

The **DAILY ENERGY MARKETS BULLETIN** provides a wrap-up of the Asia and Middle East trading day as markets prepare for the opening hours in Europe. The daily newsletter includes specialist oil market commentary, a Daily News Digest and a PODCAST of 'why it matters' insights and 'what's at stake' analysis from international experts located all over the world.

Daily Energy Markets
BULLETIN

WEDNESDAY /// JUNE 7th

INSIDE TOP-10 NEWS DIGEST

PODCAST

60-SECOND SOUNDBITES

SURVEY

OIL MARKET SOUNDINGS

OUT NOW

SPECIAL REPORT

TECHNOLOGY

How is ADNOC Turning the Technological Tide to Drive Decarbonization?

DAILY ENERGY MARKETS
BULLETIN

FRIDAY /// JUNE 9th

Daily Energy Markets
PODCAST

OUT NOW

SPECIAL REPORT

TECHNOLOGY

How is ADNOC Turning the Technological Tide to Drive Decarbonization?

DAILY ENERGY MARKETS
BULLETIN

TUESDAY /// JUNE 13th

TODAY'S TOP 10 NEWS DIGEST

Daily Energy Markets
INDUSTRY SURVEY

How would Iran-US nuclear agreement impact oil markets?

Answer:
■ Bullish
■ Bearish
■ Neutral

THE MIDDLE EAST & AFRICA FORUM FOR SUSTAINABILITY LEADERS

Gulf Intelligence, with the support of our strategic partner Microsoft, launched The Middle East & Africa (MEA) Forum for Sustainability Leaders last year as part of our stakeholder outreach ahead of the arrival of COP27 & COP28 in the Middle East.

The MEA Forum for Sustainability Leaders is a knowledge resource that delivers timely and relevant insights to key stakeholders in public and private sector organizations that are tasked with the responsibility of designing and embedding sustainability strategies.

The Middle East & Africa Forum for Sustainability Leaders
Weekly Bulletin
 Issue 21, Thursday, May 18, 2023

Cultivating Talent: How can organizations incorporate human capital to execute environmental commitments?

Vijay Bains
 CSO & Group Head of Environmental, Social and Governance (ESG), Emirates NBD

Sustainability has been around for years in some form or another. Sometimes sustainability and ESG initiatives are viewed as the realm of the young. But sustainability has been around in some form or another for many years. What's different now is that it's increasingly present in the board room, in the C-suite, and at the chairman level. It's now at the very core of how banks operate. The sustainability writing on the wall is there for many industries and we are there for them as a bank to provide sustainable finance opportunities and transition financing solutions. Banks are by nature conservative and what we seek to do is educate bankers and broader stakeholders not only on acronyms such as ESG but also on how to upskill the market broadly for a deeper incorporation of sustainability objectives.

Full podcast here

The Middle East & Africa Forum for Sustainability Leaders
Views You Can Use

William H. Gray
 Chief Executive Officer, Voluntary Carbon Markets, Public Investment Fund (PIF)

A voluntary carbon market is a visionary approach from Saudi Arabia. The Kingdom is at a pivotal moment for the country. It is changing and it is transforming. Sustainability sits at the heart of this transformation. The voluntary carbon market is one of the tools that would enable Saudi Arabia, the region, and the global south, to reduce greenhouse gas emissions. In September 2021, His Royal Highness Prince Mohammed bin Salman bin Abdulaziz, announced that Saudi Arabia had the intent to set up a voluntary carbon market. Ever since then, the Public Investment Fund (PIF) and Tadawul (Saudi Exchange) worked together on setting up that market. We have taken a great leap forward. We have anchored 15 partners who participated with us last year in the biggest auction in the history of the market, which shows that Saudi Arabia is serious about this. Most of the companies were local companies that are keen to reduce their carbon footprint.

