









**MY  
GREEN  
JOURNEY  
in  
HAMRIYAH**

**Dr. Rashid Alleem**

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The Energy and Resources Institute (TERI)

Southern Regional Centre

4<sup>th</sup> Main, Domlur II Stage

Bangalore – 560 071

Karnataka, India

Telephone: (+91 80) 2535 6590-94

Fax: (+91 80) 2535 6589

Website: [www.teriin.org](http://www.teriin.org)

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## **Praise for Dr. Rashid Alleem's My Green Journey in Hamriyah**

*This book is an honest and passionate account of the creation, development, and ultimate success of the Hamriyah Free Zone in the UAE. Dr. Rashid Alleem, the author of the book eloquently narrates his personal experiences, tried and tested best practices, and advice for achieving a state of sustainable development in the Arab world*

**Dr. Bomi Framroze, Vice President R&D  
Hofseth Biocare ASA, Norway**

*The book brilliantly captures the insightful journey and story of Hamriyah towards successful sustainability practices highlighting the positive trendsetting initiatives taken in the Arab world. It is truly an inspiration to business leaders, scholars and general readers. Knowledge sharing is the mantra for igniting the change and this book successfully achieves that!*

**Habiba Al Marashi, President, UN Global Compact Network  
GCC States, U.A.E**

*Dr. Rashid Alleem, is a man of vision with great leadership qualities. He is fair and firm in achieving his objectives. We congratulate on the launching of this book that will undoubtedly be inspirational and enlighten all its readers.*

**Eric Tan, Chief Executive Officer  
B&I Worldwide Sdn Bhd, Malaysia.**

*Dr. Rashid Alleem, a true leader and humanitarian in every sense of the word. He is inspirational, dedicated and professional. We heartily congratulate your successes to date, the release of your book and the ongoing vision of excellence.*

**William H Grosser, General Manager-Director  
KTL Off-shore Middle East, U.A.E**

*I completely agree with you when you say the 21<sup>st</sup> century is the 'Century of Services'. Service quality is crucial in sustaining business by building trust with internal and external customers.*

*It involves treating customers with respect,  
valuing their opinion and adapting to their needs.*

**Ramesh Nuggihalli, Vice President  
Pentair Valves & Controls, U.A.E.**

*This book is a direct reflection of Dr. Rashid Alleem's vision for the future and stands as a statement of purpose for many leaders of the world who wish to make Sustainability a key to the development of infrastructures in their countries.*

**Richard M. Brandt**

**Director, Iacocca Institute Office of International Affairs, USA.**

*Our eagerness to contribute holistic and lifelong learning for our environment is determined through Dr. Alleem's stirring words and action. The book will surely inspire everyone most especially in the business industries to embrace the engagement on sustainable activities while working on economic growth.*

**Iftikhar Hamdani, General Manager, Ramada Hotel & Suites  
Ajman, U.A.E.**

*Dr. Rashid Alleem is a driving force in transforming the emirate into an investment destination. His passion for environmental protection and sustainability have rightly earned him the title – 'Green Ambassador of the U.A.E'. The Indian Consulate also considers him as a partner in furthering India-UAE economic ties.*

**Sanjay Verma, Consul General of India, Dubai, U.A.E.**

*Some people want it to happen, some wish it would happen,  
Dr. Rashid – you make it happen. This is a great read for all –  
whether you are an Environmentalist, a CEO,  
a manager, a leader or an ordinary person who cares  
about the next generation.*

**Helbert R. Cual, Public Health & Safety Department  
Dubai Municipality, U.A.E.**



*The book addresses why sustainability is economical and how it could be achieved. The book is eloquent and I believe it would raise awareness and inspire a generation to achieve sustainability.*

**Sarfraz H Dairkee, General Manager  
M.A.H.Y. Khoory & Co. LLC, UAE.**

*In our opinion the success of Hamriyah is that of a humanitarian with great respect and humility against everybody and long-lasting vision of excellence based on worldwide accepted ethical grounds. We thank and congratulate Dr. Rashid for his book which deserves sustainability for generations.*

**Kurt A. J. Bartholomaeus, German Qualified Engineer  
EUROARAB Int. FZE, UAE.**

*A book that indeed captures the green and sustainability dimension of free zone enterprises with futuristic thinking that could be referred by practitioners for implementing the next generation's sustainable developments. This book is a masterpiece at the right time and releasing to the public for societal benefits*

**Dr. Balan Sundarakani, Associate Professor and Program Director  
(MSL), Faculty of Business & Management  
University of Wollongong, Dubai, U.A.E.**

*As a company founded and driven by our passion for a sustainable future, this is an insightful and inspiring book that takes readers on a journey to the very heart of sustainability in its truest and most realistic form. A very human account of how we can all play our part in the social, economic and environmental development for now and for the future.*

**Bilal Fakhouri, Managing Director, Averda, U.A.E.**

*Dr. Alleem's genuine and thoughtful approach to success is mirrored in his actions. He is truly an insightful, inspirational leader whose drive and determination transformed the Hamriyah Free Zone. His new book shares the what, why and how secrets of his visionary journey to excellence.*

**Dr. Robert Edmonson, CEO, Paradigm21 Group, Hongkong.**

*I found Dr. Alleem's journey in creating, developing and managing the free zone extremely inspiring and a definite road map to success and sustainability.*

**Peter Harradine, President, Swiss Business Council, Dubai, U.A.E.**

*An exceptional recorded journey of a true leader, a must read book for young leaders to acquire the knowledge that you can leverage to lead your organization successfully in aggressive global markets.*

**Hamdan Mohamed Al Murshidi**

**President and Chairman of the Board, Arab Business Club, U.A.E.**

*Dr. Rashid Alleem, a visionary Leader of many facets has been the driving force in transforming Hamriyah Free Zone into an industrial and the trading hub.*

**Abdul Raheem, Consul General, Consulate General of Srilanka  
Dubai, U.A.E.**

*This book clearly spells out the author's wisdom, dedication, and drive towards sustainability. Again, I thank him from the bottom of my heart for all the wonderful experiences have mentioned and I must appreciate his concerted efforts in piling up this unforgettable experience.*

**Senthil Kumar I.S., Regional Head Middle East  
ELGI Gulf, U.A.E.**

*Environmentalists are not against industrialization, but are only concerned about the regional and global sustainability like how in the long run it affects the ecosystems and the biodiversity of the area.*

*I felt that I am part of the journey when I read it.*

*A must read for all those who start up from scratch and wants to build a huge empire without making the environment a scapegoat.*

**Dr. M B Nirmal, Founder Chairman, ExNoRa International  
Chennai, India.**

*A comprehensive account of Hamriyah Free Zone's 'Going Green Initiative' – under the most able leadership of a true visionary. Dr. Rashid's foresight has transformed this sandy expanse into a thriving business hub. Only a person with a strong belief in himself and 'can do' attitude could make a difference of such proportions.*

**Deepak Jaswal, Deputy General Manager  
GL Noble Denton, U.A.E.**

*We highly appreciate the work of Dr. Rashid Alleem, one of an initiator of sustainability in this region. Good partnerships are the foundation of our success. We are pleased to have Dr. Rashid with his incomparable pioneering spirit as one of our partners – especially as we stand for the same company and family values.*

**Matthias and Josef Unger  
Owners of the Unger Steel Group, Austria.**

*A sustainable journey is not just about caring for the planet and its natural resources, but also valuing the other resource our wonderful planet holds dear, the 'human being'. Dr. Rashid has recognised the value in inspiring the human spirit and the impact and importance such inspiration can bring to the World. A Journey worth reading.*

**Glenn Platt, Director, KEO Infrastructure, Dubai, U.A.E.**

*In this book Dr. Rashid Alleem, cites examples on the fact that sustainability and development can go hand in hand in a form of sustainable development when there is a vision, sound environmental understanding and outstanding leadership. The reflections provided in the book shows the role of the author and his team in acting as catalyst & credible promoter of economy.*

**Dr. Fares Howari**

Director of Centre of Excellence for Environment, Health & Safety  
Abu Dhabi University, Abu Dhabi, U.A.E.

*The powerful vision, entrepreneurial spirit, astute leadership to inspire people and commitment to sustainable development has created the edifice Hamriyah Free Zone.*

*It is a good read to inspire people.*

**Rajesh Sharma, Vice Chairman & Managing Director**  
**Ion Exchange (India) Ltd., Mumbai, India.**

*We might not be able to change the world but what I know is that Dr. Rashid Alleem is a game changer. I personally respect this visionary and believe that he's one of the builders of a legacy that is not only sustainable but connects the world together.*

**Dr. Marceline Lemarie, Chairwoman**  
**World Marketing Summit Malaysia**  
**Kuala Lumpur, Malaysia.**

*The Hamriyah transformation is beyond the successes of industry but the deeply rooted vision on human capital and sustainable development. Dr. Rashid Alleem provides a respectable account of that transformation and provides an inspiration for others to emulate elsewhere in this world.*

**Stephen L. Yu, Chief Operations Officer (COO)**  
**Seaoil Philippines, Inc.**

*I would like to appraise the mission of Dr. Alleem as the book allows the reader to gain new insights into the sustainable growth and development and showcases the efforts exerted in keeping pace with fluctuating business environments.*

*A model for young entrepreneurs to follow.*

**Dr. Peter Geöpfrieh, Chief Executive Officer (CEO)**

**German Emirati Joint Council for Industry & Commerce, U.A.E.**

*This book not only show cases the Hamriyah Free Zone's phenomenal success but also it is an examination of Dr. Alleem's comprehensive approach to sustainable growth, harmonizing environmental, cultural and economic objectives. This book broadened my understanding and inspired new appreciation for Middle-East business skills.*

**Judy Benn, Executive Director, AMCHAM Thailand.**

*Dr. Rashid Alleem is an exceptional leader who has the rare gift of being able to address complex issues through pragmatism and simplicity. He brings in humanity in everything he does.*

*He is always clear both in manner and in speech.*

**Prof. Charles Egbu, Faculty of Project and Strategic Management  
University of Salford, Manchester, U.K.**

*Excellent success story, true modern leadership & management approach. Well done. Congratulations to Dr. Rashid and Hamriyah.*

**Upul Jayatissa, Chief Manager  
Srilanka Ports Authority, Srilanka.**

*Dr. Rashid Alleem is a visionary, dynamic, vibrant leader, strategist, inspirational and dedicated professional alongwith a true humanitarian touch. On the release of your wonderful book, which will be a great inspiration to all and wish you all the best for the ongoing vision.*

**Ashok Gupta, Ex. Chief Executive, GCC Operation, Bank of Baroda  
Dubai, U.A.E.**

*Hamriyah Free Zone is an unqualified success story by the vision of Dr. Rashid Alleem pioneered an emergent strategy. Policy makers, global marketers, and international business managers will benefit from reading this book, especially those with an interest in free trade zones. I heartily recommend it!*  
Steve Burgess, Director, Nelson Mandela Metropolitan University  
Business School, Republic of South Africa.

*In the world of entrepreneurship no one is spared when it comes to the hardships & the challenges that any gender may encounter – be it men or a women. Dr. Rashid Alleem through this book narrates the uphill tasks faced during this journey and also reveals the untold secrets to overcome the challenges and translate the same into success stories.*

Haya J.M.T Al Ghanim, Chairperson  
E-Portal Holding Co., Kuwait.

*This is one of the most valuable books that gives an outstanding UAE story of sustainability principles and values in line with the world's best practices of sustainable development.*

*A story of targeting excellence towards a unique integrated approach that optimizes industrial smart elements to serve sustainability objectives.*

Badria Al Mulla, President  
International Emirates Business Group LLC., U.A.E.

*My Green Journey is a story of a passionate man's quest for transformative solutions leading to an industrial spring in the deserts of Sharjah. Offers an effective framework for corporate strategy and a call for industries to embrace a new era of sustainability. The book will finish in one reading but will be picked up from shelf time and again for reference and self-motivation.*

Dr. Mohammed Tariq, Chairman  
Paradigm Pioneers Group, U.A.E.

*Dr. Rashid Alleem is one of the most inspirational leaders with infectious enthusiasm and charisma. His organizational capabilities add tremendous value not only to corporates in Hamriyah Free Zone but also to nation building and social construction.*

**Dr. Pandey, Professor, JGBS, NCR of Delhi, India.**

*The book presents factual and practical picture of how sustainable development may be aspired. It offers good guidance to professionals in this kind and in similar organizations on how to excel in reaching goals.*

**Zuheir Amin, Former Advisor to Ruler of Ajman, Business Consultant  
United Arab Emirates.**

*Dr. Rashid is a man of vision, determination, passion. Through this book he has managed to document his experiences and share his knowledge so succinctly.*

**Goon Kok Loon, Executive Chairman, Global Maritime and  
Port Services Pte. Ltd., Singapore.**

*Dr. Alleem's vision and actions be speak of one who has been blessed with the ability to appreciate, respect and motivate others to achieve not only their organizations goals and vision but also to become better human beings in the process. This book is a must read for all leaders, owners and managers regardless of the nature of their organizations or their portfolios within.*

**Henry Truter, Tanzania.**

## *Dedication*

*With a great sense of humility, I dedicate my book to His Highness Sheikh Dr. Sultan Bin Mohammad Al Qassimi for giving me the opportunity to lead and transform the Hamriyah Free Zone into one of the most respected free zones in the world. This has been achieved only through his vision, leadership, guidance and inspiration.*



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# Acknowledgements

The long journey towards success and sustainability of Hamriyah has been a rewarding one. Several people have been part of my journey and contributed to the accomplishments in their own little ways. I would like to take this opportunity to thank every member of Hamriyah family who has given his or her best to develop Hamriyah as a global brand.

Apart from being an active investor in Hamriyah, Dr. Mohammed Tariq, Chairman-Managing Director, Developer Building Contracting, has been a great friend and supporter. At every critical juncture, he has lent a helping hand in all possible ways. His contribution in launching and strengthening Alleem Knowledge Center is particularly noteworthy. I am greatly indebted to him for this relentless support and fantastic cooperation in realizing Hamriyah's dream.

I consider Dr. Mohammed Arif, Professor, School of Built Environment, University of Salford Manchester, UK as my mentor. He has been a great source of knowledge and support to me throughout my journey. His patience and gentle push to write my dreams and success stories are much valued.

The idea of writing this book was on my mind for a long time. Today, it has become a reality due to the perseverance of Mr. Ananth Swaminathan, Environmentalist, Hamriyah Free Zone Authority who stood against all odds and took the initiative to coordinate the efforts of bringing out this book. Ms. Naveed Khaliq, Hamriyah Free Zone Authority provided the back-end support for this book.

I wish to thank TERI's team comprising of Mr. Ibrahim Hafeezur Rehman, Dr. Janakaraj Murali, Dr. Lasya Gopal, Dr. G. Mini, Mr. Rajesh Parishwad for assisting me in capturing my thoughts, success stories of few Hamriyah partners, putting this book together and adding flavour to my thoughts in the process of retracing my green journey in this book.

Behind every successful man there is a woman goes an adage. For me, it is my entire family who has stood like a rock behind me through thick and thin. My family wholeheartedly supported my mission to realize it, while being there for me every moment. Sometimes, thanks may fall short in expressing my gratitude to them but I would like to say – a big thanks to them.

---

# Foreword

I take a great pleasure in having this opportunity to introduce this book which addresses the success story accomplished by Dr. Rashid Alleem in his ongoing period of leadership and management of the Hamriyah Free Zone when the number of companies working there has increased from 130 in the year 2000 to 6000 in 2012.

From this book, not only the progress experienced in the Hamriyah Free Zone was noticeable, but what is striking, is the serious perspective on ‘sustainability principles’ that Hamriyah Free Zone has imbibed within the business that has transformed it into a dynamic hub of economic development. Day after day, it proves that long-term economic success and boosting the competitive capability of this sector on the regional and global level cannot be realized without taking into account other concepts (Social and Environmental) of the triangle of the sustainability which all development plans are built upon.

This significant understanding of sustainability criteria is an important aspect in our endeavor to achieve the visions of the United Arab Emirates in maintaining a diverse and sustainable economy in employing our capacities to industries and services that enable us to build up long-term competitive incentives. In the mean time, it is a vital step to change our national economy into a low-carbon green industry in accordance with the UAE’s Green Development Strategy.

As I applaud the values and leadership excellence of Dr. Rashid Alleem, which enabled him to achieve this success, I pay tribute to his good reading of the future of which sustainability is one of its main pillars, hoping that this successful green experience is inducing leaders in our public and private sectors to strengthen their commitment to the principles of sustainability.



**Dr. Rashid Ahmed Bin Fahad**  
Minister – Ministry of Environment and Water  
United Arab Emirates

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# Foreword

It is often observed as an uncommon practice for corporate organizations to pursue business activities on the principles of sustainability. Often companies focus only on immediate returns and profitability and find long-term objectives of sustainability difficult to achieve against various odds and barriers.

However, the Hamriyah Free Zone Authority is an outstanding example of an organization which walks the talk and pursues the goal of sustainability as the culmination of social, economic and environmentally sound business practices which are driven by dedicated faith in the value of serving society at large.

Their efforts have been spearheaded by a visionary leader Dr. Rashid Alleem who my Institute has had the pleasure of being associated with for some time now. Dr. Alleem is the major reason why a barren desert land has been transformed almost magically to a world class economic free zone.

In this book Dr. Alleem recounts his early days, the trials and tribulation, the ebbs and tides, the pillars who stood by him and finally the taste of success which has only propelled him to dream further of positioning Hamriyah as a global leader among free zones not only in the Middle East but in the world at large.

The Energy and Resources Institute (TERI) is happy to be associated with this dynamic leader to bring out *‘My Green Journey in Hamriyah’*. The strategies adopted, the processes involved,

the accompanying faith and commitment of the green journey are examples to be emulated.

I do hope young entrepreneurs, policy makers, investors, business leaders and anyone working on the objectives of corporate sustainability will draw inspiration from this book and carry forward the message of corporate organizations striving towards the creation of a green business and sustainable development.

TERI wishes Dr. Rashid Alleem the very best in taking forward his dreams.



