



جائزة الشيخ حمدان بن زايد البيئية  
SHEIKH HAMDAN BIN ZAYED  
ENVIRONMENTAL AWARD



# The Sheikh Hamdan bin Zayed Environmental Award

First Cycle | 2023



هيئة البيئة - أبوظبي  
Environment Agency - ABU DHABI



**Hamdan bin Zayed Al Nahyan**  
Ruler's Representative in Al Dhafra Region  
Chairman, The Environment Agency - Abu Dhabi

# Foreword

The UAE’s genuine keenness to protect the environment stems from its belief in the importance of the environment and its role in achieving sustainable development. This effort began many years ago, and has grown day by day thanks to the attention paid by the wise leadership, with its foundations laid by the late Sheikh Zayed. Today, we launch this award to encourage excellence and creativity among individuals and institutions in the field of preserving and protecting the environment, foster initiative and leadership, and enhance interest in environmental work and compliance with relevant legislations.

The launch of this award is aligned with the vision of His Highness Sheikh Mohamed bin Zayed Al Nahyan, President of the UAE, who declared 2023 to be the Year of Sustainability in the UAE, under the tagline: “Today for Tomorrow”. This sentiment echoes the Agency’s objectives of taking the lead in shaping the future and bringing about positive change in the environment. We aim to consolidate sustainable concepts in daily life, and to provide incentives for various sectors to take environmental considerations into their action plans, in a manner that does not hinder the progress of the Emirate of Abu Dhabi, and helps us achieve sustainable development.

The award represents an opportunity to honour individuals and entities that work diligently to protect and preserve the environment, while encouraging them to lead and excel, and offer innovative ideas to protect the environment. Additionally, its importance lies in supporting scientists and specialised experts who are working to find innovative and effective solutions, in light of the challenges facing the environment globally. These solutions require continuous and integrated efforts in order to create innovative practical and scientific solutions that help protect the environment and its natural resources.

We truly hope that our efforts will be successful and that the award becomes an incentive to step up environmental action and nature preservation in our beloved country, further boosting the UAE’s global leadership in this field.





Her Excellency Dr. Shaikha Salem Al Dhaheri  
Secretary General of the Environment Agency – Abu Dhabi

# Foreword

The launch of the Sheikh Hamdan bin Zayed Environmental Award reiterates EAD’s commitment to continue its relentless efforts to protect the environment and stimulate innovation in the field of environment and green technology. The award aims to enhance the image and reputation of Abu Dhabi on the local and international stage, by publishing national success stories and highlighting initiatives that contribute to protecting the environment and the sustainability of natural resources.

The award, named after His Highness Sheikh Hamdan bin Zayed Al Nahyan, highlights His Highness’ great attention to the environment, and his keenness to honour excellence and instill a culture of positive competition to promote environmental sustainability, achieve sustainable development, and honour efforts to address environmental challenges.

The award also spurs enhanced interest in environmental work and initiatives, which will raise the level of general societal awareness on the importance of protecting the environment, as well as help drive positive change in environmental compliance to protect and preserve all elements of the environment. The award will also increase competitiveness among entities and improve their environmental performance to enhance their image as environment-friendly entities, drive awareness on industrial pollution issues and the importance of preserving resources, as well as draw attention to scientific research in relevant fields to help create innovative scientific and practical solutions that contribute to addressing current and future environmental challenges in various sectors.



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# Introduction

As part of its mandate to protect the environment and ensure the sustainability of natural resources, the Environment Agency – Abu Dhabi (EAD) is delighted to announce the launch of the Sheikh Hamdan bin Zayed Environmental Award.

The UAE’s keenness to protect the environment represents an original trend stemming from its belief in the importance of the environmental sustainability, which began many years ago, and has grown day by day thanks to the attention paid by the wise leadership, whose foundations were laid by the late Sheikh Zayed. Today EAD are launching this award to stimulate interest, creativity and a desire for excellence among individuals and institutions interested in preserving and protecting the environment, encouraging their initiatives and leadership, as well as encouraging even greater interest in environmental work and the importance of compliance with relevant legislation amongst the public/society.

The award represents an opportunity to honour individuals and entities that work diligently to protect and preserve the environment, and to encourage them to lead and excel, and present innovative ideas to protect the environment. This is in addition to its importance in supporting scientists and specialised experts who work to find innovative and effective environmental solutions, to the challenges and opportunities facing the world as it seeks to achieve Environmental Sustainability. This requires continuous and integrated efforts to reach innovative, practical and scientific solutions that help protect the environment and natural resources of Abu Dhabi.





# About the Sheikh Hamdan bin Zayed Environmental Award

The award was founded to encourage environmental initiatives, enhance interest in environmental work, help achieve positive change, and raise public awareness about the importance of environmental protection and the achievement of the United Nations sustainable development goals (UN SDGs) The award will be conducted every two years, targeting the general public living in Abu Dhabi, the private companies and industrial facilities located in Abu Dhabi, as well as the research institutions and research scholars in Abu Dhabi.

## 2.1 The Award Vision

“Pioneering in protecting the environment and sustaining natural resources through adopting best environmental practices”.

## 2.2 The Award Mission

“Enhance environmental performance and promote positive change in environmental compliance and continuous improvement to protect and preserve all elements of the environment, as well as stimulate and increase interest in environmental action”.

## 2.3 The Award Objectives

1. Enriching Abu Dhabi Emirate’s local and international image through celebrating national success stories and initiatives aimed at protecting our environment
2. Incentivising environment centric initiatives that positively impact public behaviour and increase awareness around environment-related challenges
3. Improving environmental performance and driving positive change in environmental compliance to set regulations and policies
4. Increase the awareness of the general public and the community regarding the importance of Environmental Sustainability by promoting ‘success stories’ in this field

5. Enhancing entities’ environmental performance and increasing the competitiveness in managing their environmental risks, lessening their pollution, and looking for innovative solution to tackle their impact on the environment
6. Supporting scientific research and applied innovations that tackle current and future environmental challenges in different sectors

## 2.4 Benefits to Apply for the Award

- The winners of the Award’s three categories will be announced in a prestigious ceremony, and afterwards their successes promoted through social media platforms
- The winners of the **Sheikh Hamdan bin Zayed Environmental Medal** will receive a medal, and a certificate of merit in the Award Ceremony, in addition to a financial reward

- The winners of the **Sheikh Hamdan bin Zayed Award for Environmental Research** will receive a trophy and a certificate of merit in the Award Ceremony, in addition to a financial reward
- The winners of the **Sheikh Hamdan bin Zayed Environmental Performance Award** will receive a trophy and a certificate of merit in the Award Ceremony
- The winners will gain international visibility and get the opportunity to showcase their achievements and enhance their reputation, through:
  - Promoting their success stories and achievements by having them published on the EAD’s website
  - **The winners** will have the opportunity to present their success stories and share their outstanding performance with others at the Conference of the Parties (COP28) conference
  - The winners will have the opportunity to present their success stories and share their outstanding performance with others through the awareness and training sessions conducted by the Award management during the following 12 months
- The **winners’ entities and institutions** have the right to put the award logo on their documents, publications, website and in advertising campaigns, until the announcement of the results of the next cycle





- The **shortlisted Applicants** will receive a highly valued feedback report that identifies their strengths and opportunities for improvement
- **Institutions and Industrial Facilities establishments** participating in the **Sheikh Hamdan bin Zayed Environmental Performance Award** can benefit from:
  - Facilitating and accelerating environmental licensing and approval procedures
  - Classification of the winning establishment as low-risk facilities, and reducing the number of environmental inspection visits
  - Facilitating the one-year permit process for **industrial establishments**

2.5 The Award categories

The award is open for:

- General public living in Abu Dhabi
- Private companies & Industrial facilities in Abu-Dhabi
- Research Institutions in general, e.g. Higher Education Institutes that focus on the Environment, and Research scholars in Abu Dhabi

In its first edition, the award includes three main categories and six sub-categories. The first main category is the Sheikh Hamdan bin Zayed Environmental Medal, which will be awarded to honour successful individuals who have achieved excellence in the field of environmental work. This main category contains three sub-categories: ‘optimal natural resource user’ (fishermen, farmers, owners of groundwater wells, falconers); ‘environmental initiators’ (individual environmental initiatives), and ‘environmental influencers.’

The second main category, the Sheikh Hamdan bin Zayed Award for Environmental Research, focuses on the best research, either individual or collective, in the field of environmental sustainability, through which innovative and practical solutions to current and future environmental opportunities and challenges have been put forward. This category includes two sub-categories: the ‘research institution’ and ‘environmental projects.’

The third main category, the Sheikh Hamdan bin Zayed Environmental Performance Award, focuses on the best practices or pioneering activities in the field of Environmental Sustainability for private companies and industrial facilities. This award is open to all private companies and industrial facilities including the aviation sector located in Abu Dhabi.

Main Categories	Sub-Categories
The Sheikh Hamdan bin Zayed Environmental Medal	1. Optimal Natural Resource Users (fishermen, farmers, owners of groundwater wells, falconers .. etc.) 2. The Environmental Initiators 3. The Environmental Influencers
The Sheikh Hamdan bin Zayed Award for Environmental Research	1. Environmental Research Institutions 2. Environmental Research Projects
The Sheikh Hamdan bin Zayed Environmental Performance Award	1. The Environmental Performance Award (Private companies, Industrial Facilities, aviation sector...etc)



About the Environment Agency – Abu Dhabi

Established in 1996, the Environment Agency – Abu Dhabi (EAD) is committed to protecting and enhancing air quality, groundwater as well as the biodiversity of the desert and marine ecosystem. By partnering with other government entities, the private sector, NGOs and global environmental agencies, EAD embraces international best practice, innovation and hard work to institute effective policy measures. EAD seeks to raise environmental awareness, facilitate Environmental Sustainability and ensure environmental issues remain one of the top priorities of our national agenda.

EAD’s Vision is “A sustainable, well-protected and healthy environment that enhances the quality of life”.

EAD’s Mission is “To protect the environment and promote sustainability, through innovative environmental management, and impact-oriented policies and regulations, in collaboration with its partners and the broader community.”





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## EAD's Cooperation with EFQM

The Sheikh Hamdan bin Zayed Environmental Award has been created in cooperation with EFQM, a global Not-for-Profit Membership based organisation aiming at helping organisations deliver positive performance and meaningful benefits for all their Key Stakeholders and Society as a whole. EFQM has helped 50,000 organisations in 50 countries measure their contribution to society and sustainability for more than 30 years. [www.efqm.org](http://www.efqm.org)

EFQM has deep experience with managing and supporting similar award programs such as the EFQM Global Award (<https://efqm.org/recognition/efqm-global-award/>), and the Hamdan Bin Rashid Al Maktoum Award for Distinguished Academic Performance.

These awards are derived from the "EFQM Model," a globally recognised management framework used by organisations to support them in managing change and improving performance <https://efqm.org/the-efqm-model/>. Reviewed and updated periodically, it has been available for more than 30 years and is now the world's most widely used management framework. Coupled with EFQM's technology platform, AssessBase ([efqm.org/assessbase](http://efqm.org/assessbase)), it is a highly effective management tool that enables an organisation to understand how it should set its purpose and deliver on its promises. And to do this in a sustainable and ethical way.

Based on the guiding principles and seven criteria of the EFQM Model, the Foundation has also produced "the EFQM Lens series" with each Lens focusing on a specific topic, such as the United Nations Sustainable Development Goals (UN SDGs), the Circular Economy and Net Zero. The EFQM Lens series represents a best international practice that can be used for developing award criteria and assessment mechanism that focus on specific management topics or sectors.

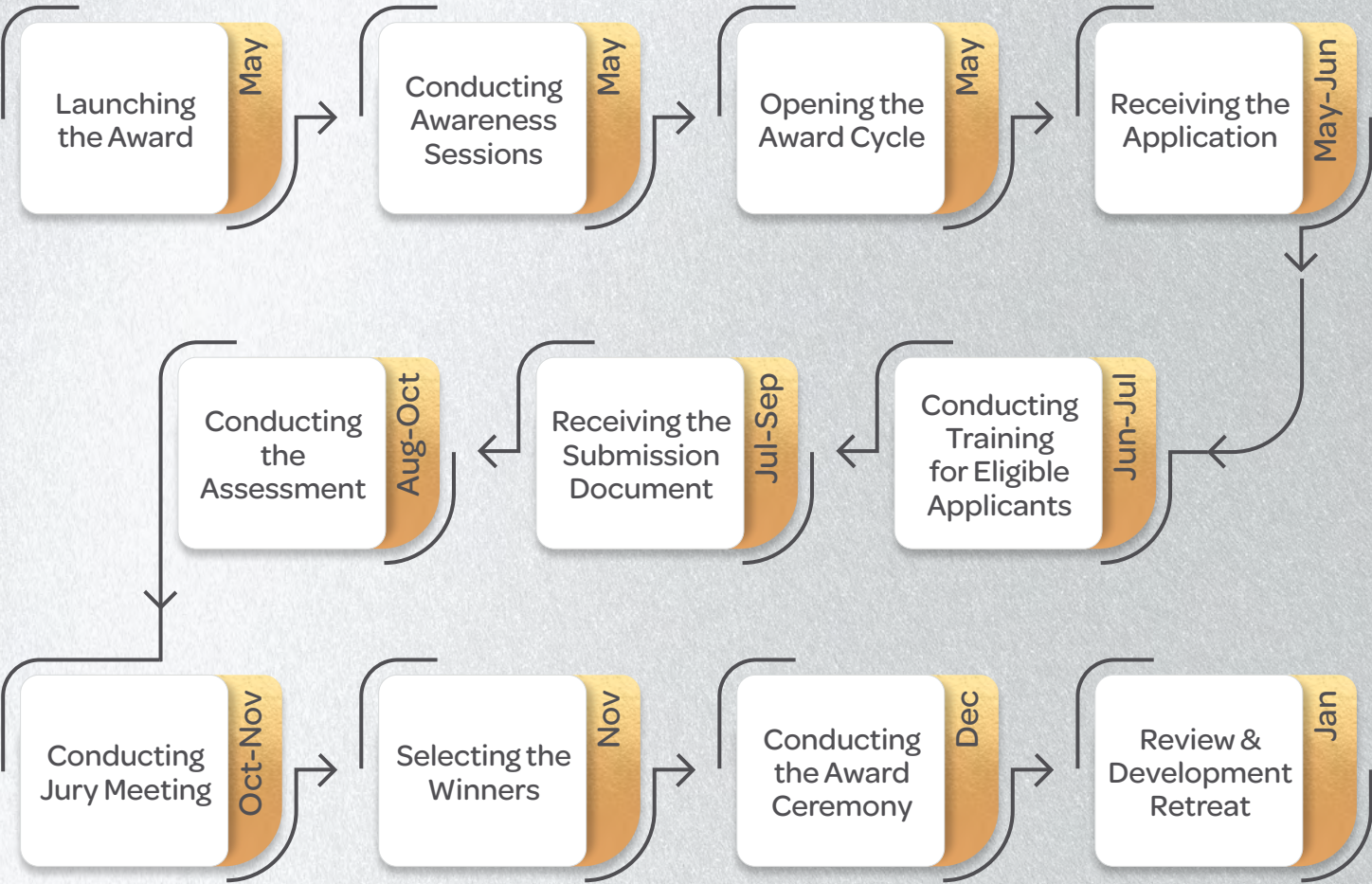
The logic of the EFQM Model and the associated EFQM Lens concept, allied to the Foundation's deep experience in managing and supporting similar award programs, provide the framework for managing the Sheikh Hamdan bin Zayed Environmental Award.





