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EMISSION TARGETS INSIDE THE SUPPLY CHAIN

The recent CDP and BCG global report into emission levels inside the supply chain indicates challenges ahead.

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2030 AND 2050

In this month's lead feature, we tackle a very relevant subject and that is the runaway challenge of emissions adding to global warming. Repeated global sustainability summits have arrived at two milestones namely 2030 and 2050 to benchmark and control emissions as well as to monitor and limit global warming at 1.5 degrees centigrade.

Global surveys by CDP and BCG show that emissions, for a company's supply chain is 11 times, more than their operational emissions, Scope One and Two. And amongst the most challenging to measure and control are Scope Three emissions.

Another concern is the significantly long time to begin measurement of emissions, through partners in the supply chain, followed by disclosures, control and remediation.

Says Elias Baltassis at BCG GAMMA, going from the moment you decide to start collecting data and doing something about it until the moment you act, there is a very large lag. It is measured in years. And as we see, at least now, the number of companies who start acting that does not increase more than 5% per year.

With that rhythm, it will take us 20 years until everybody starts doing something. And if it takes us 20 years until everybody starts doing something, we will largely overshoot our target. It is very important that action starts as soon as possible.

Baltassis' concerns are very clear. The 2030 and 2050 targets are associated and are of course related. If we miss one, we might miss the other one.

Are we in the right path? Probably not. Because of the time lag mentioned before.

While the two milestones are interlinked and related they play a very different role.

We need the short term goal because it is a call to action. Given the current rhythm of companies who start doing something, probably we are going to miss the 2030 target.

The 2050 milestone exists with the hope, that new technologies and new approaches will come up that will allow us new strategies and approaches of generating less CO2 equivalents.

Also, part of this lead feature is how BCG is building an AI enabled cloud platform to consolidate global data and make available tools to boost emission disclosures inside the supply chain. CO2 AI will leverage anonymised data to ramp up the artificial intelligence of the platform. The data collected during the use of the CO2 AI Product Ecosystem tool will be shared directly between the supplier and the customer. Other than that, the platform will aggregate anonymised data to create benchmarks for the users.

The CO2 AI Product is currently in pilot phase and expected to be available for a wider group of users in the second half of 2022, says Charlotte Degot at CO2 AI by BCG.

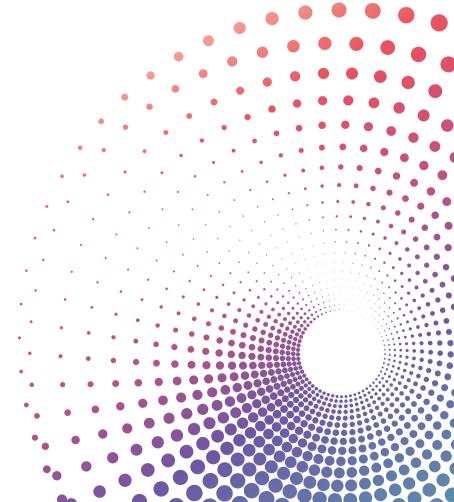Turn these pages for our comprehensive coverage on emission reporting challenges and more.

Looking forward to seeing you at upcoming events in Dubai including Gitex 2022 and CIO 200 roadshows.

Arun Shankar
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SEPTEMBER 2022

HOW EUROPE'S ENERGY CHALLENGES ARE GOING TO IMPACT GLOBALLY

Saxo Bank identifies the ten largest global and European discretionary stocks so investors can understand their exposure to the global energy crisis.

Consumer discretionary stocks were part of the winners since the Great Financial Crisis, but with rising interest rates and soaring energy costs, the consumer is getting taxed on credit and available income for discretionary consumption. These dynamics will intensify and worsen over the winter period in Europe and several sell-side firms are already cutting price targets on many consumers' discretionary stocks.

In our recent equity note, The tangible world is fighting back, we highlighted how intangibles-driven industry groups had outperformed significantly from April 2008 until October 2020. Consumer discretionary stocks were part of this megatrend, but the global energy crisis and especially here in Europe is going to be negative for consumer stocks going forward.

Primary energy costs in the percentage of global GDP have risen to 14% up from 6.5% in 2021 according to Thunder Said Energy. This is equivalent to a 7.5%-points tax on GDP which must be offset by households by cutting down on other things. The most vulnerable parts of the economy are the activities that sit at the very top of the Maslow pyramid, so things such as media and entertainment and consumer discretionary.

Global consumer discretionary stocks are down 13% after being down as much 20% in June this year relative to global equities since the peak in November 2021 when the Fed announced its pivot on monetary policy in the recognition that inflation was stickier than initially thought.

PETER GARNRY
Head of Equity Strategy, Saxo Bank.

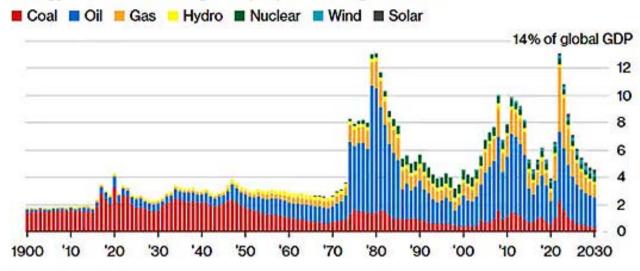The initial underperformance was interest rate driven as the higher interest rates caused equity valuations to decline.

Higher interest rates also impact consumption through consumer loans, but the critical point to understand is that the energy crisis has not been fully priced into consumer discretionary stocks. Consumer discretionary stocks have been one of the big winners since the Great Financial Crisis but with

Expensive Energy

Energy costs are soaring as a proportion of global GDP

■ Coal ■ Oil ■ Gas ■ Hydro ■ Nuclear ■ Wind ■ Solar

Source: Thunder Said Energy

KEY TAKEAWAYS

- Consumer stocks to be hit by historically high energy costs.

- Soaring energy costs are a massive tax on consumption.

- The energy tax is bad for consumer stocks but good for global energy companies.

- When talk about which consumer discretionary companies could be in trouble the European luxury industry is probably going to be the hardest hit industry.

- Next is the global car industry where the big open question is whether the EV adoption is strong enough to shield Tesla from the demand destruction.

households under pressure we expect demand to cool dramatically, and several sell-side firms have drastically cut their price targets on many European consumer discretionary companies.

When talk about which consumer discretionary companies that could be in trouble the European luxury industry is probably going to be the hardest hit industry. Next after is the global car industry where the big open question is whether the EV adoption is strong enough to shield Tesla from the demand destruction.

The energy tax is bad for consumer stocks but good for global energy companies, so we have also highlighted the 10 largest energy companies in the lists below.

The 10 largest global consumer discretionary stocks
- Amazon
- Tesla
- LVMH
- Home Depot
- Alibaba
- Toyota
- McDonald's
- Nike
- Meituan
- Hermes International

The 10 largest European consumer discretionary stocks
- LVMH
- Hermes International
- Christian Dior
- Volkswagen
- Inditex
- Essilor Luxottica
- Richemont
- Kering
- Mercedes-Benz
- BMW

The 10 largest global energy stocks
- Exxon Mobil
- Chevron
- Reliance Industries
- Shell
- ConocoPhillips
- Total Energies
- PetroChina
- Equinor
- BP
- Petrobras
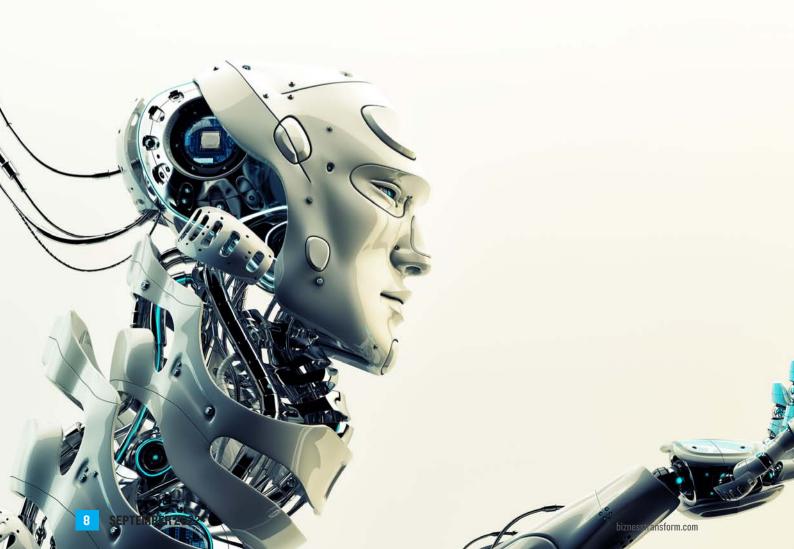
INDUSTRIAL ROBOTS AND THE RELOCATION MARKET

Eliminating the recurring cost of labour, robots also perform tasks that are deemed difficult and risky to be carried out by humans.

The relocation industry experienced a sudden dip followed by massive demand owing to the Covid-19 pandemic situation globally. Though lockdowns curtailed relocation of residences and offices, businesses utilised relocation services to deliver office equipment to their employees to ensure that work was not affected.

Some of the key players in the relocation industry stepped forward to deliver oxygen cylinders to medical institutions.

To increase efficiency and offer enhanced customer service, technologies such as Artificial Intelligence AI, Cloud, and Robotics are being utilised by players in the relocation industry. Globally, the logistics robotics market size was

AJAY TIWARI
Co-Founder and CEO,
HappyLocate.

KEY TAKEAWAYS

- Businesses can increase efficiency as robots can speed up the task of loading, unloading, packing, lifting, sorting, storing.

- A different set of robots can load the packages onto conveyor belts increasing speed and precision of work.

- Introducing robots in the business process saves time, cost and effort of employing skilled and unskilled manual labour.

$6.17 billion in 2021. In the purview of the enormous benefits robots offer in the logistics industry, the market is bound to grow rapidly.

Robots are mainly used for packing, picking and moving goods. Robots can read QR codes and signals to move across the floor of the warehouse. Since the minimum human intervention is required to use the robots, it is a worthwhile investment to make.

Introducing robots in the business process of a relocation company saves time, cost and effort of employing skilled and unskilled manual labour.

Eliminating the recurring cost of labour, robots also perform tasks that are deemed difficult and risky to be carried out by humans.

Increasing the safety quotient of employees at the workplace and reducing manual labour, the relocation players can offer a high standard of work thereby changing the way the relocation industry has worked for decades. This in turn also results in reducing costs by up to 40% and increasing productivity by up to 60%.

Using robots, businesses can increase their efficiency as the robots can speed up the task of loading, unloading, packing, lifting, sorting and storing. A different set of robots can also load the packages onto conveyor belts thereby increasing the speed and precision of work.

Players who are new in the relocation market or are operating on a small scale can deploy autonomous mobile robots, AMR as they are small yet very effective. AMR works by following sensors, computers and maps, and is equipped to identify information on the package in order to sort the package. Devices such as AMR allow relocation companies to experiment with robots on a small scale before turning them completely into their business operations.

Companies that have or work with large warehouses benefit from Automated Guided Vehicles, AGV, Automated Storage and Retrieval System. In AGV, the business will have to lay tracks within the warehouse for the robot to move around.

Automated Storage and Retrieval System robots can be used based on the task at hand – climb aisle, move on the floor, retrieve packages, orders, or pick, transit within the warehouse and store the orders.

Robots can be fully programmed to load and unload packages thereby making it a fully automated system. Though robots have been a part of the logistics industry for quite some time now, it has not seeped deep into the relocation industry yet.

Labour organisations have not been in favour of adopting robotics with the intention of saving jobs of labourers. But now, seeing the improved working conditions with the usage of robotics, the labourers are more than happy to move ahead with the times. ■

JAGUAR LAND ROVER VEHICLES TESTED FOR ELECTRICAL INTERFERENCE

With advances set to increase number of electric powertrains and the range of digital and cloud-based services on vehicles, testing is crucial to delivering customer satisfaction. The new facility demonstrates Jaguar Land Rover's commitment to giving customers the most advanced in-vehicle connectivity.

Jaguar Land Rover opened a facility to test next generation of vehicles for electrical and radio interference. The Electromagnetic Compatibility Laboratory at Gaydon in the UK will ensure future vehicles meet legislation standards for connectivity and electronics. New Range Rover Sport, which launched in May, was the first vehicle to undergo a bespoke testing programme at the in-house facility.

A critical aspect of vehicle performance is the ability of electrical equipment and systems to function correctly in an electromagnetic environment. It works by limiting unintentional generation, propagation and reception of electromagnetic energy.

Amalthea

Adrastea

Rings

Diffraction Spike
from Io

Aurora's Diffraction

JUPITER'S RING SYSTEM IN DEEP SPACE

NASA's James Webb Space Telescope has captured new images of the Jupiter. This image comes from the observatory's Near-Infrared Camera, which has three specialised infrared filters that showcase details of the planet. Since infrared light is invisible to the human eye, the light has been mapped onto the visible spectrum.

In a wide-field view, Webb sees Jupiter with its faint rings, which are a million times fainter than the planet, and two tiny moons called Amalthea and Adrastea. This one image sums up the science of the Jupiter system program, which studies the dynamics and chemistry of Jupiter itself, its rings, and its satellite system.

The Great Red Spot, a famous storm so big it could swallow Earth, appears white in these views, as do other clouds, because they are reflecting a lot of sunlight.

Northern Aurora

Rings

Io's footprint

Southern Aurora

Aurora's Diffraction

تحــت رعايــة صاحــب الســمــو الشيــخ خليفــة بــن زايــد آل نهيــان رئيــس دولــة الإمــارات العربيــة المتحــدة

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The Future of Energy: Sustainable, Affordable, Secure

Strategically taking place before COP27, ADIPEC is the global platform for leaders to reinforce commitments that will drive the industry towards reducing emissions, meeting decarbonisation goals, and providing a realistic view on short- and long-term energy outlooks.