**R. K. Pachauri, Ph.D.**  
Director General, TERI

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# Introduction

*The only place where you find success  
before work is in the dictionary – Mary V. Smith*

**T**he global economy was in a tailspin in 2008 following an unprecedented meltdown, which witnessed the collapse of mammoth financial institutions including Lehman Brothers Holdings. This turmoil across the business world touched every sphere of global society, impacting economies of small nations, which had benefitted from the economic surge preceding it, in the early part of the new millennium. In fact, we continue to observe a residual impact of the economic meltdown in Europe, Africa, Asia and Latin Americas.

These events have forced us to explore how one can build and operate new businesses. The whole world, particularly the business community, has been driven to a new landscape based on the mantra of ‘sustainability’, which focuses on the coming together of social, environmental and economic concerns.

So far, according to me, there have been three major waves of economic change since human civilization began. The first wave – the agricultural economy, was based on the use of land and water; the second wave – the industrial economy focused the optimal utilization of assets and machinery; while the third wave – Information Technology – was rooted in knowledge and innovation.

But then again, there is a fourth wave, my dear friends. I strongly believe that after the collapse of Lehman Brothers, the world hit the fourth and largest wave – the ‘Sustainability Wave’. It addresses the

issue of the global environment and climate change. I concur with the United Nation's agenda on sustainability and it has been promoting many appropriate Sustainable Development (SD) projects where the environment, society and economy were marked as the three pillars of sustainability.

Through this book of personal experiences, I hope to bring to you the Middle East's perspective of the global economic meltdown and how we successfully overcame many of the challenges, both before, and after, the economic meltdown. Sustainability will take the lead in businesses the world over in the years to come. So in this book I have narrated my personal and holistic achievements in terms of economic growth, green initiatives, social and community engagements as an individual, and also as part of the organization.

Through the story of my own 'green journey' in the Hamriyah Free Zone I hope to inspire others in embracing this new way of looking at the world.

Hope you enjoy the read.

---

## Why Take This Journey?

*The journey of a thousand miles must begin with  
one tough step, a roadmap, and a big smile – Dr. Rashid Alleem*

**I**t has been a very satisfying and fruitful journey with Hamriyah Free Zone for the last thirteen years with a lot of successes as well as some setbacks. I have been a witness to Hamriyah Free Zone's huge success story, growing from generating revenues in the order of multi-million dollars to multi-billion dollars in a short span of time.

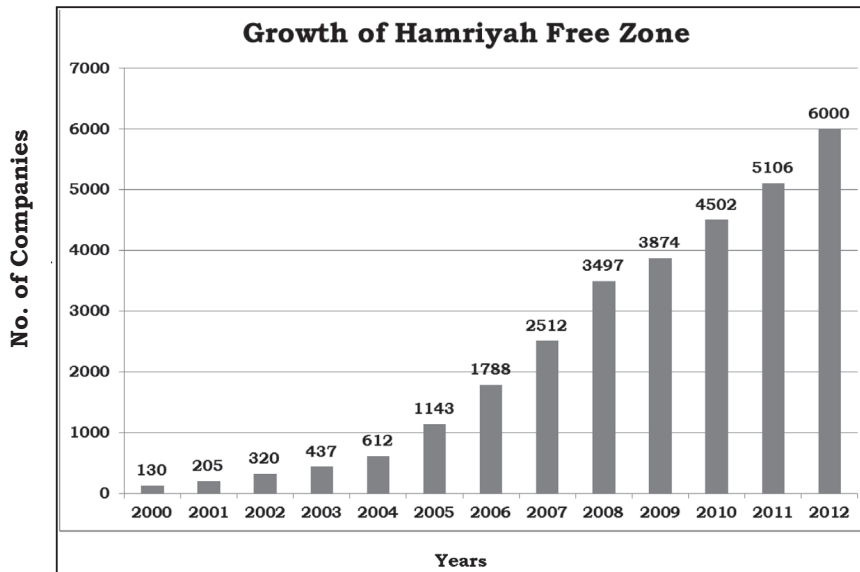
Unfortunately, our part of the world has not recognized or valued the aspect of knowledge management. That, in turn has reflected in fewer books on business management, on the successes or failures of Middle East based companies. I feel it is necessary that I should share the best business and environmental practices of our organization; our successes, our setbacks and my personal story with the next generation of business entrepreneurs and leaders. Through this book I have shared my leadership and management secrets where the younger generation can learn and build on it.

Dr. Stephen R. Covey in his well-known management book 'The 7 Habits of Highly Effective People' has emphasized a lot on the importance of leaving a legacy. This book, I consider, is one of my legacies and hopefully leave a lasting impression.

In 2000, His Highness Sheikh Dr. Sultan Bin Mohammad Al Qassimi entrusted me with the responsibility of leading the development of the Hamriyah Free Zone, to broaden the spectrum of our business zone with a fresh vision. When I took over as Director General in 2000, there were 76 companies based in our economic zone

and most of them were godowns/warehouses with a turnover of US\$ 3.6 million with total assets of US\$ 57 million. Over a period of 13 years, Hamriyah Free Zone is now a multibillion dollar conglomeration of almost 6,000 companies with total assets valued at US\$ 545 million, with 143 nationalities working in this buzzing economic zone.

My success in Hamriyah has given me more trust on me from the Government of Sharjah. The trust they reposed on my leadership capabilities enabled them to appoint me as the Director General for 3 departments under Government of Sharjah viz., Department of Customs, Department of Seaports, and Sharjah Airport International Free Zone Authority. I am proud to say that never in the history of the Government of Sharjah that an individual was given to head 3 departments in tandem and perhaps this is a major milestone for the first time to happen so. Refer below the graph, which indicates the growth and development of Hamriyah under my strong leadership.



Subsequent chapters showcase some of our achievements and offer in depth knowledge of management and leadership practices based on our accomplishments.

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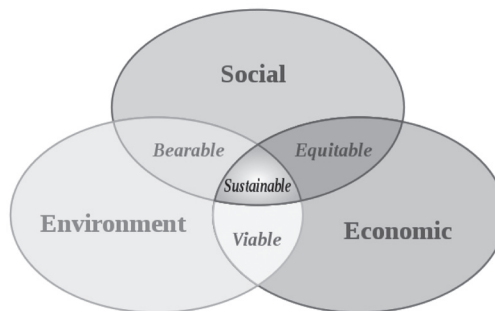
## The 4<sup>th</sup> Wave of the Economy

*Religion, faith and culture are also to be considered pillars of sustainability. One needs to respect and accept other's culture and have faith in a cause. This has built civilizations*

*– Dr. Rashid Alleem*

**T**his has been achieved through a new culture replete with good business practices of sustainability. However, there is a big myth about sustainability around the world – that ‘sustainability means green initiatives only’. For me, sustainability is built on 3 pillars – society, environment and economy. And, there is no distinction between the three and all these pillars have to be looked through the same prism of development.

Sustainable Development refers to a model of human development in which the resource use aims to meet human needs while ensuring the sustainability of natural systems and the environment, so that



these needs can be met not only in the present, but also for generations to come. The term sustainable development was used by the Brundtland Commission, which coined what has become the most

often-quoted definition of sustainable development: “development that meets the needs of the present without compromising the ability of future generations to meet their own needs.”

We all know that the world economy has witnessed three waves. The agricultural economy is considered as the 1<sup>st</sup> wave as land and livestock were an asset. Your wealth was directly proportional to your quantum of agricultural land one owned. Industry-based economy is considered as the 2<sup>nd</sup> wave as factories, machineries, production line were main assets. Your assets or wealth increased with the size of the factory and the number of employees. Technology-based economy is being dubbed as the 3<sup>rd</sup> wave – the ‘Information Technology Wave’ – where the intellectual property rights and human capital were big assets.

I strongly believe that after the collapse of Lehman Brothers which was followed by the ‘Global Credit Crunch’ in September 2008 the whole world has entered into a new landscape of the economy which I call it a ‘4<sup>th</sup> Wave – the Sustainability Wave’ wherein the important subject that will be talked is the environment and social responsibility. The more a company is ‘environment friendly and socially responsible’ the more acceptances for such organizations in the global arena.

Talking about sustainability, I recall an unannounced visit of His Highness Sheikh Dr. Sultan Bin Mohammad Al Qassimi-Member of Supreme Council and Ruler of Sharjah to Hamriyah. For the first time, I had the privilege of having a free-flowing one-on-one discussion with him during that visit.

I thanked His Highness for his visit, the guidance and support and I sought his opinion about the performance of Hamriyah Free



Zone. His response calmed my nerves and apprehensions. *“I have appointed you and I knew very well your capacity and you can do it. So I am not worried about the success of this place as long as you are here”*.

Before leaving Hamriyah, His Highness has shared a tragic incident that he had read in the newspaper that morning. *“A widow who was living with her 3 sons and could not afford to renovate the dilapidated very old house. The house recently collapsed resulting in severe injuries to her and her 3 children. Now, they are left with not even a roof to live. This is what the concerns are where socially, environmentally and economically the best life could be looked.”* This episode was turning point in my approach towards sustainable development.

My visit to Nagaland, the beautiful and resourceful North-eastern State of India, had a lasting impact on me. A trade delegation from Hamriyah visited the state in 2011 at the invitation of the then Nagaland Chief Minister Mr. Neiphiu Rio to promote business interests. After our meetings, I had visited a World War II heritage site, the last battleground in the South-East Asian region on my way to the famous Hornbill Festival. At the heritage site, I stopped at the entrance of a cemetery where it was written – *‘When you go home today tell them about us, and say for your tomorrow we sacrificed our today’*.

I was moved by it. It really put me in a deep-thinking mode about sustainable development and concluded it cannot be achieved without the essential human principle. When I explored further this idea, I discovered that faith, religion, and culture could not be discounted in any discussion on sustainability.

## Alleem Strategy for Sustainability

The human kind is the focal point for my sustainability model where it is surrounded by the pillars of sustainability and any country effectively use the 5 pillars of sustainability can be said a civilized nation and they turn out to be the world ‘civilization builders’.



<b>Religion/Faith</b>	Timeless principles, values, and belief system.
<b>Social</b>	Actions and conditions that affect all members of society.
<b>Economic</b>	Action that affect how people and businesses meet their economic needs.
<b>Environmental</b>	Actions and conditions that affect the earth's ecology and climate.
<b>Cultural</b>	Actions through which communities manifest their identity and cultivate traditions from generation to generation.

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# 1. My typical day at the Hamriyah Free Zone's Office

*A leader doesn't build a business, a leader builds an organization that builds a business – unknown*

## 1.1 Let us begin at the beginning

In early 2000, I was requested to deliver a presentation on Sharjah Charity International's growth and financial performance to its board members while I worked as a volunteer General Manager. The presentation was well received by the board members. A week later, then vice-chairman of the Sharjah Free Zone's Authority – His Excellency Sheikh Tariq Bin Faisal Al Qassimi invited me to his office without giving any reason. I was surprised and excited by this invitation as well as curious about what was in store for me.

When I met him, His Excellency welcomed me warmly at his office and spoke very highly of my presentation, saying that it was really power packed with precise information demonstrating the success of an organization. He made a special mention that *"Your knowledge and business management skills are responsible for making Sharjah Charity International a financially successful organization. You have done a commendable job by all means."*

What happened next was a complete surprise. His Excellency further said, *'Rashid, I would like you to take up responsibility as the Director General of Hamriyah Free Zone. For obvious reasons until now, we haven't got a right candidate and we believe that you are the right person to take up this position.'*

While I was overwhelmed by the gracefulness of His Excellency, I initially declined taking it owing to my satisfying professional career in the AMOCO Oil Company as the Production Superintendent. It took almost 3 weeks for both of us to persuade and convince in order to take up this new profile. After a lot of deliberation, I found the new assignment to be a very challenging one with a young government organization trying to position itself in the market.

On 11<sup>th</sup> March 2000, His Highness Sheikh Dr. Sultan Bin Mohammad Al Qassimi-Member of Supreme Council and Ruler of Sharjah issued an Amiri Decree appointing me as the Director General of Hamriyah Free Zone Authority with a challenge to transform a piece of desert into a vibrant industrial hub. In fact, when I assumed my position as Director General, Hamriyah Free Zone had been functioning without a head for almost 9 months.

The Hamriyah Free Zone Authority worked from a small cabin and comprised two departments – engineering and administration. These departments didn't have a proper vision for the business zone and were carrying out their own agendas without cohesive planning and synergy. The result was inevitable and naturally impacted the morale of employees and investors. Within a short time, I realized that we had a daunting task on hand and it was imperative to come out with a vision on how to transform this authority into the most sought-after business destinations in the UAE. Thanks to my experience at global conglomerate BP-Amoco, I was exposed to best global business practice management. It was a good time to put to use my technical know-how and management practices into play at Hamriyah, to attract huge investments.

If we reflect on the development of ancient civilizations, such as the Egyptian or the Roman, it is not surprising to find that land and

water have been critical elements for economic success. Hamriyah Free Zone is unique, geographically located by the sea. I have drawn inspiration from these historical lessons to make Hamriyah a unique industrial and business destination.

### Be the change you wish to see

Leaders in any organization are constantly under scrutiny for the way they conduct business. I strongly believe in implementing Mahatma Gandhi's words: "*You must be the change you wish to see in the world*". The biggest asset to any organization is undoubtedly its human resources.

Each day is a new challenge and all our employees are prepared mentally, physically, and emotionally to give their best even under great stress that the line of work brings with it. At Hamriyah, we work together with a strong sense of equality and partnership amongst all employees. I have worked towards creating a conducive environment for my associates to perform to their fullest potential. I must acknowledge that I am fortunate to have excellent colleagues who support my mission in the Hamriyah.

Appreciation of work is the best incentive one can offer an employee, and at Hamriyah I have inculcated a culture that does not shy away from doing so. The incentives may be small, but are given frequently and regularly. This approach has instilled confidence in my team and has added value at all levels of our engagement with the investors.

### 1.2 Open door policy at the workplace

My office runs on an open-door policy. A group of key associates from the focus team who are heads of specific departments in the

Hamriyah office. As and when there is a need, I invite the department heads or executives personally in my boardroom, discuss their viewpoints and opinions on the related issues; appropriate decisions are taken immediately. This is to ensure that there is free and open communication across all verticals.

In essence, I ensure that the right message is communicated to the right person at the right time. We are open and flexible to our investors. Any investor can meet me almost at any time of the day. My clients just need to walk into my office without any prior appointment or any administrative hassles and discuss the issue at hand. In most instances on-the-spot decisions are taken and investors go back satisfied. On an average I meet with around five investors in a day.

### **Transforming ‘Red Tape’ into ‘Red Carpet’ – It’s all about being accessible**

I have always emphasized that our investors are the core of our business and our primary responsibility is that we understand them and their requirements.

My day begins with responding to emails from employees as well as investors. I give myself a head start, getting to office 15 minutes before the rest of my team arrives. Being reachable always is a commitment I have ensured. On an average working day, I meet five or more existing and new investors on a one-to-one basis. The personal touch to the way we conduct everyday business has been appreciated by investors. This approach allows investors to freely express their concerns and grievances directly to the decision maker. I can proudly share that our existing investors brought additional investments to the free zone in the past ten years.

The conventionally accepted term for the slow pace of decision making by governments and bureaucracies across the world is referred to as 'red tape'. But at Hamriyah we have turned around the red tape into a red carpet welcome. We have put in place a system for quick decision making, in a committed time frame.

Proof that this strategy has worked comes from the fact that investors have been able to set up and start running their businesses instantaneously, without difficulty and most importantly without any time wasted waiting for actions to come through, which can be a frustrating experience in a foreign country.

Our investor-friendly philosophy is combined with our continual improvement strategy in the business. We learn with each situation we are faced with and put in place new systems to pre-empt them.

Hamriyah is very different from other free zone business models across the world. We call it a '*partnership approach*'. We have brought in all related service providers which an investor requires to successfully start and carry out his business. The idea is that the investor should be able to get all services under one roof within Hamriyah itself. As a result the investor saves a lot of time, effort, resources and energy in organizing logistics and instead can focus on their core business.

For instance, basic financial services such as banks were not within the free zone and the investor had to travel either to Sharjah or Ajman mainland. It took a lot of effort to convince banks to launch their services in Hamriyah. Firstly, we had to educate the banks about the Hamriyah's growth plans and business opportunity for them. Patience finally paid off. Today, major national and international banks such Sharjah Islamic Bank, Dubai Islamic Bank, Abu Dhabi Islamic Bank,

RAK Bank, Standard Chartered; Bank of Baroda etc. operates from Hamriyah, much to the delight of our investors.

### 1.3 The first big win

It is never easy to convince a prospective investor. We were keen to close a big win in our very first go, in order to showcase that Hamriyah means serious business. The wait was not as long as we won over the trust of the hugely-successful group – Mammot Industries which was scouting for a large tract of land for their steel operations and sandwich panel business. The Hamriyah team firstly understood the technical side of their business and sought their requirements of land, which was around 100,000 square metres, before we presented a solution. To the surprise of Mammot Industries' management, my team provided all necessary clearances, be it commercial, environmental or engineering (construction) in a record period of one month. The management team headed by Mr. Behzad Daniel Ferdows, Chairman, Mammot Industries highly appreciated the free zone for our collective efforts and support which enabled them to kick start their business quickly.

At this point I would like to acknowledge the support and cooperation received from my team, especially Mr. Raj Valsarajan N K., Head of Program Management in executing this project. Mr. Raj Valsarajan has been with Hamriyah through all its stages of development and his tenacity to complete tasks is commendable. He has put in place a good system to select investors and also deal with defaulters in a diplomatic manner.

### Think Integration

The success of Mammot Industries pushed the Hamriyah into newer territories of business and opened the doors of backward and



forward integration of industries. While upstream companies are the ones which produce or generate the raw materials, the middle stream and the downstream companies do share a very important position. I wondered how such big industries such as Mammut can support and complement other industries and how integration of business services and business facilitation can be a huge business opportunity. We moved forward more vigorously with our business facilitation plans. Mammut Industries being a large group, needed other related small and medium feeder industries to keep them running. So their setting up base at the Hamriyah complemented our organization in many other ways. The expansion of Mammut Industries brought in other smaller industries/companies into the free zone.

#### 1.4 Confidence building measures

We are a service industry and given the array of services we offer, the expectation levels of investors are also very high. Our reputation in meeting expectations more than just satisfactorily has definitely spread by word of mouth. I feel honored and happy to share that a majority of our existing investors has brought additional investments to the Hamriyah in the past 10 years. Many of our initial investors have exponentially expanded their business. But we never rest on our laurels. Confidence-building measures and promotions to attract prospective new investors is an ongoing process through promotional campaigns, road shows, conferences and exhibitions at international forums.