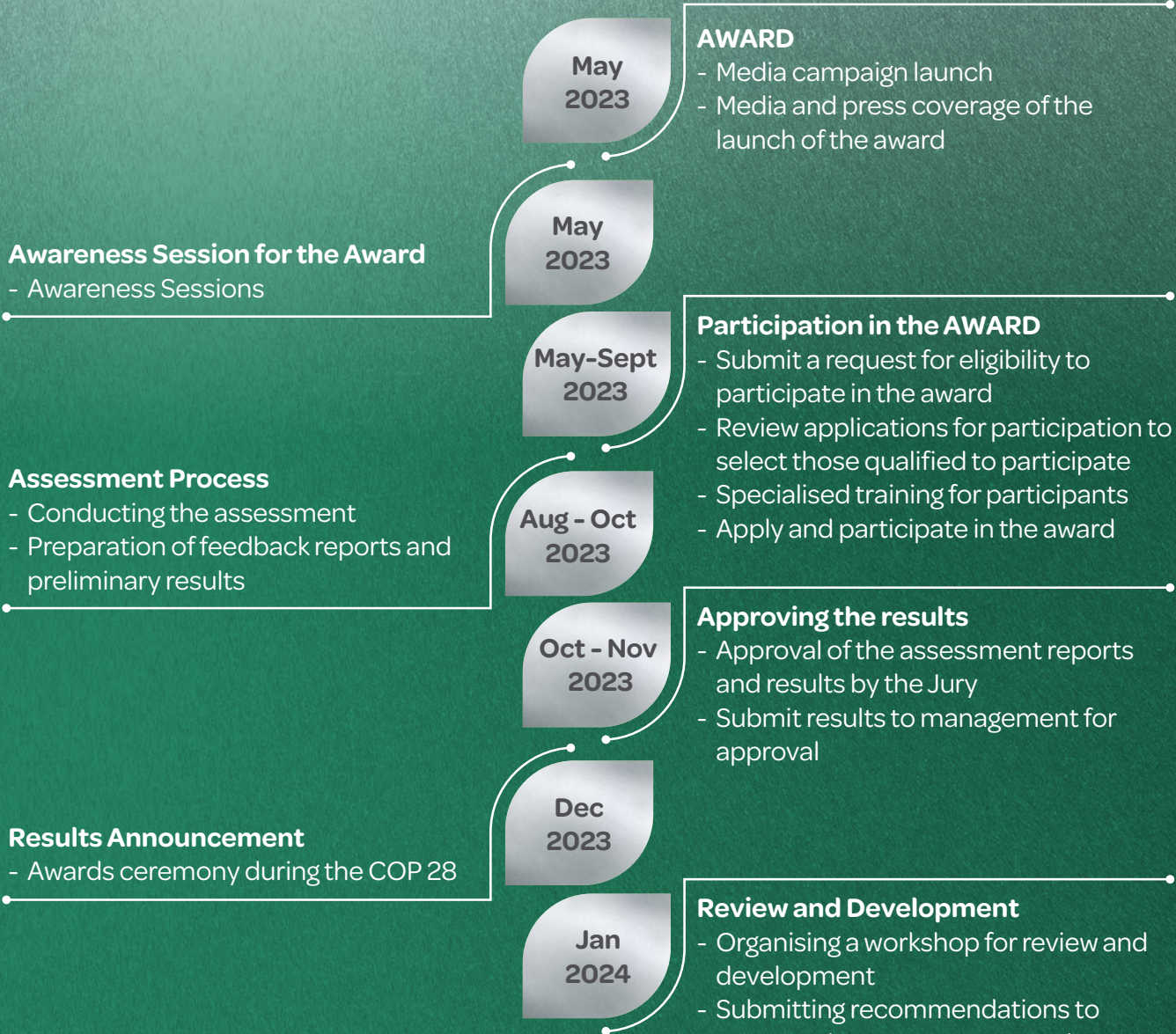
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Award Cycle Process



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Award Timeline







# The Award Organisational Structure, Roles & Responsibilities

## Award Higher Committee

The Higher Committee’s main tasks:

- 1. Setting the regulations governing the Higher Committee mandate and submitting them to the Award sponsor for approval
- 2. Proposing the draft annual budget and submitting it to the Award Sponsor
- 3. Approving the general eligibility criteria for the Award nomination
- 4. Selecting the winners, and consulting -when necessary- for this purpose with the related authorities
- 5. Formation of the Technical & Jury committees
- 6. Setting the regulations governing the work of the Technical and Jury committees, specifying the committees’ members, authorities, and procedures

- 7. Setting the regulations for the Award Secretariat and defining its working procedures and regulations
- 8. Any other tasks entrusted by the Environment Agency

## Technical Committee

The Technical Committee’s main tasks:

- 1. Developing the Award criteria, assessment tools, eligibility criteria, forms, Manual, and prize structure
- 2. Reviewing the feedback reports
- 3. Submitting the reviewed feedback reports and the recommended Winners list to the Higher Committee
- 4. Developing the Award success stories and lessons learnt

- 5. Managing the Award awareness and specialised training
- 6. Managing the Award assessment cycle
- 7. Suggesting the Award Assessors and Jury Members
- 8. Managing the Award marketing campaign with the marketing team

## Assessor Team

The Assessor Team main tasks:

- 1. Assessing the Applicant based on the Award criteria
- 2. Developing the Award feedback reports
- 3. Suggesting the Winners based on the assessment results

## Jury Committee

The Jury Committee main task is to choose the winners based on the Jury session and submitting the Winners list to the Technical Committee.





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# How to Participate

- The online Application form should be completed and sent electronically through the Award website within the stated due date period.
- The Applicant can only participate in one category in the Award
- Any incomplete Application will not be considered eligible, and the Applicant will not proceed to the assessment phase
- All the Applications will be checked for its eligibility based on the criteria stated in this manual, if the Application is eligible; the Award Team will contact the Applicant to attend an awareness session on how to write the Award submission. Non-eligible Applications will receive a notification from the Award Team
- The eligible applications will receive a link to the EFQM AssessBase to upload their submission, to be completed within the due date stated by the Award Team
- The Assessors will conduct a desktop review of the submissions and choose the shortlisted Applications
- The Award Team will contact the shortlisted Applicants to go further with the assessment, through the interview for the Medal and Research categories, and site visit assessment for the Performance category
- The Assessors will conduct the interviews/ site visit assessment, where the Applicant should be ready with a short presentation describing the effort exerted toward Environmental Sustainability, and based on the Award Model and Criteria
- The Winners will be announced in a prestigious ceremony
- The shortlisted Applicants will receive a valuable feedback report on their strengths and areas for improvement
- The Winners' 'success stories will be published in the EAD website and social media
- The Winners will be invited to participate in the awareness sessions, seminars and conferences conducted by EAD in 2024



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# Award Prizes

The winners of the Award will be recognised in a prestigious ceremony and rewarded as per the following:



**The Sheikh Hamdan bin Zayed Environmental Medal:**  
Special medal, certificate of merit, and financial prize



**The Sheikh Hamdan bin Zayed Award for Environmental Research:**  
Special trophy, certificate of merit, and financial prize



**The Sheikh Hamdan bin Zayed Award:** Special trophy and certificate of merit

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# Document Control & Confidentiality

- All information received by the Award management team shall be handled with confidentiality, and any information viewed during the assessment process will be handled with the utmost care, attention, and confidentiality
- By applying for the Award, the Applicant gives full authorisation to the Award management team to archive the submitted content and use it in their publications
- The Award Management Team, with the agreement of the Winner(s), might use part of the submission content in their awareness sessions, and success stories published on their website, and social media





# The Award Categories

The Award has three main categories:



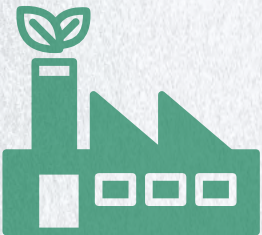
## The Sheikh Hamdan bin Zayed Environmental Medal

The Medal is for Individuals located in Abu Dhabi who have a positive impact on the environment.



## The Sheikh Hamdan bin Zayed Award for Environmental Research

This category recognises best scientific research in the field of Environmental Sustainability, submitted individually or by Research Institutions located in Abu Dhabi.



## The Sheikh Hamdan bin Zayed Environmental Performance Award

This category recognises Private Companies and Industrial Facilities located in Abu Dhabi that demonstrate best practices or innovative practices to achieve Environmental Sustainability.



# The Sheikh Hamdan bin Zayed Environmental Medal

## 12.1 About the Medal

The Medal is for Individuals located in Abu Dhabi who have made a positive impact on the environment.



The Medal has Three sub-categories:

- **Optimal Natural Resource User Medal:** Targeting the distinguished users of Abu Dhabi natural resources, e.g., fishermen, farmers, hunters, owners of groundwater well, who are effectively and efficiently adopting sustainable practices while using the natural resources
- **Environmental Initiators Medal:** Targeting any distinguished individual working in Abu Dhabi who has formed and implemented an environmental initiative that proved to positively impact environmental sustainability, locally, regionally, and/ or internationally
- **Environmental Influencer Medal:** Targeting any distinguished individual in Abu Dhabi who is acting as an environmental champion and a role model to motivate and inspire others

*\*The detailed model and criteria are described in the Appendices*



12.2 The Medal Eligibility

- The Applicant must be working in Abu Dhabi
- The Applicant must demonstrate a long-term commitment (at least for three years) to Environmental Sustainability issues
- The Applicant must have made tangible contributions to protecting, regenerating, and/or restoring the environment
- For the “Optimal Natural Resource User sub-category”:
  - The applicant must have permits or fishing licenses like fishing license \ Falconry License... etc
- For the “Environmental Initiator sub-category”:
  - The Applicant must be clearly and directly associated with at least one environmental initiative that has been implemented in Abu Dhabi
  - The Applicant should not submit an initiative for another category in this Award
- For the “Environmental Influencer sub-category”:
  - The Applicant must at least have organised or participated in one environmental campaign

12.3 The Medal Assessment Process

- Application
  - The applicant will register their intention to apply through the award website
- Eligibility Check
  - The award team will check the eligibility of the applications

- Submission
  - The applicant will submit the application through the Award website
- Short Listing
  - The assessors will conduct a desktop review of the submission, and decide on the shortlisted applicants
- Interviews
  - The assessors will interview the shortlisted applicants in two-hours meeting (30 min presentation by the applicant followed by 1.5 hrs. questions)
  - Based on the interview the assessors will give a score and provide the award team with the scores ranking and recommendation of the top three winners
- Jury Meeting
  - The assessors will prepare a presentation on their assessment process, the scoring, and the recommended top three applicants
  - The assessors will present their findings to the jury in a one-hour meeting
  - The jury will submit the results and the recommended winners list to Award Higher Committee for approval
- Winners Selection & Ceremony
  - The Award Higher Committee will approve the winner list
  - The winners will be announced and recognised in a prestigious ceremony
  - All shortlisted submissions are entitled to receive a feedback report

Figure 1: Sheikh Hamdan bin Zayed Environmental Medal Process Flow







# The Sheikh Hamdan bin Zayed Award for Environmental Research

## 13.1 About the Environmental Research Award

This category recognises best research in the field of Environmental Sustainability, submitted by Research Institutions or Research Scholars located in Abu Dhabi.