STRATEGIC CONFERENCE THEMES:

The long-term impacts of geopolitics on the global economy and energy industry

The road to COP27 and COP28

An industry transitioning: adapting to the new fundamentals of supply, low carbon and new energy solutions

Innovation and the energy transition: pioneering a new era of technology development

The new management agenda: future workforce and the leaders of tomorrow

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General Motors to offer Cruise with Ultium battery to RTA as self driving, autonomous vehicle

General Motors Africa and Middle East is forging towards its vision for an electric future in the Middle East, confirming the fourth of 13 electric vehicles set for the region by 2025, as well as showcasing an array of cutting-edge technology that will redefine the future of mobility. The Chevrolet Blazer EV SUV, launching in 2024, will join the Cadillac LYRIQ, GMC HUMMER EV and Chevrolet Bolt EUV – all slated to arrive in the region by 2023.

The addition cements GM's aim to lead the EV market with the broadest line-up, offering an EV for every need and every wallet. It also meets the intensifying interest for electric vehicles across the GCC, with Saudi Arabia and the United Arab Emirates ranking in the top 50 countries embracing EV transition, according to a global vehicle electrification index collated annually by AlixPartners.

Underpinning the electric revolution is GM's industry-leading, modular and flexible Ultium battery platform. Ultium provides performance and driving range exceeding many petrol-powered vehicles, relegating range anxiety to a thing of the past. Depending on the model, GM's Ultium-based EVs are capable of 0 to 100 kmph acceleration, in as low as 3.0 seconds, whilst boasting a driving range of more than 600 kilometers on a single charge. And with fast charging, Ultium-equipped EVs can provide up to 160 km of range with just a 10-minute charge. Ultium has already reduced battery costs by 40% and as EV adoption rates and production increases rapidly through the decade, costs will continue to come down.

Group AMANA builds hydroponic facility with Crop One Holdings, Emirates Flight Catering

JOE LABAKY
General Manager of UAE and Emerging Markets, AMANA Contracting.

Group AMANA has delivered its first-ever vertical farm in the region, which will boost long-term food security and self-sufficiency in the UAE. The high-tech hydroponic facility in Dubai South was constructed by AMANA Contracting in collaboration with Crop One Holdings and Emirates Flight Catering.

The $40 Million Bustanica hydroponic farm, spans 330,000 sq ft and is located in Dubai World Central, will produce more than a Million kilos of high-quality leafy greens with 95% less water than conventional farming and will boost the UAE's food security. The produce will be available on certain Emirates flights and for consumers to purchase across stores in the UAE under the Bustanica brand.

Joe Labaky, General Manager of UAE and Emerging Markets, AMANA Contracting, said, "AMANA continues to push the boundaries of innovation using the latest building techniques. Being a part of a revolutionary project in the UAE's agriculture industry to ensure long term food security and strengthen national resilience is a great privilege for the AMANA team."

Start-up, World of Farming to produce livestock feed through closed loop reducing methane

Hatch & Boost Ventures, ADGM, an Abu Dhabi-based venture builder dedicated to 'hatching' startup ideas at the intersection of impact and innovation, and boosting them into scalable ventures, has announced the launch of its first agritech startup in its portfolio, World of Farming.

As the world faces unprecedented food security challenges, exacerbated by the pressure of rising global temperatures and limited water supply, World of Farming is introducing a first-of-its-kind hydroponic fodder farming methodology for the meat and dairy industry to the Middle East market, which aims to address these challenges and enhance the sector sustainability.

The United Arab Emirates and other Gulf nations are known to have a harsh environment for farming due high temperatures, scarcity of arable land, and limited freshwater resources. As a result, the UAE imports 80-90% of the food it consumes, including livestock feed. In line with the UAE's National Food Strategy 2051, WoF's vertical farming model will enable local farmers to produce fresh, and cost-effective, local alternatives to international imports of animal fodder independently, efficiently, and more sustainably.

The startup will be making this possible through its patent-pending proprietary methodology called, 'The Cattleyst'. This full circular farming methodology

(Left to right) Faris Mesmar, CEO and Managing Partner of Hatch and Boost and Dr Walid Saad, CEO and Co-Founder of WoF.

sustainably produces livestock feed through a closed loop system that reduces methane emissions to the atmosphere.

This approach will supply the local dairy and meat industry with highly nutritious, herbicides and pesticides free animal feed at reduced cost, using up to 90% less water and up to 90% less land than traditional farming.

KEO International Consultants conducting study for energy conversion from Al Dhafra landfill

Abu Dhabi Waste Management Center signed a consultancy agreement with KEO International Consultants to conduct a feasibility study for developing a project on extracting greenhouse gases from Al Dhafra landfill and converting them into environmentally-friendly energy. This aligns with the Center's plan to achieve an efficient waste management system and use the best methods for processing and handling waste.

Under the agreement, KEO International Consultants will provide consulting services and a feasibility study that covers the technical, financial, and environmental aspects for the development and operation of the

project to extract and convert gas into environmentally-friendly energy sources. This will include studying the requirements of the local market and the UAE's needs for the project and areas for benefiting from the greenhouse gases generated in the landfill in Al Dhafra. The agreement also includes drilling operations, gas pumping tests, and the quantities expected to be generated within 10 years within the specified site, as well as evaluating the properties of the extracted gas. KEO will also develop and set the terms of the bid before announcing the bidding for the project.

The landfill in Dhafra has undertaken remarkable

ENG. ABDUL MOHSEN MUBARAK AL KATHIRI
Director of Projects and Facilities Department, Tadweer.

environmental efforts represented in the extraction and sorting of recyclable materials from the landfill in order to reduce environmental impact and achieve optimal use of resources. In 2021, a total of 25,524 tons of waste were extracted, and during the first half of 2022, 12,542 tons of waste have been extracted for the purpose of reuse and recycling, including plastic waste, paper, cardboard, iron, wood, and aluminium.

Eurovets partners with Vakava Technologies to reduce energy consumption in cold chain

The cold chain industry consumes a great deal of energy, particularly for refrigeration. Industry reports state that the cold chain industry accounts for 15% of worldwide electricity production. In an effort to minimise energy wastage and boost operational performance, Eurovets a leading distributor of veterinary products, services has collaborated with Vakava Technologies, experts in the fields of cold chain.

The partnership will permit Eurovets to provide sustainable cold chain solutions, which can be used across veterinary grocery, pharmacies, clinics, hospitals or any other business that require a cooling solution while transporting products.

The two companies have partnered to develop and integrate scalable solutions to maintain cold chain integrity and traceability through all phases of the distribution process. Unlike other cold chain suppliers, the cool units from Vakava Technologies can be delivered at stable, correct temperatures and without any external power source.

Some of the key benefits of using Vakava solutions offered by Eurovets include:

Workflow Optimisation and Cost Reduction – Vakava Solutions use special PCM cooling with custom insulation and air circulation methods. They are equipped with temperature sensors and embedded with GSM or Bluetooth trackers that enable you to receive timely data.

As it provides real time data analysis, it is easier for businesses to alter energy use based on their needs. This not only helps reduce cost but also helps optimise the work process, vaccines, medicines, foods, ice cream and so much more can be kept at optimal temperature.

GCC making progress in the direction of ESG says Ehsan Khoman at MUFG

The GCC is undergoing a series of impactful transitions, ranging from energy and fiscal reforms to market dynamics and now a burgeoning ESG agenda, according to a recent study by MUFG titled "ESG in the GCC region: Journey towards the next normal is underway." As oil and gas intensive states, climate change and the energy transition are top of mind, but social and governance considerations are equally part of the strategy. Rapid development of ESG disclosures continues to propel corporates' sustainability plans which is enabling investors to strengthen engagement.

Ehsan Khoman, Head of Emerging Markets Research at MUFG and co-author of the report says, "The stars are aligned for the GCC to become a market leader in the global hydrogen space. The region's abundant low-cost land, low cost of capital, existing industrial capacity, excellent solar and wind resources, geographic proximity to growth markets, low-cost natural gas, and ease of carbon capture, utilisation, and storage, as well

EHSAN KHOMAN
Head of Emerging Markets
Research EMEA, MUFG.

as ample liquidity and ease of access to capital markets, set it in an excellent position to become a leading global green hydrogen producer and exporter."

With the energy mix heavily skewed towards fossil fuels, attention has been resolutely on ESG's "E" pillar – states have addressed this head on. Both COP27 – Egypt and COP28 – UAE will increase the pressure not only on the hosts but the region as a whole to articulate execution strategies.

Following the awarding of major international events such as Dubai World Expo 2020, FIFA World Cup 2022, Formula 1 races, GCC labour laws have significantly reformed. Contextualising key social initiatives that entities can adjust to can buttress international best practices towards the "S" pillar.

Arthur D Little sustainability report finds clear gap between talk and action, less urgency

CARLO STELLA
Partner at Arthur D. Little
Middle East.

Arthur D. Little, released an exclusive report exploring the state of sustainability and the challenges to adoption. With insights from Prof. Tima Bansal of Ivey Business School, the report, titled Overcoming the Challenges to Sustainability, is based on a global survey conducted by ADL which identifies the dynamic variables that are shaping business sustainability worldwide, including the Middle East and North Africa region.

Despite understanding the benefits, the survey shows a fifth of companies 20% still do not have a sustainability strategy in place — and less than 30% believe the impact of that strategy is clear to all employees. This failure to take meaningful action and embed sustainability at the center of organisations does not only cause potential environmental and social harm; it also holds back business performance.

Sustainability is a top priority for most business leaders, leading to a constant stream of announcements around specific commitments and targets. Yet, there is a clear gap between talk and action. In addition, sustainability commitments do not seem to have the same urgency or rigor as other business objectives. Among companies participating in the survey, 67% do not link management incentives to sustainability performance and just 33% have structured plans, roadmaps, and milestones to achieve their goals. These findings demonstrate that companies are struggling to embed sustainability in their operations.

Carlo Stella, Partner at Arthur D. Little Middle East said, "For companies worldwide, becoming sustainable is a major transformation process spanning culture, planning, metrics, governance, reporting, and mindset. Our latest report unveils the challenges organisations faces around sustainability and identifies initiatives to transform such organisations in sustainable businesses with greater shareholder returns."

Hotels will require consultants to execute carbon neutral roadmap says Nadia Ibrahim at Farnek

NADIA IBRAHIM
Associate Ddirector Consultancy
Sustainability Farnek.

Nadia Ibrahim, Associate Director of Consultancy and Sustainability at leading UAE-based smart and green facilities management company Farnek, has revealed how all hotels throughout the region can create a bespoke roadmap to achieve Net Zero emissions by 2050. During her webinar presentation in conjunction with the Swiss Business Council, which was attended by key hospitality figures from across the region, Ibrahim highlighted the fact that some international hospitality brands may already have strategies in place to achieve their Net Zero ambitions.

However, many independent hotels, particularly three and four-star properties would require external support from consultants to design, plan and execute a carbon neutral roadmap.

"Major international hotel brands such as Accor, Hilton and Marriott have the necessary resources to achieve their sustainability goals, but many privately-owned independent hotels will not have the means to access dedicated internal support."

"There is also general confusion about what Net Zero means and the process and actions required to make a corporate commitment and how a hotel's carbon footprint can be measured and reduced without affecting the operation or guest experience," said Ibrahim.

It is widely reported that tourism and specifically hotels account for 8% and 1% respectively of total global carbon emissions. But implementing a carbon reduction plan is not an easy task, with multiple internal and external challenges. The most common of which are carbon footprint assessments across the hotel and its value chain, a lack of financial resources with little or no budget allocated for climate related activities, the higher costs associated with sustainable products and insufficient regulatory incentives to support a hotel's Net Zero transition.

CHOOOSE, SAP Concur launch carbon emissions management application for business travel

Business travel is on the rise, with 83% of organisations recovering to pre-pandemic volumes of domestic travel and 63% returning to previous levels of international journeys, according to an SAP Concur survey. This increase in travel has been accompanied by the revelation that 46% of organisations are looking to reduce their carbon emissions, and one way of doing so is through carbon compensation.

Research has found that 37% of businesses have carbon compensation as a key objective for their 2022 sustainability agenda. However, sometimes the process of calculating and compensating emissions can be cumbersome and manual. Unfortunately, just under half 46% of businesses have software tools in place, but 86% of those without would consider these.

With this in mind, Gabriele Indrieri, VP and Managing Director for SAP Concur EMEA South, says that it is therefore vital for business owners to ensure their teams are supported by the right tools. "As the demand for higher levels of sustainability grows, so do questions around corporate travel policy which will be raised more strongly and often by more parties from management and supply-chain partners to external stakeholders and even employees."

"It is for this reason that CHOOOSE has partnered with SAP Concur to launch its new app which is a carbon emissions management solution to help organisations measure, reduce, and manage their travel emissions," he says. "Travel managers can now easily set carbon budgets in line with company-specific goals, such as a 30% reduction of emissions by 2030, and then view and assess their live travel emissions against these targets. They will also be able to track the performance of their corporate carbon program through a live carbon emissions dashboard."

GABRIELE INDRIERI
VP and Managing Director for
SAP Concur EMEA South.

Royal Gulf Industries to build first lead acid battery recycling company in RAK

Ras Al Khaimah Economic Zone welcomed Royal Gulf Industries, a state-of-the-art lead acid battery recycling company, to its dynamic industrial ecosystem. A subsidiary of Hyderabad Castingsand part of Nakhat Group, the new company is set to invest AED 62.4 Million to construct the UAE's first environment-friendly automotive battery recycling centre on approximately 110,000 ft2 of land at Al Ghail Industrial Zone. Royal Gulf Industries will employ more than 150 people in its facility, which is set to be ready in the fourth quarter of 2022.

The company aims to recycle up to 35,000 metric tonnes of used lead acid batteries annually. This will produce 21,500 tonnes of lead ingots and 2,400 metric tonnes of plastic granules. Both of these materials will be largely exported to India, Japan, Korea, China and Europe for the manufacturing of new lead acid batteries and cases. This activity accounts for recycling around 58% of the lead acid battery scrap generated in the UAE.

Ramy Jallad, Group CEO of RAKEZ, and Yogesh Nakhat Jain, Managing Director of Royal Gulf Industries, marked the beginning of the recycling unit's construction during a recent signing ceremony held between the two parties at the RAKEZ Compass Coworking Centre.