With a strong belief that investor satisfaction is our lifeline, I ensure that I personally meet them very frequently. Hamriyah organizes the *'Let's get together'* meetings with our prestigious investors, where we team up for the lunch in one of a most sought after social recreational centres in the country – the Sharjah Golf and Shooting Club. Around 150 business leaders meet and discuss

their own business plans as well as the development of the Hamriyah. These networking meetings have encouraged an informal exchange of ideas.

### **Addressing specific investor issues and resolving them — from basic utilities to visas**

I strongly believe that the 21<sup>st</sup> century is the ‘*Century of Services*’ and that is why we at the Hamriyah have created the Customer Relations Department (CRD) to address the issues, concerns and grievances of our esteemed investors.

Apart from the internal system we have in place to iron out any logistical issue, one must realize that Hamriyah also has to work with agencies outside its ambit to procure required permissions, supplies, utilities, visas etc.

Anything that was beyond the limitations of the Hamriyah has taken between three to five weeks to be resolved. Most often the investor’s issues are related to the essential requirements such as availability of water, electricity, gas, and of course, immigration services.

While we strive to achieve higher levels of customer satisfaction with our investors, we frankly admit that sometimes even we do remain helpless in terms of services related to utilities. Sharjah Electricity and Water Authority (SEWA), which is responsible for providing the basic requirements of industrial development has had problems with catering to the ever-growing demand for both the social and industrial sectors. This remains a challenge for us even today, hampering our expansion plans, especially in terms of fulfilling the additional electricity and water requirements.

Immigration service requirements of investors were not fully met due to the fact that the Federal Department controls the visa

processing. The system became even more rigorous as a result of newer security threats that emerged after the 9/11 terror attack on the United States of America. Even though the onus rests on different government agencies, I have been able to facilitate bringing the immigration services at the doorstep of investors. We had provided the necessary infrastructure to set up an internal Immigration Department, which is a one-stop-shop to process all the visa requirements of investors. I am proud to share that till date the immigration facility in the Hamriyah has processed over 50,000 visas.

### 1.5 Promoting Hamriyah – spreading our wings

Our brand logo – the flying seaeagles – is symbolic of the Hamriyah's spirit. We are constantly soaring, promoting our vision and our philosophy based on sustainable development while looking out for potential investors. We, at Hamriyah, are expanding our horizons and looking for opportunities for growth, not only in UAE but the world over.

As a responsible global citizen, influenced by the sustainability wave I believe in, I have constantly been emphasizing the need for businesses to embrace sustainable development in their pursuit of acquiring wealth. As the Director General I have led several delegations to international events, trade-fairs, ministerial visits, and seminars across the world to promote Hamriyah's unique philosophy of high growth with sustainable development.

It is appropriate here to recall the United Nations Conference on Environment and Development held in Rio de Janeiro, Brazil in 1992 where more than 170 heads of states adopted the Agenda 21, a blueprint for making development socially, economically, and environmentally sustainable.

A few years later at the Rio+20 Conference, world leaders, along with thousands of participants from governments, the private sector, NGO and other groups, came together to discuss and find solutions for global issues such as poverty alleviation, improving social equity and ensure environmental protection. The United Nations Conference on Sustainable Development (UNCSD) was held in pursuance of General Assembly Resolution 64/236 (A/RES/64/236), and took place in Brazil during 20-22 June 2012 to mark the 20<sup>th</sup> anniversary of the 1992 United Nations Conference on Environment and Development (UNCED), in Rio de Janeiro, and the 10<sup>th</sup> anniversary of the 2002 World Summit on Sustainable Development (WSSD) in Johannesburg.

## Glocalization

I am a strong believer and supporter of ‘Glocalization’, which blends local and global thought process together seamlessly and is a product of benchmarking. Benchmarking is a systematic and continuous measurement process of identifying, understanding and adapting outstanding practices anywhere in the world to help an organization improve its performances.

My interaction with global corporations, governments, academia and other sections of society in travel across 50 countries during the last decade, has enabled me to bring in benchmarking practices to Hamriyah to drive the business sustainably.

I have taken due care that in every of my presentations to investors, I don’t only focus on business advantages and economic gains possible here in the free zone, but also our core values, professionalism and the importance of sustainability. We, at Hamriyah, “*Walk the Talk*”.



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## 2. Hamriyah Free Zone – Transforming a dream into a success story in the real world

*All stories of success have one common  
element called ‘Passion’ – unknown*

### 2.1 Industrialization – Vision of His Highness Sheikh Dr. Sultan Bin Mohammad Al Qassimi, the Ruler of Sharjah

Every organization is created twice — the ‘mental creation’ and ‘physical creation’. The ‘vision’ is a mental creation, while the ‘mission’ is physical. The role of the head of management is to communicate the vision professionally with his team. Great visionaries are able to foresee the future and guide people towards a better tomorrow.

My biggest role model is a visionary, renowned historian, scholar, and humanist – His Highness Sheikh Dr. Sultan Bin Mohammad Al Qassimi, Ruler of Sharjah and Member of the UAE Supreme Council. When His Highness envisioned Sharjah as a vibrant economic power, he believed strongly that industrialization can bring prosperity and give the much-needed impetus to the growth and development of our Sharjah emirate.

His vision of an industrialized Sharjah came at a time when trade and commerce had just begun to flourish and ordinary people could not think of a world for Sharjah that went beyond petroleum and natural gas. It was a desert where nothing existed. However he staunchly believed that one day Sharjah will become a hub for major industrial activity.

Due to His Highness's relentless efforts and guidance during the past two decades, Sharjah is now renowned as the industrial backbone of the UAE. More than 40% of the total number of industries in the UAE is based in Sharjah. The majority of these industries are petrochemicals, textiles, leather, food, and basic non-metal industries. Sharjah is an administrative and commercial centre amidst historical and cultural settings.

It also has the advantage of being well-connected with the outside world through the Sharjah International Airport, Port Khalid, Port Khorfakkan and the Hamriyah Free Zone Port. Outstanding facilities of accommodation, world class education, health and medical services, shopping malls, museums, clubs, and a large variety of sports and social activities created over the years make Sharjah the perfect place to work, do business and live safely and peacefully. This infrastructure and the able leadership are motivating the business community around the world to set up their businesses in Sharjah.

## **2.2 A precious time of learning from the Leader himself – a 360 degree leadership lesson from His Highness Sheikh Dr. Sultan Bin Mohammad Al Qassimi, the Ruler of Sharjah**

Very early into my days in the Hamriyah Free zone, I had a meeting with the His Highness. The goal of the meeting was to have a better understanding of His Highness's vision for the Hamriyah Free Zone and the way he would like to position the free zone locally, regionally, as well as globally.

In less than two days of my request, I got a response that His Highness had kindly consented to meet me in his private palace the same day. When I visited, I really had a very pleasant welcome from

His Highness – I was warmly received with a big smile, very much in keeping with his maxim for the country – ‘*Smile. You Are In Sharjah*’.

I had the privilege of a very private face-to-face meeting. I can never forget that day. His Highness expressed his happiness that I had taken up the responsibility of heading the Hamriyah Free Zone as its Director General. In his brief advice, he said, “*My son, I want to see the free zone housing industries which are large-scale manufacturing or service industries.*” This comprehensive yet expansive vision of His Highness still lingers on in my mind. His Highness further said that with my technical background, international education, and exposure, I should make the free zone a thriving place of economic activity in the Sharjah emirate, and the UAE on the whole.

After His Highness shared his vision, he asked me to accompany him to see the preparations that were underway to open the Al-Mahatta Museum the following morning. It was on 14<sup>th</sup> March, 2000.

His Highness himself drove the car. It was the beginning of a day of lessons from the leader again. He has a hands-on approach wherein he takes the lead in ensuring things are in order before any major event.

Then we drove to meet his (now late) brother Sheikh Humaid Bin Sultan Al Qassimi in the Al Qassimi Hospital. On the way, as well as in the hospital, he was inquiring about the facilities and comforts provided to the general public. Then we went back to his palace. There His Highness lead the prayer from the front. All these events in a span of three hours showed me the 360 degree leadership qualities of His Highness Sheikh Dr. Sultan Bin Mohammad Al Qassimi.

While most people go for 360-degree leadership courses as weekly or monthly programs, I had the privilege of this learning experience in the essence of these few hours of my journey with His Highness.

His actions on that day made me realize what a leader must have:

1. Clear vision and goals
2. Hands-on management style
3. A humanitarian approach
4. An ability to lead from the front

As a faithful citizen and a young engineer who always looks up to His Highness for his wisdom and knowledge, I was able to quickly get an idea of His Highness's vision and I accepted his order.

Though I assured His Highness that I will diligently make all efforts to make the free zone a better place, I got a feel of the magnitude of the challenges that lay ahead, only when I visited the free zone's office and had interactions with the employees there.

When I drove through the area, I saw nothing but water on one side and desert on the other side. I said to myself 'Oh my God', this is going to be a real challenge to meet His Highness' vision without a group of employees who are strongly dedicated, committed, and involved. At that point of time we did not have a full-fledged office for the free zone Authority. In fact, the free zone office was functioning out of Portacabins. Major businesses in the free zone at that time were only storage godowns and offices owned by a few investors from select countries.

When I analyzed the situation I understood that industrialization needs stimulating forward and backward linkages with the rest of the economy. Like the other emirates, Sharjah also faced many constraints in propelling industrial development due to lack of raw materials, and the size of the domestic market. However, with the far-sighted vision of His Highness, his liberal economic policies, well-established infrastructure, flexible worker and employment policies,



legislations, coupled with the political and social stability all came to my advantage to create the much-needed change in the economy. Therefore I was fully convinced about His Highness's vision and his kind support to accomplish the mission.

Sufficient autonomy was given to the Hamriyah Free Zone Authority by the Government of Sharjah. It helped me achieve several milestones in the all-round business development of the free zone.

All the procedures for business registration were streamlined under one governing local body. This arrangement facilitated the provision of issuing permits and authorizations with line Ministries through the Authority. As a result the Authority became the one-stop shop for providing the necessary approvals to investors after they comply with all regulatory requirements set by the federal government. Non-core functions such as providing water supply and electricity distribution services remained with the Sharjah Electricity & Water Authority (SEWA), under the Government of Sharjah.

## 2.3 From cabins to world class infrastructure — making the giant leap

The Hamriyah office was functioning out of Portacabins in the free zone. It was a tough time managing the administration out of a small office space with lots of expansion plans to implement. But over the years, we took a series of steps and made representations to the government to incorporate all the infrastructure needed to facilitate investments coming to the free zone. From the investor's perspective, it was crucial for them to visit the free zone to observe how we conduct business and deliver on our promises.

The infrastructure includes roads, administrative office complexes, and support services such as a health centre, investor facilitation

centres, banks, Empost-postal services, courier services, shopping complexes, and cafeterias. Then it was felt that the workers employed by the investors were struggling to get accommodations in and around the free zone. Investors had a tough time transporting them from far-away places to their work spot. When it was brought to my notice, we decided to build three worker accommodations, which now houses at least 20,000 workforce.

Such comprehensive systems, structures, and procedures put in place, and the elaborate infrastructure convinced investors to invest in the Hamriyah Free Zone.

I made conscious attempts to consolidate many functions that would otherwise require staff and management to leave the site for official business. Hamriyah has a full-fledged health clinic with different access points for the workforce and the management, which is designed to help speed work-visa processing; the traffic department has an office on site to help process license applications. Sharjah Chamber of Commerce has set up office in the free zone to help the investors.

### **The port with dual access**

One of the biggest milestones in the history of the free zone was the construction of the Hamriyah Port, designed by Halcrow. The 14.5 metre-deepwater harbor was developed in three years' time and completed at the end of 2005. The port facility now has a berth for Liquid Petroleum Gas (LPG) tankers and another for grain and general cargo ships. The grain berth also has a rail-mounted vacuvator, while specialist equipment can be brought in to cater to other cargo. There is a 3,500HP tugboat stationed at the port, while others are called in from the Port Khalid as required. At a cost of US\$ 97 million, the inner harbor project was one of the biggest ever infrastructure

development project undertaken by the Hamriyah. It required the dredging of the existing main channel to a depth of 9 metres, and the excavation of more than five million cubic meters of sand, rock and soil, to create two basins, one 7 metres deep and the other 5 metres deep. As a result of the port construction, I can proudly mention that the Hamriyah Free Zone has access to ports both in the Arabian Gulf, and the Indian Ocean. It also has the advantage of links with the Sharjah Airport International Free Zone (SAIF Zone) and is well connected with other Emirates in the UAE. The Hamriyah Port is 11 hours closer at sailing time, to the Strait of Hormuz than other major ports located in the region.

The construction of the Hamriyah Port expansion was very much a strategic decision and this strategy worked well for the growth and development of the free zone. Oil and Gas, Marine and Petrochemical based companies have tremendously benefitted with port expansion as they heavily rely upon port based operation. In fact, the companies have grown multi-fold and rapidly setting up their base in Hamriyah phase-1 and we leased out our phase-1 much quicker than anticipated.

The success of Hamriyah Free Zone phase-1 directly contributed to the economic growth of Sharjah. This was also acknowledged by the government, which offered us another 10 million square meters of desert land for free zone, close to the Emirates Highway. We named it as Hamriyah Free Zone Phase-2 and promoted it aggressively to industries and investors.

But, we soon found out that there was no better access between the two phases of the free zone. Companies, which had a presence in both phases of the free zone, had a tough time in transporting materials as they have to travel a long route close to 11 kilometers through main road amidst heavy public traffic; Adding to their woes were the traffic

restrictions imposed for the heavy truck movement during peak times by the Traffic Police Department.

To ease this problem, we proposed construction of the ‘Hamriyah Cloverleaf Inter-change’. You will read more about this later in this book. The point I would like to draw here is how one strategic decision (port expansion) could have a cascading positive effect wherein it enabled us achieve our marketing targets sooner, additional areas for development from the government and construction of interchange adding to the benefit of the investors.

### Logistics at the Free Zone

The free zone comprises an area of 22 million square metres. It is divided into two parts — Phase 1 (12 million square metres), which includes the port, and Phase 2 — (10 million square metres) a new development area on the opposite side of the E11 main road, designed to attract large industries, and with an aim to support Small and Medium Enterprises (SMEs) as well.

With an investment of US\$ 33 million, an interchange was built to connect phase 1 and 2 in the year 2011. It helped us in abating the commuting time between these areas by at least 30 minutes, and going by feedback received, it has transformed the lives of investors, their clients and the general public who use the area in and around the free zone.

In the Hamriyah Free Zone-Phase 2 we built 32 warehouses and named it as ‘*Hamriyah Logistics Village*’. In this regard, we signed a US\$ 14 million pact with Hamriyah Fabricators. These buildings have many salient green features in terms of design and construction, a first of its kind to happen in the emirate of Sharjah. Hamriyah Free Zone has also recently signed a US\$ 20 million agreement with the Sharjah Electricity and Water Authority (SEWA) by investing in a

sub-station for an electric network to increase the electricity supply in the Hamriyah Free Zone-Phase 2.

These world class infrastructures were created amidst tough competition and the global economic meltdown, which did not spare the UAE. At this juncture, I would like to acknowledge the immense grit and determination of Mr. T.V. Ramesh, Director – Finance and Strategic Planning in Hamriyah whose acumen in strategically planning the infrastructure growth, coupled with accurate financial sense has been a key factor in helping us achieve this feat, as well as giving us the vantage point of being financially sound even in times of global recession.

Apart from the growth in infrastructure in the Hamriyah, there has been a more comprehensive and widespread development as an off spring of our growth such as schools, colleges, shopping malls, hospitals, hotels, road and bridge network, communication network has been created by the local government and the private sector in Sharjah as well as in the neighbouring Emirates. For instance Mr. Iftikhar Hamdani, General Manager, Ramada Hotel & Suites, Ajman once told me that about 60% of the occupancy in their hotel was contributed by the Hamriyah Free Zone investors. I can very well vouch that many of these projects happened as a result of the efficient functioning of the Hamriyah Free Zone.

## 2.4 The journey from warehouses to industries

Economic free zones are being created around the world with the aim of encouraging economic reforms. This leads to employment generation, greater exports, and attract increased foreign investments. Progressive thinking leaders such as His Highness went one step ahead and brought about policy reforms that allowed:

- 100% foreign ownership
- 100% import and export tax exemption
- 100% exemption from all commercial levies
- 100% repatriation of capital and profits generated
- 25 year leases, renewable for a further period of 25 years

In a way, it demonstrated the principles of non-discrimination between foreign and domestic investments. Capitalizing on the policy, Hamriyah Free Zone has pioneered this strategic model and has attracted billions of dollar investments into Sharjah.

We have worked hard to achieve the vision of His Highness by creating a favourable atmosphere for manufacturing industries to come to the free zone. The road was full of challenges. To build industries, we need to focus both on the upstream industries and downstream businesses to come together. Also the challenge was to put in place allied facilities such as offices to support sales and services. The infrastructure projects that I mentioned above have certainly helped to bring new businesses. But when we were engaged in concept selling, it was not easy to convince investors. We put a lot of effort to make sure that potential investors visit our free zone to see what we are doing and what was available here for them to take advantage of, and invest.

One of the elements of the marketing strategy is ‘the human touch’, of which I am a strong believer. When I joined the Hamriyah Free Zone in March 2000 only 76 companies were operating here. Most of them were either offices or warehouses. But in the last 12 years, I was able to transform the way business was done here. As a result now we have more than 6,000 companies from 143 countries operating in the Hamriyah Free Zone. But the journey wasn’t easy.

I had to motivate my colleagues to work smarter to forge business ties with potential investors and provide seamless service to the companies in the Hamriyah Free Zone. Over the years I was able to develop a bond of trust and allegiance with my colleagues and with our investors — something that comes only with time.