The Award has two sub-categories:

- **Environmental Research Institute Award:**  
Targeting research in the field of Environmental Sustainability, submitted by Research Institutions located in Abu Dhabi
- **Environment Research Projects Award:**  
Targeting research in the field of Environmental Sustainability Development, submitted by Research Scholars working in Abu Dhabi

*\*The detailed model and criteria are described in the Appendices*

## 13.2 Eligibility Criteria for the Research Institute Award

- Should have presented several research successes in Environmental Sustainability (The research must have dealt with environmental challenges and opportunities)

- The work of the Research Institute should be related (Directly or Indirectly) to having a clear, positive impact on Environmental Sustainability and Environmental Management in the Emirate of Abu Dhabi, e.g.: -
  - Solving the challenges and opportunities faced by Abu Dhabi in minimising negative impacts in the Environmental field
  - Solving the challenges and opportunities faced by Abu Dhabi in preserving natural resources and energy in Environmental Sustainability
  - Identifying the correct treatment of an Environmental Sustainability challenge or opportunity, proposing the best solutions or alternatives
- Any Research Institute that participates in the competition is required to have been in operation for at least five years in Abu Dhabi
- The Research Institute can confirm its Research Programs are subjected to assessment and further development

**N.B.:** The assessment of the Institute for this Award is NOT about assessing the Research Institute as if it were applying, for instance, as a role model organisation from a holistic perspective of looking at all its operations. Instead, it is about assessing whether the Research Institute’s approach to managing research programs and scientific studies

is leading edge/world class when it comes to delivering outstanding projects/programs in the field of Environmental Sustainability.

## 13.3 Eligibility Criteria for the Research Projects Award

- The candidate(s) should be the author(s) of the research
  - Applications from co-authored projects are welcome provided all authors meet the eligibility criteria for residency in Abu Dhabi
- The research project should be related (directly or indirectly) to:
  - Solving the challenges or problems faced by Abu Dhabi in minimising negative impacts in the Environmental field
  - Solving the challenges or problems faced by Abu Dhabi in preserving natural resources and energy in the Environmental field
  - Proposing the correct treatment of an environmental problem faced by Abu Dhabi, providing the best solutions or alternatives to this problem
- The submitted research should be published and peer-reviewed, and no more than five years have passed since its first publication
- Priority is given to research published in credible journals
- The research findings and recommendations can be applied and have a clear impact on Environmental Sustainability and Environmental Management in Abu Dhabi

## 13.4 The Assessment Process for Research Award

- Application
  - The applicant will register their intention to apply through the award website

- Eligibility Check
  - The award team will check the eligibility of the applications
- Submission
  - The applicant will submit the application through the Award website
- Short Listing
  - The assessors will conduct a desktop review of the submission, and decide on the shortlisted applicants
- Interviews
  - The assessors will interview the shortlisted applicants in two-hours meeting (30 min presentation by the applicant followed by 1.5 hrs. questions)
  - Based on the interview the assessors will give a score and provide the award team with the scores ranking and recommendation of the top three winners
- Jury Meeting
  - The assessors will prepare a presentation on their assessment process, the scoring, and the recommended top three applicants
  - The assessors will present their findings to the jury in a one-hour meeting
  - The jury will submit the results and the recommended winners list to Award Higher Committee for approval
- Winners Selection & Ceremony
  - The Award Higher Committee will approve the winner list
  - The winners will be announced and recognised in a prestigious ceremony
  - All shortlisted submissions are entitled to receive a feedback report



Figure 2: The Sheikh Hamdan bin Zayed Award for Environmental Research Assessment Process



# The Sheikh Hamdan bin Zayed Environmental Performance Award

## 14.1 About the Sheikh Hamdan bin Zayed Environmental Performance Award

This category recognises private companies located in Abu Dhabi, including Industrial Facilities, that demonstrate best practices or innovative practices to achieve Environmental Sustainable Development

*\*The detailed model and criteria are described in the Appendices*

## 14.2 Eligibility Criteria

- Any Industrial Facility/ Private Company that participates in the competition is required: -
  - To have been in operation for at least five years in Abu Dhabi
  - To be a Member of the Green Business Network (GBN) in the Environment Agency Abu Dhabi (EAD)
- In addition, for any Industrial Facility wishing to enter the recognition process, it needs to have obtained an environmental permit from EAD that demonstrates it has complied with

the environmental standards and specification for one year and has been confirmed by an Inspection team from within EAD

## 14.3 Assessment Process

- Application
  - The Applicant will register their intention to apply through the Award website
- Eligibility check
  - The Award Team will check the eligibility of the applications
- Submission
  - The Applicant will submit the application through the Award website
- Short Listing
  - The Assessors will conduct a desktop review of the submission, and decide on the shortlisted applicants who score more than 40% in each of the three Pillars of the award
- Site Visit Assessment
  - The Assessors will conduct a one-day site visit assessment for each shortlisted Applicant in their premises



- At the start of the site visit, the Applicant will do a one-hour presentation on the main achievements
- Based on the assessment the Assessors will give a score and provide the Award Team with the scores ranking and recommendation of the top three winners
- Jury Meeting
  - The Assessors will prepare a presentation on their assessment process, the scoring, and the recommended top three applicants
  - The Assessors will present their findings to the Jury in a one-hour meeting
- The Jury will submit the results and the recommended winners list to the Award's Higher Committee for approval
- Winners Selection & Ceremony
  - The Award's Higher Committee will approve the Winner list
  - The Winners will be announced and recognised in a prestigious ceremony
  - All shortlisted Applicants are entitled to receive a feedback report



Figure 3: The Sheikh Hamdan bin Zayed Environmental Performance Award Assessment Process







## Contact Us



For further information about the Sheikh Hamdan bin Zayed Environmental Award Recognition Program Please visit our website: [www.ead.gov.ae](http://www.ead.gov.ae)

Alternatively, you can contact us on

Tel: +971-2-693 4764

Email: [SHEA@ead.gov.ae](mailto:SHEA@ead.gov.ae)

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جائزة الشيخ حمدان بن زايد البيئية

SHEIKH HAMDAN BIN ZAYED  
ENVIRONMENTAL AWARD



APPENDIX

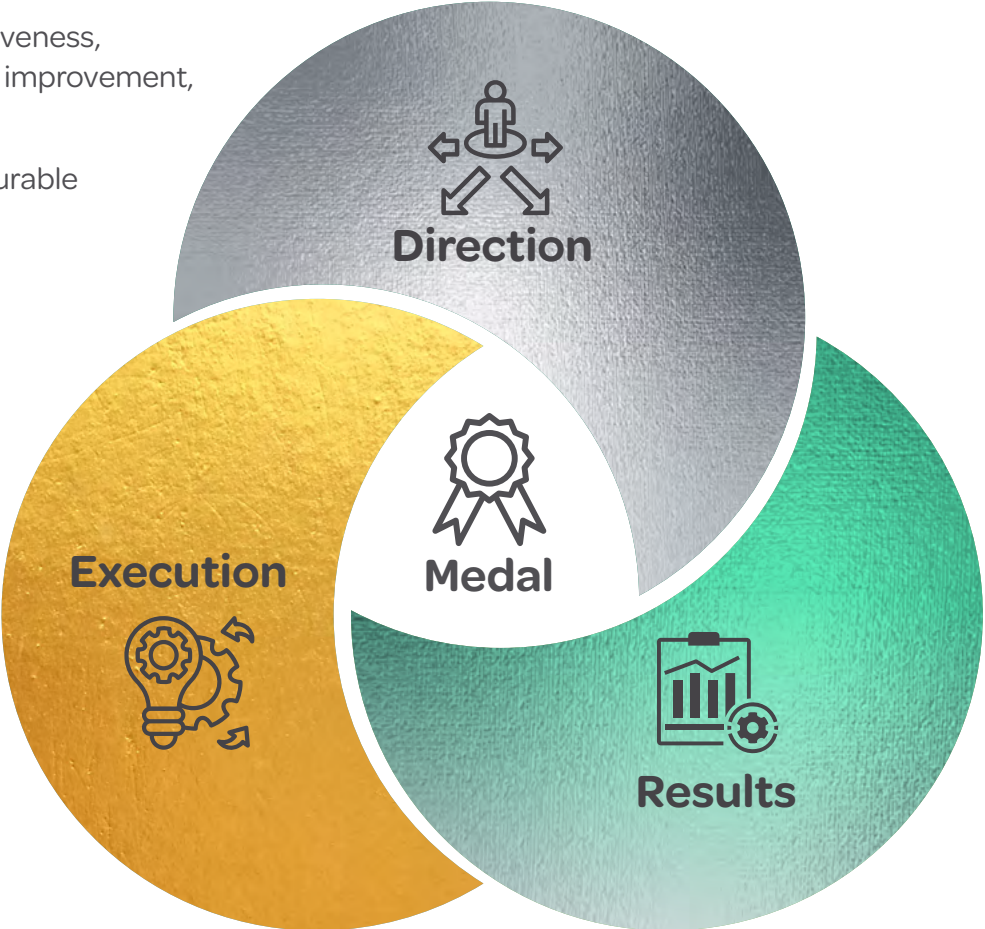


# The Medal Award Model and Criteria

## A.1 The Medal Lens Questionnaire for Individuals

The Lens Medal questionnaire is derived from the EFQM Model, a globally recognised framework that supports organisations in managing change and improving performance. The Lens Medal questionnaire consists of three main pillars with equal weights, where each pillar asks a number of questions under the following headings.

- Direction:** Concerning the alignment, governance, and culture
- Execution:** Concerning the effectiveness, efficiency, continuous improvement, scaling and replication
- Results:** Concerning the measurable outcome and impact



## A.1.1. Optimal Natural Resource User Medal



### Direction

- Compliance with the relevant authorities’ laws, policies, and procedures related to the effective and efficient use of the natural resources (such as compliance with the hunting ban resolution, renewing licenses on time and obtaining the necessary permits...etc)
- Actively spreading awareness and sharing knowledge concerning sustainable environment issues among other members of the community, such as through educating other fishermen or farmers about sustainable practices
- Participating in local and/ or international environmental communities and conservation groups
- Participating in international and local environmental volunteering activities like: Green Youth Majlis, Green Experts, Green Citizens



### Execution

- Contribute toward the environmental sustainability issues by using efficient and effective tools to protect, regenerate, and/or restore the environment (ex. nature protection and restoration, climate change, pollution ...etc)
- Efficient use of the natural resources by Implementing sustainable and responsible

practices in the use of natural resources, (such as: amount of water used for irrigation, the type of water used in irrigation, efficient irrigation systems, crop rotation, reducing the use of pesticides, using environmentally responsible fishery, preserving coral reef, ... etc)

- Participation in conservation efforts and protection of endangered species, such as protecting their habitats or implementing measures to reduce the impact of farming or fishing on them
- Adopting creative and cutting-edge conservation practices to protect and improve the natural resources
- Replicating the environmentally friendly practices externally or internally



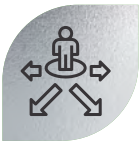
### Results

- Measurable evidences on the level of commitment toward relevant authorities’ laws, policies, and procedures related to the effective and efficient use of the natural resources
- Measurable evidence on the effectiveness of the sustainable practices to protect, regenerate, and/or restore natural resources and to protect the endangered species (such as: pesticides usage, method of irrigation, type of water used in irrigation, fish population...etc)
- Measurable impact of the environmentally friendly procedures and tools adopted (such as reduced use of water used or reduced use of pesticides or increased fish populations...etc)
- Qualitative evidences of the environmental awards and recognitions achieved locally, regionally and/or internationally



- Measures that the environmentally friendly practice adopted are attracting UAE wide and/or international attention (different media coverage)
- Measures on the active participation in the environmental communities, conservation groups and volunteering locally and/or internationally
- Measures on the amount and influence of the sustainable environment awareness and knowledge sharing efforts exerted

### A.1.2. Environmental Initiators Medal



#### Direction

- Providing sustainable initiatives with clear and defined goals to protect, regenerate, and/or restore the environment (ex. nature protection and restoration, climate change, pollution ...etc)
- Adopting initiatives that have clear contribution toward achieving the Emirate environment & sustainability goals
- Actively spreading awareness and sharing knowledge concerning sustainable environment issues, locally, regionally, and/or internationally
- Participating in local and/ or international environmental communities
- Participating in international and local environmental volunteering activities like: Green Youth Majlis, Green Experts, Green Citizens



#### Execution

- Effective and efficient Implementation of sustainable environmental initiatives
- Novelty of the sustainable environmental initiatives adopted
- Creativity and innovation of the sustainable environmental initiatives adopted
- Scaling or replicating the environmental initiative externally or internally
- Documenting the initiatives through registered patents, intellectual property, published scientific research and/or paper presented in specialized conferences



#### Results

- Measurable evidence that the initiatives have a positive impact on the environmental sustainability
- Measurable evidence of successful effective and efficient implementation of the initiatives
- Qualitative evidence of recognition as an environmental champion locally, regionally and or internationally
- Measures on the active participation in environmental communities and volunteering locally and/or internationally
- Measures that the initiatives are attracting UAE wide and/or international attention?
- Measures on the amount and influence of the sustainable environment awareness and knowledge sharing efforts exerted

### A.1.3. Environmental Influencer Medal



#### Direction

- Actively spreading awareness regarding sustainable environment using different social media platforms
- Sharing knowledge concerning sustainable environment issues, locally, regionally, and/or internationally
- Participating in local and/ or international environmental communities
- Participating in international and local environmental volunteering activities like: Green Youth Majlis, Green Experts, Green Citizens



#### Execution

- Acting as an environmental champion and a role model to motivate and inspire others within and outside your organisation/ community
- Participating in the local and/or international conferences, exhibitions, journals, press and TV interviews, tackling important environment sustainability issues
- Making personal lifestyle choices that are aligned with sustainable environment values
- Embracing concrete actions that resulted in profound environmental gains on the personal and professional level



#### Results

- Measures on the significant influence of promoting environmental causes
- Measures on the dedication and commitment toward environmental issues on the personal and professional level
- Qualitative evidences of being recognised as an environmental champion locally, regionally and/ or internationally through awards, certificates, thank you letters...etc
- Measures on the active participation in environmental communities and volunteering locally and/or internationally
- Measures on the amount and influence of sustainable environment awareness and knowledge sharing efforts exerted



APPENDIX



# The Environmental Research Award Model and Criteria

## B.1 The Lens Questionnaire for the Environmental Research Award

The Lens Questionnaire for the Research Award is derived from the EFQM Model, a globally recognised framework that supports organisations in managing change and improving performance. The Lens Questionnaire for the Research Award consists of three main pillars with equal weights: **Direction**, **Execution**, and **Results**.