In its second phase spanning three years, Royal Gulf Industries plans to invest about AED 125 Million and create 350 jobs in Ras Al Khaimah. The company also aims to make the UAE a hub for recycling metals, creating global supply chains.

Nissan launches financial framework to fund electrified vehicles, mobility

Nissan Motor is launching a sustainable finance framework to help fund its next-generation electrified vehicles, batteries, environmental technologies, and new mobility services. Proceeds from the Nissan Sustainable Finance Framework will also be used to support projects in Nissan's use of renewable energy, clean manufacturing systems, EV re-charging infrastructure, battery re-use, and autonomous-drive technologies.

The Nissan Sustainable Finance Framework will enable Nissan to raise funds needed to further enhance its sustainability efforts. This initiative underlines Nissan's commitment to promoting sustainability and strengthening efforts to realise a cleaner, safer, and more inclusive world.

Nissan has published the eligibility criteria for business areas and technology projects to receive proceeds under the

Sustainable Finance Framework, which follows a review of the initiative by Sustainalytics, the independent research firm focused on environmental, social and governance. According to Sustainalytics, Nissan's framework is aligned with the Green Bond Principle 2021, Social Bond Principle 2021, Sustainability Bond Guideline 2021, Green Loan Principle 2021, and Social Loan Principle 2021.

The launch of the Nissan Sustainable Finance Framework is the latest initiative to position sustainability at the core of the company's business, reflecting Nissan's corporate purpose of "Driving innovation to enrich people's lives."

Nissan continues to grow as a company through global business activities while contributing to solving various issues facing society. In doing so, Nissan continues to provide value to stakeholders and support the development of a sustainable society.

DUBAL, Quantafuel, BASF piloting chemical recycling of waste plastics in Dubai

DUBAL Holding, Quantafuel and BASF are moving to the front-end engineering and design stage on the plant for chemical recycling of waste plastics in Dubai. After a six-month feasibility study where the main design parameters have been defined and the site and feedstock secured, the project is now entering the FEED stage with BASF as partner for the new phase of the project. A potential final investment decision is targeted for early 2023.

DUBAL Holding, the investment arm of the Dubai Government in the commodities and mining, power and energy, and industrial sectors, Quantafuel, a technology-based recycling company, and global chemical company BASF SE, have today signed an agreement to carry out a front-end engineering design for developing a Plastics-to-Liquid processing plant in Dubai.
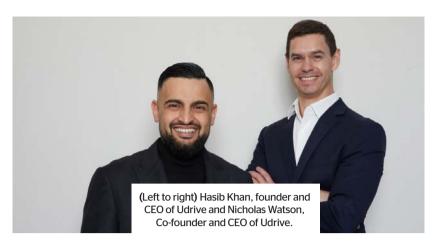
The project will be a significant step towards a circular economy converting low-quality, non-

(Left to right) Udo Huenger, Vice President and Head of Market Area Middle East, BASF FZE; Ahmad Hamad Bin Fahad, CEO of DUBAL Holding; and Chris Lach, Chief Commercial Officer of Quantafuel ASA.

recyclable plastics into valuable products and by that helping Dubai achieving its objective of zero waste going to landfill by 2030.

The partners have agreed to cooperate and share the cost for the development of the plant based on the learnings from and optimisation of Quantafuel's first full-scale commercial plant in Skive, Denmark. Italian engineering and construction major Saipem has been chosen as the FEED service provider. The FEED for the development of the 80,000 tonnes per year plant will be done in 2022, with the potential final investment decision scheduled for early 2023.

(Left to right) Hasib Khan, founder and CEO of Udrive and Nicholas Watson, Co-founder and CEO of Udrive.

UAE's Udrive expands into Saudi Arabia targeting $1B car rental market

Udrive, a dedicated pay-per-minute and daily car rental platform, announced its expansion into Saudi Arabia to serve its widening customer base, gearing the company for triple-digit-percentage growth and accelerated profitability in the Gulf region over the next 12 months.

The new operations are being set in line with the increasing demand from residents, tourists, students and startups in the kingdom for greater choices and convenience in mobility at affordable prices.

Udrive's shared mobility model supports Saudi's Vision 2030 for greener mobility. Nine out of 10 people 92% in Saudi Arabia currently use a privately owned vehicle to go to work or school, leading to reduced air quality, significant traffic congestion and decreased urban livability.

The traditional car rental market in Saudi Arabia, the highest populated country and the largest economy in the six-nation Gulf Cooperation Council, is valued at approximately $1 Billion and forecast to reach $1.18 Billion by 2026.

Udrive will first launch in the Saudi capital city of Riyadh, the 40th largest city economy worldwide at present and gearing to become the 10th by 2030. With the city's population forecast to nearly double this decade, from 7.2 Million to 15 Million by 2030, Riyadh has been identified as a strong market for short- and long-term car leasing and rentals. The average percentage ratio of car sharing cars to passenger cars in Riyadh is 0.02% compared to a global average of 0.5% in major cities, presenting a significant opportunity.

SmartCrowd granted fintech experimental permit by Saudi Capital Markets Authority

SmartCrowd Holdings, a regional pioneer in fractional real estate investments, has been granted a FinTech experimental permit by the Saudi Capital Markets Authority. SmartCrowd is currently working on completing business requirements for the upcoming launch of its Real Estate Funds Distribution Platform, making alternative assets accessible to the general public within Saudi Arabia soon.

Saudi Arabia's residential real estate market is an immense untapped sector offering an excellent opportunity for regional and global investors, with forecasted market growth of more than 9.74% between 2022 – 2027.

Valued at SAR 156bn in 2021, Source: Knight Frank, the real estate market is expected to grow significantly, in line with the country's Vision 2030, the rapid pace of new developments, and the

Kingdom's ongoing efforts to diversify its economy away from reliance on oil and gas revenues.

Currently headquartered in Abu Dhabi as part of Hub71's tech ecosystem, SmartCrowd's expansion into Saudi Arabia aligns with its mission of making real estate investing more accessible to the masses by enabling individuals to invest in income-generating properties collectively.

SmartCrowd's platform users are 80% UAE-based. The remaining 20% come from all over the world, even as far as New Zealand and Australia, and are using SmartCrowd to build a diversified real estate portfolio.

UK based MG Motor will manufacture production version of fully-electric Cyberster

MG Motor has confirmed that the British-born brand will manufacture a production version of its cutting-edge, fully-electric Cyberster concept car by issuing teaser images of the stylish new model. Developed as a co-creation between both customers and MG, and first showcased in 2021, the Cyberster is a two-door, two-seater sports car that blends MG's brand heritage with its future plans.

The Cyberster was developed by the renowned SAIC Design Centre and takes inspiration from the classic MGB Roadster. The Cyberster has a futuristic exterior look, with its characteristics of youthfulness, sharpness and boldness emphasised in several ways. At the front the design highlight is the headlights, which are complemented by the slim grille and scissor doors. The taillight design, taking cues from modern art and the Union Flag, gives the rear of the car a distinct look and feel, while the upturned duck tail maximises the car's aerodynamic capabilities.

Spearheaded by the Global Executive Director of SAIC Design Centre, Shao Jingfeng, the objective of the project was to introduce a new roadster sports car and a personalised lifestyle car experience. This was enabled through MG's founding of a first-of-its-kind co-creation organisation. Taking into the design's account the opinion of users and expert designers, 25 major elements and 97 sub-elements within the car were co-created, taking customer engagement and personalisation to a new level.

First unveiled in 2021, the Cyberster is set to offer a range of around 800km and a 0-100 km, h time of less than three seconds. The car will feature 5G interconnectivity and an e-sports cockpit, created through a collaboration between MG and Bilibili e-sports. Further details will be revealed in due course.

Everdome crew members to live through challenges of Mars mission for 3 days

Building a thriving city on Mars may not be in the cards yet for the real world, but Everdome, the most hyper-realistic metaverse, is set to make it happen when the project launches their Alpha version this year. Thanks to deep scientific input from a dedicated specialist lab informing all aspects of the Everdome experience, players will be able to immerse themselves into playful and realistic environment as is possible.

Everdome's approach to creating a truly captivating metaverse environment combines elements such as advanced scientific research on Martian geology and material sciences, deep knowledge of space architecture and engineering, space mission architecture, and cutting-edge 3D design, amongst others.

The project draws on the expertise of its resident Space Architecture Consultant, Leszek

Orzechowski. As well as being a renowned space researcher and winner of multiple awards, including the ESA Moon Challenge, Marsception, and the Mars Colony Design competition, Orzechowski is the founder of Space is More, a project focused on space architecture and engineering.

Orzechowski is the Director of the LunAres Research Station lab in Poland, where he works with leading global space agencies and astronauts to learn more about the many aspects of space exploration, and lends this knowledge to the Everdome metaverse.

UAE startup Astra Tech integrates Rizek into ultra platform for integrating business-consumer

Astra Tech, a UAE-born technology development and investment group formed by Abdallah Abu Sheikh, a serial entrepreneur and pioneer in Middle East and Africa's tech startup ecosystem, has moved one step closer in bringing the region's first ultra platform to life by integrating the services of Rizek, a homegrown UAE-born super platform for on-demand personal and home services, into its ultra platform.

This integration of Rizek, also founded by Abu Sheikh, will significantly accelerate the realisation of Astra Tech's vision to create an interconnected and digitised ecosystem that simplifies the way people communicate, shop, pay, and transact.

Already well established in the UAE, KSA and Egypt, Rizek will instantaneously give Astra access to hundreds of its on-demand personal and home services across various segments. Alongside its services, Rizek will also contribute a corporate culture of borderless innovation to drive value for

ABDALLAH ABU SHEIKH
Founder and CEO of Astra Tech.

users, partners, and service professionals of Astra's ultra platform.

Through its ultra platform, Astra will acquire, repurpose, and bring together already established and sector-leading leading platforms to revolutionise how people live their lives and save them significant time when completing essential everyday tasks. Additionally, Astra's platform aims to deliver better value to the suppliers and partners of personal and home services by removing the burden of unfavorable commission structures. Fundamental to achieving this will be Rizek's success to date in providing major value across its entire ecosystem.

Bentley begins NFT venture with 208 Bentley Design pieces in carbon-neutral Polygon network

Bentley Motors, is announcing its first venture into the NFT marketplace with a one-time NFT drop on the carbon-neutral Polygon network, scheduled for September 2022 and limited to just 208 pieces. 208 has special relevance to Bentley, being both the top speed of its fastest Grand Tourer the Continental GT Speed and the total production run of the iconic R-Type Continental of 1952 – the car that inspired the modern Bentley design DNA.

The genesis Bentley NFT will be a unique artwork created by Bentley Design, and will offer unique access and exclusive rewards to holders. Bentley is positioning this first drop to lead a long-term approach to expand and enhance Bentley ownership in the Web3 ecosystem.

The Bentley collection will be minted on Polygon, an Ethereum scaling platform onboarding millions to Web3. Polygon recently attained carbon-neutral status and has pledged to go carbon negative by the end of 2022. As a result, all Bentley NFTs will be entirely carbon-neutral. With a commitment to achieving end-to-end carbon neutrality by 2030,

the same year when all Bentley vehicles will be fully battery electric, it was vital that Bentley's first venture into Web3 was in a sustainable way.

Bentley's NFT drop will be an integral first step into Web3 space. Bentley will explore other digital platforms, including NFCs non-fungible chips, online gaming, Metaverse applications, and the use of blockchain technology across the organisation. Owners of a Bentley NFT will be treated to exclusive community opportunities, rewards and unique utilities – to be announced soon.

Ma'an Social Incubator, NYU Abu Dhabi announce 12 startups in financial literacy, edutech

The Authority of Social Contribution – Ma'an, marked the completion of Ma'an Social Incubator's 6th Cohort and first of 2022, with 12 participating start-ups that have developed their business ideas within the Incubator. The 6th Cohort was organised as part of the strategic partnership between Ma'an and startAD, the business accelerator based at NYU Abu Dhabi.

Under the theme of 'Entrepreneurship for Social Good', the 6th Cohort helped empower and equip these social entrepreneurs in the development of innovative solutions applicable to the financial literacy and education technology – EdTech sectors. The event was attended by H.E. Dr Mugheer Khamis Al Khaili, Chairman of the Department of Community Development and H.E. Salama Al Ameemi, the Director General of Ma'an.

Twice a year, MSI selects promising start-ups and provides them with the resources and support to grow and thrive in their quest to develop high-impact solutions and scale up sustainable businesses that benefit society. The 6th Cohort was selected based on their exciting and creative proposals to develop projects that will enable the third sector to flourish in Abu Dhabi and inspire social entrepreneurs to contribute to the development of strong, active, and connected communities and the growth and the diversification of the UAE economy.

Her Excellency Salama Al Ameemi said, "We are delighted to witness today the successful Demo Day of the Ma'an Social Incubator's 6th Cohort of 12 startups. With the support of the Incubator and its partners, they have made great strides in bringing their inspiring and innovative ideas and projects to life and have tackled the challenges of financial literacy and education technology in ways that are destined to have genuine social impacts."

Hyundai Robotics LAB to mass produce, commercialise IONIQ 5 Robotaxi for MENA smart cities

The transformation in the future of mobility can only be achieved by the constant search for ways to quicken our vision of 'progress for humanity'. With leading the new wave of autonomous technologies, we aim to devote our attention to developing the future of robotics and continue on our long journey.

Hyundai Motor Company's Robotics LAB has been devoted to the continuous research and development of robots based on Hyundai's vision of progress for humanity. After years of experience, our effort comes with surprises of what technology can provide for us.

When we partnered with motional, the global leader in autonomous technologies and a developer of AVs, we aspired to expand the possibilities of combining our smart mobility solutions with motional's innovative technologies in autonomous driving and robotics. The merged effort has resulted in the birth of the IONIQ 5 robotaxi, as the model for

HYOUNG JUNG IM
Head of Hyundai Motor Company
Middle East and Africa Headquarters.

a safe, reliable, and accessible mobility solution that can transform our expectations of the future of smart mobility technologies.