## The 7-Magnificent Zones

I also started a novel initiative called '*Zoning the Zone*', where we grouped industries based on the nature of their business. It was well received by our investors, who felt that it was a good idea to have similar kinds of industries in a cluster because it brought about a symbiotic relationship. It brought them together on a common platform and helped companies mutually benefit from each other. Now we further have '*The 7 Magnificent Zones*' in which the Small and Medium Enterprise (SME) cluster is further divided into seven sectors comprising of the Oil and Gas Zone, Petrochemical Zone, Timber Land, Maritime City, Construction World, Perfume World, and Steel City. These very specific 7-Magnificent Zones attract hundreds of new investors from across the globe and stand as grand testimony to our success.

## 2.5 Constantly challenging tomorrow

During my very first meeting, the free zone employees looked at me strangely when I shared the vision of His Highness Sheikh Dr. Sultan Bin Mohammad Al Qassimi. Their disbelief and skepticism about the idea of a larger economic growth and industrialization made it very clear that I would need to strategize and work out a long-term action plan for the all-round growth and development of the Hamriyah Free Zone. '*Keep Challenging Tomorrow*' is the powerful futuristic slogan that I use on a number of occasions to drive and motivate my colleagues. I strongly believe that a life without challenge is pointless.

Hence I always tell them to constantly challenge tomorrow, to raise the bar constantly, in order to attain growth in their personal life and professional career.

### Encouraging shared learning

I am a big believer in investing in the professional development of my team. They have been trained on-site in various industrial processes, giving them the necessary background and knowledge to hold discussions with investors, and understand their business requirements better.

Every Thursday, a small group of my select team members takes up a particular topic of mutual interest and make a presentation. The invitation is open to all employees, and has given them immense confidence and contributed towards the development of their personality. This process of ‘learning through teaching’ or ‘shared learning’ as it has been invaluable in building employee’s confidence levels. In addition, we also have ‘Monthly progress meetings’ wherein every department head delivers a PowerPoint presentation about their department’s performance for the month and also evaluates their progress as against the Key Performance Indicators (KPIs) identified at the beginning of the year.

Such specific and concrete efforts have helped make us a winning team. I am a great proponent of providing value addition to our employees – life cannot just be about an employee doing his or her job well. Employees also need to be good citizens, with a strong sense of belonging, loyalty, and be willing and able to take up new initiatives themselves. Unfortunately in our excessively competitive worlds, this human touch is almost lost, and we must revive it, especially in the world of business.



## Streamlining the thought process

One of the god's gifts to humankind is that none of us think the same way. So the solution to one problem may be different in each person's mind. It is these individual thought process and the combination of many such individual thought processes that need to be tapped to their fullest limit to benefit an organization.

Most people use either their right or left brain predominantly. Science has often proved that people who use both sides of the brain have always excelled in their strategies and approach. It is the leaders' job to find out who's who so as to synergize the thinking, and thereby maximize performance. It's the duty of the leader to ensure that the organization's objectives and goals are met at the right time, within the approved budget, with the right resource persons. And this cannot be achieved without the two thinkers put together.

## Critral Thinking

Critral Thinking, according to me, making use of both critical thinking and lateral thinking, in tandem, towards a problem solving.

Critical thinking is based on judgement. Critical thinkers use the left half of their brain, where I believe they are 'the inside the box thinkers'. They are analytical and objective in nature. Lateral thinking is 'outside-the-box thinking' or 'creative thinking'. Lateral thinkers use the right half of their brain. They are subjective in nature. The critral thinking is required to solve today's challenges as there needs a 'paradigm shift' in our thought process. And what I mean by a paradigm shift is- observing something in a new and treading different way creates a huge change in thinking and behavior.

The Conventional problem solving model consists of 5 steps:

1. Define the problem
2. Identify the root causes
3. Develop a solution
4. Implement action plan
5. Evaluate

Step #3: Develop an innovative solution based on critical thinking

In this fast changing economy, diversity and multi-cultural environment generally requires a lot of intellectual strategic thinking both within the employees of the organization and our investors also.

Keeping this consciousness and with my experience I have always ensured selecting a winning team – a combination of like-minded people who can apply both kinds of thinking. It is the responsibility of each member to add value to the team's success. A team which synergizes the thinking process and maximizes performances is truly a winning team.

## The 7 – Thinkers

It's important for this winning team to have the key ingredients – whom I have christened 'The 7-Thinkers':

1. **Sponsor:** One who provides resources, support, removes road blocks, and determines when to disband them.
2. **Leader:** One who ensures the team has clear objectives and makes sure everyone is involved motivated and committed.
3. **Challenger:** One who question the effectiveness of ideas, and presses for continuous improvement and results.

4. **Doer:** One who urges the team to get on with the job at hand and does practical tasks.
5. **Thinker:** One who produces carefully considered ideas, evaluates and improves ideas from others.
6. **Supporter:** One who eases tension, helps tide over personal agendas or conflicts, makes things easier and maintains harmony.
7. **Organizer:** One who maintains schedules and makes sure all members stay on the same page.

In a nutshell, a winning team is a team whose members has a common purpose, feel a challenge in their project, feel responsible for results, have a sense of team, feel a sense of mutual accountability, and experience growth.

### Put on your team HAT

I am fully aware that the critical challenge for the future is to ensure a continuum of high quality service to clients. Today people are willing to pay more to get a better quality of satisfactory service. I strictly believe that once we create a benchmark, we have to maintain it.

Our Hamriyah Action Team (HAT) has been trained to work hard and smart in keeping with the times. We need flexibility in order to deliver good service round the clock. My mission is to make our organization a place of learning. People who work here must prepare themselves to become leaders of tomorrow in their chosen field of expertise. This is the legacy I would like to leave behind. As a result of my constant efforts in this direction, I have seen a remarkable transformation in my team's performance.

## Customer Care Committee (CCC)

Customer Care Committee (CCC) was set-up with a mission to enhance the cordial relationship with the investors by maximizing the services by Hamriyah Free Zone and thereby enable legal compliances in a proactive friendly fashion.

The CCC team has representatives from 5 departments of Hamriyah viz Engineering, Safety, Environment Protection, Customer Relations and Programme Management who collectively responsible for implementing the principles of CCC.

The CCC team members have a well laid down Code of Practices (CoP's) to follow which is to:

- Listen; understand the needs and requirements of the investors.
- Ensure the visits to the investor's facilities are friendly and affable in nature.
- Provide, assist and share with the investors the essential information on legal requirements/compliances
- Ensure impartial functioning regardless of the investor's type-be it a small, large or corporate type of industries.

Over the years the customer friendly approach of CCC has brought in a dramatic, positive change in the relationship between Hamriyah-the regulator and Investors-the companies/industries. This demonstrates *'empowerment could be a better tool than enforcement-if rightly applied'*.

## Innovation Promotion System (IPS)

I have also instituted an Innovation Promotion System, which is an idea management system where we collate and evaluate value-added ideas, and then reward good ones.

I feel that “innovation is something that can be construed as the introduction of a commercially viable option, an alternative or the implementation of a technical or organizational innovation”. It can be a development of new products or processes, or improvements in existing products or processes. Innovative products and processes are crucial for increasing the competitiveness, growth and employment generation of individual enterprises and developing economies as a whole. When we proposed this IPS to our investors/industries in the free zone, they welcomed it with an enthusiastic response. The success of IPS has been a great value to Hamriyah’s growth and development.

This system has worked exceedingly well within the Hamriyah organization as well. Innovative and creative ideas suggested by staff members and employees within our organization have drastically improved the service level and organizational performance in the recent years.

### **Thank You, Salford**

In a knowledge based economy, winners are those who have ‘Blue Ocean Strategy’ where no competitors exist and this can only be achieved by having a paradigm shift in our thinking process. For it to happen, one must continually learn and get new insights about the evolving global business. I decided to pursue further my Ph.D at University of Salford, Manchester, United Kingdom. My research focussed on suggestion system. I am proud of being the first UAE national from the University of Salford to write a thesis in this field of suggestion system, to leave something built to last.

### **2.6 Hamriyah, the Next Generation Free Zone**

Our success is indeed a reflection of the core values and timeless principles embodied in the establishment of the free zone

in 1995. A focused marketing strategy – wherein we identified our key strengths, including measuring effectiveness of policies and programs, introduction of attractive incentives, and supporting those with aggressive branding – has had a great impact on our business development.

I am happy to share that since its inception, Hamriyah has attracted over US\$ 20 billion as Foreign Direct Investments (FDI) into Sharjah thus making it a truly multi-billion dollar business conglomeration. Since the Hamriyah model is built on a robust economic and sustainable development foundation, the global economic meltdown did not affect us in the way it affected many other institutions in the UAE and nearby countries.

Here I wish to recall our Chairman His Excellency Sheikh Khaled Bin Abdullah Bin Sultan Al Qassimi often eloquently articulate that Hamriyah Free Zone is the “*Next Generation Free Zone*”. He is deeply committed to both economic development and environmental sustainability of the free zone.

If I were to borrow his words, “*Hamriyah is a center of innovation, wealth creation and employment generation. I strongly believe in continuous learning and experimenting on every front to make the free zone as a vibrant business atmosphere as possible to achieve maximum productivity. With humility and prudence, I’m happy to inform the world that my medium to long - term strategy has given us a lot of economic stability. However we will keep investing in innovation, environmental sustainability, customer centric policies and internationalization. I am confident that this approach shall improve our growth in this decade and beyond. I am determined that we will be focusing not only on improving profitability but also for laying an unshakable foundation for the sustainable growth in the decades to come*’.

## True North

As an organization, we follow in one direction – True North. We are proud of this culture instilled in ourselves and everybody is pushing the organization in one direction to achieve the goals and realize the vision.

Both your heart and mind work together in unison seeking better results. Your heart acts as a leader based on principles, values and the belief system and your mind acts like a manager full of inspiration and challenges with focus on making a difference.



### 3. Journey to the new horizon of sustainability for Hamriyah – Many paths that converged on the one central idea

*There is nothing so powerful as an idea whose time has come.*

– Victor Hugo

#### 3.1 Creating opportunities amidst crisis – lessons from the global economic meltdown

The impacts of the 2008–09 global financial and economic crises have had a critical bearing on the economy of the UAE. Among the three country groupings in the Middle East and North Africa (MENA) and the Gulf Cooperation Council (GCC), the GCC oil exporters were the hardest hit.

However, the Gulf countries are leading the regional recovery as oil prices have rebounded, and the Gulf Cooperation Council (GCC) financial sector is stabilizing. Moreover as reported by the IMF (2012), the GCC economies have benefitted from historically high oil prices and expanded oil production, with expansionary fiscal policies and low interest rates, providing additional stimulus. External and fiscal surpluses are generally large, consumer price inflation is moderate, and the outlook for growth remains positive. The report has also noted that the output growth has in most countries been steadily increasing since hitting a low at 2009 in the wake of the global financial crisis. Overall real GDP growth in the GCC reached 7.5% – the highest since 2003 and the UAE is the main destination for foreign bank lending (40% of total foreign bank claims).



### 3.2 Exploring new avenues, drawing people towards the zone of advantages

*Experience is not what happens to a man;  
It is what a man does with what happens to him – Aldous Huxley*

Great leaders are proactive and not reactive to the challenges. So my response strategy to the crisis was very simple. We did not panic or over-react, rather we responded positively to the outside environment by advising and educating our investors to stay focused on sustaining their businesses. We asked them to focus on adding value to their customers, which produced these extra-ordinary results.

At the Hamriyah Free Zone, we strengthened our infrastructure and created new facilities with the strong hope that the economy would bounce back. As companies and contractors were scaling down their operations and agreed to work on thin margins, we were able to further build upon our infrastructure effectively and economically as well.

Not only were we buffeting the world economic crisis admirably, we were also exploring new markets to sustain a strong double-digit growth in the foreseeable future despite the challenging environment on the economic front.

Being the Vice Chairman of the World SME Council, I have always believed that emerging markets provide a fertile ground for SME's seeking above-average returns. The economic indicators are in favour of the business community in the region. Even with a global economic meltdown, investors and entrepreneurs were told to look beyond the local markets to survive the competition and sustain their growth. Entrepreneurs have to go where the markets are, where the working capital is cheaper, and where skills are

cost-effective. Sharjah was considered a lucrative destination due to soaring fuel costs in many other countries. By setting operations in the Hamriyah Port, container shipping companies could achieve large cost savings by pooling orders and using larger vessels to save on their fuel budget. All these factors have opened up a window of opportunities for entrepreneurship. The Hamriyah turned out to be an advantageous zone for investors.

After observing our experience in the Hamriyah, I was invited to talk about these opportunities to boost the investors and business sentiment around the world. During the Maharashtra SME Summit held on 15<sup>th</sup> June 2012 in Mumbai, India, I was invited as a guest speaker. This forum served as a wonderful platform for me to present the Hamriyah SME Zone as a one-of-its-kind concept bringing together diverse industries in an efficient manner and invite the Indian business community to invest in the Hamriyah Free Zone.

### **Defying recession, achieving growth**

We have taken several initiatives to provide a sustainable future for businesses of all sizes in the free zone. We have investors from almost all over the world, including five continents and from 143 nationalities. We defied the recession trends and have achieved over 20 per cent growth in the past two years.

India, Pakistan and European countries remained the top three investors in the free zone and they set up industries in various clusters including automotive, construction, petrochemicals, maritime, oil and gas, steel and metals, among others. Investors from Europe have shown interest in Hamriyah and many of them wanted to relocate their industrial units due to rising production costs and volatile economic conditions in their continent.

We are now looking at new markets to meet our growth targets and have successfully expanded our business to South America as investors from Brazil, Chile, Colombia and Panama have shown interest in establishing industrial units in our free zone. Our focus has been on penetrating newer markets to empower and facilitate existing investor's joint ventures plans at the free zone.

One tough decision that I had to make was to set up the Logistics Village in the midst of an economic slowdown and increase the size of our marketing budget to explore the African market. I would like to proudly recall that our free zone has registered 387 new firms in the second quarter and 383 companies in the first quarter of 2012 despite the second spell of turmoil in the European and American economies, and civil unrest in some parts of the Middle East and North Africa.

### 3.3 Hamiyah: Contributing to the economy of Sharjah, and to the economy of the UAE

It is my privilege to place on record that against an uncertain global economic recovery, and despite the competition in the market, we continued to perform strongly.

The UAE remains one of the '*most attractive investment destinations*' of the world and is currently ranked 26<sup>th</sup> in the World Bank's '*Ease of Doing Business* report'. Doing Business 2013, the 10<sup>th</sup> in a series of annual reports, offers a glimpse into quantitative indicators on business regulations and the protection of property rights across 185 economies – from Afghanistan to Zimbabwe. The UAE also holds the 15<sup>th</sup> position in the 2012 A.T. Kearney FDI Confidence Index.

It has been a long-term strategy of the UAE government to diversify its economy from oil and gas sector and create a favorable environment for international investors. The number of companies in the free zone grew exponentially.

We take every opportunity for networking seriously. Take for instance, the Incheon International Logistics 2010, a forum organized by the Korean Incheon Economic Free Zone. I represented Hamriyah and shared the story of success and sustainability, which was well received by around 900 participants who attended this forum. As the Koreans believe, one never knows when a chance meeting on the street may turn into eternal destiny!

I have a strong passion for the emirate of Sharjah where I was raised, and for the UAE in general, because of the strong leaders who give all their time and energy to ensure that the UAE is one of the highly recognized nations globally. Vision 2021 was created with the objective of becoming one of the best-performing countries in the globe by 2012.

Sharjah is currently home to almost 40% of the industries in the UAE. It stands testimony to the kind of infrastructure and support industrialists get from the government, on par with international standards. We are already recognized locally and regionally as a superpower. Globally, the Hamriyah Free Zone has contributed, and continues to strengthen the vision of Sharjah to become a global economic superpower by attracting FDI through innovative incentives given to the international and regional investors.

### **Hamriyah BBB+ Rated Organization**

It was on September 2008; Fitch Ratings London/Dubai had assigned Hamriyah Free Zone Authority a long-term rating of BBB+ with a stable outlook and a short-term rating of 'F2'. Hamriyah is among the very few free zones in the world that has been distinguished with good rating. Hamriyah is the first authority/department under Government of Sharjah to get a rating done by an international rating

agency. This rating from Fitch reflected Hamriyah's healthy liquidity scores supported by Sharjah's sovereign credit quality.

The rating was backed up with Hamriyah's strong stand alone credit profile, reflecting moderate leverage and stable income base taking into account the relatively mature rental portfolio coupled with long-term land leases, low vacancy rates and low speculative developments. The ratings are limited by Hamriyah's exposure to cyclical end-markets, moderate to high-quality blue-chip investors compared with international peers, exposure to minimum to moderate construction risk relating to new infrastructure developments, and a competitive environment in contesting with other free zones. Hamriyah's liquidity score is healthy on account of improved operating performance and debt repayment. Fitch stated that Hamriyah has been able to deleverage quite regularly by then.

Hamriyah has been working with strong fundamentals keeping good asset base and net worth. The well accepted rating of BBB+ way back during the year 2008 is a good recognition of the free zone's financial health and credibility in the market at that point of time.

Today, Hamriyah's broad personal outreach over the years has increased its investors' high growth potential, awareness in the public and private investment communities, both domestic and international. With a strong emphasis on growth, and a well-diversified income stream, Hamriyah is expanding to the next phase with the government support.

### 3.4 Going beyond mere compliance – our proactive initiatives

Going beyond the mandate of the 'law of the land' we are complementing federal and local economies by bringing value-added businesses into the region. For instance, we are committed to

supporting small businessmen through explicit policies and special clusters, Micro-Business (MB) zones and Hamriyah E-office packages for start-ups.

We also came up with new initiatives like the Hamriyah Logistic Village and Hamriyah Industrial Zone to cater to a wider spread of business and entrepreneurship activities in the free zone. These initiatives include access roads, power and water supply networks, drainage network system connected to the recently completed 4 Million Litres per Day (MLD) capacity Sewage Treatment Plant (STP) at the 7 Magnificent Zone Area. The system uses a Membrane Bio-Reactor (MBR) which facilitates microfiltration or ultra-filtration with a suspended growth bioreactor. The resultant treated effluent meets the international standards and specifications for treated water. In Hamriyah the treated water has been reused under controlled conditions for toilet flushing and irrigation of landscaped areas. My dream is to see that this piece of desert land over a period of time to make it a state of the art industrial free zone surrounded by greenery and healthy working environment.