Voluntary carbon markets may have struggled in the past, but are gaining momentum. There are mainly two challenges for voluntary carbon markets as to why they haven't made more progress in the past. The first one is the integrity and quality of the carbon credits. The second one is price discovery. A price discovery will enable scaling supply, which is very important. I suspect that most of the companies currently buy from the voluntary carbon market over the counter, which does not allow for price discovery. The reason why we are setting up an exchange in Saudi Arabia, is to allow for that price discovery. Once you know the price, then the funds start funneling into project developers. For the integrity and the quality of carbon credits, a lot of people will come and say that it's greenwashing. However, the whole idea and the beauty of the voluntary carbon market is that it is financing projects that are uneconomic without these funds. For example, why would you have a forestry project that is uneconomic? What is the financial incentive for project developers? How can they cover their costs? This is what it is all about. It is to accelerate climate action.

@Gulf_Intel | LinkedIn | thegulfintelligence.com

The Middle East & Africa Forum for Sustainability Leaders
News Digest - Wednesday, April 26, 2023

The future of blue hydrogen in the Middle East	Saudi ACWA Power's Egypt solar project secures \$123 million financing	Africa's energy transition requires innovation in finance models
Schneider partners with Dubai Silicon Oasis on electric mobility	African Development Bank Group, Japan's JICA sign \$350 million loan agreement to support Africa's private	UAE's Ministry of Education designs novel pathway towards greener schools

77% of asset intensive Middle East companies see technology as key to meeting sustainability goals

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The Middle East & Africa Forum of Sustainability Leaders
Exclusive Sounding

"The UAE took a strategic decision to target Net Zero by the year 2050 – a more difficult and diverse target. Before, the focus was only on the electricity side. This new holistic goal covers many different sectors."

H.E. Enig Youssef Al Ali
 Chief Executive Officer, Ethihad Water & Electricity (EWE)

SOUNDBITE

The Middle East & Africa Forum for Sustainability Leaders
60-Second Soundbite

"The way circular economy is conceptualized today in mining does not plan to disrupt the power relations on how minerals are extracted and their benefits are shared"

Dr. Claude Kabemba
 Director
 Southern Africa Resource Watch (SARW)

SOUNDINGS

The Middle East & Africa Forum for Sustainability Leaders
Exclusive Soundings

"Digital solutions will be critical to reduce the power consumption that is needed for the extraction and production phases of metals."

Viridiana Bello Huitle
 Sustainability Consultant
 Ras Al Khaimah Municipality Department

The Middle East & Africa Forum of Sustainability Leaders
Exclusive Sounding

"You have to appeal to what's important to that individual team or market depending on how you're dividing up your topics. You can always start small with something like cost reduction. It's a key component of sustainability and nobody talks about it."

Dimitra Theodoropoulos
 Director of Corporate Responsibility & Sustainability
 Talabat

The Middle East & Africa Forum for Sustainability Leaders
Podcast

Dr. Tidjani Niass
 Senior Sustainability Strategist
 Saudi Aramco

Adam Sieminski
 Former President and Senior Advisor to the Board
 King Abdullah Petroleum Studies and Research Center (KAPSARC)

Dr. Mohammad Abu Zahra
 Head of MENA Region
 Global CCS Institute

The Middle East & Africa Forum for Sustainability Leaders
Podcast

The green mile: how are private equity and venture capital attitudes toward climate finance changing?

Ivan Jabonjeric
 Managing Head, Investment Office, IIG
 Founder and Author, GreenInvestment.com

Riyad Abu Jaoudah
 Founder, GreenInvestment.com

Stephan Kuester
 Head of Sustainable Strategy
 Wipac Systems

The Middle East & Africa Forum for Sustainability Leaders
Weekly Bulletin
 Issue 7, Thursday, February 2

What is the energy transition role for oil and gas in 2023?

Hanan Bakr, Resilience Finance Lead, The Climate Change High-Level Champions

Hosting COP28, the UAE aims to be a leader in developing clean energy. Since COP26, the UAE has made significant announcements to develop clean energy, including plans to produce 25% of the global hydrogen supply. Through Masdar and joint ventures with international companies, the UAE has taken clean energy production very seriously. The country also invests globally, with over \$16 billion in clean energy investments in 70 countries. The UAE and other petrostate nations will lead the conversation of phasing down fossil fuels during this year's COP28. Oil and gas companies particularly can be leading this transition – in terms of research and development and access to capital. As we get closer to COP28, we hope to see more deals consolidating. The PACE energy agreement signed between the UAE and the USA during Abu Dhabi Sustainability Week (ADSW) indicates what is heading our way. 2023 will be a race between the petrostate nations to develop their renewables portfolio.