We aim to achieve our next step in the concept of smart cities, by the mass production and commercialisation of the IONIQ 5 robotaxi on a global scale. The fast growth in smart city infrastructure is opening new opportunities to reduce traffic and make a safer and greener driving experience, to eventually improve the quality of life for everyone.

BEDU aligns with Dubai's Metaverse Strategy, offers consulting and advisory services

BEDU, the Dubai-based leader of Metaverse and Web3 technologies in the Middle East, announced an ambitious expansion of its services and team, as it aligns itself closely with Dubai's recently announced emirate-wide strategy for the Metaverse.

The Dubai Metaverse Strategy, announced last month, is designed to support the generation of some 40,000 virtual jobs by 2030 while adding $4 Billion to Dubai's GDP over the next five years. The programme is also aimed at consolidating the emirate's reputation as a Web3 leader and Metaverse hub, being home to more than 1,000 metaverse and blockchain companies already operating here.

Founded in 2021, BEDU has rapidly risen to become the leading Web3 company in the UAE. Following the Dubai government's announcement of its Metaverse strategy, the company has made plans to expand its services to support public and private sector entities in their Web3 transformation journeys. These services will include consulting and advisory for Web3 and Metaverse projects, as well as Smart Contract Audit and Development, Custom Metaverse Development, and Web3 Turnkey solutions.

To accelerate the company's growth and operations, BEDU is also expanding its team in the UAE and contribute to job creation in the metaverse. The company is hiring some of the industry's most visionary Web3 experts, Metaverse consultants, developers, as well as blockchain and other solution specialists.

Semiconductor bottlenecks, Ukraine, supply chain interruptions led to HI BMW delivery declines

DR HAMID HAQPARWAR
Managing Director, BMW Group
Middle East.

The BMW Group expects business conditions to remain difficult in the second half of the year. The ongoing supply bottlenecks, particularly for semiconductors, the war in Ukraine and interruptions in supply chains have led to a decline in deliveries in the Automotive segment in the first half of the year.

Although the company expects sales volumes in the second half of the year to be solidly higher than in the same period of the previous year, this will not fully compensate for lost volume in HY1 2022. As a consequence, deliveries for the year are expected to be slightly below previous year.

The percentage of electrified vehicles should still increase significantly and sales of fully electric vehicles are expected to more than double. CO_2 emissions in the EU new car fleet can still be expected to be slightly reduced. The significant increase in the proportion of electrified vehicles in total deliveries of the BMW Group is decisive for this. Ongoing inflation and interest rate hikes will continue to shape the macroeconomic environment in the coming months and impact demand.

In a highly volatile environment, the BMW Group remained on course in the first half of 2022. With flexibility and expertise, the company encountered challenges, including continued supply chain disruptions and bottlenecks for semiconductors and specific supplier parts.

EDGE Group' HORIZON awarded ISO 27001, ISO 22301 certifications from Bureau Veritas

EDGE Group entity, HORIZON, the Middle East's largest independent helicopter flight training academy, announced that it has been awarded the Information Security ISO 27001 and Business Continuity Management Systems ISO 22301 certifications from Bureau Veritas, a company specialising in world-class laboratory testing, inspection, and certification services.

The announcement was made during a ceremony held at the HORIZON Academy premises in Al Ain, and attended by HORIZON Executive Management, HORIZON staff, and representatives from Bureau Veritas.

Bureau Veritas Business Developer, Shan Sait, and Senior Sales and Marketing Executive, Zeljka Jovovic, presented the certificates to HORIZON CEO Hareb Thani Al Dhaheri. The two representatives expressed their appreciation of HORIZON's efforts in securing its data and assuring business continuity.

Speaking on the occasion, Al Dhaheri said, "HORIZON is always committed to protecting customer data and confidentiality. We have implemented an information security management system for the company; at the same time, we are establishing our business continuity management systems. We believe the right information security measures must go hand in hand with business continuity in order to protect against threats in today's world. We are very proud of our accomplishments here today."

Al Dhaheri expressed that these awards are key additions to HORIZON's achievements, reflecting the continued high degree of professionalism from the staff. Through these new implemented systems, the Academy will be able to continue operations during any potential crisis incident, as well as return to standard and normal operations within a short period of time. These achievements also certify that HORIZON can deliver service-compliant standards that meet customer requirements, as well as satisfy both external regulatory and internal requirements.

Mashreq launches Business Banking Value Added Services with connections to 10 fintechs

RAJEEV CHALISGAONKAR
Head of Business Banking and NEOBiz.

Mashreq, launched a non-banking business services platform called Mashreq Business Banking Value Added Services, forming part of the Bank's commitment to enabling business success and helping SMEs do business better. The new platform provides businesses with privileged access to a select group of innovative fintechs, start-ups and other service providers with a range of unique offerings, products and discounts for Mashreq's business banking and NEOBiz customers.

Having launched with a batch of ten companies, Mashreq is scheduled to go live with an additional ten over the coming weeks. The new direction will see Mashreq build a one-click platform within Business Banking online that integrates service providers and their transactions within one business services ecosystem.

Thomas Baxendale, Head of Business Banking Ecosystems, Mashreq, said, "We understand that entrepreneurship is at the heart of a sustainable, purposeful economy, which is why Mashreq has always been at the top of the race when it comes to fostering entrepreneurship in our region. We are therefore delighted to be the first bank to partner with start-ups and fintechs in a way that provides our business banking customers with access to their services. We always have – and will continue to – partner with leading fintechs because entrepreneurs are the backbone of our economy through their ability to create innovative products and services."

Egypt building $2 Billion chemical complex in Suez Canal Economic Zone

Anchorage Investments, which develops, implements, and operates industrial projects in the chemicals and blue hydrogen sectors, has shortlisted four international contractors in the second phase of the EPC – engineering, procurement, and construction tender for the Anchor Benitoite project. The $2 Billion project comprises a chemicals complex that will be built in the industrial zone of the General Authority for the Suez Canal Economic Zone in Egypt.

The four shortlisted companies are HYUNDAI Engineering and Construction Co., Ltd., SAMSUNG Engineering Co., Ltd. of South Korea, TECHNIP ENERGIES, S.p.A. of Italy, and TECNICAS REUNIDAS, S.A. of Spain. Each company is experienced in the applications of propane dehydrogenation – PDH and polypropylene.

The firms were selected based on a thorough evaluation process which included strict criteria and a scoring system. The successful contractor, selected in the final stage of the tender, will be responsible for executing the Front-End Engineering Design phase, followed by the full engineering, procurement, construction, commissioning, and launch of operations.

Scheduled to be completed within three years after the FEED phase, the project aims to contribute to Egypt's GDP, and increase its chemical exports and foreign direct investments.

Dr Ahmed Moharram, Founder and Managing Director of Anchorage Investments, said, "The international companies that qualified for the second phase are world-class contractors who have proven track records and global experience. Our selection reflects how Anchorage Investments is keen to make the Anchor Benitoite project a lighthouse project that meets international standards and delivers for investors who are looking to strengthen their presence in Egypt."

Alain Finance partners with Network International for credit card offerings in UAE

Alain Finance, a private joint stock company that specialises in designing and offering alternative financing solutions to small and medium enterprises across the UAE, has announced the launch of its credit card offerings in the UAE and collaboration with Network International, the leading enabler of digital commerce across the Middle East and Africa region.
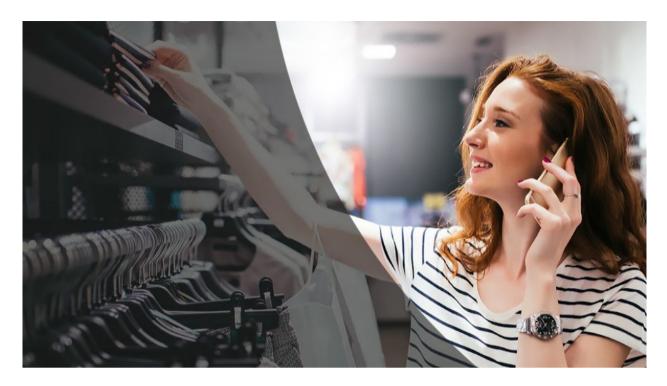
This collaboration leverages Network's proven expertise in providing end-to-end card processing solutions, enabling Alain Finance to reduce its operational card management overheads. Network's established payment infrastructure and value-added revenue-generating and risk management services will help Alain Finance to focus on differentiating itself as a leading digital player in the lending market.

Network International provides payment solutions to over 200 financial institutions in the MEA region. The company's end-to-end card solution for Alain Finance includes high-quality value-added services such as 3D Secure, Easy Payment Plans at points of sale, Card Control, and loyalty services. Network will also support Alain Finance with the required capabilities for ad hoc issuance of cards in digital format for Google Pay and Apple Pay, in line with Alain's objective of becoming a leading digital player.

With products and services ranging from asset financing such as loans against POS and medical factoring to corporate account management and trade finance, Alain Finance will now be able to streamline all its credit payment operations through Network's industry-leading platform, while also being able to focus its resources and manpower on expansion and creative solutions development.

Mastercard Installments adds global partners for intelligent lending programme

Mastercard has welcomed a raft of new global partners for Mastercard Installments program and is expanding it further to support small businesses in the U.S. Illustrating the demand for powerful buy now, pay later experiences from familiar and trusted brands, several new partners are providing support for the program, including HSBC, J.P.Morgan and NatWest in the U.K.; Cross River Bank, Evolve Bank & Trust, Jifiti, Live Oak Bank, MOCA Financial and WebBank in the U.S.; and Saudi National Bank in Saudi Arabia. The program taps the power and scale of the Mastercard network, which connects to more than 90 million merchants globally, to instantly support secure BNPL payments at checkout, both in-store and online.

In addition to delivering more payment choice, Mastercard Installments is built on responsible lending practices and supports shoppers with an enhanced set of consumer protections, data transparency and insight-driven programs. Through technology, data and insights, and its consulting expertise, Mastercard is creating a more intelligent way to provide installment lending at scale.

"We believe no matter how you pay, a foundation of strong protections must be in place," said Craig Vosburg, Chief Product Officer at Mastercard. "Trust is the currency of innovation. Using a Responsible-by-Design approach ensures that we stay ahead of consumer, merchant and bank needs and expectations, continuously building confidence in the payments ecosystem by providing choice at scale."

According to new global consumer research from Mastercard's World Payments Advisory, nearly a quarter of respondents across 50+ markets have used a BNPL product in the past six months. For BNPL users, "forgetting the payment was due" was the leading reason for missing an installment payment, while concerns about "hidden charges" were cited as a leading barrier to consumer adoption overall. Mastercard Installments addresses these concerns with a suite of unique, innovative services that increases transparency and helps protect consumers and businesses. These services include:

Cutting-edge insights and analytics: Merchants and lenders are able to access a comprehensive set of data dashboards to better understand how their products are Mastercard Test & Learn technology can also pinpoint where to prioritize efforts and resources that enhance the user experience and drive successful loan repayment.

Mitigating repayment risk with open banking and AI: In the U.S., using consumer-permissioned data and open banking technology, lenders can identify behavioral patterns to reduce the risk of failed payments while artificial intelligence can adjust models more quickly and accurately for success.

G42 Healthcare partners with AWS to develop global genomics, proteomics, biobanking services

(Left to right) Jens Dommel, Head of Public Sector Healthcare, EMEA, Amazon Web Services and Ashish Koshy, Chief Executive Officer, G42 Healthcare.

G42 Healthcare, announced a partnership with Amazon Web Services to develop new global genomics, proteomics, and biobanking service. The collaboration announced at the BIO International Convention in San Diego, California, will aim to bring global access to G42 Healthcare's world-leading next-generation sequencing, proteomics, and data analytics capabilities to governments, population genome programs, and life science initiatives across the world. Representatives from G42 Healthcare and AWS attended the signing ceremony.

Transitioning from localised biological samples tucked away in biobanks to high-quality omics data and insight at scale is transforming population health, precision medicine, life science research and development, and agriculture. Unlocking the potential of such bioresource is costly and complex, needing major investment and often hard to get expertise. The G42 Healthcare – AWS initiative is about enabling this value swiftly, safely, reliably, and in an affordable way.

G42 Healthcare owns the region's largest Omics Centre of Omics Excellence in Abu Dhabi, which can deliver over 500,000 whole-genome sequences per year.

Ashish Koshy, G42 Healthcare's CEO said, "Abu Dhabi is just a 4-hour flight away from about 33% of the world, and 80% of the world is reachable with an 8-hour flight. Our experience in facilitating the world's most comprehensive population genomics initiative in Abu Dhabi showcases our deep understanding of how to deliver at scale, from sample management to advanced analytics. Our goal with AWS is to take the capabilities that have taken years and significant resources to build, global and at speed. This means working towards what we believe will be a globally first, competitive, immediately deployable, and modular end-to-end service. Our offering aims to leverage the extensive omics data management and bioinformatics solutions hosted globally on AWS at our customers' fingertips. For us and AWS, this collaboration is about much more than data; it's about value."

Gilead Sciences opens office in Dubai following the opening in Riyadh

Gilead Sciences, a research-based biopharmaceutical company, has announced the opening of new offices in Dubai as part of growing its regional footprint, reflecting the expansion of its portfolio into therapeutic areas such as COVID-19 and oncology. The inauguration in the UAE follows the recent opening of Gilead Sciences offices in Riyadh.

The new Dubai offices are located at One Central, Central Business District, Dubai World Trade Centre, moving from its previous address in Dubai Healthcare City. The launch event saw the attendance of several dignitaries including Their Excellencies Dr Amin Hussein Al-Amiri, Assistant Undersecretary for the Health Regulation Sector, Ministry of Health and Prevention; Helal Saeed Al Marri, the Director General of the Dubai Department of Economy and Tourism; Prof. Alawi Alsheikh-Ali, Deputy Director General of Dubai Health Authority; Dr Younis Kazim, CEO of Dubai Healthcare Corporation and Dr Ali Al Sayed, Director of the Pharmaceutical Services Department at the Dubai Health Authority.