The newly completed Logistic Village – comprising 224 warehouse units ranging in size from 400, 600 to 800 square meters – provides an all-in-one logistics and distribution centre for companies operating in the free zone. These enterprises will effectively reduce the start-up investment required by investors to put up such facilities, along with the time required to start business operations. The Logistics Village also has the distinction of being the first in Sharjah to use and implement ‘green principles’ both in terms of design and construction.

For business to thrive, the welfare of the business community is very important. Hence, in order to build and maintain entrepreneurship and economic development in the free zone, we have decided to

provide our investors' 42,000 – strong workforce with adequate housing and other amenities. We at the Hamriyah Free Zone are not anxious about the competition with other free zones in the UAE and GCC region. We are the UAE's fastest growing free zone and there are no signs of that growth abating just yet. In fact, the free zones complement each other, which makes it even more beneficial to the country's economy. According to the recent figures from the Federal Customs Authority, the total trade volume of free zones in the UAE grew by 23% in 2010 from US\$ 78 billion in 2009 to US\$ 96 billion. However, in the Hamriyah Free Zone, we provide an edge over the other Free Zones, by focusing on developing more transparent policies and introducing investor-friendly services.

Mr. Shaji Ul Mulk, Chairman, Mulk Holdings is one of the important partners in our endeavour who often says, *"Hamriyah Free Zone offers the best value for money as compared to other free zones with low operational costs and efficient services"*. This strong sentiment and trust resulted in their investing over US\$ 200 million in setting up the Mulk Holdings business in the Hamriyah Free Zone.

### 3.5 Engaging investors with service bundling and other advantages

His Highness Sheikh Dr. Sultan Bin Mohammad Al Qassimi is always pushing for the development of both hard and soft infrastructure. 'Hard' infrastructure refers to the technical structures that support a society – such as roads networks, port or harbor facilities, bridges, water supply, sewers, electrical grids, telecommunications, and so forth while the 'soft' infrastructure refers to all the institutions which are required to maintain the economic, health, and cultural and social standards of a country, such as the financial system, the education system, health care systems, the system of government, law

enforcement, as well as emergency services. Investors are the backbone of our economy. At Hamriyah Free Zone we treat our investors as our esteemed guests. We highly value their time and money and ensure our best services to them, all under one roof.

The Hamriyah Free Zone is prompted by low-cost operations, work-friendly environment and regulations, plenty of untapped markets. Add to that an array of sources to help entrepreneurs gain and maintain a foothold, and it makes the free zone an investors' favorite destination.

Spread over 22 million square meters, Hamriyah has become the major logistics hub in the Middle East with access to 1.5 billion consumers. It has also become an important investment destination in West Asia as it offers total ownership of business, total repatriation of capital and profits, and a tax-free environment. In addition, we provide land on lease for 25 years, inexpensive energy, and a business centre with conference and Internet facilities, on-site accommodation for investor's personnel, and flexible labor laws for recruitment. Other additional benefits include the warehousing, distribution and networking facilities, a deep water port, and an inner harbor for ship building and dry docks for anchoring ships sailing through the Arabian Gulf.

## Sharjah Ports

The three sea ports – Khalid, Hamriyah, and Khorfakkan, are an added advantage. Khalid Port lies at the heart of Sharjah city, and is regarded as one of the most important multi-purpose ports in the region. The deep water port opened in the year 1975 and was the first in the UAE to offer modern container shore-side gantry cranes and Ro-Ro facilities, as well as a free trade terminal.



Khorfakkan Port is one of the world's leading container transshipment ports. It is strategically located on Sharjah's Indian Ocean coast, outside the sensitive Straits of Hormuz and close to the main east-west shipping routes. It is only three hours from the UAE's main centers of population, Dubai, Sharjah and Abu Dhabi on the Arabian Gulf coast. The Khorfakkan's location makes it an obvious choice for shipping lines with large transshipment volumes, which also require easy access to the UAE hinterland. Khorfakkan port offers easy links to the Indian Ocean for container vessels; Hamriyah connects various ports of the Arabian Gulf. All the three ports have very diversified operations and serve investors as per their specific business needs.

The free zone has been deploying business solutions for international and local investors to access the lucrative market of 1.5 billion populations for the past 15 years. It offers the perfect investment opportunity in a free market economy with a robust and vibrant investment climate.

We provide 3 types of license: industrial license, commercial license and service license. In most cases, I can assure that industrial license will be issued in 24 hours, provided all the paperwork is in order with Environmental Impact Assessment (EIA) carried out upfront.

Our biggest advantage has been our ability to bundle services like quick issuance of licenses, and visas, along with the Hamriyah's sponsorship of business owners and their employees – this has attracted investors who do not have to go through the hassle of going through different channels for different permits and licenses. Moreover, Hamriyah Free Zone gives investors exclusive proprietorship and there are no restrictions on the number

of businesses the investor can be involved in. Hamriyah's user-friendly website [www.hfza.ae](http://www.hfza.ae) provides complete details of start-up procedures and costs to potential investors.

Hamriyah Free Zone is located strategically at the confluence of the Middle East international shipping lanes with the Indian sub-continent, Trans-Pacific, Far East, Europe, Asia, and South East Asia – Australia lanes. Hamriyah Port, adjacent to the free zone, with its exceptional blend of facilities, technical know-how and unmatched expertise allows SMEs to ship all the necessary materials directly to the free zone, enabling them to save their valuable time, cost and labor. To support this important sector, we also negotiate agreements with several local and international banks to provide corporate and individual credit facilities to assist SMEs in fast-tracking their business set-up.

I remember one such landmark agreement signed between Hamriyah and Bank of Baroda to help the SMEs. Mr. Ashok Gupta, the ex-CEO of Bank of Baroda's committed and sincere efforts for Hamriyah needs to be commended at this point of time. The efforts taken were further enhanced and strengthened by Mr. Ramamurthy the present CEO, Bank of Baroda in the UAE.

Moreover, the Hamriyah Free Zone on request will provide a list of registered consultants and contractors who can assist in the construction of factory/warehouse buildings. Though there is a pool of experienced professionals available in Sharjah, we often advise new investors to bring key technical or skilled staff with them from any country of their choice. These factors make Hamriyah Free Zone a perfect location for overseas investment in various sectors like manufacturing, trade and services.

### 3.5.1 Hamriyah – A Quality Driven Organization

However, as a matter of pride I state that the most outstanding feature is our conformance to ISO 9001, ISO 14001, OHSAS 18001 and SA 8000 standards.

Back in 2004, perhaps we were the only free zone in the world awarded Social Accountability standard SA 8000 for improving working conditions and staff welfare.

OHSAS 18001 adds value to the free zone's overall position as the free zone meets the standards required by the international occupational health and safety management (OH&S) system.

The free zone was awarded the ISO 9001- a Quality Management System (QMS), with the adoption of the latest state-of-the-art technology in all of its departments, making administrative work simple. The SA8000 is an important standard that proves our firm's commitment to the prompt payment of wages and salaries, as well as the assurance of good, clean, living conditions for personnel housed and working on it. The ISO 14001- Environmental Management Systems (EMS) has enabled us to perform better in terms of environmental parameters and ensuring compliance with environmental-legal requirements. The most notable point here is that all the four standards viz. ISO 9001, ISO14001, OHSAS 18001 and SA8000 were integrated together as an Integrated Management Systems (IMS) so as to efficiently monitor the implementation and measure the performance of such standards both internally, and its effectiveness, externally.

We are a role model organization when it comes to management systems certifications. We are considered the trendsetting free zone as early as 2007; we are the first in the region to be certified for Quality

Management System (ISO 9001: 2008), Environmental Management Systems ISO 14001:2004, Occupational Health and Safety Management System (OHSAS 18001: 2007) and the Social Accountability Standard (SA 8000: 2008). I would say this has instilled far more confidence among investors and reassured them of the quality of services offered at the Hamriyah.

### Hamriyah – a learning organization

Hamriyah's quality driven approach has also helped a great deal for few other organizations to take a leaf out of our text books. Delegate members from organizations include Sudan Free Zone for an 'On the Job Training (OJT)', Ajman Free Zone Authority-Quality Department, and Tunisian Free Zone for a crash course on quality and the Ras Al Khaimah Customs department as well.

#### 3.5.2 Taking inspiration from the UAE Prime Minister

I have been inspired to introduce a 24/7 work culture from His Highness Sheikh Mohammed Bin Rashid Al Maktoum – Vice President and Prime Minister of UAE as well as the Ruler of Dubai.

This idea came about during a meeting organized by the UAE government, where more than 1,000 government officials and influential leaders from the UAE participated. It was to emphasize the need to continue developing government services to keep pace with developments in the rest of the world, and deliver these services to various segments of our society at their convenience.

His Highness said, *"We need to focus on measures to further enhance services at all levels and I call for creative efforts to provide services on par with global standards. An innovative government should think ahead and break the routine to become No. 1."*

His Highness rightly mentioned, *“Our role as a government is to make the life of our people easier and help them achieve happiness, and our duty is to reach all segments of society at all levels, be it cultural, or electronic, and offer them the best possible government services. Let us ensure round-the-clock access to government services using easy, simple, highly efficient and transparent procedures to meet the needs and expectations of customers and make them feel, at the same time, the importance of communicating with government from anywhere, in line with the government’s approach to develop services and achieve a high quality life for UAE nationals and residents, in accordance with the UAE Vision 2021”*. I was very motivated to hear him say, *“A successful government reaches out to the citizens rather than wait for them to come to it”*.

Thank You Prime Minister!

### 3.6 Socially Responsible Corporate Organization

While our plans are well-endowed and ambitions, I realized it needs to be institutionalized and come out with an effective approach that could translate our vision into reality. This thought process led to the birth of two not-for-profit forums viz Hamriyah Green Team and Hamriyah SHE-Q Club.

#### 3.6.1 Hamriyah Green Team - Fostering Sustainability

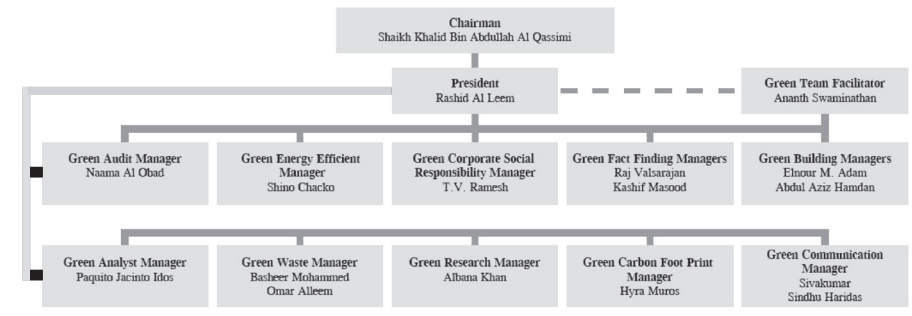


Charity begins at home. So is the case when it comes to implementing green concepts within Hamriyah.

We are aware of the fact that before pushing the green efforts to the free zone industries, Hamriyah should set an example by making a commitment to sustainable practices. That’s how ‘Hamriyah Green

Team’ – an in-house team came into existence and roll-out various green initiatives at Hamriyah Free Zone Authority.

On 26<sup>th</sup> October 2009, an email was sent to all the Hamriyah employees seeking volunteers for the Hamriyah Green Team for 10 different creative themes. Employees responded positively, reflecting the interest levels in my staff regarding sustainability. The Hamriyah Green Team was led by our Chairman, His Excellency Sheikh Khalid Bin Abdullah Al Qassimi, and I as the president with Ananth Swaminathan, Environmentalist, Hamriyah as the ‘Green Team Facilitator’. The 1<sup>st</sup> meeting was held on 01<sup>st</sup> November 2009.



The kick off meeting was very much strategic in nature wherein short term, long-term objectives were identified and emphasis was laid down for the members to develop a concrete road map. Green team members came up with lots of creative ideas and concepts like in-house save paper campaign, save water campaign and used paper recycling etc. Several of ideas were implemented successfully.

I would like to recognize the following personnel's for their commitment to the success of the Hamriyah Green Team's mission: Mr. T.V. Ramesh (Green CSR Manager), Mr. Raj Valsarajan and Mr. Kashif Masood (Green Fact Finding Managers), Mr. Abdul

Aziz Hamdan and Mr. Elnour Adam (Green Building Managers), Ms. Naama Al Obaid (Green Audit Manager), Mr. Shino Chacko (Green Energy Efficient Manager), Mr. Paquito Idos (Green Analyst Manager), Mr. Omar Alleem and Mr. Basheer Mohammed (Green Waste Manager), Ms. Albana Khan (Green Research Manager), Ms. Hyra Muros (Green Carbon Foot Print Manager) and Mr. Sivakumar and Ms. Sindhu Haridas (Green Communication Manager).



### 3.6.2 Hamriyah SHE-Q Club – Empowering Excellence

Going by the Hamriyah Green Team's success and its visible difference with an active employee's voluntary participation towards green initiatives, we were pondering how this concept could be tailor made to inspire industries to engage in green and social responsibility initiatives.

With the experience gained in the in-house programs, we confidently launched another creative platform/forum, named it as 'Hamriyah SHE-Q Club'. We branded it as SHE-Q for easy recall. SHE-Q stands for Safety, Health, Environment and Quality.

Hamriyah SHE-Q Club is an investor friendly, informal non-governmental forum with the objective to educate, share and update latest technologies, best practices and best fit. The club is non profit forum as well.

To start with, the Hamriyah SHE-Q Club concept was taken to the industries with an aim to bring in the QHSE representatives of every industry in Hamriyah to engage in the areas of safety, health, environment and quality. As expected, we received a very positive response from the industries which started nominating one QHSE professional on their behalf to represent in this forum.

On 05<sup>th</sup> January 2010, the 1<sup>st</sup> Hamriyah SHE-Q Club organized a free training programme and attracted 55 QHSE professionals from various Hamriyah industries. Since then, Hamriyah SHE-Q Club grew stronger with more and more participation from the investor/industries during every of the quarterly meetings.

As part of the 15<sup>th</sup> Hamriyah SHE-Q Club meeting, held on 20<sup>th</sup> August 2013, a free training program titled ‘3<sup>rd</sup> Hamriyah Heat Stress Management’ conducted. Over 200 participants attended this program. Most of the Club meetings are oversubscribed and on several occasions, we have been unable to accommodate the requests due to infrastructure constraints or limitations.

### **Hamriyah SHE-Q Club complements UNEP principles**

United Nations Environment Programme (UNEP) states that Health and Development are intimately interconnected. Action items under Agenda 21 of UNEP address the primary health needs of the world’s population and elaborate the linkage of health, environmental and socio-economic improvements which require inter-sectoral efforts. It emphasizes the need involving public works & community groups, including businesses and is aimed at enabling people in their communities to ensure sustainable development. Particularly relevant is the inclusion of prevention programmes rather than relying solely on remediation and treatment.

In line with the principles of UNEP, Hamriyah SHE-Q Club- the not-for-profit forum of Hamriyah Free Zone- a campaign titled ‘*1st Hamriyah Free Health Camp for HFZ Labors/worker community*’ in association with Aster DM Health Care LLC, Dubai- a healthcare group in the Middle East providing healthcare of the highest quality in the geographies they operate in with a brand promise to “Care Beyond Boundaries”.



While the health camp was formally launched during October 2013 by Dr. Rashid Alleem, Director General, HFZA, the grand inaugural event was held on 09<sup>th</sup> December 2013.

Around 7000, labors/workers from various HFZ industries are expected to benefit from this 3 month long on-site '*free of cost health camp*'. Blood Pressure (BP), Blood Sugar, Height & Weight, and Body Mass Index (BMI)-the basic health parameters are being tested during this health camp. Along with this health camp data gathering in terms habitual tobacco in-takers/smokers from the labour/worker community found to have diabetics will be motivated & subjected to next level of rehabilitation program in partnership with specialized organizations in this field.

I have a strong feeling that in the next years to come, we will be in a position to map & make a case study on how a pragmatic approach towards health problems could be mitigate through committed labor welfare approach thereby protecting the social fabric of the society.

In a nutshell, these two forums (Hamriyah Green Team and Hamriyah SHE-Q Club) are now regarded as our Corporate Social Responsibility(CSR)vehicles,workingtowardsachieving sustainability in Hamriyah. After all, the environment is everybody's business. I had taken a conscious decision of making this arrangement an informal one to make sure that our efforts have to motivate the investors to come out voluntarily and demonstrate higher levels of environmental responsibility. I even foresee that many of them will go beyond the level of compliance and imbibe sustainability in their own businesses. These forums have been very impactful. In the chapters to come I will be sharing precise information on how our programs brought about a dramatic element of change, inspiring our investor's to follow our journey.

### 3.6.3 Hamriyah Sustainability Policy Statement

The year 2010 has been a landmark year for the Hamriyah Free Zone, wherein sustainability initiatives got a major thrust. On 05<sup>th</sup> June 2010, we launched the ‘Hamriyah Sustainability Policy Statement’, which laid down the guiding principles, vision, mission, and objectives for achieving sustainable development. I am proud to say that this sustainability policy statement was the first of its kind ever made by a government organization in the GCC. This statement has helped us reiterate our commitment towards sustainability. In the next 25 years we hope to become a niche free zone in the country, and in the GCC, with specialized companies/investors.

### 3.6.4 Hamriyah Green Newsletter

To keep the conversation on our efforts going, we have launched a newsletter titled ‘Hamriyah Green Newsletter’, covering issues on ‘green’ and ‘sustainability’. The newsletter aims to provide information and ideas to help investors find new profit and business opportunities through the lens of sustainability. In the free zone area, the newsletter was immensely beneficial to several enterprises involved in recycling scrap steel, aluminium, used tyres, and other raw materials.

### 3.6.5 Harvesting Renewable Energy

We are also aiming at a power surplus scenario for which we are taking initiatives to increase the usage of renewable energy. We would like to be one of the top three free zones recognized internationally for its commitment to safe investment, good destination and quality services.

Recently, His Highness Sheikh Mohammed Bin Rashid Al Maktoum, Vice President and Prime Minister of UAE and Ruler of Dubai, made a significant observation with linking energy and sustainability. *“We recognize that preserving our energy resources will*

*be one of the greatest challenges towards sustainable development. This, however will not materialize unless the different facets of our society adopt energy conservation principles in their core values. The future generations will be the chief beneficiary of our achievements and the best judge of what we accomplish in this field.”*

His Highness’s vision made us look at energy conservation and sustainability. Hamriyah Free Zone’s first renewable energy initiative was undertaken seven years ago. As early as in the year 2006 the entire street lights in our worker accommodations were powered by using solar-hybrid cells, making it a clean energy project.