Full podcast here

The Middle East & Africa Forum for Sustainability Leaders
60-Second Soundbite

"Public-private partnerships are the accelerator of transformational climate action"

Dr. Richard Munang
 Deputy Regional Director, Africa Office
 United Nations Environment Programme (UNEP)

INDUSTRY FORUMS, WORKSHOPS & AWARDS

The **GI Publishing** Series of Industry **Forums, Workshops & Awards** have been convening the leadership of the Middle East industrial sector in a succession of live events across the region every year for more than a decade.



GI CALENDAR



SPECIAL REPORTS & WHITEPAPER





CONSULTANCY

- Annual Retainer -

GI The Gulf Intelligence CONTENT BUREAU

Executive Summary

The **GI Content Bureau** service is designed to provide our clients with a team of world-class writers and editors that have a collective experience of over 100 years producing longform feature-length content on a wide range of industries and economies for leading international media companies including Bloomberg, Reuters, Platts, The Financial Times, CNBC and the the Wall Street Journal.



Produce & Manage:

✓ GI will prepare suitable editorial content formats to convey the client’s message to its target audience. All relevant content needs to move beyond *what’s-just-happened* and address *what’s-at-stake* and *why-we-should-care*.

Formats:

- Opinion Editorials
- Company Editorial “Toolboxes”
- Newsletters
- Special Reports
- Speech Writing
- Feature Articles
- Q&A Interviews
- Podcast/Webinars



Company Profile *Toolbox* – Tell a compelling human story
Anecdotal Company Profiles & Leadership Biographies

Gulf Intelligence will work closely with the company’s corporate communications team to create a Company Profile Toolbox by drafting:

- ✓ An anecdotal long-form company profile that will attract the editorial eye of print media for a potential feature
- ✓ Anecdotal-led Profiles of the senior executives adding a more ‘human’ element to the story.

Two sample pages from a company profile. The left page is titled 'Spearheading the UAE's new gas chapter' and features a large image of an offshore oil rig. The right page is titled 'This is a major milestone in SNOOC's growth story and indeed, Sharjah and the UAE' and features a smaller image of a building. Both pages contain detailed text about the Sharjah National Oil Corporation (SNOOC) and its operations.

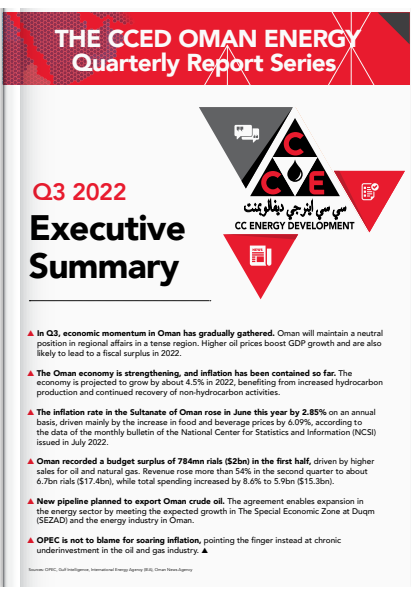
A map of the Middle East and surrounding regions, highlighting the location of Sharjah. Below the map, there are three key messages: 'THE LARGEST PRODUCER IN THE MIDDLE EAST OF ULTRA LOW SULPHUR FUEL OIL', 'EXCEEDING UN CLIMATE TARGETS ON MARINE FUELS', and 'SERVICING WORLD'S TOP 3 BUNKER HUBS'. At the bottom, the logo for 'Uniper Energy DMCC' is displayed.

Feature Articles & Opinion Editorials

GI will write and edit Opinion Editorials to a world-class standard in the name of clients' leadership team that will help elevate their posture and profile in front of B-to-B and B-to-C stakeholders in all relevant markets. The feature-length articles will be written in English and can be translated into multiple languages for key markets both locally and across the globe. The why-we-care content can also be cut up into bite-size formats to support social media campaigns.