The new offices of Gilead Sciences were designed to reflect Dubai's status as a global center of business further to the cultural diversity of the UAE and surrounding Gulf region.
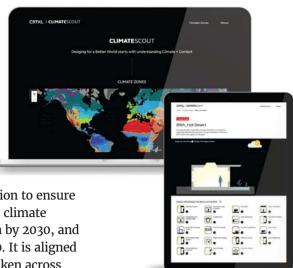
CRTKL pledges 50% of projects will utilise building simulations by end of year

CRTKL, a global cultural agency specialising in architecture, planning and design, has highlighted three keyways digital technology is reducing 40% of greenhouse gas emissions the built environment is currently responsible for producing, in an industry-leading annual sustainability report.

According to CRTKL's report, effective use of technology in the built environment ensures more sustainable outcomes and CRTKL has pledged that 50% of projects will utilise building simulations by the end of the year. Performance of these projects is being innovatively measured and tracked through a digital dashboard. This comes as part of

CRTKL's wider mission to ensure all of its projects are climate positive in operation by 2030, and in materials by 2040. It is aligned with efforts being taken across the region, with a recent survey highlighting that as per 82% of UAE-based IT decision-makers sustainability is now one of their organisation's most important drivers with commitments made to science-based targets.

CLIMATESCOUT is a new, first-of-its-kind, open source platform which helps its users design buildings that uniquely respond to a site by providing climate-specific design advice at the building scale. CLIMATESCOUT connects architectural responses and expressions with the climate

in real-time and aids in the ability to interact through a diagram between sustainable design strategies and climate conditions. The demand for this tool cannot be understated, with 14,000 views in less than the first year of launch.

CLIMATESCOUT pairs the Köppen-Geiger climate classification and building design strategies from Architecture 2030's Palette. The web-based application uses a combination of images and data to enable the visualisation of low carbon, regenerative, resilient, and adaptive buildings.

1,160 km Saudi Vision Cable, high-capacity submarine cable in Red Sea, launched by stc

stc announced the landing of Saudi Vision Cable, which is the first high-speed cable in the Red Sea through its first landing station in Jeddah.

With the name inspired by the Saudi Arabia Vision 2030, the Saudi Vision Cable spans 1,160,000 meters and it is fully owned by stc Group. The Saudi Vision cable is the first ever high-capacity submarine cable in the Red Sea region that will provide seamless connectivity up to 18Tbps per fibre pair with a total of 16 fibre pairs through four landings in Jeddah, Yanbu, Duba, and Haql.

The new cable will be one of the submarine cables that will be linked to the MENA Hub connecting three continents of the globe,

leveraging the strategic location of Saudi Arabia. This will help to enhance investment in international communication services and data centres.

This cable will join 16 cables invested by stc that are positioned between the east and the west of the Saudi Arabia. Saudi Vision cable will provide a higher and more reliable internet service to meet the increasing demand for communications and internet at the local and international levels. It will also allow all of the country's sectors to obtain high-speed internet services, including education, healthcare and business which will, in general, provide economic and social benefits.

Careem Quik using advanced fulfilment, inventory management to prepare within 2 minutes

Careem, the region's leading multi-service platform, expands the Quik grocery delivery network to reach 90% of Super App customers in Dubai. Careem Quik covers areas including Dubai Marina, Dubai Media City, Business Bay, DIFC, Jumeirah, Motor City, Al Qouz and surrounding areas.

Careem launched the Quik network of dark stores in December 2021 to bring immediate necessities to customers at supermarket-competitive prices, 24×7. Quik offers everyday supermarket goods such as fruits and vegetables, dairy and eggs, water, bakery goods, and even back-to-school items. Since its launch, Quik has tripled its customer base month on month.

Careem Quik uses advanced fulfilment and inventory management tech to operate and control the entire supply chain process, from ordering and fulfilment to managing inventory and delivery. This allows Careem to respond to customer orders quicker and with reduced replacement rates, so that deliveries are prepared within 2 minutes. As a result, less than 1% of Quik orders need to have items replaced.

The average basket size for Quik orders has grown by 70% since launch, while the number of grocery items has increased by 50% since July to offer more variety to customers. Top items for Quik delivery include water, with bananas as a close second. In addition, Careem has seen buying patterns and behaviour differ by demographic and segment.

Caterpillar's Progress Rail, supplying electro-motive diesel locomotives for Etihad Rail

Etihad Rail, the developer and operator of the UAE National Rail Network, has achieved a new milestone in the development of the National Rail Network, with the arrival of first batches of the company's new and advanced rolling stock fleet. The locomotives and wagons, which reached the UAE via Zayed and Al Musaffah Ports, will operate across the whole network upon its completion.

The achievement was announced during an event, which was organised by Etihad Rail at Al Mirfa city in the Al Dhafrah region in Abu Dhabi, to unveil the new fleet of locomotives and wagons. The event was attended by His Excellency Shadi Malak, Chief Executive Officer at Etihad Rail, alongside Marty Haycraft – President and CEO at Progress Rail and Henry Pang, Executive Director – MENA at CRRC, in addition to a number of senior officials from all sides.

The achievement comes in line with Etihad Rail's efforts to achieve the objectives of the UAE Railways

Programme, the largest land transport system of its kind in the UAE, which was launched as part of the Projects of the 50, the largest set of national strategic projects that seek to set up a new phase of development across UAE for the next fifty years. The UAE Railways Programme aims to set a new roadmap for transporting goods and passengers via train across the country, which will contribute to developing a sustainable land transport system that connects the cities of the UAE via railways.

Acme offering vision-guided intelligent robots for warehousing and manufacturing

Acme Intralog will offer vision-guided intelligent robots for the region's warehousing and manufacturing sectors through a partnership with Mech-Mind, an artificial intelligence industrial robotics company with offices in Germany, Japan, China and soon in the US. These robots can be used for vision-guided depalletizing, order picking, gluing, mixed palletising, rebar marking, logistics parcel picking and assembling activities in manufacturing and logistic warehousing facilities.

Acme's customers can benefit from fast access to innovative vision-based solutions incorporating Mech-Eye industrial 3D cameras, Mech-Vision graphical machine vision software, Mech-DLK offline deep learning training tool, Mech-Viz intelligent robot programming environment and more. By integrating with industrial robots as well as collaborative robots from Hanwha,

Acme can provide a wide range of palletisation, depalletization, machine tending as well as sortation and bin picking solutions for both manufacturing and intralogistics industries.

EDGE expands Electronic Warfare and Cyber cluster to include secure communications

EDGE Group expanded the scope of its existing electronic warfare and intelligence capabilities to now include secure communications under the Electronic Warfare and Cyber Technologies cluster, which has seen the addition of leading secure communications company, DIGITAL14. The cluster also includes other entities SIGN4L and BEACON RED.

EDGE's expanded cyber capabilities will ensure the Group brings global experience, world-leading systems and solutions, and field-proven technologies to help its customers operate effectively, securely, and decisively, ensuring they can defend their assets and operations against threats, monitor and gain intelligence on adversaries, ensure robust communications in battlefield and security realms, and recruit and upskill the personnel required to achieve operational success.

SIGN4L, a leading provider of electronic warfare and intelligence solutions in the UAE, enables customers with the required tactical

advantage, exceptional situational awareness, and electromagnetic spectrum superiority across military and intelligence operations.

BEACON RED provides security and intelligence training and advanced cyber solutions, tackling complex national security threats, disrupting conventional ways of thinking, and developing people, processes, and technologies to ensure preparedness for future security challenges.

DIGITAL14 will provide secure communication solutions embedding quantum-resistant cryptography and other advanced technologies, centred on four core business units: Networks, Ultra Secure Mobile Devices, Applications, and Satellite Communications. As a new entity within EDGE, DIGITAL14's operating model has been aligned to meet the Group's overall strategic objectives.

National Centre of Meteorology launches real-time status of air quality over UAE

Her Excellency Mariam bint Mohammed Almheiri, Minister of Climate Change and Environment, toured the National Centre of Meteorology in Abu Dhabi, accompanied by His Excellency Dr Abdulla Al Mandous, Director General of NCM and President of the Regional Association II – Asia of the World Meteorological Organisation, and several senior employees of the Centre.

During the visit, the Minister inaugurated an upgraded version of the National Air Quality Platform, originally launched in September 2020. Accessible to the public, the revamped site provides a real-time overview of the current status of air quality in the UAE, monitored by a network of state-of-the-art stations spanning various residential, industrial, and rural areas as well as areas close to main roads. In addition to serving the community, the information available on the platform can benefit multiple sectors, including health and education. It also offers advice, particularly to sensitive groups, on mitigating the impact of air quality on human health.

The National Air Quality Platform features the Air Quality Index, a simplified color-coded representation of data collected from each air quality monitoring station. The AQI is based on measuring the levels of five major pollutants – carbon monoxide, nitrogen dioxide, sulphur dioxide, ground-level ozone, and particulate matter with a diameter of 10 microns or less. The index uses a scale of 0 to 500, with 500 representing the highest level of air pollution. The lower the number, the cleaner the air.

HANAA AL HINAI
Deputy CEO of RSA UAE and Bahrain.

Kamal Insurance underwritten by RSA providing digital-only third-party car insurance

UAE based insurance platform, Kamal Insurance is the first digital-only Third-Party Car Insurance solution in the country, designed to provide quick, reliable and affordable solutions directly to customers. Kamal Insurance is underwritten by RSA Middle East, one of the leading car insurance providers with over 60 years of expertise in the region.

Starting from just 350 AED, Kamal Insurance offers the most competitive third-party car insurance rates in the industry which can be purchased, directly and immediately. Kamal Insurance is a new and convenient way for customers to buy third party and will be supported by RSA's existing world class claims and customer service standards.

To keep prices down for customers, this product will only be available online. This means customers don't have to use other channels, wait around and pay more to get the best product from a leading motor insurance provider in the UAE.

SITA releases eVisa, Electronic Travel Authorisation solutions to boost digital visa systems

SITA announced the launch of SITA eVisa and SITA Electronic Travel Authorisation to meet the rapidly growing demand from governments for digital visa systems to stimulate national economies after COVID-19, strengthen security and improve the travel experience.

Governments globally are shifting to modern travel authorisation solutions, like electronic visas and Electronic Travel Authorisations. According to the World Travel and Tourism Council – WTTC, traditional visas – applications made via a consulate or embassy – decreased from 77% in 2008 to 53% in 2018. There is a growing demand for digital travel solutions.

The advantages of digital authorisation solutions include improved security, reduced administrative burden, easier travel, and increased visitor flows, promoting spending that benefits local economies and creates employment.

For example, one government's introduction of an eVisa scheme covering 40 plus countries in 2014-2015 led to a 21% increase in international visitor arrivals and the creation of 800,000 jobs accounted for around 20% of the growth seen in the country's travel and tourism over the period.

For one major government customer in Asia Pacific today, SITA's ETA system enables over 3 Million ETAs to be issued each year, 96% of applications result in the automatic issuance of an authorisation, and 99% of all applications are successfully processed in less than 12 hours.

Etihad Cargo reports 81% electronic airway bill penetration rate in IH 2022

Etihad Cargo also reported an 81% electronic airway bill penetration rate, demonstrating the carrier's continued investment in digitalisation. To further enhance its customers' booking journey, Etihad Cargo added more features to its new online booking portal in 2021, which resulted in 57% more bookings made via the portal.

The carrier also launched a Mandarin version of its website and booking portal, cementing Etihad Cargo's strategic footprint in China. This key market contributes over 20% of the carrier's operations.

As part of Etihad Aviation Group's vision to achieve net zero emissions by 2050, Etihad Cargo has embarked on several sustainability projects. The carrier entered into an agreement with B Medical Systems to develop and launch the industry's first airline-specific passive temperature-controlled container units for the transportation of pharmaceuticals. Etihad Cargo has also replaced original aluminium unit load device containers with environmentally friendly, lightweight ULDs, which can provide a weight-saving of over 200 kilogrammes, lowering fuel consumption and CO2 emissions.

Etihad Cargo saw growth across a number of premium products in the first half of 2022. For example, the performance of PharmaLife, Etihad Cargo's award-winning, dedicated pharmaceutical shipment solution, increased by 46% compared to H1 2021.

Contributing to this growth have been the new developments Etihad Cargo has launched to enhance its PharmaLife capabilities, including improved thermal covers that dramatically increase the protection of pharmaceutical cargo during aircraft loading and offloading. Etihad Cargo also posted a 52% increase in the performance of its LiveAnimals product, for which the carrier was awarded International Air Transport Association's Centre of Excellence for Independent Validators Live Animals certification in 2022.

CDP, BCG

EMISSION TARGETS INSIDE THE SUPPLY CHAIN

The recent CDP and BCG global report into emission levels inside the supply chain indicates challenges ahead.

Elias Baltassis,
BCG GAMMA

Sonya Bhonsle,
CDP

Charlotte Degot,
CO2 AI by BCG

MISS 2030 AND YOU PROBABLY MISS 2050

Given the pace of companies measuring emissions we are probably going to miss the 2030 target, which increases probability of missing the 2050 target.

There are several important takeaways from the CDP BCG report. The first one is that there are many companies, that set environmental targets, but these are not aligned to a pathway of the 1.5 degree objective.

Sometimes the companies, do not really act upon them or because they are not using science based methods for measuring. So, they measure things that are not compatible to other measures or, more frequently, because they do not take into accounts their end to end mission – their supply chain and Scope Three.

The BCG CDP data show that greenhouse gas emissions, for a company's supply chain is 11 times, more than their operational emissions, Scope One and Two.

Another take away is that there is hope that corporate buyers have the ability to change at the required scale and speed by influencing top-down, their suppliers. And we can see this in the number of companies who participated in the BCG CDP report. Some companies have made it mandatory for their suppliers to participate in it.

One way of doing this is using the sustainable procurement pathway from BCG and CDP. That includes all aspects of a company, starting from strategy, people, processes, all the way to technology and communication. And put them through a five steps process. Each one has a number of steps and measurable KPIs and so on. This is the way forward.