I would also like to mention that the Hamriyah was also recognized by the World Council for Renewable Energy (WCRE) Germany. Hamriyah’s membership with WCRE was not based solely on green initiatives like renewable energy and harnessing of solar power, but other considerations such as socio economic factors and sustainability. This endorsement reiterates our goal that a commercial venture can also be a socially responsible corporate organization, while respecting the environment. This affiliation creates positive impact with our investors, as we always take efforts to empower investors to avoid pollution and encourage environmentally friendly products and services.

### **3.6.6 Arab Organization for Social Responsibility recognizes CSR efforts of Hamriyah**

Hamriyah for the past 4 years through our not-for-profit forums Hamriyah SHE-Q Club and Hamriyah Green Team is making concrete actions by rolling-out many Corporate Social Responsibility and sustainability initiatives. Specific focus is being given to involve and engage closely with the companies/industries, service providers/contractors, grass root community (workers) and various

other stake holders of our organization to tackle economic, social and environmental issues around us.

As a testament to our efforts, on the 06<sup>th</sup> November 2013 Hamriyah Free Zone has been bestowed with the Arab Organization Award for Social Responsibility in a grand and gala ceremony held at The Palm Atlantis, Dubai.

Arab Organization for Social Responsibility is an independent Arab Organization which recognizes organizations from both private and government sector who contribute immensely to the social responsibility across the Arab world.

While I laud our Hamriyah CSR team for making all diligent efforts, I have an interesting story to share at this point of time. During early October 2013, I was approached by our Environmentalist and Hamriyah Green Team facilitator Mr. Ananth Swaminathan who brought to my attention the details about this coveted social responsibility award from Arab Organization and expressed his interest that Hamriyah bid and file the self-nomination for the award as well. Given to the rapid expansion spree of Hamriyah there were many on-going projects and also new projects were in the pipeline. Also on the other hand I knew it would require a lot of qualitative time for filing such self-nominations, so initially I was a bit reluctant. With strong persistence coupled with the available supporting data provided to me indicated that there is a great scope for Hamriyah to bag this award, I gave a full nod to go ahead with filing the nomination.

Now, I am extremely happy to note that the efforts taken in this regard has paid its dividends. I believe this is a matter of great pride for Hamriyah that we have participated, competed with some of the

best companies in the Arab region and finally secured this prestigious award for social responsibility.

### **3.7 Hamriyah – A committed organization for environmental protection and social accountability**

Hamriyah Free Zone is a committed organization towards environmental protection and social accountability. I have a few interesting cases or real stories to share to illustrate our commitment and how administrative decisions were based on environmental protection and social responsibility instead of business interests. I will also share my experiences where tough decisions were taken against erring industries.

#### **3.7.1 Odor issue raised by Hamriyah village and our pragmatic approach**

The Hamriyah Free Zone is a base for industrial units of various types of manufacturing or process and sometimes, some environmental scenarios are inevitable. One such instance wherein odor issue was raised by the nearby residential village called 'Al Hamriyah Town'. Residents of Al Hamriyah village suspected that the possible odor issue could be possibly from Hamriyah Free Zone industries and it was reported in the print and electronic media. We at Hamriyah Free Zone having had laid down monitoring mechanisms to ensure that the industries do operate within the environmental legal requirements which include specific focus on Air pollution also. In fact, as a part of proactive environmental effort, Hamriyah Free Zone conducted a massive Ambient Air quality (AAQ) monitoring during early 2007-08 through an internationally accredited environmental consulting firm who installed specific tools at many select location of the free zone to capture adverse air quality issues if there are any. The reports indicated that the AAQ in Hamriyah is within the prescribed limits. In 2011, we also initiated a joint working mechanism in association

with the National Center of Meteorology & Seismology to monitor the ambient air quality. By this collective effort a permanent continuous ambient air quality monitoring station was installed in Hamriyah so as to ascertain that the ambient air quality is well within the prescribed limits of UAE's federal environmental regulations.

### **3.7.2 A Chocolate factory closure – A sweet making turning sour**

A chocolate manufacturer was operating in Hamriyah Free Zone from early in the year 2001. During a routine inspection by the Sharjah Municipality – Health inspectors, had an unusual observation that the company was actually using expired milk as a raw material for manufacturing the chocolates. Following this initial observation the Sharjah Municipality in cooperation with Hamriyah Free Zone conducted a thorough investigation on the subject matter, collected more factual evidences, then recommended the operations of the factory be suspended and penalty be levied to the company.

Hamriyah being an organization driven by the principles of social responsibility not only levied up to US\$ 11,000 as penalty and decided to permanently shutdown this unit during April 2010. This drastic decision was despite the investors of the aforesaid chocolate factory hailed from a very influential business fraternity, reflecting our deep commitment to our principles.

### **3.7.3 A Lubricant recycling unit-Turning wheels down**

In the mid-2006, a Customer Care Committee (CCC) visit at a lubricant oil recycling unit in the Hamriyah Free Zone suspected dumping of process waste within their facility. We swiftly acted upon the information and appointed a reputed environmental consulting firm TUV NORD who were mandated with the responsibility of

conducting a thorough incident investigation of this subject matter and provide suitable recommendations to Hamriyah. The report submitted by TUV NORD during September 2006 collated facts and figures which were alarming in nature confirming the illegal dumping of process waste.

Backed with facts and technical reports, Hamriyah Free Zone ordered a permanent shut down of this facility in the year 2007. Not only that a post incidence soil remedial measures were carried out at the aforesaid company's cost but also hefty penalties were levied upon the company for indulging in activities which are in violation to the environmental legal requirements.

### **3.8 Going Green: for the benefit of the next generation too**

Green initiatives are something that everybody is into these days, but at the free zone we emphasize on 'Sustainability – Next Generation Free Zone.' It is a vision that we work towards and we are sincere in our endeavor – it means going beyond just greening our surroundings or using solar energy.

One of our integrated projects is where we have planted drought resilient Date Palm trees and have undertaken turfing with grass throughout the free zone. These plants and turf get their water from the treated sewage water from the worker's camp. These measures work well in dry and hot conditions and help to bring temperatures down a bit.

### **First free zone in the UAE to demonstrate environmental responsibility**

We have one of the most progressive and the fastest-evolving landscape for the small and medium enterprises to thrive in a

competitive environment. As I mentioned earlier, our unique custom-designed the ‘7-Magnificent *SME* Zones’ is attracting *SMEs* and investors from across the world that complement each other in their respective cultures. While our efforts to support the *SME* sector are sincere, we are equally committed towards environmental responsibility.

The 250,000 square meters area of *SME* Zone has been covered by Environmental Baseline Studies (EBS) through an internationally reputed environmental consulting firm TUV Middle East prior to the development of this zone. By this process, we have ensured that we give our esteemed investors an ‘ecologically correct product’. This is a first-of-its-kind environmental responsibility initiative to be undertaken by one of a leading free zone in the UAE.

### Conserving resources, creating accountability

We had been trendsetters even way back in the year 2003 by launching an environmental initiative titled ‘Save Water Campaign’. Boards were displayed throughout the free zone to create awareness among employees of the need to save water. The effort is to conserve precious natural resources, especially in this part of the world where water is a very scarce resource. Taking the inspiration from overwhelming response we received from the general public, the government is considering yet another environmental sustainability measure by making it mandatory through a law for building terraces to be greened by planting vegetation. This is over and above the usual practice of keeping potted plants. We have also put in place an Environmental Management System, which focuses on the environmental impacts of everyday operations.

The Hamriyah has evolved into a role model of sustainable development and inclusive growth in the region by attracting over



6000 investors from across the globe in the past 13 years. We aim to generate stability in our operations in order to provide continuity and a strong foundation for our immediate successors, and for the future generations to inherit and build on. We, therefore, have to preserve our resources, to care for the environment and plan our business for long-term sustainability. As a fundamental component of business strategy, high preference and importance is given to sustainability by way of innovative and unique eco-friendly practices.

Environmental sustainability took a major shift in Hamriyah with a strategic partnership with Bee'ah, the Sharjah-based Environmental Company. Bee'ah – was established in the year 2007 as a public-private company in partnership with the Sharjah Municipality.

Bee'ah works towards an environmentally sustainable future through international best industry practices, transforming thoughts, attitudes and behaviors in individuals, communities, businesses and cities. It also enables them to lead by example of positive sustainable growth by providing the infrastructure, tools and support for their environmental goals.

On 26<sup>th</sup> February 2008, His Excellency Sheikh Khaled Bin Abdullah Bin Sultan Al Qasimi, Chairman of Hamriyah Free Zone Authority and His Excellency Salim Bin Mohammed Al Owais, Chairman of the Department of Municipality and Agriculture, and Chairman of Bee'ah signed a Memorandum of Understanding between Bee'ah and Hamriyah Free Zone towards steering environmental sustainability.

In association with Bee'ah, Hamriyah laid an increasing importance on environmental accountability. Every company in the free zone must comply with our stringent guidelines regarding environmental safety standards, with each newcomer having to obtain

environmental clearance before it can commence operations. In doing so, every industrial licensed facility will have to mandatorily undertake the Environmental Impact Assessment (EIA) /Environmental Risk Assessment (ERA), through a competent environmental consultant. Hamriyah then evaluates such EIA/ERA projects through Bee'ah. EIA/ERA-projects that successfully pass through this environmental screening are only then issued with these environmental clearances. This strategy has ensured that we demonstrate our environmental stewardship with a clear commitment to support business and industries, yet ensure environmental compliance for the protection of the environment and the betterment of society.

Ultimately, what will determine our success is not just the bottom-line of financial viability, but sustainability and growth rate, which take into account green initiatives. These initiatives are recognized through awards such as the Green Excellence Award, which highlights the importance of green technology and eco-friendly products for sustainable consumption.

I strongly believe that moving towards green technologies can tremendously help businesses, when adopted universally. In the Hamriyah, through various events, we urge our investor companies to start their green strategy with simple initiatives like replacing light bulbs, launching recycling programs and choosing more energy efficient technologies. These early efforts do not cost much to implement, get their employees engaged with green ideas and deliver quick results.

In 2008, we started implementing the '3R' principles (Reduce, Reuse, Recycle) for in-house domestic waste generated from our offices, in joint association with a leading environmental agency, Bee'ah – The Sharjah Environment Company. Dedicated metal bins are kept in each of the Hamriyah Free Zone Office buildings to

segregate paper wastes, metal cans and plastic materials at the source level. This has inspired many of the industries in Hamriyah to adopt the same practices.

We, at Hamriyah Free Zone take every opportunity to showcase our green efforts. We are a part of the annual Water, Energy, Technology, and Environment Exhibition (WETEX), which features the world's largest industry exhibition, with more than 1,000 companies from around the world, held under the patronage of the Government of Dubai. Over 30 countries participate, showcasing their latest technologies, equipment, raising their corporate profiles and building awareness about products and services while sharing ideas and best practices with the world's leading players.

Another international environmental forum where Hamriyah Free Zone annually exhibits its green and Corporate Social Responsibility (CSR) efforts, and where we have attracted much public attention is the Green Middle East-The Environmental Management and Technology Exhibition and Conference held under the patronage of His Highness Sheikh Dr. Sultan Bin Mohammad Al Qassimi, Member of the Supreme Council and Ruler of Sharjah, hosted by Beeah-The Sharjah Environment Company.

### 3.9 Hamriyah – a High Reliability Organization (HRO)

Hamriyah aspires to be a High Reliability Organization and minimize accident rate. This decrease in accidents occurs through change in culture. While technology has some influence but not in isolation, nor without a change in the organization's culture. Any organization having imbibed the HRO principles in their business process are the one who has fewer failures than expected and their implications for organizational design. These include organizational

factors (i.e., rewards and systems that recognize the costs of failures and benefits of reliability), managerial factors (i.e., communicate the big picture), and adaptive factors (i.e., become a learning organization). Sound principles such as process safety management and safety management system have complemented a lot in our efforts to become a High Reliability Organization.

## **1. Principle of Process Safety Management (PSM)**

Process Safety Management (PSM) refers to a set of inter-related approaches to manage hazards associated with the process industries and is intended to reduce the frequency and severity of incidents resulting in releases of chemicals and other energy sources. Unexpected releases of toxic, reactive, or flammable liquids and gases in processes involving highly hazardous chemicals have been reported for many years in various industries. Regardless of the industry that uses these highly hazardous chemicals, there is a potential for an accidental release any time they are not properly controlled, creating the possibility of disaster as laid down by OSHA standards. The industries in Hamriyah are highly encouraged to implement the best practices in terms of Process Safety Management.

## **2. Principle of Safety Management System (SMS)**

A Safety Management System (SMS) provides a systematic way to identify hazards and control risks while maintaining assurance that these risk controls are effective. It is a business like approach to safety which is systematic, explicit and comprehensive process for managing safety risks. As with all management systems, a safety management system provides for goal setting, planning and measuring performance.

Safety management system concept is very much woven into the fabric of Hamriyah. Health and Safety has very much become a part

of the culture and risks have been reduced considerably low. Through our not-for-profit forum Hamriyah SHE-Q Club, we bring in experts in the field of SMS and share this best practice to the industry Health and Safety practitioners in the free zone.

**The 3 Cs of Safety:** Through our Health, Safety and Environment department, we always emphasize our employees and investors on the importance of what we call as 3 Cs which are Competency, Compliance and Commitment.

**Freeze Card-A value addition to HRO:** Our efforts to become a High Reliability Organization are second to none. For example, ‘Freeze Card’ – is an innovative proven concept implemented successfully in Hamriyah Free Zone. According to Freeze card system, any activity that is performed in an unsafe fashion and has potential enough to endanger the humans, the environment or even properties is immediately stopped by notifying it to the head/supervisor of the department concerned. Proper corrective and preventive actions are recommended. The unsafe activity could even be a simple maintenance work or a complex industrial process activity or even a near miss incidence also. Any person, no matter whosoever observes any type of unsafe activity is empowered to issue the freeze card. It could be a top-to-bottom or bottom-to-top approach wherein the freeze card concept is applied and obliged without any disparity. In Hamriyah, we have implemented this successfully which has resulted in bringing down the number of accidents or incidences.

Taking a leaf out of our practices, I am proud to say that many of the industries in Hamriyah have also adopted the freeze card concept and we are receiving a tremendous feedback from such industries/companies. This freeze card system demonstrates Hamriyah’s position as a High Reliability Organization.

### 3.10 Involving every individual in safety, health and environment programs

I take a deep sense of pride to mention that our commitment to doing business responsibly and supporting our social environment has only grown stronger over the years. As I mentioned earlier, Hamriyah SHE-Q Club and Hamriyah Green Team were established in the year 2010 as a not-for-profit, non-governmental, non-formal investor-friendly platform to create awareness, develop consciousness and practice of green environment both inside and outside of the free zone. They comprise nominated representatives from the Free Zone's investors. These forums focus on shared learning, continual trainings, field environmental campaigns and workshops for community development programs in the areas of safety, health, environment and quality concepts. It has provided a platform to educate, share and stay updated on the best practices from across the world. The approach adopted is 'enabling the less privileged' and 'inspiring an environment of giving'. This approach has earned us numerous accolades among investors and more importantly from a large number of employees.

We at the free zone believe in social responsibility as a strategic practice and as a key to organizational success as it contributes to both a healthy work environment and long-term sustainability. Both the Hamriyah Green Team and the Hamriyah SHE-Q Club partner with various government bodies, Non-Government Organizations (NGOs), corporate and international consultants over a wide spectrum of specialized fields and domains of expertise to offer best practices to the investors and their employees. Both the platforms have made major inroads within a year in reaching out to professionals and also to the workforce in the free zone, eventually transforming itself into a change agent.

A number of activities were undertaken under these two platforms to make Hamriyah a more sustainable and environmentally-responsible free zone. For instance, during the 4<sup>th</sup> Hamriyah SHE-Q Club program held on 14<sup>th</sup> December 2010, Mr. Lahcen El Kabiri, the then Deputy Executive Secretary of the Convention on Migratory Species (CMS), United Nations Environment Program, Abu Dhabi, United Arab Emirates was our esteemed Guest of Honor.

It was an environmental program titled ‘Best HSE practices during Welding’ organized in association with Lincoln Electric-Middle East. State of the art welding pollution abatement equipment was specifically air lifted from Netherlands exclusively for this program.

The 8<sup>th</sup> Hamriyah SHE-Q Club held on 06<sup>th</sup> December 2011 had a unique training program titled ‘Working Safely in Radiography’ in association with INSPEC, a highly acclaimed 3<sup>rd</sup> party inspection and testing services company. Around 120 QHSE representatives from Hamriyah Free Zone industries gained practical knowledge through this mock drill program. Hamriyah SHE-Q Club is designed to provide solutions to problems that most industries commonly tend to face. From January 2010 to December 2013, around 1754 QHSE representatives and professionals benefitted through our Hamriyah SHE-Q Club free training programs.

Under the banner of Hamriyah Green Team we launched ‘1<sup>st</sup> Hamriyah Marine Day’ on 19<sup>th</sup> September 2010, a first of its kind underwater marine clean-up program in our Hamriyah Port. Hamriyah Marine Day is now an annual event observed to commemorate the International Coastal Clean-up Day (ICC) during the 3<sup>rd</sup> week of September every year, during which this massive underwater marine clean-up is being undertaken in the Hamriyah Marine Waters. Volunteers, mostly from the Hamriyah industries, students from various schools/ colleges also participate in this program.

### 3.11 Caring through sharing

The ‘1<sup>st</sup> Heat Stress Management Awareness Campaign’ was conducted during May 2011, which focused on companies located within the free zone. The main thrust was to educate all workers, particularly those working outdoors about the dangers of heat-related illness and the precautionary measure that needs to be undertaken.

In an another effort, the Hamriyah Green Team, in partnership with Harris Institute of Safety Technology (HIST) launched the ‘Stay Green and Stay Clean Campaign’ which focused on restaurants and cafeterias located within the free zone. A training program on ‘Food Safety and Good Hygiene Practices’ was also conducted for the benefit of food handlers in Hamriyah restaurants and cafeterias, which was highly successful.