Newsletters / Bulletins



Industry Webinars / Podcasts

WHAT IS IT?... KNOWLEDGE PARTNER CONSULTANCY

Gulf Intelligence will script & produce Industry Webinars/Podcasts on behalf of clients with the purpose of facilitating critical knowledge exchange on timely and relevant issues for its stakeholders across the Middle East: *see below a profile of the GI Knowledge Partner Consultancy Service.*

DESIGN

GI will design a robust and results driven architecture for each event. GI will engage with the Client to design an event structure, agenda and format to maximize the engagement & opportunity.

WEBINAR OUTREACH

Gulf Intelligence will create, maintain and execute a audience outreach strategy that includes building relationship with the identified stakeholders through a process that can last many months and require engaging multiples of up to 4 times the amount of people you are actually seeking to attend the event.

SCRIPT

GI will coordinate with the Client to finalize a Theme & Topics that are aligned with it's thought Leadership posture & of relevance to targeted stakeholder groups. GI will research, script & format topics for discussion.

CAST

GI will identify and secure featured speakers – competent thought leaders on the topics being tackled in the webinar.

DIRECT - SPEAKER MANAGEMENT

GI will provide LIVE briefings and talking points to all featured speakers and leaders participating in the event.

PRODUCE

GI will manage all production aspects related to speaker management on the day of the LIVE event.

MODERATE/MC

GI can moderate & manage guest moderators to ensure the program is presented in a dynamic and interactive format, & achieves its target objectives.

PUBLISH

GI will harvest all the most timely and relevant knowledge shared during the thought leadership webinar/podcast and publish it in a post-event Whitepaper/Report.



STAKEHOLDER MAPPING & ENGAGEMENT

Gulf Intelligence will map-out and facilitate a client’s engagement with critical stakeholders key for its business development across the Middle East. This last mile of connectivity is exceptionally important in a region that still builds its commercial relationships on top of personal trust.



ROUNDTABLES/WORKSHOPS

Gulf Intelligence produce Roundtables & Workshops on behalf of clients for the purpose of facilitating networking and critical knowledge exchange on timely issues and topics of critical relevance to its key stakeholder groups.

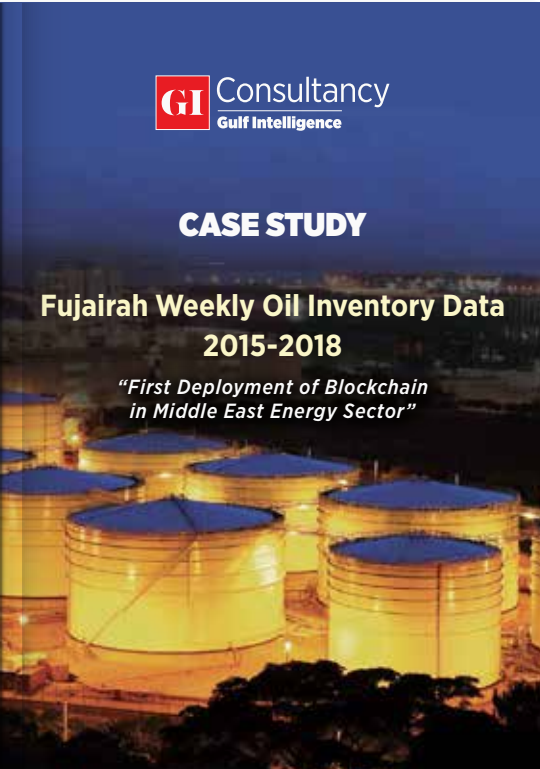
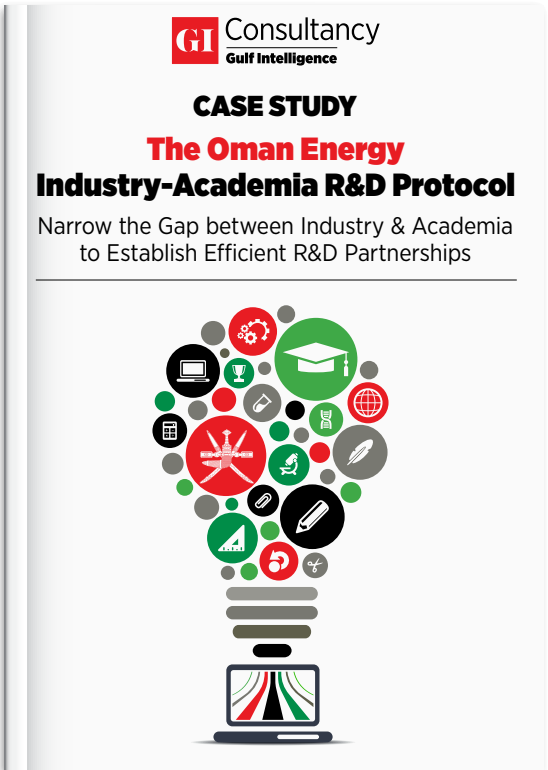