### B.1.1. Environmental Research Institute Award



#### Direction

- What is the Research Institute Leaders’ role in the development and communication of Environmental Sustainability principles, policies and strategic targets?
- What is the role of the Research Institute’s Leaders in promoting and supporting an ethical culture, both within its approach to Environmental Stewardship and across its Research Programs?
- What is the Research Institute’s strategic approach to selecting and funding research projects that address the Environmental Sustainability priorities and targets for Abu Dhabi?
- What is the Research Institute’s approach to understanding the needs and expectations of Funders, Beneficiaries and the wider community regarding the impact, scalability, direction and longer term consequences of its Environment Research Programs?
- What high level performance measures does your Research Institute use to effectively manage its Environmental Sustainability focussed Research Programs for delivering applied, impactful, scalable solutions?
- In what ways does the Research Institute scan the horizon to seek the potential for conducting further research that would address Abu Dhabi’s Environmental challenges and opportunities?



#### Execution

- How does the Research Institute manage, monitor and review its Environmental Sustainability principles and policies across the organisation’s performance e.g. carbon emissions?
- How does the Research Institute promote and reinforce its Environmental Sustainability principles and policies within its funding decisions?
- How does the Research Institute promote and reinforce its Environmental Sustainability principles and policies in its relationships with Key Stakeholders, e.g., Supply Chain, Research Partners and Impacted Communities
- How does the Research Institute keep track of its performance against externally required standards, regulations and legal obligations related to Environmental Sustainability?
- How does the Research Institute keep track of its performance in relation to the implementation of an ethical framework within its organisational culture and across the management and execution of its Environmental Sustainability focussed Research Programs?
- How does the Research Institute attract, develop and retain its Academic/Research staff and ensure they are, and remain, leading edge in their thinking on how they can further support its Environmental Sustainability focussed Research Programmes and Abu Dhabi with its environmental challenges and opportunities?
- How does the Research Institute monitor and evaluate ongoing engagement and feedback for its Environmental Sustainability Research Programs with its Funders, Beneficiaries &



- Communities to ensure appropriate outcomes and impactful benefits are achieved?
- How does the Research Institute leverage data, information, knowledge and new technologies, to support its Environmental Sustainability focussed Research Programs/projects that will benefit a wider research community, i.e., data democratisation?



## Results

- What measurable results is your Research Institute achieving in relation to the satisfaction and fulfilment of its Funders' needs and expectations in supporting Research Programs that contribute to addressing Abu Dhabi's environmental challenges and opportunities
- What measurable results is your Research Institute achieving in relation to how its staff and students view the commitment of the Institute's Leaders to driving impactful Environmental Sustainability benefits for Abu Dhabi?
- What measurable results is your Research Institute achieving regarding its compliance with governance requirements and legal obligations from Funders and Statutory Bodies?
- What measurable results is your Research Institute achieving in meeting the needs and expectations of its Beneficiaries, and the wider community, where it is impacted, by the Institute's Environmental Sustainability Research Programs?
- What measurable results is your Research Institute achieving in working collaboratively with external Partners to drive impactful research outcomes and solutions for the benefit of Abu Dhabi?

- What measurable results is your Research Institute achieving with respect to securing and utilising funding to best effect for Research Programs that address Abu Dhabi's Environmental Sustainability challenges and opportunities?
- What external measurable results have been achieved by the Research Institute over the past five years that demonstrate impactful contributions to addressing Abu Dhabi's environmental challenges and opportunities, e.g., number of project outcomes fully implemented and making a difference?
- What evidence can the Research Institute offer in terms of receiving external recognition as a driving force for impactful and scalable research outcomes and benefits in successfully addressing Abu Dhabi's environmental challenges and opportunities, e.g., performance in national and internationally recognised Ratings Tables, Awards etc?

## B.1.2. Environmental Research Projects Award



### Direction

- Why was this project and its research questions significant and relevant to addressing the environmental challenges and opportunities in Abu Dhabi?
- Why was this project considered to be original in addressing the environmental challenges and opportunities in Abu Dhabi?

- At the start of the project, what did you anticipate would be the practical value, impact and benefits delivered by the project for the different Stakeholder Groups, e.g. Funders, Benefactors, Society and why?
- Who were the main Beneficiaries/Funders of the project and why did they decide to buy into the Research Project objectives?
- At the start of the project, what did you do to ensure the integrity of the research approach and its potential impact on ethical practices in relation to Beneficiaries, Funders and the wider community?



## Execution

- Throughout the life of the project, what were the main challenges you faced and how did you overcome them, including access to information, staying within research integrity guidelines, gaining consent and any other governance issues?
- In what ways did your approach to the collection and use of data enable the project to be original whilst respecting ethical practices?
- Throughout the life of the project, how did you balance the needs, expectations and dynamics of the different Research Project stakeholders, e.g., Beneficiaries/Funders and the wider community?
- How did you test the practical viability of the research outcomes and where appropriate, the opportunity to generalise results and potential scalability?
- How did you manage the communication of research outcomes, benefits and value to Beneficiaries/Funders and the wider society?

- How did you manage lessons learnt as the project progressed, e.g. changes to the research approach, original research questions or stakeholder management, including any negative impacts?



## Results

- What is the evidence that the research outcomes brought practical benefits and made significant, impactful contributions to addressing Abu Dhabi's environmental challenges and opportunities?
- What is the evidence that demonstrates that the impact and relevance of the research outcomes made an important theoretical contribution to addressing Abu Dhabi's environmental challenges and opportunities, e.g., publications, citations, awards, number of reads/downloads?
- What is the evidence that applied innovative solutions to addressing the environmental challenges and opportunities in Abu Dhabi were delivered by this project?
- What is the evidence that the research project and its outcomes met or exceeded the expectations of Funders, and was perceived to deliver value?
- What is the evidence that the research project and its outcomes met or exceeded the expectations and needs of Beneficiaries and other interested communities?
- Did the applied solutions from the research result in any negative impacts and if so, please describe them and how you proposed they should be addressed in the future?



APPENDIX

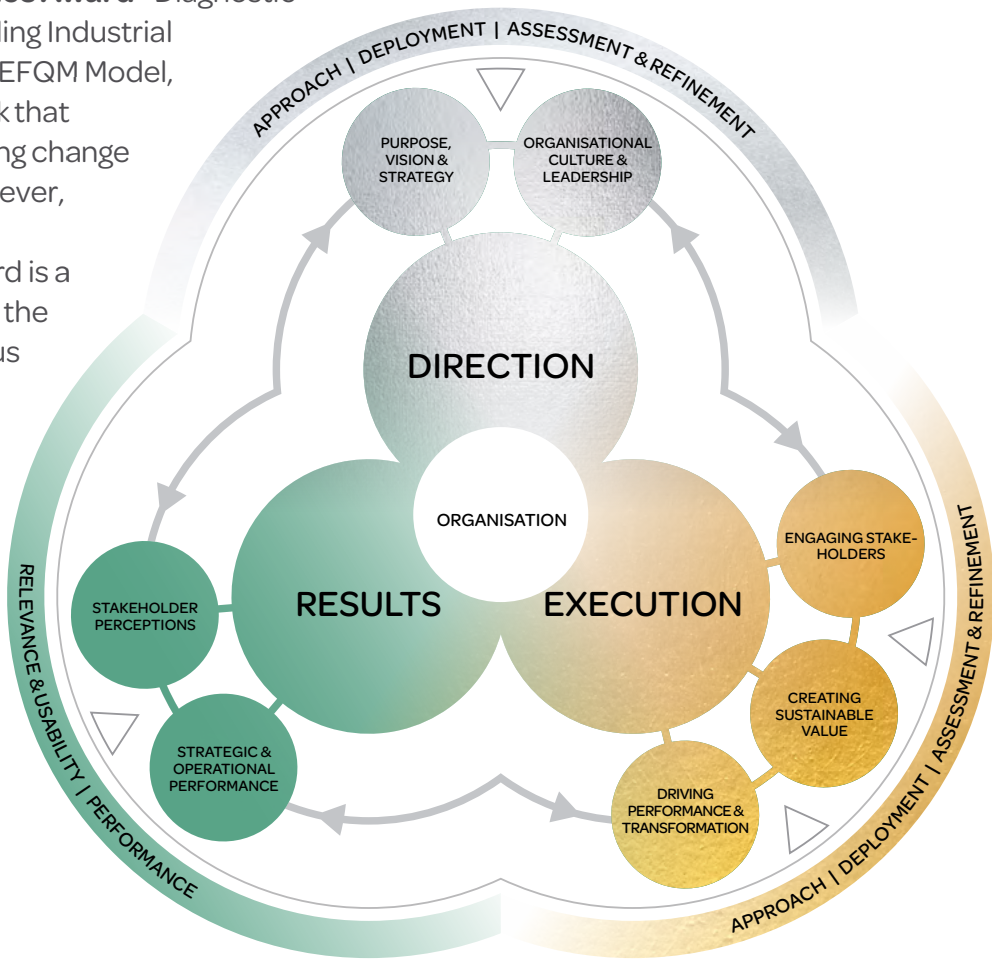


# The Environmental Performance Award Model and Criteria

## C.1. The Environmental Performance Award Diagnostic Tool

The “Environmental Performance Award” Diagnostic Tool for private companies, including Industrial Facilities, is also derived from the EFQM Model, the globally recognised framework that supports organisations in managing change and improving performance. However, the Diagnostic Tool used for the Environmental Performance Award is a significantly more robust tool and the assessment process more rigorous than those for the Medal and Research categories.

As with the Questionnaires used for the Medal and Research categories, the Diagnostic Tool also consists of three main pillars: Direction, Execution, and Results. Each pillar has two or three Criteria within it, and each Criterion contains a number of Criterion parts.



### Pillar 1: Direction

#### CRITERION 1: PURPOSE, VISION & STRATEGY

- 1.1 Define Purpose & Vision
- 1.2 Identify & Understand Stakeholders Needs
- 1.3 Understand the Ecosystem, Own Capabilities & Major Challenges
- 1.4 Develop Strategy
- 1.5 Design & Implement an Environment focussed Performance Management System

#### CRITERION 2: ORGANISATIONAL CULTURE & LEADERSHIP

- 2.1 Steer the Organisation’s Culture & Nurture Values
- 2.2 Create the Conditions for Realising Change
- 2.3 Enable Creativity and Innovation
- 2.4 Unite Behind and Engage in Purpose, Vision and Strategy



### Pillar 2: Execution

#### CRITERION 3: ENGAGING STAKEHOLDERS

- 3.1 Customers – Build Sustainable Relationships
- 3.2 People – Attract, Engage, Develop & Retain
- 3.3 Business & Governing Stakeholders – Secure & Sustain Ongoing Support
- 3.4 Society – Contribute to Development, Well-Being & Prosperity
- 3.5 Partners & Suppliers – Build Relationships & Ensure Support for Creating Sustainable Value

#### CRITERION 4: CREATING SUSTAINABLE VALUE

- 4.1 Design the Value & How it is Created
- 4.2 Communicate & Sell the Value
- 4.3 Deliver the Value
- 4.4 Define & Implement the Overall Experience

#### CRITERION 5: DRIVING PERFORMANCE & TRANSFORMATION

- 5.1 Drive Performance & Manage Environmental Risks
- 5.2 Transform the Organisation for the Future
- 5.3 Drive Innovation & Utilise Technology
- 5.4 Leverage Data, Information & Knowledge
- 5.5 Manage Assets & Resources



### Pillar 3: Results

#### CRITERION 6: STAKEHOLDER PERCEPTIONS

- 6.1 Customer Perception Results
- 6.2 People Perception Results
- 6.3 Business & Governing Stakeholders Perception Results
- 6.4 Society Perception Results
- 6.5 Partners and Suppliers Stakeholders Perception Results

#### CRITERION 7: STRATEGIC & OPERATIONAL PERFORMANCE

Strategic and Operational Performance indicators could include, but are not limited to:

- Environment & Sustainable Development implementation levels referenced against Strategic Plan, Priorities and Scorecard/ Dashboard targets



- Completion levels of specific initiatives, projects and Programs related to integrating and embedding the relevant Environment & Sustainable Development principles and evidence of participation in related events/ campaigns e.g. registered in the EAD Green Business Network, and awards won in relation to Environment and Sustainable Development
- Impact of integrating and embedding, environmentally focussed projects, policies, processes and culture on financial performance, level of innovations, patents, retention of customers and staff
- Evidence of any environment focussed research and associated publications that have effectively contributed to the conservation of the Abu Dhabi environment
- Compliance with Environment & Sustainable Development related Audits (e.g. internal and external regulations, the ECO label Program, quota obligations, GDPR compliance, carbon emissions etc.
- Predictive Measures for the Future

## C.2 The Environmental Performance Award Key Information Needed

Before responding to the statements in the Direction, Execution & Results Pillars of the Diagnostic Tool, there is a requirement for the Applicant to provide Key Information about the organisation that will help to create a context and backdrop that will help the Assessors perform the Environmental Sustainability Lens Assessment as effectively and efficiently as possible.

There are five Key Information titles with associated bullet points, the answers to which create the opportunity for you to make sure that the Assessors

gain a deeper understanding of your organisation with reference to your Environmental Sustainability strategies and objectives as quickly as possible.

It is not mandatory to respond to each bullet point you will see in each of the five headings that follow and you should feel free to adapt your responses to your specific context, including any other information, facts and figures that you consider would assist the Assessors in their task.