We very much care for our people in Hamriyah Free Zone. I would say that ‘We care through sharing’. Between April-June 2012, we conducted the ‘1<sup>st</sup> Hamriyah Free HSE Awareness Campaign for Hamriyah investors workforce’, in association with ETA Consultancy, Dubai. This on-site training program was absolutely free of cost wherein over 4100 grass-root community/labors from 53 industries having high intensive labor force benefitted from the program.

On 22<sup>nd</sup> March 2013 the Hamriyah Run and Walk for Zero Harm was organized in joint association with *Pentair* wherein around 762 volunteers from 58 companies of Hamriyah Free Zone participated in this 3.6 kilometre marathon run/walk to create awareness on having a safe and secure work environment.

Similarly other campaigns like carbon footprint determination, save paper-save trees campaigns, save energy-save water, energy audits, water conservation management, environmental compliance programs etc. are routinely undertaken by involving various experts.



Right through January 2010 to December 2013, we were able to reach out to more than 12,837 members of labor force – the grass-root community at Hamriyah.

### **3.12 Awards that re-energize our commitment to sustainable growth**

A testimony to the credibility of what we do at the Hamriyah in terms of “sustainable development” has been the much recognition received, in terms of awards and prestigious memberships.

The efforts of the Hamriyah have been acknowledged with the ‘Green Tech Award’ and appreciated for its environmental awareness and cooperation during the ‘Save Water’ campaign. It has been privileged with a membership of World Association for Small and Medium Enterprises (WASME) founded in the year 1980 in New Delhi, India. By becoming a member, WASME indirectly and actively supports the Green Team’s activities.

I have been conferred with the honor to be Vice President of WASME’s prestigious governing body. Other prestigious awards which we have in our kitty include Century International Gold Quality Era Award (Geneva), Arab Administrative Development Organization (ARADO) achievement award, June 2007 (Tunisia), International Quality Award, 2004 (Geneva) and the Gold Medal at the 9<sup>th</sup> International Symposium on Water, 2007 (Cannes).

Hamriyah Free Zone’s commitment to sustainable development is long established as exemplified by the number of awards and recognitions I received as the Director General of the Authority. In 2011, the ‘Global Climate Change Champion’ award was bestowed on me at a function in India, Chennai by the Prince of Arcot for my efforts to make the Hamriyah one of the greenest free zones in the world. I was also selected as one of the Top 50 Influential Business Leaders across the whole GCC group of countries by the Construction Week magazine.

Being the founder and chairman of the Alleem Knowledge Center, I have been awarded in the “Training and Human Capital Development” category at the Middle East Business Leaders’ Awards ceremony in the year 2012. The award ceremony was held by The Leaders International Magazine, Malaysia, to recognize business leaders for their contribution to the growth and development of the Middle East economy. I considered it a great honor when I received the Environmentalist 2012 award from His Excellency Dr. Mahathir Bin Mohamad, the former Prime Minister of Malaysia.

I have also been privileged to receive other prestigious awards and honors like the Achievement Award by League of Arab States, Golden Medal from the Mayor of Cannes for environmental and water conservation efforts, “Excellence in Leadership” Award from ASSOCHAM in India and “Celebrity of the Year” by Khaleej Times. Recently I have been conferred the “Jewels of Muslim World” Award 2012 in Jakarta, in recognition of my achievements as one of the top nine movers of Islamic economics. Further, I am proud to be known among peers as a “Green Ambassador of the UAE”. I was honored by the Rotary Bangalore South East (RBSE) for the humanitarian and social commitments at the SME Awards ceremony held in February 2013 in Bangalore, India. In my view, these awards and accolades are a source of encouragement, which re-energize our commitments to make the world a better place and pass it on to our future generations to cherish a green legacy.

### **UN honor as an ‘Extraordinary Human’**

I was overwhelmed when the United Nation’s World Peace Organization (UN-WPO) bestowed me with the “Extraordinary Human” award for furthering the cause of the environment and my singular efforts in generating about US \$30 billion FDI by attracting over 11,000 companies in different sectors from 147 countries on board the fast expanding Sharjah Free Zones in a record time. This prestigious award was conferred to me by Mr. Sayed Aqa, Director/

Manager Representative of UN-WPO, UAE in a grand ceremony organized to mark the ‘International Day of People with Disabilities’ in Dubai on 9<sup>th</sup> December 2013. I dedicate this award to the challenged person everywhere.

### 3.12.1 Hamriyah Free Zone – a classic example for driving sustainability through corporate citizenship

Corporate citizenship has to be part of an organization’s business model. Not simply for the company itself but to mainstream sustainable development, i.e. for prosperity, people and the planet. The Arabia CSR Awards celebrates corporate citizens of the Middle East and North Africa Region and recognizes the passion and business case for doing well.

Arabia CSR Award is the most prestigious and highly coveted CSR Award in the Arab world, held under the patronage of HH Sheikh Ahmed Bin Saeed Al Maktoum, President of Dubai Civil Aviation Authority; Chairman and CEO of Emirates Group; and Chairman, Dubai Airports and supported by the United Nations Global Compact.

The Arabia CSR Awards is a home-grown product of the Middle East and North Africa region that aims to highlight CSR best practices and showcase the achievements of public and private companies in enhancing their sustainability performance to have a larger and more positive impact on society.

Hamriyah submitted the application for the ‘6<sup>th</sup> Cycle of the Arabia CSR Awards 2013’. The 2013 Cycle of the Arabia CSR Awards has been especially competitive, having received the highest number of applications since its inception. After a meticulous review and deliberation by the external independent awards jury panel, who are leading international experts in the fields of CSR and sustainable development our application has been judged as one of the ‘TOP-5’ submissions amongst a total of 134 registrations, from which a select 111 applications for the year’s cycle due to our outstanding commitment and achievements in this particular platform.

It was indeed a proud moment for Hamriyah to share this honor in the ‘Public Sector Awards Category’. Our steadfast hard works paid off in getting this prestigious recognition amongst 80 of other organizations from 23 industries and 10 Arab countries.

### **3.12.2 Hamriyah Free Zone – a ‘TOP 4’ organization for environmental excellence**

Organizations and businesses in the Middle East are moving beyond just operational and organizational concerns, but are also working hard towards embedding best practices in sustainability throughout their processes, and lowering their carbon footprint, for the improvement of the environment in the region.

To capture this change and celebrate their efforts and what it takes to be at the forefront of environmental leadership, Beea’h – the Sharjah Environment Company proudly introduce the Green Middle East Awards for Environmental Excellence aimed at recognizing those individuals and organizations who demonstrate leadership and innovation in sustainability in both the private and public sectors.

The Green Middle East Awards for Environmental Excellence is one of the few environmental awards schemes in the Middle East, where the winners of the awards will be among the elite of the Middle East for their sustainability and environmental excellence. Hamriyah was rated as a ‘TOP 4’ organization under the ‘Best Regional Sustainability Initiative Award’ category during the 2013 edition of the Green Middle East Awards for Environmental Excellence.



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## 4. Empowering people and society – Hamriyah's human touch

*The best way to inspire people to a superior performance is to convince them by everything you do and by your everyday attitude that you are wholeheartedly supporting them – Harold S. Greeneen*

### 4.1 Encouraging the local to be part of the global

The Hamriyah Free Zone Authority is a liberal organization which employs people from all races, communities and especially encourages women. Since our employees work to further the vision of the Authority, it is crucial that they share a common understanding of the vision. This is emphasized during the induction program for new employees. At the same time, their welfare is handled with utmost care. Hamriyah has 305 employees which include 49 (16%) women. We also place emphasis on recruiting local people.

Currently the organization has 52 (17%) employees who are locals, while the remaining are expatriates. Employees are categorized into junior (maintenance/ security), senior, managers and leadership staff. Nearly all staff are on local contract, while a handful are on special contracts.

With a view to encourage local people and the social segment, the Authority offers a special salary, leave and study benefits to them. Ours is considered one of the best compensations paid to nationals locally and regionally. UAE nationals are encouraged to build their skills and knowledge through educational courses and are offered incentives for completing the course. The human resources policies

of the Hamriyah align with the rules set by the Sharjah Administrative Department. Women and men are paid the same salary as per their designations.

I can proudly say that there is a great level of transparency within the Hamriyah Free Zone, especially in the matters of performance appraisal of employees, which includes routine self-appraisal. Criteria for promotion and increments are laid down clearly and staff is aware of it.

#### **4.2 Investing in staff, creating value addition**

I strongly believe in investing in the training, enhancement and development of our staff. Because executives are influenced by emerging educational and corporate models of management which shapes their thought process to create sustainability skills and mindsets. As they will play a key role in creating a sustainable growth for the Hamriyah, I adopted an approach that Fortune 500 companies follow to train their employees.

Hamriyah employees are trained in various industrial processes, project management techniques, technological advancements, legal and other regulatory compliance and verification mechanisms. This gives them the background and knowledge to efficiently communicate with the investors and better understand their businesses. It has proved to be an invaluable addition, which makes them a winning team.

I reiterate that value addition is not just doing a job well, but making employees good citizens, with a sense of belonging and loyalty and who have the confidence to take new initiatives independently. Building manpower capacities are one of the few ways in which Hamriyah shows that it cares for its employees' personal as well as professional growth.

Unique, tailor-made training programs are conducted every year. The most important training programs include those on marketing and branding, finance and accounting, lean management, interpersonal skills and communication.

Grievances are redressed directly by the Human Resources Department. The staff approaches the HR department directly to discuss any issues. If there are issues between a manager and his subordinate, the HR facilitates conflict resolution.

While we are discussing on human resources and development, I would like to share that the American Global University, USA conferred me honorary Ph.D in recognizing my efforts towards human development and unlocking the potential leaderships of the young leaders.

#### **4.3 Driving social accountability in business**

Worldwide, companies are re-examining the way they do business. And this new thought process does not merely address adapting to changes to technology, or the need of customers. Instead, business decision making is now linked to ethical values and respect for people, communities and the environment.

At Hamriyah too, Corporate Social Responsibility (CSR) has emerged as a central consideration in the investment decision. I seek to integrate social and environmental concerns in the business operations and in interaction with stakeholders. I believe that social accountability is a strategic practice and key to organizational success and long-term sustainability.

I trust the measure of our success lies not just in the numbers, but also in our proven demonstration of engaging with emerging social concerns and priorities, both of our internal and external stakeholders,

and making a significant, visible difference to the Hamriyah community. Corporate Social Responsibility (CSR) initiatives are at the heart of the Hamriyah Free Zone as it pays due attention to social and environmental concerns.

## **Hamriyah attracts phenomenal FDI**

Hamriyah has contributed positively to the economic growth of Sharjah and UAE. Total Foreign Direct Investments (FDI) in the free zone has touched US\$ 6 billion in the year 2012. Our performance is in line with the vision set for Hamriyah as a growth engine of the local economy. More than 6,000 companies from 143 countries have a base here.

Valued at over US\$ 217 million, the major infrastructure projects include development of Inner Harbor Phase 3 and 4, Road Works Phase 1 and 2, and an ergonomically designed Worker Accommodation Complex to support the housing needs of the investors' fast-growing work force.

An important landmark in Hamriyah's history is the successful completion of five mega infrastructure projects, including the Inner Harbor development. I feel achieving this on time and on budget, without a Loss Time Accident, and without any disruption to current operations was a milestone in its own right.

This was acknowledged by the Atlantic International University, US, which conferred honorary Ph.D in recognition to my social and economic contribution. This was my first honorary Ph.D award.

### **4.3.1 Deep-water Harbor**

The port facility now has a berth for LPG tankers and another for grain and general cargo ships. The grain berth also has a railway-



mounted vacuvator, while specialist equipment can be brought in to cater for other cargo. As stated earlier there is a 3,500 HP tugboat stationed at the port, while others are called in from Sharjah’s Port Khalid as required.

### **Hamriyah Inner Harbor**

While the port has direct access to land, the Hamriyah inner harbor was built with an investment of US\$ 97 million. This was one of the biggest projects undertaken by Hamriyah. It required the dredging of the existing main channel to a depth of 9 meters, and the excavation of more than five million cubic meters of sand, rock and soil, to create two basins, one 5 meter deep, and the other 7 meters deep. This project was executed in a very efficient manner with no cost or time run-over. Two basins were added in the Hamriyah Inner Harbor and its depth varies from minus 9 to minus 5 meters. The project also included the addition of a 3.8 kms of quay wall and additional breakwater spanning.

#### **4.3.2 Interchange Road**

Customer satisfaction and improved services are top priorities for us. So a master plan for an Interchange Road was conceptualized by the Hamriyah based on our decade full of rich experience. This Interchange connects the harbor in phase 1 to phase 2, which ensures inter-connectivity and uninterrupted 24 x 7 business. As a result of the painstaking and persistent efforts of the Project team, this road took us to the desired destination and is one of the excellent contributions that the free zone has been able to make to society.

Furthermore, the new road network adds 80 kilometers of new roads to the existing Hamriyah road network, providing easy access to all areas of the free zone. New roads are already open to traffic and a water network is expected to be completed soon. This is but one of

several projects planned and designed by the Hamriyah management as part of our efforts in enhancing the free zone infrastructure and assuring CSR.

### **Adopting global project management values**

I wish to emphasize our strength in excellent project management skills and competencies, right from the stage of visualization, planning, execution, monitoring, till the closing down phase.

The Hamriyah Free Zone, being an organization that embraces best practices from across the globe, applies project management principles and techniques as prescribed in the PMBOK. The Guide to the Project Management Body of Knowledge (PMBOK Guide) presents a set of standard terminology and guidelines for project management. The American National Standards Institute (ANSI) which assigns standards in the USA, assigned it (ANSI/PMI 99-001-2008) to the Institute of Electrical and Electronics Engineers (IEEE 1490-2011) for project management.

Starting at the planning level, we have a comprehensive strategy, where all the people involved in the project are consulted and their feedback taken into account. Planning usually involves people drawn from HR management, and includes the drawing up of a QA plan, and contingency planning as well. Financial planning for project finance is done in consultation with banks. I would say that we were successfully able to follow the ‘9 Project Management Knowledge Areas’ which are:

1. Project Integration Management
2. Project Scope Management
3. Project Time Management

4. Project Cost Management
5. Project Quality Management
6. Project Human Resources Management
7. Project Communications Management
8. Project Risk Management
9. Project Procurement Management

### **Weekly Progress Meeting**

During execution we focus on quality, which I review periodically. Through the weekly progress meeting, which is now inherent in Hamriyah’s management culture, the minutes are recorded and circulated to members the next day. With this, we have ensured the execution of the project on time and without much variation.

Every project has 2 milestone charts; one kept onsite at the project site office and the 2<sup>nd</sup> in our meeting room, to give us a clear indication about the project’s progress. His Highness was very pleased with our efforts, especially during the execution of the Inner Harbor project, when he personally came to review its progress. He expressed immense satisfaction at the rigorous way in which the milestones of this project were being achieved, with rigorous documentation. Winding down of the project too was done systematically – after a clear analysis of what was going right and what else had gone wrong in every aspect of the project. It was all discussed and documented, so that it stays with us as a handbook, and adds to our learning curve for the next project, and helps us avoid pitfalls. Usually we celebrate after the successful completion of the projects.

We held a grand celebration after the resounding success of this project with ‘Hamriyah Projects 2010’, at Hotel Radisson Blu on 14<sup>th</sup> June 2010 wherein around 150 key delegates from various

government bodies, Multi-National Companies consulting firms, international and local contractors, media, members of the chamber of commerce and international companies graced the occasion.

## Hamriyah Free Zone completes US\$ half billion projects

*Excellent firms don't believe in excellence-  
only in constant improvement and constant change – Tom Peters*

The Hamriyah Free Zone has maintained a steady growth rate since its inception, and completed 7 mega infrastructure projects worth US\$ half billion during the year 2010. This is an important moment in Hamriyah's history.

We were able to successfully complete all the 7 mega infrastructure projects which are listed below:

1. Inner harbor – phase 3 and 4
2. Road network – phase 2
3. Road network – phase 1
4. Worker accommodation – phase 1
5. Accommodation city – phase 2
6. Worker city – phase 2
7. Cloverleaf Interchange

Achieving this on time and on budget, without any disruption to our current operations is a milestone in its own right. These long-term projects will benefit Hamriyah investors and Hamriyah Port users.

Valued at over US\$ 217 million, the major projects include development of Inner Harbor Phase 3 and 4, Road Works Phase 1 and 2 and an ergonomically-designed Worker Accommodation

Complex to support the housing needs of our investors' fast-growing work force. In fact, 2 basins were also added in the Hamriyah Inner Harbor and its depth varies from minus 9 to minus 5 meters. With the completion of these two phases, Hamriyah Free Zone can now easily accommodate LPG and bulk handling vessels to match international standards and needs. The project also included the addition of 3.8 kilometers of quay wall and additional breakwater spanning. The free zone Interchange was a US\$ 33 million project, while 48 big warehouses were built at a project cost of US\$ 22 million.

As part of the Hamriyah Projects 2010 celebrations, we made a presentation on the completed mega projects to the general public and the media.

I am happy to acknowledge and thank our partners who gave wings to our infrastructure development projects: Halcrow International Partnership, Six Construct, RAD International, Sharjah General Contracting, Unger Steel, Ibtikari, and major financial institutions such as BNP Paribas and HSBC during this historical event. Special certificates of appreciation and awards were presented to the partner companies in recognition of their outstanding cooperation in executing these projects.

### **Commitment to the UN's 8 Millenium Development Goals (MDG's)**

The Hamriyah Free Zone has shown unwavering commitment to the cause of society in general and to the community in which it thrives. We are constantly trying to translate this aspiration into concrete ideas.

It comes as no surprise that Hamriyah is one of the several international development organizations in the world that have

committed to the 8-Millennium Development Goals that were arrived at by the United Nations (UN) in 2000. The goals range from halving extreme poverty, to halting the spread of HIV/AIDS, and providing universal primary education, promoting gender equality and empowering women – all by the target of 2015. It is a blueprint agreed upon by all the world's countries, and leading development institutions. We, at Hamriyah are driven by a commitment to support many of the Millennium Development Goals.