Another important takeaway is that action is urgent, because as the CDP BCG report demonstrates, there is an important time lag between the moment the company decides to disclose data about the mission, especially Scope Three. The moment they create the mechanism required to collect all this data; the moment they use this data to measure their impact; and the moment they act.

Are we in the right path? Probably not. Because of the time lag mentioned before.

Going from the moment you decide to start collecting data and doing something about it until the moment you act, there is a very large lag. It is measured in years. And as we see, at least now, the number of companies who start acting that does not increase more than 5% per year.

With that rhythm, it will take us 20 years until everybody starts doing something. And if it takes us 20 years until everybody starts doing something, we will largely overshoot our target. It is very important that action starts as soon as possible.

The targets that are associated with these two dates are of course related. If we miss one, we might miss the other one.

Why do we need a short term target and a slightly longer term target?

The short term we need because it is called call to action. Given the current rhythm of companies who start doing something, probably we are going to miss the 2030 target, which increases

ELIAS BALTASSIS
BCG GAMMA Lead,
Middle East.

KEY TAKEAWAYS

- Sometimes the companies, do not really act upon them or because they are not using science based methods for measuring.

- There is an important time lag between the moment the company decides to disclose data about the mission, especially Scope Three.

- From the moment you decide to start collecting data and doing something about it until the moment you take action there is a very large lag.

- As we see, at least now, the number of companies who start acting does not increase more than 5% per year.

- We are not talking about disruption; we are talking about significant improvement of existing technologies.

- With that rhythm, it will take us 20 years until everybody starts doing something.

probability of missing the 2050 target.

The 2050 exists with the hope, or at least hopefully, that new technologies and new approaches will come up that will allow us new strategies and approaches of generating less CO2 equivalents.

The 2050 target and the fact that new technologies may come one day and help achieving this target should not stop companies from acting now. There is a clear correlation between targets of 2030 and 2050. If we start missing one, we might miss the other one as well.

If you look at the companies who report and are active in this domain, they usually have an open and positive company culture towards environmental issues and have a top management that is sensitized to those issues. If you look at the list of the companies who participated in the report, they cover all types of sectors and industries. For now, there is not a typical profile of a company who participates. It is a question of culture and willingness of the top management.

We see some leading indicators that will soon change this mix. Because in some countries, in some industries, we have started seeing increased shareholder pressure, which reflects reputational risks. And in some countries there is also emerging regulation, which will also change that.

All greenhouse gases are measured in CO2 equivalent. There is a way of transforming everything to CO2 equivalent. So, this is a key step in prioritizing what actions need to be taken. We are using something that is called

> The **2050** target exists with the hope, that new technologies will come up that will allow us to generate less CO2 equivalents

the global warming potential, which is a characteristic that applies to all sources of energy. But by using this global warming potential to have a way of transforming everything to the same unit so that we can compare and prioritise.

We are not talking about disruption. We are talking about significant improvement of existing technologies. Significant improvement in the way we use solar energy, wind energy. Significant improvement in how we store energy which is of course an important issue in renewables energies. For now, there is no clear disruptive path that has been identified. Everything shows that we will continue decreasing energy consumption and thus the production of CO2. ∎

BUILDING A GLOBAL EMISSIONS MODEL USING AI

CO2 AI Product Ecosystem will leverage anonymised data to build data modelling while the data will be shared directly between the supplier and the customer.

CHARLOTTE DEGOT
Managing Director and Partner, Global Lead CO2 AI by Boston Consulting Group.

The CO2 AI Product Ecosystem, developed by CDP and CO2 AI by BCG, is an AI-enabled platform that allows all members of a company's ecosystem to exchange product-level data, empowering organisations to compute their own carbon footprint.

The CO2 AI Product Ecosystem provides a unique solution. It unlocks collaboration within business ecosystems and accelerates the decarbonisation of supply chains. To reinforce CO2 AI by BCG's and CDP's commitment to supporting companies throughout their net-zero journeys, the core features of the platform will be available for free to all reporting companies.

CO2 AI Product Ecosystem will leverage anonymised data to ramp up the artificial intelligence of the platform. The data collected during the use of the CO2 AI Product Ecosystem tool will be shared directly between the supplier and the customer. Other than that, the platform will aggregate anonymised data to create benchmarks for the users.

CO2 AI Product Ecosystem is currently in pilot phase and expected to be available for a wider group of users in the second half of 2022.

CO2 AI Product Ecosystem will allow sharing of product level environmental data in a simple, efficient, and secure way. As the supply chain report highlighted, only 2% of suppliers provide this kind of information for some products and many simply do not have the capabilities to do so, let alone do it at scale for all products. Having detailed product level emissions data will allow suppliers and customers to take a focused and action-oriented approach to decarbonisation.

The platform's key benefits include bringing transparency to scale, and more granular and accurate measurement of scope 3 upstream emissions — external emissions that occur in the value chain of the reporting company. As such, it helps to identify and assess hot spots across the customers' supply chains, serving as the tech backbone of action-oriented decision making and decarbonisation.

With this CO2 AI Product Ecosystem, companies will be enabled to set better targets to identify the most impactful opportunities to reduce emissions and optimise operations at the product level.

> "The CO2 AI Product Ecosystem unlocks collaboration and accelerates the decarbonisation of supply chains"

Product features
Single Source of Truth
The CO2 AI Product Ecosystem allows users to request, exchange, and audit product-level emission data from all of their suppliers in one platform, creating transparency at scale across the organisation and its business ecosystem.

Secure Infrastructure
The platform guarantees safe data exchange and data privacy by leveraging the latest security standards and protocols.

AI-Powered Accuracy
We use best-in-class technology and artificial intelligence to ensure granular product-level data exchange.

Action Oriented
The platform enables collaboration through action-oriented value chain engagement. ■

IMPORTANCE OF DISCLOSURE IN EMISSIONS REPORTING

Measurement is the entry point for buyers engaging with suppliers to quantify their environmental impact with responses linked to growing pressure.

SONYA BHONSLE
Global Head of Value Chains, CDP.

Disclosure is the essential first step to drive environmental action. Without reliable data, companies cannot take the most effective and efficient actions. A company needs to do an emissions inventory before they can set a science-based target. Only with annual measurement can they see if emissions-cutting activities are working, and only with transparent reporting can their stakeholders see they are delivering.

Achieving zero-deforestation commitments requires transparency of complex supply chains and source locations. Disclosure allows companies to identify and address the gaps in their data and set and track progress against robust policies and targets. Target setting plays a vital role in water pollution management, leading to both cost and impact reductions, promoting innovation and reducing dependency.

By reporting their water impacts and risks, companies can make smarter decisions and track their progress to design out pollution from their products and services.

Measurement is the entry point for buyers that engage with suppliers to understand and quantify their environmental impact. The increase in responses through CDP is linked to companies facing growing pressure for more environmental transparency from their investors and other stakeholders. Increased awareness and accountability, demonstrated through accurate data and verification is the foundation for meaningful change, including for emissions reductions.

Companies advancing on the path of emissions disclosure and reduction have a positive company culture towards addressing environmental issues. They are companies that embrace change and embed sustainability into the way they do business.

CDP has seen progress when it comes to suppliers measuring and managing the environmental impacts of their direct operations. In 2021, 71% of companies reported their Scope 1 and 2 emissions, and suppliers reported reducing their emissions by 1.8 billion tonnes of carbon dioxide equivalent, saving over $29 billion.

Where we need to see progress from suppliers is in measuring and managing the indirect environmental impacts of their own supply chains. With only 38% of disclosing suppliers actively engaging their suppliers on climate change, this path is certainly not well-trodden.

As disclosure increasingly becomes a business norm, and as long as companies speed and scale up engagement with their entire supply chains on all environmental issues, we will continue to see successful and sustainable emissions reductions.

There is an ever-growing market demand for environmental disclosure and companies are increasingly disclosing data on climate change, deforestation and water security through CDP. In 2021, 590 investors with over $110 trillion in assets and 200+ large purchasers with over $5.5 trillion in procurement spend requested thousands of companies to disclose their environmental data through CDP.

There are tangible business benefits to be gained from responding to stakeholder's requests for disclosure, including protecting and improving a company's reputation, boosting their competitive advantage, getting ahead of regulation, uncovering risks and opportunities, and tracking and benchmarking their progress, to name a few.

In 2021, over 13,000 companies disclosed environmental data through CDP. The data received from suppliers revealed that 75% of suppliers reported their Scope 1 and 2 emissions, while only 20% reported on emissions associated with products and goods they purchase, Scope 3. ■

WHY PROGRESS IN EMISSION DISCLOSURES HAS BEEN SLOW

Environmental targets not aligned with climate science.

Environmental action is not yet cascading down the supply chain.

There is a lack of engagement with suppliers.

Environmental issues are interconnected.

Companies are not making necessary transformational changes to drive action at scale.

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Only 17% verify emission data through third-party verification.

Time lag between suppliers assessing environmental impact and setting emissions reduction targets.

A requirement to transform is board-level oversight.

SMEs offer enormous potential for change.

It takes time to perform a comprehensive, verified environmental impact assessment.

RESULTS OF THE CDP, BCG 2021 REPORT

A company's supply chain is responsible for substantial environmental impacts. Last year, CDP found that greenhouse gas emissions in a company's supply chain are, on average, 11.4 times higher than operational emissions.

This chain of environmental risk is not just an opportunity to look beyond companies' own emissions and cascade their ambition; it is now the only way to leverage change at the scale required.

The CDP, formerly known as the Carbon Disclosure Project, is an international non-profit organisation that helps companies and cities disclose their environmental impact. It aims to make environmental reporting and risk management a business norm, driving disclosure, insight, towards a sustainable economy.

However, suppliers must think beyond climate change alone. Harm to the environment encompasses deforestation and water scarcity, but this realisation is not reflected in the reported data across themes.

Many suppliers that operate in water-stressed areas, or source forest commodities in high-risk regions, are unable to report any data on their water withdrawals or volumes of production and consumption of forest commodities. As emphasized at COP26, The 2021 United Nations Climate Change Conference, stand-alone actions are not sufficient. Environmental issues are interconnected; companies cannot meet their climate net-zero targets whilst generating mass deforestation in their supply chain.

High-performing companies in this area ask suppliers to report data and set targets to reduce their Scope 3 emissions.

Ambitious environmental action is not yet cascading down the supply chain. Alongside insufficient tracking, CDP data also demonstrates a lack of engagement with suppliers. For example, on Climate Change, only 20% reported data for Scope 3 category 1, Purchased Goods and Services' emissions, and 62% are not engaging suppliers on the topic.

Put simply, companies are not making the necessary transformational changes to truly drive action at the required scale. A continuously increasing number of organisations set environmental targets. However, they are often not aligned with climate science and 1.5°C reduction pathways. Less than 5% of suppliers reported that they put in motion climate transition plans.

However, there is hope. CDP data demonstrates that engaging suppliers on the environment does drive change. This year's data shows that consistent engagement from purchasers creates momentum in key areas. For instance, leveraging influence from the top downwards speeds up the rate of change.
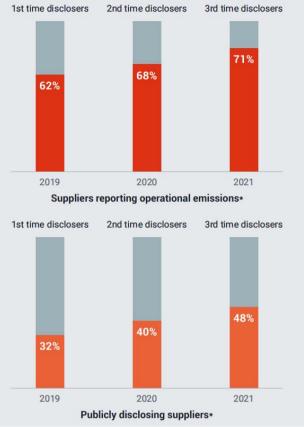
Measurement is the entry point for most buyers that engage with suppliers to understand and quantify their environmental impact. The environmental information reported through CDP is used by CDP Supply Chain members and their suppliers to track their value chain performance year-over-year and drive action.

This increase in responses is linked to companies facing growing pressure for more environmental transparency from their customers and other stakeholders. Increased awareness and accountability, demonstrated through more granular quantitative data and verification, will lay the foundation for meaningful change. What is not measured cannot be managed; data disclosure enables action.

SMEs offer enormous potential for change, providing 50% of the world's employment and representing 90% of all businesses. It is therefore crucial that SMEs are equipped with the tools and resources needed to set goals aligned with a 1.5°C future and disclose environmental performance.

For this reason, CDP recently launched the SME Climate Disclosure Framework to empower small and medium-sized enterprises

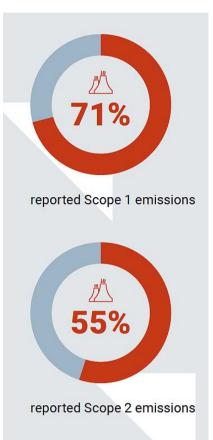The CDP, BCG report explores the environmental impact that supply chains have, and actions buyers are taking to reduce them. Most respondents provided information on climate change, with 23,441 being requested to disclose and 11,418 disclosing suppliers.

Suppliers reporting operational emissions*

1st time disclosers	2nd time disclosers	3rd time disclosers
62%	68%	71%
2019	2020	2021

Publicly disclosing suppliers*

1st time disclosers	2nd time disclosers	3rd time disclosers
32%	40%	48%
2019	2020	2021

71% reported Scope 1 emissions

55% reported Scope 2 emissions
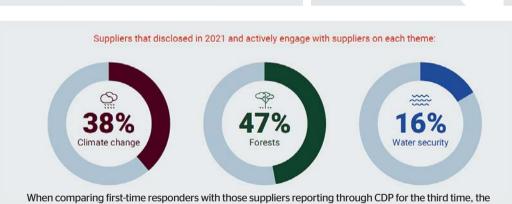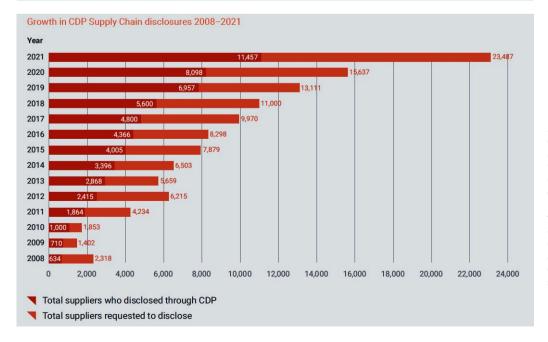
High-performing companies in this area ask suppliers to report data and set targets to reduce their Scope 3 emissions.