INTELLIGENCE

- *Bespoke Projects* -

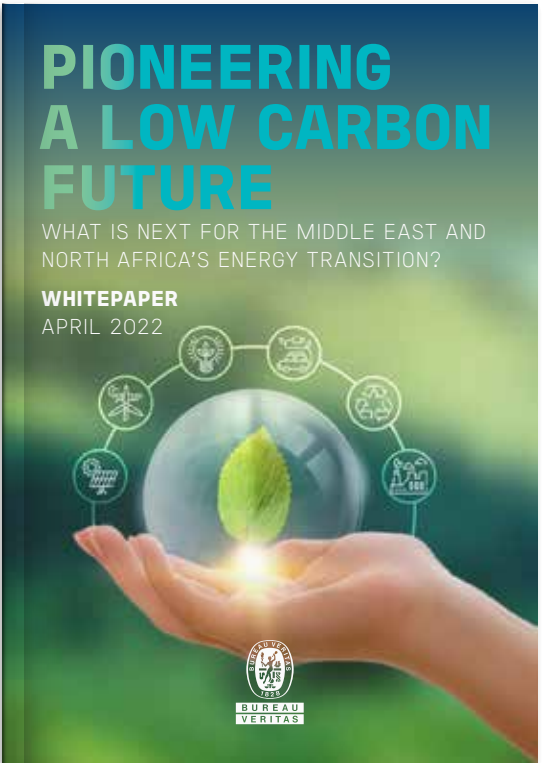
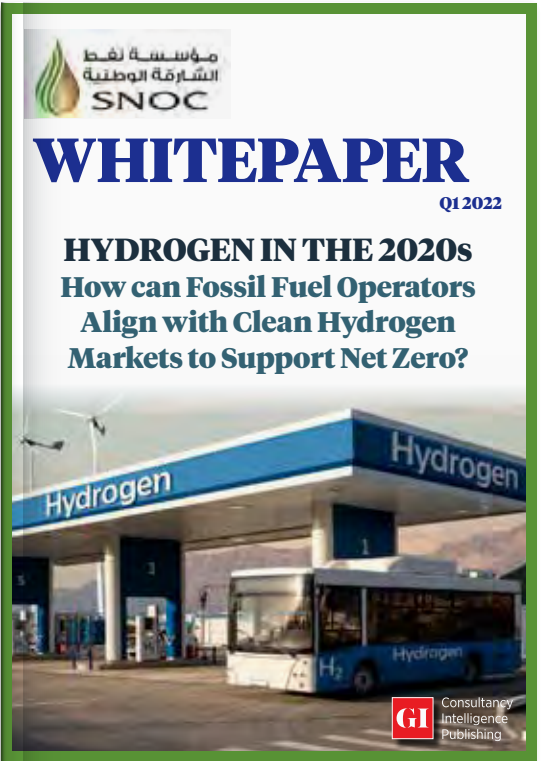
BESPOKE PROJECTS

GI Intelligence works with clients to identify important activities within their commercial ecosystem that are not advancing sufficiently on their own momentum, and GI will develop and implement a strategic plan to accelerate their transformation.