### Key Information Titles;

1. Facts & Figures
2. Challenges & Strategy
3. Market, Offerings & Customers
4. Operations, Partners & Suppliers
5. Management Structure & Activities



### Key Information: Facts & Figures

It is a requirement that you will upload onto the AssessBase Home Page for your Assessment a copy of your Commercial/Industrial Licence. This licence will inform the Assessors about the legal status/legal structure of the organisation. It will also provide information about the Governance structure in terms of Owners/Investors/Non Exec Board members, the industry sectors/industries in which you operate and your core products & services within those sectors. The purpose of this section is to include also any other information about the composition of your organisation that will help to create the context and backdrop that you think will be relevant and assist the Assessors with the Environmental Sustainability Lens Assessment. This information is likely to include the following, but

it is not mandatory to respond to each bullet point. You are also free to add any other facts and figures you think would be helpful:-

- Length of time (years) your organisation has been in operation
- Key milestones and achievements
- Ecosystem map (including your Key Stakeholder Model, showing Customers, Partners, Suppliers, Society/Community, NGOs, Lobby Groups and all Regulators relevant to your operations)
- Geographic coverage: e.g., Location of HQ and all operational/non-operational sites (consider providing a site map), size of sites/facilities
- Scope of this Assessment (e.g., whole organisation, single division, etc.)
- Please include an organisational chart on the AssessBase Landing Page for this assessment
- The organisation's Purpose, Vision, Values and Environmental Sustainability principles by which it is managed
- Key financial figures relating to your Environmental Sustainability Strategies and Objectives
- Number of employees – Total and by location (managerial, supervisory, professional, non-managers, including more detailed segmentation where relevant)



### Key Information: Challenges & Strategy

Identify and describe your organisation's key strategic objectives, challenges and associated targets in relation to its approach to Environmental Sustainability. The Assessors will use this information as key reference points in their consideration of your approach to defining your relationship with the best practices or innovative practices in this area.

The items below are suggestions to include in this section. You can use some or all of them plus additional ones to clearly explain the challenges your organisation is facing and the Environmental Sustainability strategy you have in place. They can be adapted to your specific context and may include any other information that you consider would be of help to assist the Assessors in their task.

- A description of your Environmental Sustainability strategy for today and the foreseeable future, i.e., in the short, medium and longer term
- A description of your Value Chain, including an understanding of the positive and negative impacts of current processes/practices that these have on the Abu Dhabi environment, (e.g., Scope 1-3 emissions, CSRD Double Materiality or equivalent)
- Critical Success Factors, Key Goals/Priorities and Competitive Advantage(s), if applicable, that support your drive to become an outstanding organisation in terms of Environmental Sustainability
- Include any externally imposed challenges/ opportunities such as quotas/thresholds to meet increased regulation or deregulation
- Evidence of clear linkages between any key initiatives in place that have been introduced to support the implementation of your Environmental Sustainability strategy that aim to improve the environment and enhance the reputation of the organisation as a responsible entity, including any that support the organisation's People to adopt eco-friendly habits, both professionally and personally
- Include any linkages between your Environmental Sustainability focussed strategies and processes with those UN SDGs relevant to your organisation





### Key Information: Markets, Offerings & Customers

The items below are suggestions and can be adapted to your specific market(s) and operational environment. This information will give the Assessors a deeper understanding of your organisation and assist them in cross referencing your Operations and Market(s) with the Environmental Sustainability strategy, objectives and targets.

- The impact of your Environmental Sustainability strategy and objectives on current and future markets, market share and significance for the future of the organisation. (Descriptions and figures)
- Current and future offerings, (product/service/solution segments): Their relationship and significance for the future of the organisation with your current Value Chain and Environmental Sustainability focussed strategy and objectives
- Current and future customer segments, their requirements and demands, consequences on your current Value Chain. Descriptions, needs and figures (breakdown of revenue – profitability – significance) in relation to your Environmental Sustainability focussed strategy and objectives
- List those organisations/groups that you define as your key competitors (current and foreseen) and those other external influencers and disruptors, e.g., Thought Leaders, Campaigners, in your industry sector(s) that you perceive as influential in the area of Environmental Sustainability thinking



### Key Information: Operations, Partners & Suppliers

The items below are suggestions that can be adapted to your specific context and may include any other information that you consider would help the Assessors better understand your Operations and how you manage your relationships with your Partners and Suppliers, with reference to your Environmental Sustainability strategies and objectives.

- Organisation structure and main functions, highlighting those areas with specific responsibilities for your Environmental Sustainability strategies and objectives
- Key resources and assets – include on-land, off-land, below water
- Major processes, of the organisation (please include your Process Model, if available) highlighting their relationship with your Environmental Sustainability strategies and objectives
- Key Partners and Suppliers – type and significance of relationships – highlighting those with specific responsibilities and potential impacts for your Environmental Sustainability strategies and objectives
- Society:
  - the Environmental Sustainability impact your organisation has on your local or wider community
  - the ways in which the local or wider community impacts on your organisation's Environmental Sustainability ambitions
  - who, in Society, including NGOs, is actively lobbying your organisation, or any part of it, about its Environmental Sustainability ambitions



### Key Information: Management Structure & Activities

Include in this section information about the governance and executive leadership and top-level management structure including composition, responsibilities, accountabilities and reporting lines. This is likely to include the following information, but you are also free to add additional information to assist the Assessors in understanding how the organisation's leadership structure and design is an enabler for the development, integration and embedding of your Environmental Sustainability Strategy.

- Management structure to drive your Environmental Sustainability strategy – this can include details pertaining to the composition of the governing body (bodies), the required competences of governing members and any code of practice/conduct
- Performance management (how the organisation manages and improves performance in relation to its Environmental Sustainability strategy). Please upload any specific scorecards or dashboards used by the Management Team to monitor progress with your Environmental Sustainability strategy
- How the Management Team makes sure it keeps up to date with, and utilises, developments in thinking in the Environmental Sustainability arena to remain contemporary and relevant. This may include relevant current and emerging thinking from within the Emirate of Abu Dhabi, e.g., ESTIDAMA, as well as initiatives such as CSRD, GRI, IFRS, BREEAM, ISO 14001, ISO 50001
- Evidence on how the Management Team makes sure it acts as a role model in its engagement with Key Stakeholders on issues concerning Environmental Sustainability

## C.3 The Environmental Performance Award Detailed Criteria

The following describe in detail the structure and content of the Diagnostic Tool, segmented into the Direction, Execution and Results Pillars. Each Pillar contains a number of Criterion and each Criterion starts with a positioning statement before moving into a more detailed breakdown at the Criterion part level.



### Pillar 1: Direction

There are **two Criteria** within the **Direction Pillar**, each with a number of Criterion parts, it is required to offer evidence regarding the **“Why”**, i.e., the rationale underpinning their approach to Environmental Sustainability. The evidence is likely to cover the strategic alignment, (including alignment with the relevant United Nations' Sustainable Development Goals), governance, thought-leadership, early engagement of Stakeholders, and planning.

#### **DIRECTION: CRITERION 1: PURPOSE, VISION & STRATEGY**

##### **Positioning statement**

*Applying the Environmental Sustainability Lens, in practice we find that an outstanding organisation:*

- Has a Purpose, Vision, Values, Business Model, Management Framework, Strategy and Performance Management System, which embodies Environmental Sustainability principles, obligations, ambitions and targets.
- Gains a thorough understanding of the relevance of Environmental Sustainability thinking to its operations, aligns itself with relevant UN



- SDGs and how these impact on activities in the Applicant’s industry and at organisational levels
- Proactively includes within its ecosystem those Stakeholders with the potential to have a high impact on current thinking because they are best able to advise, inform and challenge the organisation’s Environmental Sustainability strategy, e.g., Thought Leaders, Subject Matter Experts
  - Uses megatrends, research, data and knowledge from across its ecosystem to understand the Environmental Sustainability challenges that can inform its strategic priorities and help it to develop ground-breaking transformation initiatives

**The Criteria parts:**

- 1.1 Define Purpose & Vision
- 1.2 Identify & Understand Stakeholders Needs
- 1.3 Understand the Ecosystem, Own Capabilities & Major Challenges
- 1.4 Develop Strategy
- 1.5 Design & Implement an Environment focused Performance Management System

**DIRECTION: CRITERION PART 1.1: DEFINE PURPOSE, VISION**

- Applying the Environmental Sustainability Lens, in practice we find that an outstanding organisation:*
- Demonstrates a Purpose and Vision which embody Environmental Sustainability principles, practices and targets, reflecting its commitment to the achievement of a better and more sustainable future for all
  - Ensures its Owners, Governing bodies and Leaders understand the relevance of Environmental Sustainability principles, as well

- as local/national government requirements, and how these impact upon the activities of the industry sector and the organisation itself
- Offers aspirational and inspirational messages to others that convey the potential benefits of integrating and embedding Environmental Sustainability principles into the organisation and is acknowledged as a force for good for living and breathing Environmental Sustainability within its ecosystem

**DIRECTION: CRITERION PART 1.2: IDENTIFY & UNDERSTAND STAKEHOLDER NEEDS**

- Applying the Environmental Sustainability Lens, in practice we find that an outstanding organisation:*
- Proactively includes within its ecosystem those organisations and individuals who are best able to advise, inform and challenge it on where the organisation may be impacted by, or can seek to impact positively upon, its Environmental Sustainability endeavours
  - Identifies the Stakeholders within its ecosystem and prioritises on the needs and expectations of those that it sees as Key Stakeholders in relation to Environmental Sustainability principles, legislation, standards and policies, including those individuals and groups who advocate environmental causes
  - Analyses the factors that influence the behaviours, relationships and decision-making of its Key Stakeholders in relation to Environmental Sustainability principles and how it may be affected by them within the context of its own Purpose, Vision, Values and Business Model

**DIRECTION: CRITERION PART 1.3: UNDERSTAND THE ECOSYSTEM, OWN CAPABILITIES & MAJOR CHALLENGES**

- Applying the Environmental Sustainability Lens, in practice we find that an outstanding organisation:*
- Researches and understands the ecosystem, including megatrends and markets, making a direct link with the organisation’s Environmental Sustainability ambitions, capabilities and level of likely success in integrating and embedding these within the organisation
  - Assesses and evaluates the data, information and knowledge it has gathered to better inform and align its Purpose, Vision and Strategy with the UN SDGs and Environmental Sustainability principles
  - Conducts structured horizon scanning techniques, seeking future opportunities to further integrate and embed the relevant Environmental Sustainability principles and to anticipate risks and challenges to achieving the related targets

**DIRECTION: CRITERION PART 1.4: DEVELOP STRATEGY**

- Applying the Environmental Sustainability Lens, in practice we find that an outstanding organisation:*
- Proactively sets the pace, and is recognised by others, for raising the bar in identifying, developing, integrating and deploying good practices that go beyond what is currently understood to be possible as part of its Environmental Sustainability strategy
  - Translates its Environmental Sustainability related strategic priorities, (e.g. restoring biodiversity, adaptation to climate change, circularity), into appropriate transformation initiatives and performance targets

- Develops Business Models that fit with the commitments made to integrating and embedding Environmental Sustainability thinking into its Purpose, Vision and Strategy
- Updates and adapts its Environmental Sustainability strategic priorities to reflect market trends, changing legislation, information from Key Stakeholders, social networks and internal learning

**DIRECTION: CRITERION PART 1.5: DESIGN & IMPLEMENT AN ENVIRONMENT FOCUSED PERFORMANCE MANAGEMENT SYSTEM**

- Applying the Environmental Sustainability Lens, in practice we find that an outstanding organisation:*
- Designs an environment focussed performance management system that demonstrates its commitment to integrating and embedding Environmental Sustainability principles and targets into its operations, including meeting or surpassing mandatory government, legal and regulatory requirements
  - Manages and monitors organisational-wide alignment of its environment performance management system to ensure that its operations are designed and implemented effectively and efficiently, maximising the positive, and minimising the negative impacts its operations have on the environment
  - Ensures that its environment performance management system enables accurate reporting of progress in achieving its Environmental Sustainability related strategies and objectives, e.g., using GRI, TCFD sustainability reporting principles



**DIRECTION: CRITERION 2:  
ORGANISATIONAL CULTURE & LEADERSHIP**

**Positioning statement -**  
*Applying the Environmental Sustainability Lens, in practice we find that an outstanding organisation:*

- Ensures that its Leaders at all levels act as champions, embedding, nurturing and promoting an organisation-wide culture that reflects Environmental Sustainability principles in action
- Has an open-mindset and is willing to learn and create conditions in which innovation and change are enabled and the integration and embedding of Environmental Sustainability principles and targets are actively facilitated
- Actively communicates its commitment to Environmental Sustainability principles to internal and external stakeholders and works closely with Key Stakeholders to unite behind and engage in the achievement of the Environmental Sustainability strategy, obligations and targets

**The Criteria parts:**

- 2.1 Steer the Organisation's Culture & Nurture Values
- 2.2 Create the Conditions for Realising Change
- 2.3 Enable Creativity and Innovation
- 2.4 Unite Behind and Engage in Purpose, Vision and Strategy

**DIRECTION: CRITERION PART 2.1:  
STEER THE ORGANISATION'S CULTURE & NURTURE VALUES**

*Applying the Environmental Sustainability Lens, in practice we find that an outstanding organisation:*

- Ensures that its Leaders role model the Values, attitudes, behaviours and beliefs that align

with Environmental Sustainability principles and actively engage with Key Stakeholders and others in its ecosystem to promote the value and benefits of these principles

- Identifies, recognises and promotes other role models from within its ecosystem who are leading the way to a more environmentally sustainable future for everyone
- Aligns appraisal, recognition and reward systems with its commitments to Environmental Sustainability, including associated targets, and raises awareness of the importance of adopting a responsible approach to Environmental Sustainability
- Facilitates ongoing organisational wide discussion, engagement and learning relating to the principles of Environmental Sustainability and the organisation's commitment to a more environmentally sustainable future