Suppliers that disclosed in 2021 and actively engage with suppliers on each theme:

38% Climate change

47% Forests

16% Water security

When comparing first-time responders with those suppliers reporting through CDP for the third time, the percentage of suppliers disclosing operational Scope 1 and 2 emissions rises from 62% in the first year to 71% in the third year.

Growth in CDP Supply Chain disclosures 2008–2021

Year	Total suppliers who disclosed through CDP	Total suppliers requested to disclose
2021	11,457	23,487
2020	8,098	15,637
2019	6,957	13,111
2018	5,600	11,000
2017	4,800	9,970
2016	4,366	8,298
2015	4,005	7,879
2014	3,396	6,503
2013	2,868	5,659
2012	2,415	6,215
2011	1,864	4,234
2010	1,000	1,853
2009	710	1,402
2008	634	2,318

Ambitious environmental action is not yet cascading down the supply chain. Alongside insufficient tracking, CDP data also demonstrates a lack of engagement with suppliers.

The CDP, BCG report explores the environmental impact that supply chains have, and actions buyers are taking to reduce them. The CDP Supply Chain programme, representing over 200 member organisations with $5.5 trillion in annual procurement spend, requested that suppliers report to members on their current and future risks and opportunities related to these environmental issues.

Suppliers responded to standardised questionnaires on climate change, forests and water security: a full version and a simplified version made available for organisations with an annual turnover of less than $250 million or €250 million, which can also be used by larger organisations disclosing for the first time. In total 23,487 companies were invited to participate, with over 11,457 unique responses received.

In 2021, despite the continual economic disruption of COVID-19, CDP received a record number of environmental disclosures. This year's results of CDP's data submissions from over 11,457 companies shows moderate action on measuring and tackling environmental impacts resulting from direct operations. On climate change, 75% of suppliers reported on their Scope 1 and 2 emissions and took actions to reduce emissions resulting in 231 million tonnes CO2e reduced.

There is a pattern of companies assessing their own operations and not looking at wider impacts. Despite downstream emissions being 11.4 times than Scope 1 and 2 emissions combined, only 20% of suppliers reported Scope 3 emissions from purchased goods and services.

> **To truly avert catastrophic climate change, companies need to undergo a transformation in the way they work**

to make strategic and impactful climate commitments, track and report progress against those commitments, and demonstrate climate leadership. The framework provides key climate-related reporting indicators and metrics that

It is important to note that, at first request, suppliers may require a year or more to create the mechanisms required to collect data. When comparing first-time responders with those suppliers reporting through CDP for the third time, the percentage of suppliers disclosing operational Scope 1 and 2 emissions rises from 62% in the first year to 71%, third year.

Demonstrating increased confidence in their data, there is a growing number of suppliers opting to disclose their information publicly.

In 2021, 41% of responding suppliers agreed to have their climate change disclosure published on CDP's website. 59% of suppliers kept their response private, which shows that many companies are still concerned with the accuracy of their disclosure in the face of public scrutiny.

Looking more closely at the suppliers that reported to CDP over three years, the percentage of those disclosing publicly rises consistently with time, from 32% to 48%, highlighting again that disclosure improves and grows confidence over time.

As in financial reporting, data accuracy and verification must be built into the process, to ensure the quality of the disclosed information. Among the suppliers responding on climate change, only 17% verify their operational emission data through third-party verification; among the suppliers that disclose on water security, 12% externally verify the data reported through CDP, and 31% of suppliers reporting on forests verified the disclosed information.

CDP analysis reveals that it takes time to perform a truly comprehensive and verified environmental impact assessment. Buyers are highly reliant on this information to understand their own supply chain impacts as such engagement on this data, and improving it, is the first step for buyers in tackling their supply chain impacts.

85% of surveyed members in 2021 engage with their suppliers on expanding the scope and the quality of the data reported, 46% of whom have been doing so for over three years. Members engage with their suppliers on a constant basis, and work with them to build capacity for environmental impact assessment and reporting.

While environmental KPIs are being integrated into supplier code of conducts and criteria used for the purchasing and supplier evaluation processes, members increasingly look at their suppliers' data as part of their own environmental performance, for example when setting science-based targets.

Once suppliers have successfully

KEY TAKEAWAYS

- Environmental issues are interconnected, companies cannot meet their climate net-zero targets whilst generating mass deforestation.

- Ambitious environmental action is not yet cascading down the supply chain.

- CDP data also demonstrates a lack of engagement with suppliers.

- Companies are not making necessary transformational changes to truly drive action at the required scale.

- A continuously increasing number of organisations set environmental targets not aligned with climate science and 1.5°C reduction pathways.

- Less than 5% suppliers reported that they put in motion climate transition plans.

- Measurement is the entry point for most buyers that engage with suppliers to understand and quantify their environmental impact.

- The environmental information reported through CDP is used by members and their suppliers to track value chain performance.

- What is not measured cannot be managed; data disclosure enables action.

established their impact through accurate measurement, they are equipped to set ambitious, timebound goals to reduce this impact.

As the climate crisis continues to rapidly unfold all over the world, it is evident that target setting must happen at a larger and faster scale than ever before. At the same time, it is important to design these targets in such a way that they are compliant with the time-critical criteria set out in the Paris Agreement.

An annual 5% growth rate would be too slow to meet the standards set out in the Paris Agreement. Supply Chain data shows that practicing environmental stewardship by cascading targets and progressive policies down the value chain must be the next step.

CDP data demonstrates the time lag between suppliers assessing their environmental impact and setting emissions reduction targets. CDP recently analysed suppliers who began disclosing in 2019 and consistently reported their climate impact over the past three years. The absolute number of those setting climate targets improved on average 5% per year.

Setting any target is a critical first step. However, the science is clear; we are too close to the deadline for averting dangerous climate change unless the right goals and targets are set. Structured climate targets, that currently make up a third of reported targets, only mark the beginning of the climate target journey. The most ambitious targets are based in science and align with a 1.5°C future.

Through CDP's platform, in 2021, only 28% of suppliers disclosed that they have a low-carbon transition plan in place. This number is too low, and one that is expected to drop further with assessment of

these transition plans against stakeholder expectations.

For example, do they have science-based targets? Are there sufficient accountability mechanisms in place to ensure delivery and are they effectively tracked in a manner that allows stakeholders to assess progress?

Taking a deeper look at the data provided by suppliers, we often find that strategies do not match stakeholder expectations. Only 2.5% of these targets are approved science-based targets that are aligned with emissions reductions needed to stay below 1.5°C.

Financial institutions and investors are increasingly focusing on how companies manage their environmental risks and opportunities. Accordingly, companies that manage to grasp and realise environmental opportunities will harvest the benefits of investment– in addition to the market benefits.

A related feature required to transform environmental concerns in supply chains is board-level oversight. To truly avert catastrophic climate change and ensure a deforestation-free, water-secure future, companies need to undergo a transformation in the way they work.

Taking into consideration that more than half of the suppliers did not have any climate target in the 2021 reporting year, this finding implies that, at the current pace, at least another decade would be required to ensure that all reporting suppliers set a climate target.

Unless companies pivot to a new paradigm where governance and strategy are improved, they are going to fail to realise opportunities. With companies reporting $338 billion associated opportunities related to climate. ■

USING DIGITAL PLATFORMS TO MANAGE THE WATER CRISES

Utilities around the world will have to integrate smart digital solutions to manage urbanisation and climate change induced challenges.

The twin challenge of urbanisation and climate change are taking their toll in the form of increasing water scarcity in cities around the world.

More people are moving to urban areas – already half the world's population 55% lives in cities, and the United Nations expects that number to rise to two thirds 68% within just a few decades. At the same time, climate change is already seeing large swathes of the planet being affected by drought, with coastlines being eroded and livelihoods disappearing.

In 2022, more than 2.3 billion people face water stress, almost 160 million children are exposed to severe and prolonged droughts.

Yet, although more than 70% of the planet is

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covered in water, only 3% of it is drinkable, and a significant portion of these freshwater resources is locked in glaciers and ice caps. Worse, water demand is projected to increase by 30% by 2050, with the UN's forecasting a global water deficit of up to 40% by 2030.

In response, an increasing number of cities are imposing water restrictions to tackle the problem. Santiago and Los Angles are two of the latest. National governments from The Netherlands to Brazil have formulated policy frameworks to regulate water production and management.

However, ensuring access to water – a fundamental right for everyone and part of the United Nations' Sustainable Development Goals – increasingly requires real-time onsite management that helps circumvent the challenges of increasing water scarcity.

To that end, municipalities across the world are turning to digital technologies such as data analytics, artificial intelligence AI and machine learning, and the industrial internet of things IIoT to support their water security needs.

By generating valuable predictive business insights and improving operational resiliency, these smart city solutions can help authorities understand water needs, preserve existing water sources and minimise leakage in order to increase the availability of clean water for all.

Naples
As hybrid workplaces become the norm but supply and distribution challenges increase, digital technologies are already supporting water and sewage management.

Gori centralizes water services to 74 Italian municipalities in and around Naples, including Salerno, Vesuvius, and the Isle of Capri, taking over from a patchwork of local providers.

But calibrating the delivery of 207 million cubic meters of water to more than 1.5 million people across a 4,000km 2485-mile network as a single entity was becoming unmanageable at scale. A 2,240km 1391-mile sewage network spanning 13 treatment plants compounds the problem.

Gori's SCADA team turned to digital technology solutions to reconcile its significant operational challenges and reduce energy consumption along the way. The smart city solution implemented an integrated suite of software products.

Since implementing the system, Gori's operations have logged increases in both efficiency and sustainability. At its Mercato Palazzo plant, for instance, the remote monitoring and control system has led to a reduction in energy consumption by 45% or savings of about €80,000 per month.

Salem, Oregon
The effects of climate change are complicating water management for utilities around the world, with events such as droughts and shifting precipitation patterns changing water availability patterns.

The City of Salem in Oregon faces a water quality hazard of a different kind. Warming temperatures have led to rising outbreaks of dangerous algal blooms on the lakes and rivers that supply the city with drinking water. Many of these algae produce hazardous cyanotoxins that pose significant challenges to water utilities, including

grave safety risks, and costly interferences to treatment processes. One such four-day event in 2018 led to a month-long drinking-water advisory, and eventually a declaration of emergency.

The city turned to a scalable cloud data management platform that brings together live data points such as water depth, weather information, water turbidity, satellite imagery and lab samples into a single, web-based interface. City officials then share this unified information with engineers, ecologists, mathematicians, and other analysts in real time.

The program puts previously unreachable data sources within officials' reach, enabling them to run predictive analysis that forecast the need for water treatment a week in advance of any algal blooms and toxic hazards. That's enough time for operators to take corrective action such as changing pumps and filters or redirecting water flow, ensuring that Salem residents always have clean and safe drinking water.

Puerto Rico

Improving asset efficiency can deliver immediate output gains while boosting asset resiliency and saving costs.

The Caribbean territory of Puerto Rico lacks a source of fresh water. Yet, with more than three million residents and an equal number of annual visitors, demand for water continues to grow. The system serving them has grown to over 16,100km 10,000 miles of water mains and aqueducts and 3218km 2,000 miles of sewage lines between 1,500 sites that service the island's five regions. The island's diverse and remote terrain means increased visibility and reduced travel is critical.

The Puerto Rico Water and Sewage Authority, already one of the more advanced utilities in the world, recently transitioned to a fully automated system with an integrated suite of solutions to reconcile the contradictory goals of increased water output, EPA compliance, improved efficiency and reduced costs.

Manual operations were eliminated wherever possible for proactive management of all aspects of the water and wastewater systems. Real-time diagnostics enables operators to monitor the quality of the water and sewage treatment processes, troubleshoot problems, and make timely changes that help prevent compliance violations.

Tangible results include clean, EPA-compliant water, fewer shutdowns and improved customer satisfaction. Output has increased from 12 million gallons 45 million litres to 20-30 million gallons 75-113 litres, while an estimated $15 million has been saved over seven years.

Smart water solutions

With the incidence, severity, and complexity of water crises is on the rise, human effort alone cannot solve the mounting water challenges facing the world's cities today.

The use of digital water technologies is transforming water and wastewater management in urban areas around the world. By embracing smart water management, municipalities and utilities can improve resource efficiency, optimise supplies, uphold water quality, and predict maintenance needs – all while avoiding costly disruptions.

In the process, affordable access to water can be improved for everyone. Technology can help ease the water crisis – if we deploy it appropriately. ◼

KEY TAKEAWAYS

- More people are moving to urban areas – already half the world's population 55% lives in cities.

- Climate change is already seeing large swathes of the planet being affected by drought.

- Municipalities across the world are turning to digital technologies such as IIoT to support their water security needs.

- Smart city solutions can help authorities understand water needs, preserve existing water sources and minimise leakage.

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SECURITY PRACTICES LAGGING IN INDUSTRIAL ENTERPRISES

Industrial enterprises are adopting digital transformation solutions replacing control systems but are unprepared to manage challenges of cybersecurity.

The evolution of operational technology and industrial control systems in oil and gas operations began with on-premises connectivity between systems, often using Ethernet. Since then, it has progressed to connecting multiple sites and remote locations, expansion of supervisory control and data acquisition architectures, and an increase in cloud technologies.

The energy industry continues to explore and adopt digital transformation plans. This is driven by the demand for clean energy, greenfield investments, microgrids, distributed energy resources, and analytics, with the expectation of increased efficiency and productivity. This has led to the adoption of internet of things, predictive maintenance, digital twin solutions and more.

Adoption of new technologies in such industries continue to outpace cybersecurity and risk mitigation concerns, with insufficient documentation and data for monitoring and visibility. Limited resources, lack of technical competency, talent and expertise gaps, and siloed communications are notable hurdles to the adoption of more robust and resilient security capabilities.