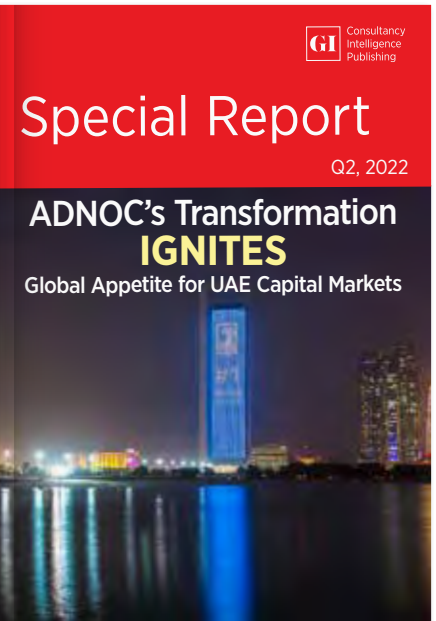
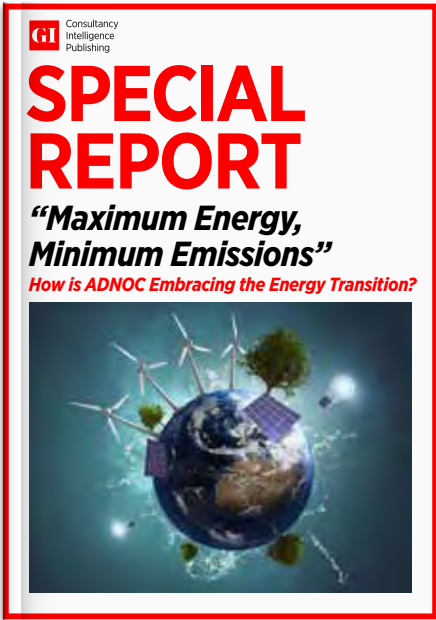
WHITEPAPERS

GI Intelligence will help clients identify the important questions and find the right answers to ensure the sustainability and advancement of their business - drafting Whitepaper reports that provide solutions and pathways forward.



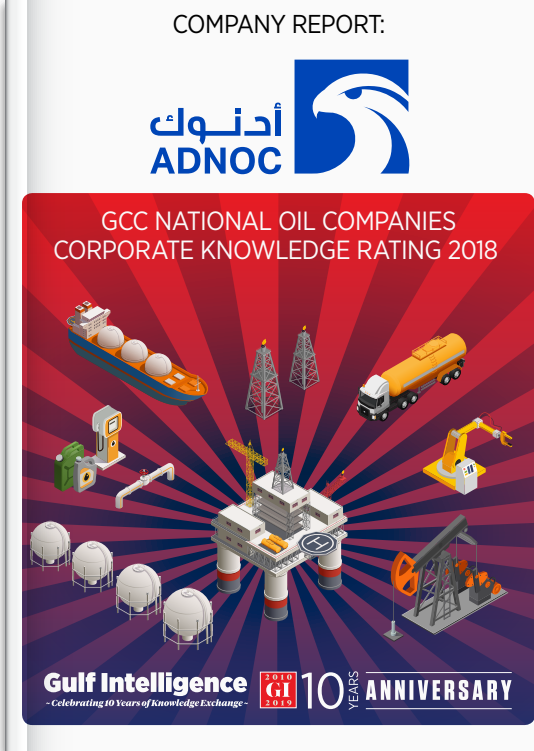
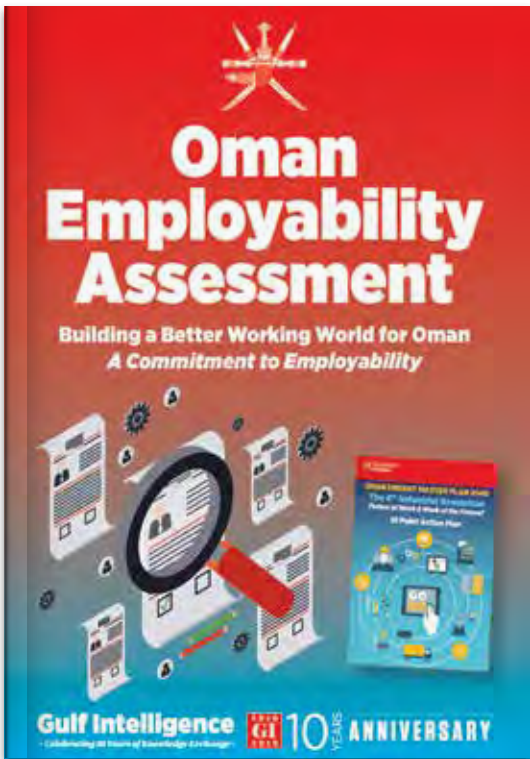
SPECIAL REPORT SERIES

GI Intelligence Research team identifies timely and relevant issues that are likely to impact industries and economies across the Middle East, and conducts a deep-dive study that provides insights and analysis presented in a Special Report.