**DIRECTION: CRITERION PART 2.2  
CREATE THE CONDITIONS FOR  
REALISING CHANGE**

*Applying the Environmental Sustainability Lens, in practice we find that an outstanding organisation:*

- Works with Key Stakeholders to create the conditions where the norm is effective change in relation to the integration and embedding of Environmental Sustainability principles, obligations and targets
- Facilitates a passion for research and learning in the pursuit of achieving its Environmental Sustainability strategic priorities, encourages improvement and the necessary transformation of the organisation towards a more environmentally sustainable future
- Learns from previous experiences of change and establishes strategies to manage Environmental Sustainability change successfully

**DIRECTION: CRITERION PART 2.3  
ENABLE CREATIVITY AND INNOVATION**

*Applying the Environmental Sustainability Lens, in practice we find that an outstanding organisation:*

- Understands the importance and benefits of having a focus on creativity, innovation, disruptive thinking and cognitive diversity to help it create the desired Environmental Sustainability culture and achievement of its associated strategic priorities
- Sets ambitious goals, the use of tools and techniques and creative, innovative and disruptive thinking to encourage the achievement of its Environmental Sustainability driven targets
- Engages in collaborative learning, sharing networks and benchmarking opportunities to keep pace with the latest innovation opportunities in support of its Environmental Sustainability strategies and targets

**DIRECTION: CRITERION PART 2.4  
UNITE BEHIND AND ENGAGE IN PURPOSE,  
VISION AND STRATEGY**

*Applying the Environmental Sustainability Lens, in practice we find that an outstanding organisation:*

- Invests in making sure that, across its ecosystem, its communications convey its commitment to achieving Environmental Sustainability, helping to create an atmosphere of openness, trust and confidence in the organisation and its desire to make the difference
- Encourages and shows appreciation for honest feedback on concerns related to its integration and embedding of Environmental Sustainability principles within its Purpose, Vision, Strategy and Business Model
- Conveys to Key Stakeholders the impact and relevance of their specific contributions to the

integration and embedding of its Environmental Sustainability strategy and maintains their engagement through meaningful recognition of their contributions



**Pillar 2:  
Execution**

There are **three Criteria** within the **Execution Pillar**, each with a number of Criterion parts. It is required to offer evidence regarding the **“How”**, i.e., the effectiveness and efficiency of the approaches undertaken for embedding the environment and sustainable development strategies within the organisation. typically, this will include the deployment of plans, communication, and engagement with key stakeholders, the maintenance and continuous improvement of the environmental management system, how research and innovation is integrated, and how sustainable value is created within the operations and with partners and suppliers. it also addresses the used approach to manage as part of embedding a culture where environment and sustainable development are considered “business as usual”.

**EXECUTION: CRITERION 3:  
ENGAGING STAKEHOLDERS**

**Positioning statement -**  
*Applying the Environmental Sustainability Lens, in practice we find that an outstanding organisation:*

- Actively identifies and manages the relationships with organisations and individuals who have a vested interest in, or impact on, the organisation's ability to integrate and embed fully its Environmental Sustainability strategy, obligations and associated targets



- Ensures that its relationships with Key Stakeholders are based on a shared commitment to Environmental Sustainability and driven off a platform of transparency, accountability, ethical behaviour and trust
- Knows how best to engage with Key Stakeholders to harness their creativity and innovation, use their experience and advice to overcome challenges and to fast-track the delivery of Environmental Sustainability related strategies, initiatives and operations
- Pro-actively gathers perceptions and other types of feedback from these Key Stakeholder Groups
- Evaluates its performance, including achievement of targets, in relation to the needs of these Key Stakeholder Groups and decides on appropriate actions to be taken to continue demonstrating its commitment to Environmental Sustainability

The Criteria parts:

- 3.1 Customers – Build Sustainable Relationships
- 3.2 People – Attract, Engage, Develop & Retain
- 3.3 Business & Governing Stakeholders – Secure & Sustain Ongoing Support
- 3.4 Society – Contribute to Development, Well-Being & Prosperity
- 3.5 Partners & Suppliers – Build Relationships & Ensure Support for Creating Sustainable Value

EXECUTION: CRITERION PART 3.1  
CUSTOMERS – BUILD SUSTAINABLE  
RELATIONSHIPS

*“Customers” are defined as the recipients of the products, services and solutions provided by the organisation.*

*Applying the Environmental Sustainability Lens, in practice we find that an outstanding organisation:*

- Uses and is strongly influenced by the principles of Environmental Sustainability and how this is used to identify, build and sustain the integrity of its relationships with Customers and their interfaces with the organisation (e.g., honesty in communications, environmentally focussed guidance on their products, services or solutions)
- Invests time and effort in ensuring that the organisation’s culture and the attitude of employees, and third party suppliers towards its Customers are aligned with the integration and embedding of the Environmental Sustainability strategy
- Encourages broad employee engagement with its Customers to deeply understand their needs and expectations in relation to areas impacted by the organisation’s Environmental Sustainability Strategy

EXECUTION: CRITERION PART 3.2  
PEOPLE – ATTRACT, ENGAGE,  
DEVELOP & RETAIN

*“People” are the individuals or groups of people that are employed by the organisation.*

*Applying the Environmental Sustainability Lens, in practice we find that an outstanding organisation:*

- Uses and is strongly influenced by the principles of Environmental Sustainability in how it develops and plans a People Strategy and associated measurement system, taking account of societal trends and employees’ changing expectations on Organisational Culture & Leadership
- Enables its People – based on the organisation’s Purpose, Vision and Environmental Sustainability driven strategic priorities – to understand the

- need for change and to see the opportunities for further learning and development of their knowledge and capabilities in the application of Environmental Sustainability Principles
- Integrates and embeds the appropriate Environmental Sustainability principles into its processes for attracting, engaging, developing and retaining people who work for the organisation
- Enables people to thrive and proactively contribute, e.g., volunteering, to a culture that reflects a passion for Environmental Sustainability in action

EXECUTION: CRITERION PART 3.3  
BUSINESS & GOVERNING STAKEHOLDERS –  
SECURE & SUSTAIN ONGOING SUPPORT

*“Business & Governing Stakeholders” are the individuals or groups to whom the organisation is accountable in relation to its fiscal, legal, ethical and general stewardship requirements.*

*Applying the Environmental Sustainability Lens, in practice we find that an outstanding organisation:*

- Uses and is strongly influenced by Environmental Sustainability principles in how it identifies and manages the relationship with its Business and Governing Stakeholders (e.g. exercising due diligence in the declaration and management of vested interests and the active use of a code of conduct)
- Ensures that Governing Stakeholders are equipped with the appropriate training and knowledge acquisition vis-à-vis Environmental Sustainability to ensure informed decision making and alignment of behaviours with the associated strategies

- Involves Key Business and Governing Stakeholders in the development of its Environmental Sustainability improvement & transformation ambitions

EXECUTION: CRITERION PART 3.4  
SOCIETY – CONTRIBUTE TO DEVELOPMENT,  
WELL-BEING & PROSPERITY

*“Society” is the individuals or groups outside the organisation that focus on Environment & Sustainable Development related topics and represent the immediate community or the wider society, including Interest/lobby Groups*

*Applying the Environmental Sustainability Lens, in practice we find that an outstanding organisation:*

- Uses and is strongly influenced by Environmental Sustainability principles in how it identifies and manages relationships with those groups and individuals in Society with a vested interest in the organisation’s approach to the environment
- Collaborates with those Special Interest/Lobby Groups engaged in environmental protection, and other areas of mutual interest relating to Environmental Sustainability
- Ensures that the organisation’s culture and the attitude of its employees and third-party suppliers towards Society, including Specific Interest/Lobby groups, are aligned with the organisation’s commitments to Environmental Sustainability



**EXECUTION: CRITERION PART 3.5  
PARTNERS & SUPPLIERS – BUILD  
RELATIONSHIPS & ENSURE SUPPORT FOR  
CREATING SUSTAINABLE VALUE**

*“Partners & Suppliers” are the external parties that the organisation chooses to work with to deliver its Environment & Sustainable Development Strategy, including reaching shared objectives that benefit both parties.*

*Applying the Environmental Sustainability Lens, in practice we find that an outstanding organisation:*

- Segments its Key Partners and Suppliers in line with who is best placed to support the organisation in achieving its Environmental Sustainability strategy, e.g., best placed to help minimise the negative, and maximise the positive, impacts of its products, services or solutions
- Acts as a responsible Partner and Supplier to other organisations, including transparency and a commitment to mutual economic benefits from the relationships, that do not damage its Environmental Sustainability strategic ambitions.
- Works closely with Partners and Suppliers to develop a shared understanding and commitment to the integration and embedding of Environmental Sustainability principles across the entire Value Chain and within the organisations’ respective cultures

**EXECUTION: CRITERION 4:  
CREATING SUSTAINABLE VALUE**

**Positioning statement**

*Applying the Environmental Sustainability Lens, in practice we find that an outstanding organisation:*

- Understands deeply that Creating Sustainable Value based on Environmental Sustainability principles is vital for its long-term success and financial strength

- Uses Environmental Sustainability principles and the pursuit of innovation to positively impact on its value creation processes; designing the value and approaches to value creation to reflect their lifecycle in a responsible way, including considering the positive and negative impacts on the environment
- Aligns its marketing and communication messages with its Environmental Sustainability focused strategic priorities and targets, including advising its target groups of the responsible use of its products, services and solutions
- Delivers its products, services and solutions in a way that minimises negative environmental impact
- Establishes touchpoints for measuring and gathering feedback from its Key Stakeholder Groups to support the integration and embedding of Environmental Sustainability principles within its value creation processes

**The Criteria parts:**

*4.1 Design the Value & How it is Created*

*4.2 Communicate & Sell the Value*

*4.3 Deliver the Value*

*4.4 Define & Implement the Overall Experience*

**EXECUTION: CRITERION PART 4.1  
DESIGN THE VALUE & HOW IT IS CREATED**

*Applying the Environmental Sustainability Lens, in practice we find that an outstanding organisation:*

- Understands what differentiates it from others, based on its efforts and success in embedding Environmental Sustainability principles and management practices within its value creation processes, e.g., the protection of natural resources from pollution and depletion

- Designs the value and value creation approaches to reflect their lifecycle in a responsible way, considering the impacts, both positive and negative, on the environment
- Uses qualitative and quantitative market research, including Key Stakeholder feedback, as well as its own insights, to develop and improve the integration and embedding of Environmental Sustainability principles into its value proposition and value creation approaches

**EXECUTION: CRITERION PART 4.2  
COMMUNICATE & SELL THE VALUE**

*Applying the Environmental Sustainability Lens, in practice we find that an outstanding organisation:*

- Ensures consistency between its marketing and communication messages and its strategic and operational commitments to Environmental Sustainability
- Makes it easy for its target groups to impact on the way that Environmental Sustainability principles are being integrated and embedded in the value proposition and the drive to reduce the environmental footprint
- Uses dedicated strategies and approaches to sell to target groups its Environmental Sustainability-centric differentiators and value proposition

**EXECUTION: CRITERION PART 4.3  
DELIVER THE VALUE**

*Applying the Environmental Sustainability Lens, in practice we find that an outstanding organisation:*

- Delivers sustainable value, as promised, through a portfolio of Environmental Sustainability-centric products, services and solutions and meeting or exceeding the needs and expectations of its Key Stakeholders

- Ensures that within the delivery of its products, services and solutions, the organisation applies Environmental Sustainability principles, in particular, minimising negative and maximising positive environmental impacts, e.g. minimising Scope 1-3 emissions, Circularity
- Advises its target groups of the responsible use of its products, services and solutions

**EXECUTION: CRITERION PART 4.4  
DEFINE & IMPLEMENT THE OVERALL  
EXPERIENCE**

*Applying the Environmental Sustainability Lens, in practice we find that an outstanding organisation:*

- Uses insights about the target groups for defining and implementing how they will experience Environmental Sustainability in action within the organisation’s approach to Creating Sustainable Value
- Makes sure its people have the necessary resources, competences and empowerment to maximise the ways in which the target groups experience its Environmental Sustainability strategies in action
- Uses relevant feedback systems, measures and touchpoints to check if it is effectively integrating and embedding Environmental Sustainability principles within the different phases of value creation and delivery to the target groups



**EXECUTION: CRITERION 5:  
DRIVING PERFORMANCE & TRANSFORMATION**

**Positioning statement**

*Applying the Environmental Sustainability Lens, in practice we find that an outstanding organisation:*

- Manages the successful delivery of its current operations to drive performance whilst taking account of how Environmental Sustainability principles, and its related Environmental Sustainability strategy and associated targets, inform, influence and impact on its operations both today and in the future
- Recognises that successfully driving transformation towards achieving Environmental Sustainability includes the effective and efficient integration of Environmental Sustainability principles, strategies and targets with its ability to create favourable change conditions and implement plans effectively
- Understands how its Environmental Sustainability strategy impacts on the selection and utilisation of technology and uses this technology, its critical assets, resources and risk assessments/ audits to assist in the integration, embedding and achievement of this strategy and its targets
- Actively monitors and measures the efficacy of its commitments and actions relating to its Environmental Sustainability strategy as part of driving its performance and transformation towards a more Environmentally Sustainable future

**The Criteria parts:**

- 5.1 Drive Performance & Manage Environmental Risks
- 5.2 Transform the Organisation for the Future
- 5.3 Drive Innovation & Utilise Technology
- 5.4 Leverage Data, Information & Knowledge
- 5.5 Manage Assets & Resources

**EXECUTION: CRITERION PART 5.1  
DRIVE PERFORMANCE & MANAGE  
ENVIRONMENTAL RISKS**

*Applying the Environmental Sustainability Lens, in practice we find that an outstanding organisation:*