Threat actors view industrial targets as highly lucrative due to their inability to tolerate any downtime. It is not surprising to find oil and gas companies amongst the most likely to pay ransomware to retrieve data and operations.

Prescriptive recommendations for improved security often overlook the realities of asset ownership, operation, transfer, and custody. If a pipeline operator with distributed operations is unfamiliar with their network and sub-network activity, and a change occurs, how would they know if it is a security-related or operations-related event? Was it on purpose, accidental, or nefarious?

With the advancement of digital transformation inside industrial organisations, asset managers sometimes may not realise their control systems are connected to the Internet in some way. They may have no way of detecting unauthorised entry and changes, with the risk of remote takeover and control of assets, leading to unsafe conditions, equipment damage, and unintended shut down.

Threat actors continue to probe industrial networks, particularly targeting the energy sector at large. Industrial organisations have realised they may have blind spots in their networks and are short staffed in terms of cybersecurity personnel to protect operations and control system assets.

DANIELLE JABLANSKI
OT Security Strategist
Nozomi Networks.

KEY TAKEAWAYS

- Threat actors view industrial targets as highly lucrative due to their inability to tolerate any downtime.

- It is not surprising to find oil and gas companies amongst most likely to pay ransomware to retrieve operations.

- Adoption of new technologies in such industries continue to outpace cybersecurity and risk mitigation concerns.

- Limited resources, lack of technical competency, talent and expertise gaps, siloed communications are notable hurdles to security capabilities.

- Many cybersecurity incidents go undetected, with estimates suggesting as many as half of all incidents go undetected.

- OT, ICS cybersecurity and visibility solutions can help to identify anomalies within networks.

Inside the energy sector and across critical infrastructure there are many assets and systems deemed to be crown jewels or mission-critical assets. This reality is impacting every organisation and facility across the oil and gas industry, as owners and operators continue to try to do more with less.

Users of SCADA systems may continue to focus on the benefits of these large-scale systems without being aware of the importance of protecting the operational data being generated. Cybersecurity decision makers manage data at rest or data in motion, data integrity, confidentiality, loss of control, loss of visibility, and operational disruptions.

The crux of the issue is using data to pinpoint where to investigate an issue before it becomes unmanageable.

There is limited access to the full scope of data being generated or visibility into the networks that connect them. Other than the primary industrial vendors and OEMs setting up large scale systems, there are also third-party equipment and technologies to support the primary platforms, adding further complexity.

For these reasons, many cybersecurity incidents in these industries go undetected, with estimates suggesting as many as half of all incidents go undetected.

However, technology is evolving to centrally aggregate what to investigate and why, with enriched data based on threat intelligence and environment-specific data, to alleviate resource and personnel gaps. Owners and operators must learn to assume that they will be breached and focus on reducing the severity of the impacts. This can be done by customising detections and prevention methods for the asset owners.

Pipelines, pumping and compressor stations, production wells in remote geographic locations, amongst others, all use some type of connected SCADA technology. At this stage, asset managers may be able to see benefits emerging from the application of digital transformation but may be unable to distinguish failure in the integrity of data, network performance issues, potential malware being introduced or already resident on the industrial network, and potential equipment failure or damage.

OT, ICS cybersecurity and visibility solutions can help to identify anomalies within networks and between assets and distinguish between malicious and benign behaviours. This is required for root cause analysis to determine whether an incident is being caused by an ongoing threat campaign, asset malfunction, asset misconfiguration, ransomware, or just an equipment drift.

The more efficient we become at correlating threat intelligence and environment-specific contextual data, the more capable our security solutions are to augment cybersecurity best practices and overall security postures. It is more efficient to spend resources on a scalable purpose-built solution than prioritising visibility only after an incident occurs.

With preparation and monitoring, impacts can be limited by building in intuition and bolstering situational awareness.

Industrial cybersecurity is not a journey or a destination, but a dynamic interaction between external and internal situational awareness. This constant relay race requires trust and verified solutions from partners for customers to stay ahead of the curve. ■

Uber veteran Frans Hiemstra moves from Sub Saharan, takes over MEA region

Uber announced the appointment of Frans Hiemstra as the new Regional General Manager across the Middle East and Africa. Frans will lead the next phase of growth for Uber's ride-sharing business across the region, spanning across 15 countries, overseeing the end-to-end business.

Based in Dubai, Frans' role will focus on working closely with in-market teams to help identify areas of growth, lay down regional priorities, and drive operational excellence to fuel the Uber business.

Frans has been with Uber since September 2015 and has taken on various roles over the years, making him a true Uber veteran and an expert in the ridesharing industry. His most recent role was as Uber's General Manager of the Sub-Saharan Africa region, where he was responsible for the development and sustainable growth of the business in South Africa, Kenya, Nigeria, Ghana, Ivory Coast, Uganda, and Tanzania. As GM of SSA, Frans successfully navigated the business through the pandemic, accelerating growth and recovery since.

Carole Gemayel joins Rotana as Corporate Director of Environment, Health, Safety

Rotana announced appointment of Carole Gemayel as Corporate Director of Environment, Health and Safety. As the group continues to drive its tenacious expansion plans, environmental impact remains a key priority for the pioneering hospitality group.

As Corporate Director, Gemayel will be responsible for further enhancing the company's sustainability vision, delivering on Rotana's longstanding commitment to being a responsible and environmentally conscious business. In her new role, Gemayel will take charge of engaging with the Rotana team to innovate, develop and implement new management systems that meet and exceed compliance across environmental and safety aspects relating to Rotana's operations and activities.

Manpreet Gill elevated to Chief Investment Officer, Standard Chartered Bank Europe, MEA

Standard Chartered Bank announced the appointment of Manpreet Gill as Chief Investment Officer, Africa, Middle East and Europe. Based out of Dubai, Manpreet will continue reporting to Steve Brice, Group Chief Investment Officer.
Manpreet's new appointment is in addition to his current role as Head of the CIO Office's Fixed Income, Currency and Commodity Strategy. In his expanded role, Manpreet will be responsible for the CIO office's coverage and capabilities for the AMEE region.

Roberto Prioreschi elevated to lead Bain's Middle East, Southern Europe, Eastern Europe regions

Bain and Company, announced appointment of Roberto Prioreschi, as managing partner for its Southern Europe, Eastern Europe and Middle East region. Prioreschi, whose appointment as SEMEA managing partner is effective from July 1, takes over the role as Bain and Company continues a strong expansion across the region, extending its European footprint with new offices opening in both Lisbon and Athens.

Mohammed Husain Ahmed moves from Abu Dhabi Airport to RoyalJet as CEO

RoyalJet, affiliated with the Emirate of Abu Dhabi, announced the appointment of Mohammed Husain Ahmed as the new CEO. Mohammed brings with him a considerable experience in the aviation industry with more than 25 years of experience across both the government and the private sectors in the UAE. A committed leader with strong, proven management and organisational skills fostered in a military and civilian environment, he is an accomplished aviation expert with a history of achievement in the industry.

Prior to joining RoyalJet, Mohammed served as the General Manager of Abu Dhabi Airports, overseeing the planning, implementation and evaluation of the organisation's programs and services. He also supported in the development of a vision and strategic plan to guide the organisation ensuring that it meets the expectations of its clients, board, and founders.

Muna Al Ghurair joins Mashreq as Group Head of Marketing, Corporate Communication

Mashreq, one of the leading financial institutions in the UAE, has appointed Muna Al Ghurair, as its new Group Head of Marketing and Corporate Communications. She brings over 20 years of experience in communications, marketing, sales and business development with an outstanding track record with leading payments and financial institutions in the region.

Holding a diploma in marketing from the UAE Polytechnic University, Muna has proven expertise in brand building and leading stakeholder communication programs, especially during mergers and acquisitions. Prior to joining Mashreq, she was the Group Chief Marketing Officer at Network International where she led the PR and communications strategy for Network's IPO in 2019 on the London Stock Exchange – the largest UK IPO at the time of listing.

Jerome Droesch role expanded to CEO of Domestic Health, Health Services at Cigna

Cigna Corporation, a global health services company, announced that Jerome Droesch will take over as the Chief Executive Officer of Domestic Health and Health Services for all of Cigna International Markets business outside of the United States of America.

Jerome's expanded role put him at the helm for advancing Cigna's portfolio across global markets, including strategic markets such as UAE, Singapore, Hong Kong, Spain and Australia among others. Within his new remit, Jerome will focus on leading the Domestic Health and Health Services business for the company.

Jerome was earlier the CEO of Cigna for the Middle East, Africa and South East Asia regions. In addition to his expanded remit, Jerome also leads Cigna's International Market's Strategy, Innovation, and the Data and Analytics functions.`

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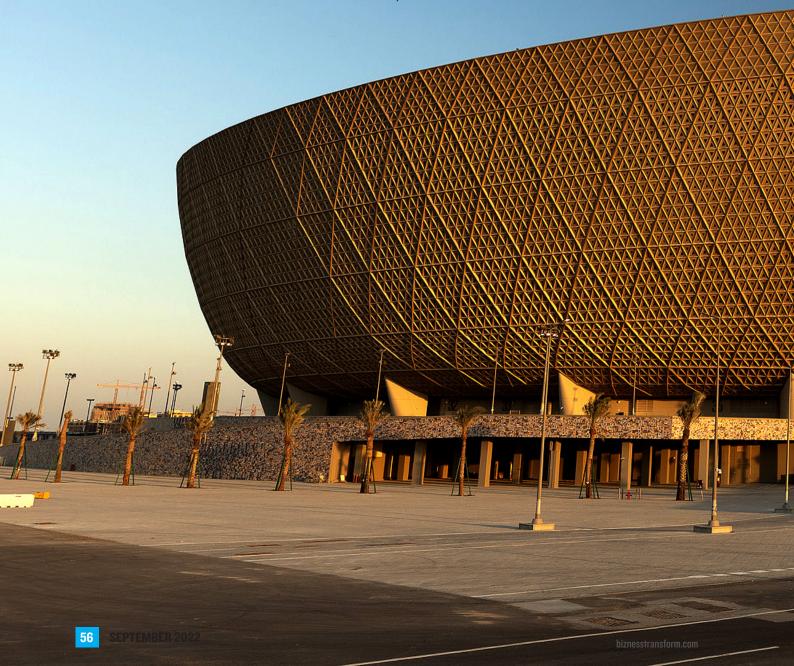| 40	4000	300+	200+
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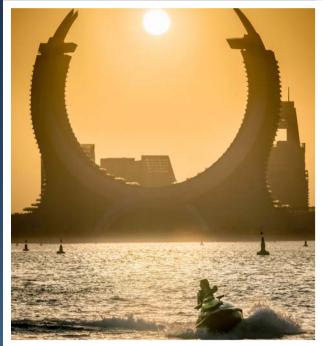
Football fans from MENA became the first visitors to Qatar's Lusail Stadium which opened doors to stage the Lusail Super Cup 2022. The stadium is one of the largest in the region and will host the FIFA World Cup Qatar 2022 Final this December.

The stadium is set in the smart city of Lusail, which is deemed Qatar's largest sustainable real estate development, spanning 38 sqkm and four islands and 19 multi-purpose districts.

Visitors can contribute to zero carbon travel with Lusail's new tram network, and 76 km of planned cycle and pedestrian tracks. It is accessible by the Doha Metro.

Nearby attractions include Place Vendôme, Marina Promenade, distinct scimitar landmarks of Raffles and Fairmont Doha, Crescent Park, Doha Festival City and Angry Birds World, Al Maha Island with Nammos beach club, Lusail Winter Wonderland.

LAMBORGHINI BEGINS EIGHT MONTH NFT ROADSHOW

Automobili Lamborghini, in collaboration with NFT PRO and INVNT, has commenced a virtual journey that starts from the Moon, crosses space, and continues in iconic locations across the world. In this new adventure, Lamborghini super sports cars will be the unmissable protagonists of places that the traveller can visit and discover, while collecting new NFTs every month for eight months until March 2023. The monthly collection consists of four NFTs: three of which, one released each week, will be available to purchase for only 24 hours.

The fourth NFT will be available at the end of the month, again only for 24 hours, in a limited edition of just 63 units. At the very end of the campaign, only those who have acquired all the monthly NFTs issued – either the three regular NFTs, or three regulars plus the limited edition, will receive a special NFT. To reward loyalty during the campaign, other exclusive surprises will be communicated, including a digital artwork.

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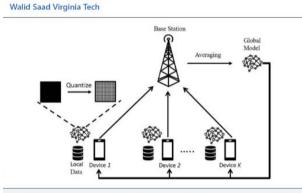
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What's holding them back?

Systems
that connect data silos
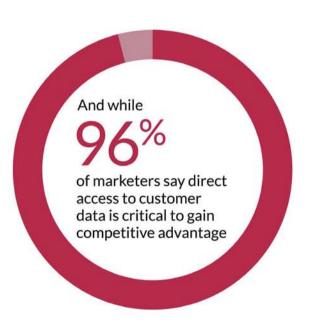
Talent
to move from data collection to action

Complex
digital footprint

And while

96%

of marketers say direct access to customer data is critical to gain competitive advantage

Only

3%

of marketers say customer data is highly accessible

Top barriers to data access

Insufficient
technology

Data
control lies elsewhere

Lack
of data process

To spot disruptive changes in market behaviour, marketers need high-velocity data marketing, according to a new report by the Chief Marketing Officer Council and GfK. These data systems need to be agile and adaptable with the ability to acquire real-time, relevant data signals and close the gap between data, insights and action.

New research examines the high-velocity data marketing maturity curve, including critical capabilities today, plans for the next 12 months and gaps between top performers and bottom performers. The report is based on a survey of over 300 marketing leaders globally.

Once they have the data, gathering actionable insights is **slow**

Only **1** in 4

marketers say they can move quickly from data gathering to actionable insights

What are those **2 in 5** marketers who are confident in their data systems **doing differently**?

High performers separate themselves in **5 data marketing capabilities**

1 → **2** → **3** → **4** → **5**

1	2	3	4	5
Accessing real-time behavioral insights	Closing the gap from data to action	Avoiding data blockers	Adaptability and agility of data systems	Making AI pervasive

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