BUILD DIGITAL COMMUNICATIONS TOOLS

GI Intelligence builds digital communication tools that help clients to better measure the implementation performance of new policies; and we develop social platforms that facilitate realtime connectivity and cooperation between a diverse group of external stakeholders.



GI The Gulf Intelligence
MEDIA HUB

Executive Summary

The **GI Media Hub** is a special bespoke service offered to clients so that they can connect with Journalists and Publishers during special projects and campaigns.



Structure and Process:

- ✓ Design PR/Thought Leadership campaign for clients.
- ✓ Script Editorial: Theme, Talking Points, Press Material.
- ✓ Pitch campaign to media.



Produce & Manage:

- ✓ Prepare Newsmaker for engagement with Media across an array of platforms: print, broadcast and online etc.
- ✓ GI to accompany Newsmaker to Media Engagement.

Formats:

- Media One-on-Ones
- Media Briefings
- Press Conferences
- Social Media

Media One-on-Ones



Alasdair Buchanan, Energy Director, Lloyd's Register, speaks to Pipeline Magazine



Ali Khedery, CEO & Founder, Dragoman Partners, interviewed by CNN



Chris Midgley, Head of Analytics, S&P Global Platts, is interviewed by CNBC International

Media Briefings & Press Conferences



Mouayed Makhoul, Regional Director, MENA, IFC, hosts a media briefing.



H.E. Abdullah bin Hamad Al Attiyah, Chairman, The Abdullah Bin Hamad Al-Attiyah International Foundation for Energy & Sustainable Development, hosts a Press Conference with Middle East media on global gas markets



H.E. Suhail Mohamed Al Mazrouei, UAE Minister of Energy and Industry, hosts a press conference with international and local media

Social Media

The **Gulf Intelligence Social Media** has a proven track record of establishing an online footprint from ground zero for Industry Leaders, as well as the ability to further establish an online footprint through key publishing platforms: *LinkedIn, Twitter, YouTube, Facebook etc.*



Media Engagement Audit



- ✓ Provide detailed/audit of media campaign.
- ✓ Harvest and collate media coverage.
- ✓ Assess media coverage into an Analysis Report to ascertain overall tone of the coverage to help gauge breadth, depth and tone of coverage.
- ✓ In special instances, harvest intelligence into a White Paper or Special Report.

Case Study:

GI produced a Media Hub campaign for the UAE Minister of Energy & Infrastructure H.E. Suhail Mohamed Al-Mazrouei through the year that he was the President of the OPEC CONFERENCE in 2018.



Pre-IP Week Activity: Media Briefing in Abu Dhabi for background briefing to key journalists (Arabic & English)



Broadcast interview with Skynews Arabia



Interview with Thomson Reuters at IP Week 2018



Briefing at S&P Global Platts' headquarters



Feature interview with CNBC International's OPEC presenter Steve Sedgwick



Mashreq Sustainable Finance Dialogues Podcast

Community Building: How Can the Private Sector Empower Society to Make Sustainable Choices?



Karan Sharma
Director
Financial Planning & Analysis
BEEAH Group



Anita Mendiratta
Special Adviser to the Secretary General
UN World Tourism Organization
Advisor Board Member, The Royal
Commission for AIJUA



Husam Abdel Al
Senior Director
Origination & Sustainable Finance
Investment Banking
Mashreq



Zainab Alamin

Vice President, Digital Transformation
Microsoft Arabia



Cutting-edge progress lies at the core of Saudi Arabia's spirit. That is why the Kingdom is increasingly spearheading solutions to two trends that are rewriting the global dynamics of the 21st century: sustainability and digitalization.

Saudi Arabia strives to be an exemplary nation, both at home and abroad. This means setting high ambitions to inspire our population today and realizing the potential of our youth tomorrow – therein lies the soul of the country's Vision 2030. A key part of this Vision includes accelerating the energy transition, driving a new wave of green investment, and ultimately, reaching net zero by 2060. Quickening the Kingdom's digital transformation to strengthen communication, speed, and transparency is equally integral to making Vision 2030 a reality. As Bill Gates, the Co-Founder of Microsoft, said: "The internet is becoming the town square for the global village of tomorrow."