- Uses its sustainability reporting performance management system to ensure that its strategic priorities and operational targets for Environmental Sustainability are integrated, actively monitored and managed in a timely way
- Undertakes Risk Assessments, Impact Assessments and Audits to ensure it identifies and understands the risks & opportunities associated with its Environmental Sustainability focussed strategies, e.g., Scope 1-3 emissions, Circularity
- Abides by all environmental regulatory requirements as a minimum and aims to exceed them wherever possible

**EXECUTION: CRITERION PART 5.2  
TRANSFORM THE ORGANISATION FOR  
THE FUTURE**

*Applying the Environmental Sustainability Lens, in practice we find that an outstanding organisation:*

- Identifies the scale of the transformation required to proactively set the pace and be recognised by others for raising the bar in developing ground-breaking transformation initiatives that go beyond what is currently understood to be possible in the achievement of Environmental Sustainability
- Builds its organisational structure and working arrangements, including taking the appropriate change management actions at Board and Executive level, to deliver on its Environmental Sustainability Strategy commitments and achievement of the associated targets

- Remains agile and flexible in how it integrates and embeds its Environmental Sustainability Strategy and puts in place a review process for determining future choices and decisions

**EXECUTION: CRITERION PART 5.3  
DRIVE INNOVATION & UTILISE TECHNOLOGY**

*Applying the Environmental Sustainability Lens, in practice we find that an outstanding organisation:*

- Uses its commitment to Environmental Sustainability principles as a reference point for informing its selection, utilisation and end of life cycle disposal of technologies and digital tools
- Actively seeks and applies innovation processes and new technologies to succeed in the delivery of its Environmental Sustainability strategy

**EXECUTION: CRITERION PART 5.4  
LEVERAGE DATA, INFORMATION &  
KNOWLEDGE**

*Applying the Environmental Sustainability Lens, in practice we find that an outstanding organisation:*

- Collects, stores and leverages data, information and knowledge to contribute to the effective integration, deployment and further development of its Environmental Sustainability strategy and associated targets
- Uses advanced analytics, including predictive models, to extract value from data, gain actionable insights and make informed decisions to support and integrate its Environmental Sustainability strategy into the organisation

**EXECUTION: CRITERION PART 5.5  
MANAGE ASSETS & RESOURCES**

*Applying the Environmental Sustainability Lens, in practice we find that an outstanding organisation:*

- Proactively manages assets and resources to support the delivery, successful integration, embedding and ongoing management of the Environmental Sustainability strategy and achievement of associated targets
- Driven by its commitment to Environmental Sustainability, adopts a variety of approaches, e.g., Circular Economy thinking, Net Zero strategies, Estidama and BREEAM, alongside Environmental Sustainability focussed investment decisions, fiscal arrangements and legal obligations to effectively and efficiently manage its assets and resources
- Proactively evaluates its Partners & Suppliers for their environmental impacts both positive and negative



There are **two Criteria** within the **Results Pillar**, with one of them, Criterion 6, containing a number of Criterion parts. It is required to offer evidence regarding the impact and outcomes of Environment and Sustainable Development strategies. Typically, this includes the use of qualitative and quantitative metrics referenced against the original objectives and strategies. It also requires specifying evidence of trend & comparator data, and a future-focus.

**RESULTS: CRITERION 6:  
STAKEHOLDER PERCEPTIONS**

**Positioning statement**

*Applying the Environmental Sustainability Lens, in practice we find that an outstanding organisation:*



- Knows how successful it is at executing its Environmental Sustainability strategy and operational activities to meet the needs and expectations of its Key Stakeholders and enhance its reputation in relation to its environmental impact
- Uses Key Stakeholder Perception Results to stay informed and influence the current Direction and Execution of its Environmental Sustainability strategic priorities and operational activities
- Uses its analysis of past and current performance to predict future performance in relation to the successful integration and embedding of Environmental Sustainability principles into its Culture and Operations

**The Criteria parts:**

- 6.1 Customer Perception Results
- 6.2 People Perception Results
- 6.3 Business & Governing Stakeholders Perception Results
- 6.4 Society Perception Results
- 6.5 Partners and Suppliers Stakeholders Perception Results

**RESULTS: CRITERION PART 6.1  
CUSTOMER PERCEPTION RESULTS**

*Applying the Environmental Sustainability Lens, in practice we find that an outstanding organisation elicits feedback from Customers that is relevant to its performance in embedding Environmental Sustainability principles in the delivery of its strategy across all Customer interfaces and interactions, fulfilling or exceeding Customers’ needs and expectations of the organisation.*

*Outstanding organisations may have Customer Perception results in the following areas (this list is not exhaustive):*

- Customers’ awareness of the organisation’s efforts towards aligning with, integrating and embedding Environmental Sustainability principles
- The fulfilment of Customers’ needs and expectations referenced against the organisation’s approach to Environmental Sustainability
- The organisation’s approaches to ensuring environmentally sound development and delivery of products, services and solutions (product stewardship, recycling, end of life support for products, services, solutions, wastage, emissions etc)
- The utilisation of Customers’ expertise to support the Environmental Sustainability strategy

**RESULTS: CRITERION PART 6.2  
PEOPLE PERCEPTION RESULTS**

*Applying the Environmental Sustainability Lens, in practice we find that an outstanding organisation elicits feedback from its employees relevant to its performance in embedding Environmental Sustainability principles in its People related policies, processes, practices and interactions, fulfilling or exceeding employees needs and expectations of the organisation. Outstanding organisations may have People perception results in the following areas (this list is not exhaustive):*

*Outstanding organisations may have People perception results in the following areas (this list is not exhaustive):*

- Employees’ evolving awareness and rating of the organisation’s efforts to embed Environmental Sustainability principles into its ways of working
- Employees’ evolving experience of changing habits within the organisation through engaging in environmental activities, operations and facilities

- (for example, upgrading and use of building technology, recycling, wastage, emissions, support for environmental initiatives within society)
- Employees access to training and development opportunities that support the integration and embedding of Environmental Sustainability principles into the organisation
- Employment practices in all People Management processes/systems that take into account employees’ contributions to Environmental Sustainability activities, both within the organisation and beyond
- Engagement and involvement opportunities in shaping the organisation’s future direction and improving current operations that reflect the organisation’s commitment to Environmental Sustainability
- Transparent and ethical communication internally and externally regarding the organisation’s Environmental Sustainability strategy and performance

**RESULTS: CRITERION PART 6.3  
BUSINESS & GOVERNING STAKEHOLDERS  
PERCEPTION RESULTS**

*Applying the Environmental Sustainability Lens, in practice we find that an outstanding organisation elicits feedback from its Business and Governing Stakeholders relevant to its performance in embedding Environmental Sustainability principles that fulfill or exceed their needs and expectations of the organisation.*

*Outstanding organisations may have Business and Governing Stakeholders’ perception results in the following areas (this list is not exhaustive):*

- Awareness of the organisation’s efforts towards achieving the embedding of Environmental Sustainability principles into its way of working
- Commitment to a Governance framework that clearly embodies Environmental Sustainability ambitions and ethical environmental practices
- The use of recognised environmental reporting/ disclosure mechanisms, e.g., GRI, TCFD, EU- CSRD/ ESRS, IFRS/ SASB etc.
- Performance levels for Circular Economy & Net Zero strategies
- Transparent and ethical communications in relation to Environmental Sustainability performance

**RESULTS: CRITERION PART 6.4  
SOCIETY PERCEPTION RESULTS**

*Applying the Environmental Sustainability Lens, in practice we find that an outstanding organisation elicits feedback from Groups and Individuals in Society relating to the application of Environmental Sustainability principles in all Society interfaces and interactions, fulfilling or exceeding Society’ needs and expectations of the organisation.*

*Outstanding organisations may have Society perception results in the following areas (this list is not exhaustive):*

- Society stakeholders’ awareness of the organisation’s performance and results in embedding Environmental Sustainability principles into its operations and strategies for today and the future
- Society stakeholders’ perception of the organisation as an environmentally responsible organisation with a brand and image that recognises it as a “power for good”



- Society stakeholders’ engagement and involvement with the organisation’s leaders in shaping the future direction of the organisation’s Environmental Sustainability ambitions
- Society stakeholders’ perception of its communications with the organisation (two way, transparent and ethical), being listened to and seeing its feedback translated into actions

**RESULTS: CRITERION PART 6.5  
PARTNERS AND SUPPLIERS STAKEHOLDERS  
PERCEPTION RESULTS**

*Applying the Environmental Sustainability Lens, in practice we find that an outstanding organisation elicits feedback from its Partners and Suppliers Stakeholders relating to the application of Environmental Sustainability principles in all interfaces and interactions, fulfilling or exceeding this Key Stakeholder’s needs and expectations of the organisation.*

*Outstanding organisations may have Partners and Suppliers Stakeholders’ perception results in the following areas (this list is not exhaustive):*

- Awareness of the organisation’s performance and results in embedding Environmental Sustainability principles into its way of working across the complete Value Chain, including Circular Economy and Net Zero performance
- Partnership relationships which embody and promote Environmental Sustainability principles.
- Procurement and supplier frameworks and policies which set out a clear expectation of environmental responsibility and adherence to legal obligations, high standards and ethics
- Engagement and involvement with the organisation’s leaders in shaping the future direction of the organisation in relation to Environmental Sustainability

- Transparent and ethical communications with Partners and Suppliers in relation to meeting environmental obligations by both parties

**RESULTS: CRITERION 7:  
STRATEGIC & OPERATIONAL PERFORMANCE**

**Positioning statement**

*For the organisation to achieve and sustain outstanding results that meet and exceed the expectation of its stakeholders: the organisation should:*

- Understands the cause-and-effect relationship between the organisation’s overall performance and competitiveness and the performance achieved in integrating and embedding the relevant Environmental Sustainability principles, its strategy, innovations and associated targets across the organisation
- Demonstrates through its results that it has successfully leveraged the benefits of integrating and embedding Environmental Sustainability principles into its strategy, innovations and target setting to Create Sustainable Value and to Drive Performance and Transformation
- Uses the results currently being achieved as the basis for reviewing Key Performance Indicators and targets to forecast with an expected degree of certainty its future performance and further improvement in its Environmental Sustainability strategy and associated targets

**RESULTS: CRITERION PART 7.1  
STRATEGIC & OPERATIONAL RESULTS**

*Applying the Environmental Sustainability Lens, in practice we find that an outstanding organisation uses key performance indicators, non-financial and financial, to help it to quantify the benefits of integrating and embedding Environmental*

*Sustainability principles, the delivery of the associated strategy and related targets into its operations. It measures the progress made in achieving its Environmental Sustainability related strategic priorities and reaching or surpassing the targets set. Based on methods/tools such as CSRD, TCFD, SBTi, GRI, IFRS.*

**Strategic and Operational Performance results could include, but are not limited to:**

- Energy consumption (proportions of electricity from renewables, nuclear & fossil fuels); Water (consumption, origin and replacement, volume of waste water), GHG emissions (Scope 1, Scope 2, Scope 3); Waste (weight, incineration, hazardous, waste for recycling/ landfill); biodiversity
- Completion levels of specific environmentally focussed initiatives, projects and programmes

referenced against the Environmental Sustainability strategy and targets as well as the impact of these on financial and non financial performance

- Evidence of participation in Environmental Sustainability related events/campaigns e.g. registered in the EAD Green Business Network, and awards won in relation to Environmental Sustainability
- Evidence of any environment focussed research and associated publications that have effectively contributed to the conservation of the Abu Dhabi environment
- Compliance performance with Environmental Sustainability related Audits and Rating Systems (e.g. internal and external regulations, the ECO label programme, quota obligations, carbon emissions, ESTIDAMA/PEARL etc.)
- Predictive Measures for the Future





# The Award Assessment Tool

## D.1 The Assessment Tool for Environmental Medal and Environmental Research Awards

The following text describes in a little more detail how the submission completed by each Applicant in these two categories, using the AssessBase (AB) Digital Platform specially designed for this award, are assessed, including describing the scoring tool used for the two categories.

### Shortlisting Phase

Using the AssessBase platform, each eligible Applicant offers a body of evidence in response to each of the questions/statements posed in the associated Environmental Sustainability Lens questionnaire.

This body of evidence is provided by writing a maximum of 250 words in the space provided on the AssessBase (AB) after each question/statement in addition to uploading any additional evidence, if any, in the AB system.

The Assessors decide on who makes it to the Shortlist phase by conducting a desktop review of this evidence. They will be asking themselves, which of the Applicants has satisfactorily responded to each of the statements/questions posed, and based on the scoring, they will recommend to the Awards Team the shortlisted Applicants to be invited to continue with the Interview Phase.

Applicants should note that in the Results Pillar, where the questions/statements relate to outcomes, the Assessors will want to see responses that include qualitative and quantitative data to demonstrate what has been achieved. In this situation, it may be appropriate for the Applicant, in addition to using the 250-word space per question, to upload relevant performance data charts using the upload function provided on the AssessBase.

### Interviews Phase

Having reached the Interview Phase, the successful Shortlisted Applicants will then be interviewed by the Assessors in a two-hours meeting (30 min presentation by the Applicant covering the three award pillars, followed by 1.5 hrs. questions sessions by the assessors)

In this 2-hour session, face to face or via Microsoft Teams/Zoom, the Assessors will be looking for the Applicant to offer further evidence, expanding upon the evidence previously offered, possibly including further examples of what it is doing in the three Pillars of the Assessment Tool.

Based on the interview experience, the Assessors will then score each Applicant and provide the Award Team with the final scores, and a recommendation of who they see as the top three Applicants for the Jury to consider.