Perhaps the project that best encapsulates the Kingdom's zest for creating this new future is its NEOM mega-city. Described as an audacious dream of a new future, the \$500bn endeavor aims to accelerate human progress and embody the future of business, liveability, and sustainability – all of which is underpinned by digital tools.

This journey is complex and exciting. Why? Because the world we live in is changing so dramatically. The path ahead – for both sustainability and digitalization – is far from linear. Yes, both are interlinked, but we are entering an era of exploration, which offers equal opportunities and challenges. Every Saudi plays a part in helping the Kingdom plot a successful path, especially younger generations.

One Kingdom, two worlds

This new blend of sustainability and digitalization applies to all industries – from healthcare and many more. It filters into the operational day-to-day plan for companies, academia, as well as their long-term planning. As the years pass, no stone is left unturned. The equation is very simple: embrace and adapt to green and digital growth 2020s and beyond.

The spirit of collaboration also matters hugely. We have invested heavily in the country's a major role in the development of its IT infrastructure. This means supporting government companies, educational institutions, non-governmental organizations (NGOs), plus a population of 35mn people, this spans a massive economic and social range. Everyone is in it another, so we focus on ensuring a holistic attitude benefits everyone.

Importantly, this also applies to making a difference in society via our philanthropic partnerships. This is deeply meaningful to all of us and have no doubt, diversity and sphere of sustainability and digitalization will only become a bigger and bigger topic. Remote healthcare services powered by digital tools can help many more people far from home while reducing CO₂ from the transport typically needed to travel to clinics and hospitals. To unlock many more win-win outcomes.



Mohamed Al Hinali

Economic Advisor
National Program for Investment & Export Development, Oman



A mitigating factor for governance is a lack of standardization
Governance is perhaps the most important aspect of ESG and its subsequent frameworks. However, the key mitigating factor when it comes to adopting ESG frameworks in the Middle East and across the world is a lack of standardization. We still don't have a standardized way to measure and benchmark ESG. As long as that's the case, governance issues will continue to be an important topic. If we look at a history of governance issues, from Enron to the way to FTX, we begin to identify patterns. People often say that history doesn't repeat itself, but it does rhyme. Likewise, there are similar governance issues over time that lead to the downfall of major companies which could have been avoided with good practices. Why don't we integrate these issues from happening again? By having solid benchmarks and measuring how companies can do better in certain fields.

Partner companies can influence each other's good governance practices
My career has led me to work for government. What I've seen is that governance exists and flows with time, giving it the ability to match an organization's structure and needs. When I worked at investment management for the government, I encountered several holding companies and ministries that struggled with governance practices. Over time, however, there have been policy shifts which have integrated good governance into the mandate of corporate entities. Nevertheless, governance implementation doesn't just need to come from the top. I've also seen situations where entities pick up good governance practices from partner companies. Partner companies being to suspect better governance practices from associated entities, and it begins to trickle in. That's an indication of a well-functioning, responsive, and interrelationally connected economy.

There's also a role for bottom-up influence
While pressure to strengthen good governance practices can come from the top, from the government, or from partner companies, there's also a place for it to get a bottom-up impact. Employees and analogous stakeholders also have a real role to play when it comes to helping an organization craft good governance or rolling out a company policy. A recent example is the Activision Blizzard scandal, where they were found to have major human rights issues within the company. Once exposed from the bottom up, it led to negative consumer backlash, negative employee feedback, and led to some serious structural reforms to address the severe lack of governance that plagued the scandal in the first place.



Thamer Alharbi

President
Microsoft Arabia



"Sustainability matters to you. It is everywhere; from the food you eat, the way you travel, to what your house is made of – and everything in-between! It will become a bigger and bigger part of all our lives as Saudi Arabia pushes for a net zero target by 2060"

Microsoft **OUT NOW!**
The Middle East & Africa
Forum for Sustainability Leaders

Launch Report
MEA Sustainability Voices
Energy Transition – Smart Cities – Circular Economy
Green Technology – Climate Finance

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5. These developing countries are leading the way on renewable energy
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7. A more realistic approach to the energy transition
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