### Scoring

For these two categories of the Sheikh Hamdan bin Zayed Award, the final score is an average of the three Pillars (Direction, Execution, Results) scores, where each Pillar will have equal weight, and the score of each Pillar will be the average of the scores for each question in that Pillar.

Based on the submission and the outcomes from the site visit interview process, the Assessors will assess the Applicants for each question against its requirements on a scale of 100 and a band of 10 points.

The table below represents the range of percentages that can be allocated, commensurate with the level of evidence, including data, offered by the Applicant.

No evidence offered when responding to the question/ statement	Minor evidence offered when responding to the question/ statement		Some evidence offered when responding to the question/ statement		Evidence offered when responding to the question/ statement		Significant evidence offered in responding to the question/ statement		Outstanding evidence offered in responding to the question/ statement	
0%	10%	20%	30%	40%	50%	60%	70%	80%	90%	100%

## D.2 The Assessment Tool for Environmental Performance Award

The following text describes in a little more detail how the submissions completed by each Applicant in the Environmental Performance Award use the AssessBase (AB) Digital Platform specially designed for this Award, including describing the scoring tool and methodology used for the Award.

### Shortlisting Phase

Using the AssessBase platform, each Eligible Applicant offers a body of evidence in response to each of the Criterion-parts by writing a maximum of 250 words in the space provided on the AssessBase in addition to uploading any further evidence, if any, in the (AB) system. The Applicant is also required to offer the information required in the five Key Information segments.



The Assessors decide on who makes it to the Shortlist phase by conducting a desktop review of this evidence. They will be asking themselves, which of the Applicants has satisfactorily responded to each Criterion part and its related guidance points. They will recommend to the Awards Team the shortlisted Applicants to be invited to continue onto the Site Visit, based on who scores more than 40% in each of the three Pillars of the Assessment Tool.

Applicants should note that in the Results Pillar, where the questions/statements relate to outcomes, the Assessors will want to see responses that include qualitative and quantitative data to demonstrate what has been achieved. In this situation, it may be appropriate for the Applicant, in addition to using the 250-word space per question, to upload relevant performance data charts using the upload function provided on the AssessBase.

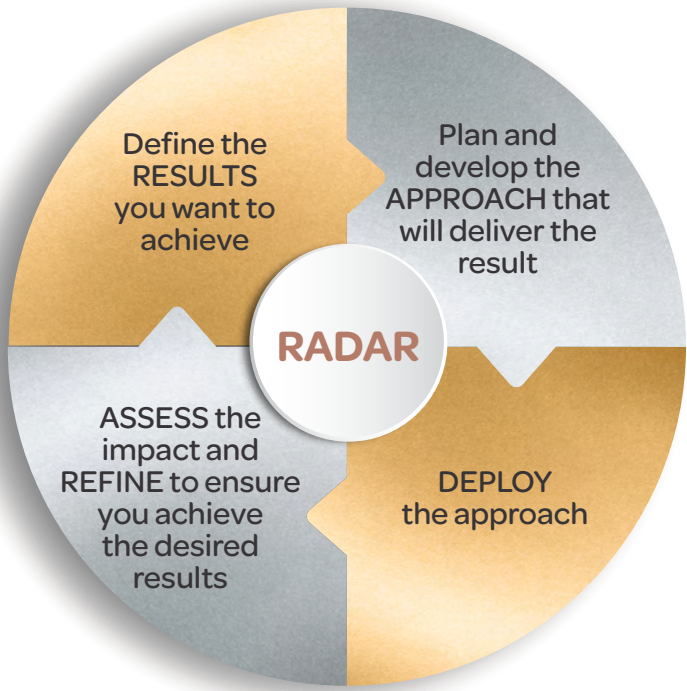
Site Visit Phase

Having reached the Site Visit Phase, the Assessors will conduct a one-day site visit assessment for each shortlisted Applicant in its premises. The site visit will start with a quick introduction meeting followed by a one-hour presentation conducted by the Applicant that will cover the three Pillars of the Assessment Tool. The Assessors will then start conducting a detailed assessment based on the Assessment Tool and associated Criteria. During the site visit the Assessors will be looking for the Applicant to offer further evidence, expanding upon the evidence previously offered, including further examples of what it is doing in the three Pillars, Criteria parts and related guidance points.

Based on the interview experience, the Assessors will then re-score each Applicant and provide the Award Team with the final scores, and a recommendation of who they see as the top three Applicants for the Jury to consider.

The RADAR Scoring Matrix

When assessing Applicants for the Environmental Performance Award the Assessors use a tool called “RADAR”, which is the acronym that EFQM uses to describe the logic behind the scoring component of this diagnostic tool. It has been developed to help any organisation better manage its current way of working by diagnosing its current strengths and opportunities for improvement.



- “RADAR” logic states that an organisation needs to:
- Determine the **Results** it is aiming to achieve as part of its strategy
  - Have in place a number of **Approaches** that will deliver the required results, both now and in the future
  - **Deploy** these approaches appropriately
  - **Assess and Refine** the deployed approaches to learn and improve

The **Results, Approaches, Deploy, Assess and Refine** are the “**RADAR**” **elements**, and are broken down into a number of **Attributes** and with each Attribute there is an associated **description** explaining what the attribute means.

RADAR tool for Direction: Applied to Criteria 1 & 2		
Elements	Attributes	Description
Approaches	Sound	The approaches have a clear rationale, aim to fulfil and respond to Key Stakeholder needs, are described appropriately and are designed to be fit for the future
	Aligned	N/A for Direction
Deployment	Implemented	The approaches are deployed in relevant areas in an effective and timely manner
	Flexible	N/A for Direction
Assessment & Refinement	Evaluated & Understood	Feedback on the effectiveness & efficiency of the approaches and their deployment are collected, understood and shared
	Learn & Improve	Findings from emerging trends analysis, measurement, learning and benchmarking are used to inspire creativity and generate innovative solutions to improve performance in appropriate timescales

RADAR tool for Execution: Applied to Criteria 3, 4 & 5		
Elements	Attributes	Description
Approaches	Sound	The approaches have a clear rationale, aim to fulfil and respond to Key Stakeholder needs, are described appropriately and are designed to be fit for the future
	Aligned	The approaches support an organisation’s direction and are integrated with other relevant approaches
Deployment	Implemented	The approaches are deployed in relevant areas in an effective and timely manner
	Flexible	The execution enables flexibility and adaptation
Assessment & Refinement	Evaluated & Understood	Feedback on the effectiveness & efficiency of the approaches and their deployment are collected, understood, and shared
	Learn & Improve	Findings from emerging trends analysis, measurement, learning and benchmarking are used to inspire creativity and generate innovative solutions to improve performance in appropriate timescales



RADAR tool for Results: Applied to Criteria 6 & 7		
Elements	Attributes	Description
Relevance & Usability	Scope & Relevance	A set of results that clearly link to the Purpose, Vision & Strategy of the organisation are identified. The selected set of Results is reviewed and improved overtime
	Usable Data	Results are timely, reliable, accurate and appropriately segmented to provide meaningful insights that support performance improvement and transformation
Performance	Trends	Positive trends or sustained outstanding performance over the strategic period/cycle
	Targets	Relevant targets are set in line with the Strategy and are consistently achieved
	Comparisons	Relevant external comparisons suitable to position own performance in line with the strategic direction are made and are favorable
	Future Focus	Based on current cause & effect relationships, analysis of data sets, performance patterns & predictive measures, the organisation understands the drivers for outstanding performance in the future

The Award Scoring

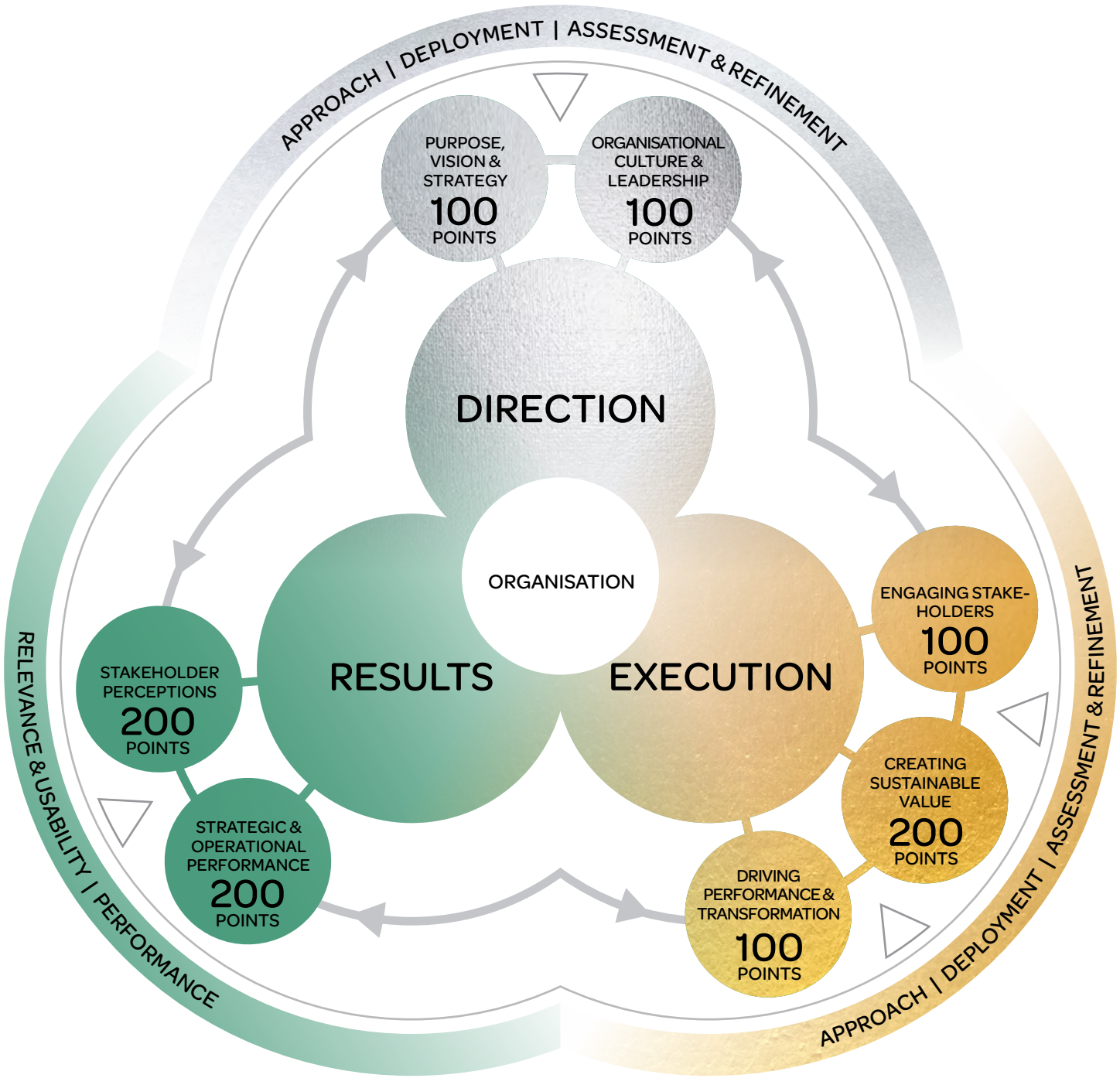
For the Environmental Performance Award, the final score is out of 1000 and divided across the seven Criteria. The weight for each criterion is shown in the figure 4.

In Direction & Execution, each Criterion part is allocated equal weight within that Criterion. While in the Results, there are no Criterion parts and so the 200 points available for Stakeholder Perception and 200 points for Strategic & Operational Performance are scored at the levels of Criteria 6 & 7

Using the RADAR logic to score, there are two rules to be applied:

- When scoring any of the Criterion parts in Direction & Execution, the overall score in that Criterion part should not exceed that of the score given to the soundness of the approaches. No matter how well all other attributes have been scored in that Criterion part, the score derived for Sound is the “Master” of the others
- When scoring Results (Criteria 6 & 7), the overall score in each Criterion must not exceed that of the “Scope and Relevance.” No matter how well all other attributes have been scored in Criterion 6 & 7, the score derived for Scope and Relevance is the “Master” of the others

Figure 4: The Environmental Performance Award Model and Scores Weight





The Scoring scale used by the assessors refers to the organisation’s ability to achieve the position described in RADAR guidance below on the Criterion Part level:

Scoring: RDARAD for Direction												
		Inability to achieve	Limited ability to achieve			Ability to achieve			Comprehensive ability to achieve		Outstanding ability to achieve	
Approach	Sound	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%	100%
Deployment	Implemented	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%	100%
Assessment & Refinement	Evaluated & Understood	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%	100%
	Learn & Improve	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%	100%
Overall Score (not higher than the score for “Sound”)		0%	10%	20%	30%	40%	50%	60%	70%	80%	90%	100%

Scoring: RDARAD for Execution												
		Inability to achieve	Limited ability to achieve			Ability to achieve			Comprehensive ability to achieve		Outstanding ability to achieve	
Approach	Sound	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%	100%
	Align	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%	100%
Deployment	Implemented	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%	100%
	Flexible	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%	100%
Assessment & Refinement	Evaluated & Understood	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%	100%
	Learn & Improve	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%	100%
Overall Score (not higher than the score for “Sound”)		0%	10%	20%	30%	40%	50%	60%	70%	80%	90%	100%

Scoring: RDARAD for Results												
		Inability to achieve	Limited ability to achieve			Ability to achieve			Comprehensive ability to achieve		Outstanding ability to achieve	
Relevance & Usability	Scope & Relevance	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%	100%
	Usable Data	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%	100%
Performance	Trends	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%	100%
	Targets	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%	100%
	Comparisons	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%	100%
	Future Focus	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%	100%
Overall Score (not higher than the score for “Scope & Relevance”)		0%	10%	20%	30%	40%	50%	60%	70%	80%	90%	100%