### **Purpose before profit**

The general notion in the world of business is to maximize profits. This general opinion about business goal has stirred a heated debate in the community on whether the main goal is to harvest huge profit or if there is any other bigger purpose that could benefit all the stakeholders? No doubt, for a business to survive, 'profits' are necessary but that should not be the sole criteria for a business to exist.

New emerging trend of doing business is – purpose before profit. It defines 'profit is not the ultimate end goal but it's a process to fulfill a business purpose of making a positive difference in the world'.

The main purpose of business is not only providing profit to the shareholders alone but to add value to all the stakeholders of the business in ways that are unique to that business.

A true measure of an organization is looking beyond the numbers on the annual balance sheet. It should be able to inspire, motivate and involve like-minded people with the organization, be it – employees, customers, collaborators etc. When this larger objective of adding value to all the stakeholders are achieved, only then we can say that it is a 'profitable business'.

I’m a strong believer in sustainable growth, which is a triple bottom line approach involving 3P’s – Planet (environment), People (social) and Profit (economy). This approach led to Hamriyah carry out doing successful business but also remain purposeful to benefit all the stakeholders.

I was invited to be one of the 40 global speakers at the World Marketing Summit 2013, which was held at the Putrajaya International Convention Centre, Malaysia during 28<sup>th</sup> – 30<sup>th</sup> September 2013. It was a great platform to address over 700 people who came from different parts of the world to understand newer nuances of marketing and it cannot be looked from the prism of profits only.

#### **4.4 Empowering women to become entrepreneurs**

I would like to dwell a little on our efforts at the Hamriyah to give a more concrete shape to one of the goals – that of empowering women, and thereby bringing about gender equality. One of the Hamriyah’s core missions is to promote enterprise creation, and recognize and give stimulus to the need for women’s participation in this endeavor.

Women-owned enterprises are seen as significant business entities that contribute to the creation of jobs, and as valuable vehicles for generating businesses for families, individuals, and communities throughout the world. It is therefore a key aspect for Hamriyah to support its promotion of women’s entrepreneurship.

I sent a team from our marketing department to the Women’s Entrepreneurship meeting in Pakistan recently. The team returned with the feedback that it was a very good learning experience for them. As markets expand and the need for competitiveness and flexibility

increases, so too does the importance of ensuring that everyone is given an equal opportunity to contribute to the local economic growth, including women.

As one of the key speakers at the 4<sup>th</sup> International Conference on Women's Leadership and Small and Medium Enterprises Exhibition 2008, in Karachi, I said: "The contribution of women to society and the economy is well appreciated. If given the proper opportunities and encouragement, women have the potential to excel almost in every field. In order to meet the specific needs of women, and to enhance the contribution of women towards technology capability and capacity building, there is a need for technology development and utilization programs to carry out their activities. And even more importantly, we have to create an environment in which those women who run a small business can easily grow their businesses. There is great scope for women entrepreneurs in the UAE, India, and Pakistan, to learn from each other's experience and help empower women with entrepreneurship qualities." An enterprise incubator for women-led businesses in the Hamriyah is in the offing, and it can be replicated in other countries in years to come.

#### 4.5 Educating youth – building the future of the nation

Hamriyah Free Zone is also a committed organization when it comes to being part of the nation-building exercise, with a special focus on youth education and development. We have partnered with the University City of Sharjah to provide financial aid every year to select students to pursue their higher education.

Sharjah's University City comprises several magnificent buildings set with beautifully landscaped grounds. It should be visited for its Islamic architecture alone.



This huge campus development is located to the east of the city in Al Mowaileh, and opposite Sharjah International Airport, was founded in 1997 and contains the American University of Sharjah (AUS), University of Sharjah (UOS) – Men’s College and Women’s College, the Higher Colleges of Technology (HCT), Sharjah Men’s College and Sharjah’s Women’s College. The campus also houses Dr. Sultan Al Qasimi Centre of Gulf Studies, Sharjah Police Academy, Institute of Trading & Judicial Studies and Regional Centre for Educational Planning,

In line with the vision of the Government of Sharjah, we give hands-on On Job Training (OJT) in a wide spectrum of engineering, academic streams, as also for various arts and science courses.

The University Students Scholarship program is one of our efforts to support sustainable education in line with UNESCO principles. This program helps to bridge the gap between theoretical and practical teaching and ensure quality learning in school and college students.

While the above is targeted at the knowledge-based society, many international unskilled workers are being given hands-on training through our non-formal, not-for-profit forums, which focus on occupational health care and safety.

## **4.6 Contributing to the immediate environment, and to the world**

### **4.6.1 Partnership with Sharjah Charity International**

As part of our social initiatives, we at Hamriyah have dedicated a notable project with the Sharjah Charity International to create IT skill sets in Africa. Hamriyah Free Zone periodically gives our

used PCs to Sharjah Charity International, which in turn donates them to impoverished communities in Africa. This initiative has enabled many African communities to develop IT skills and thereby contribute to the social development of the community. I need to commend the contributions made by Mr. Khalid Sardar, a UAE national who is also my executive secretary in Hamriyah. Without his committed and sincere efforts, this project would have not become an important social project in Hamriyah Free Zone.

#### 4.6.2 Fighting the hunger crisis in Africa

In response to the drought and famine in the Horn of Africa that set in 2011, we partnered with the Sharjah Charity International to launch a public awareness campaign to support the United Nations' World Food Program, which aims to feed millions of people affected by the still-continuing cascading effect of the food crisis in the region.

More than 13 million people in Somalia, Ethiopia, Kenya and Djibouti needed emergency relief as the region continued to reel under the worst drought in more than 60 years. This was compounded with rising food prices, under development, and especially in Somalia, poor governance, conflict and limited humanitarian access.

By launching this public awareness campaign, we hope to raise the visibility of the situation and inspire the Hamriyah community, and others, to help. The plight of the victims has truly struck a chord with the entire Hamriyah community. I am really heartened by their concern and keenness to get involved and do something to ease the suffering. Although on the scale of things, Hamriyah's contribution may be a small one, it is good to be able to help out in some way.

### 4.6.3 Change for Change

With the theme of ‘Change for a Change’, we have generously donated and supported many UAE organizations such as UAE Red Crescent and Sharjah Charity International who are doing phenomenal humanitarian services and providing assistance to the poor and needy across the world, particularly in impoverished African nations.

Our social work in Africa did not go unnoticed. University of Somalia conferred me an honorary doctorate for my humanitarian activities in the Horn of Africa, which served as a great motivation for me to put my best foot forward to contribute more in the sectors for social development. In fact, this was third honorary doctorate.

### 4.7 Our initiatives to promote sports and culture

Sport is an important part of today’s society and plays a large role in many people’s lives. Now more than ever, sports dominate in newspapers headlines and athletes become national heroes and lovers.

From a social point, sport plays a positive role in uniting people from different social backgrounds in support of their favorite team. This can aid peoples’ understanding and tolerance of each other. However, just as sport unites people so it can divide them, as it is often demonstrated by crowd violence at football matches.

As far as education is concerned, sport is an important part of every child’s schooling, as it plays a big role in both physical and mental development. It teaches children how to work as a part of a group and cooperate with others, while at the same time improving their physical condition. That’s why at Hamriyah we support most of the football clubs in the Emirate of Sharjah through the Sharjah Sports Council.

Culture is the 4<sup>th</sup> pillar of sustainability. Sharjah heritage days are an active annual carnival, includes many traditional events and ideas that celebrates the cultural heritage of the people of the UAE and highlights the beauty of the old vocabularies so that generation next learn a lot history, culture and values.

This colorful event signifies the locals' true cultural identity, and serves as a reminder to the younger generation of their past, the pride of their forefathers, and the foundation of what they stand for as Emiratis. Hamriyah is a major sponsor for this Sharjah heritage annual carnival.

#### **4.8 Always open to learning from others: visit to TERI, India**

I consider it important to network and learn from successful organizations across the world. Some of the best practices can then be used in Hamriyah to improve effectiveness or efficiency of systems and processes in the Authority or in our investors' companies.

On 02<sup>nd</sup> November 2012, Mr. Ananth Swaminathan, Head of Hamriyah Free Zone's Environmental Protection Department visited The Energy and Resources Institute (TERI) Retreat Centre in New Delhi, India.

It was a wonderful opportunity to meet Dr. R.K. Pachauri, Director General of The Energy and Resources Institute (TERI). Dr Pachauri was elected Chairman of the Intergovernmental Panel on Climate Change, established by the World Meteorological Organization and the United Nations Environment Program (UNEP) in 1988 (Elected in September 2008). Intergovernmental Panel on Climate Change (IPCC) Chaired by Dr. R. K. Pachauri along with former Vice President Al Gore were awarded the "Nobel Peace Prize" for the year 2007.

The objective of Hamriyah Free Zone’s visit to TERI was to understand the various renewable energy and sustainable technologies developed by the Institute. Some of these can be promoted in Hamriyah, especially among our investors, which can then in turn save a considerable amount of energy in their routine operations. It is our endeavor to showcase such sustainable technologies to our investors, which will benefit them, and at the same time help in conserving environmental resources.

When I talk about Hamriyah’s environmental and CSR efforts, I need to commend the work of Mr. Ananth Swaminathan. The goal of deepening and sustaining participation in initiatives depends on creating new, diverse and varied opportunities for involvement and this is what he does. Through his steadfast approach he ensures that development-related advocacy campaigns are relevant and legitimate with respect to the free zone’s sustainable development vision. Today Hamriyah SHE-Q Club and Hamriyah Green Team has been transformed into a dynamic and result-oriented platforms.

#### 4.9 Recognizing consistency in excellence

##### **BRAVO Card**

*Treat People as if they were what they ought to be and you help them  
to become what they are capable of being*  
– Johannan Wolfgang von Goether

Hamriyah has a simple, yet effective employee appreciation system. Bravo cards – or simply a card appreciating an employee’s commitment and efforts in completing a task – are given. Interestingly these cards can be given by a superior to a subordinate, or even vice versa.

The task may be a routine task done efficiently, or an employee may have taken additional responsibility. It is our duty to appreciate and encourage the employee. We do not have to wait for an occasion to appreciate a good deed or work.

### Hamriyah TOP3 Awards

Hamriyah TOP3 – is an annual awards ceremony held to recognize and appreciate the top organizations and personalities associated with the free zone for their consistent business excellence, best practices and invaluable contributions in improving Hamriyah's overall economic performance. Winners are selected through independent and impartial evaluation process, which is based on Hamriyah's *'Partner Performance Management System'*. This performance feedback system covers six key performance pillars: business ethics and conduct, social and environmental practices, financial performance, technical capability, delivery and quality of service, and the strength of the commercial relationship.

For the investors, there are 14 categories of awards – the TOP3 in each category is given an award. Hence a total of 42 awards are given each year. Self-nominations are invited from HFZ industries with explanation on the uniqueness of their business, while the final selection is made by the free zone's awards committee. A trophy and certificate is given to the winners during this annual event.

At the awards ceremony recently held at the Al Majara Hall, Sharjah Chamber of Commerce & Industry (UAE), in March 2013, a total of four individuals and 39 organizations were honored in 14 different categories. A galaxy of personalities attended the event, ranging from government departments, business leaders, and the media.

In my view the awards and recognition serve as an opportunity to reiterate and further strengthen Hamriyah’s commitment to its business partners. I feel that the success of Hamriyah is linked to the success of our ever-growing community of investors.

I spoke at the ceremony congratulating each and every winner for their contributions in helping Hamriyah deliver its goals of attaining high levels of efficiency and competitiveness without compromising on high standards of services. I am of the firm hope that these awards will serve as an inspiration and encouragement for all our investors as we move forward to another exciting phase in our growth.



## 5. Alleem Knowledge Center – My brainchild for Knowledge Sharing

*Knowledge is power – If applied – Dr. Rashid Alleem*

United Arab Emirates (UAE) is a melting pot with citizens over 150 nationalities living in harmony. The country is vibrant with a lot of new ideas and concepts. I felt an increasing urge to learn and share with other people. I saw a need to capitalize on the intellectual community and bridge the communication gap among the business community living in UAE and my own people.

To give a fillip to the rich diversity of this nation, the Alleem Knowledge Center was set up during early September 2001 and has been promoting the concept and value of lifelong learning. The Center believes that learning is a continuous, collaborative, positive and fulfilling process that can enrich and promote one's professional as well as personal life.

Hence, in keeping with its overall objective of promoting the development of general management and strategy skills amongst its members, the Alleem Knowledge Center has set up six Strategy Clubs to enhance skills acquisition, improve overall industry knowledge, create awareness of key management issues, deliver operational excellence, and leverage technologies amongst other key benefits.

Initially, it began with a few of my friends who actively contribute to the society by utilizing the knowledge and skills and we called it as 'Professional's Club'. We would meet every Tuesday afternoon to discuss different topics related to communication and leadership.



Over a period of time, we thought of bringing together members of varied industries and ranks onto a common platform. And that's how the 'Alleem Strategy Clubs' were formed whose main aim was to help create an environment of lifelong learning by the sharing and exchange of ideas and best practices that empower professionals in the current competitive business economy.

I feel that *“The challenge is not to have the ‘best strategy’ but an effective strategy that can be implemented successfully.”*

## 5.1 Alleem Strategy Clubs

*For things To Change You've Got To Change.  
Otherwise, Nothing Much Will Change – Jim Rohn*

The various strategy clubs that have sprung up as a result of the Alleem Knowledge Center are:

**1. Alleem Professionals Club:** Organizations today are under intense pressure to be better, faster, and more competitive. At the Professionals Club, innovative learning solutions and opportunities are imparted, empowering members to improve personal and organizational performance. The Professionals Club helps guide members to be more proactive, flexible and progressive with the changing times.

**2. Alleem Sustainable Development Club:** The Sustainable Development Club calls for an inclusive approach to action, which recognizes the need for all people to be involved in the decisions that affect their lives. Sustainable development is not just the responsibility of environmental specialists alone, but it requires contributions from people across all functions of an organization.

**3. Alleem Leadership Club:** Here, one can unlock their potential that will help them to understand the principles of leadership and provide development opportunities to promote personal growth and leadership excellence. Ultimately, a leader doesn't just build a business; a leader builds an organization that builds a business. According to me, *"Leadership is about change; it is about making things happen. Everything changes so fast today that the key is often not what you've learned, but how fast you can learn and apply that learning."*

### **Recognition from ISO**

It has been my strong faith that Leadership and Development always go together. History has often shown that successful people are those, one who has strong leadership capabilities. Having known that there is always a gap between the actual and the realities I strongly encourage and motivate people around me to improve in their leadership traits. Through my Alleem Knowledge Center and Alleem Strategy Clubs for more than a decade I have inspired and trained many nationalities on leadership and management in almost 50 countries.

On 02<sup>nd</sup> November 2013, I was conferred with 'Certificate of Knight Award' for my outstanding contribution in the field of 'Leadership and Development' in a grand function in Dubai courtesy of the International Organization for Standardization (ISO). The recognition was given during the 11<sup>th</sup> session of Quality Knights Festival-2013 which was also well attended by key luminaries in this field. I would say that this recognition from the ISO is a great motivation for me to go an extra mile to build a successful leadership based society.

**4. Alleem Book Club:** Reading enhances a person's character, intelligence, and critical-thinking skills. Alleem Book Club is a

forum for members to discuss a book they have read and express their opinion, likes, or dislikes thereby offering an exchange of ideas and a healthy discussion on a wide range of issues outside the purview of selected titles. I always like to remind my club members about an old saying: *“Today a reader, tomorrow a leader.”*

The Alleem Book Club has been a source of inspiration to take up writing and publish 5 booklets on management and leadership. They include:

- a. My Leadership Secrets
- b. Is Success a Sin?
- c. Inspirational Stories
- d. The 13 Critical Traits of Team Dynamics
- e. Successful Marketing Plan

**5. Alleem Human Resources (HR) Club:** Human capital is an important component for the success of any organization. Apart from helping develop vital people management skills, the Alleem Human Resources Club will also enable members to gain insight into current HR trends and keep abreast of emerging HR developments. The HR Club is for knowledge sharing and helping each other.

**6. Alleem Information & Communication Technology (ICT) Club:** Participation in this Club gets the attendees updated with the emerging technologies that can unleash a new wave of online experience, creating challenges and opportunities alike. Prepare yourself for the impact of these technologies on your business model and the opportunities they present for your organization to grow.

While these strategic clubs enables participants to strategize one’s own potentials, I felt that the strategies needs to be supported

by sound education programs. So I came out with the concept ‘Alleem Executive program’.

## 5.2 Alleem Executive and Education Programs: Honing hard skills and soft skills development

*Formal education will make you a living;  
self education will make you a fortune – Jim Rohn*

The mission of Alleem Executive and Education program is to build leadership skills and enhancing the capacity of individuals and organizations to address local and global challenges.

I believe in the adage – ‘*Leaders are made; not only born*’. And it is critical to invest in the next generation of leaders to sustain competitive advantage and achieve higher corporate growth. The next generation leaders need to be developed with advanced decision-making and execution skills in the globally competitive scenario.

Alleem Executive Education Programs include several hard skill development programs that will help employees emerge with a fresh approach to sustainable development and inclusive growth; strategic planning for managing successful projects; marketing management and branding; and sustainable idea management. Executives without financial education background can also gain expertise in finance and accounting.

While technical skills and know-how may help you in getting an entry into an organization, it is people-oriented skills that help you climb corporate ladder. Business organizations are increasingly focusing on people with good soft skills. Companies are looking for people with good work ethics, great attitude, excellent communication skills and high emotional intelligence to foster great team performance

and thereby contribute strongly to the organization's vision and strategy.

The Soft Skills Development Programs initiated by the Alleem Executive Education Programs helps not only work on developing these essential skills within but also encourage their development throughout the organization. Some of the key areas that are focused on include personal accountability, interpersonal negotiation skills, conflict resolution, creative thinking and clarity of communication amongst others.

### **5.3 Alleem Business Congress – Where Leaders Make Decisions**

When the financial crisis hit the world, I wanted to take the role of the Professionals Club a notch higher to focus on financial planning and financial systems. I felt a more comprehensive two-day program was needed. And since this was a large-scale project, I consulted close friends, professors, and associates on how to execute this idea and make it a real success.

I was overwhelmed with the feedback I got and advice came from my professor Dr. Mohammad Arif, from the University of Salford, Manchester, UK. He suggested that I focus on sustainable development. At that point of time, honestly, I did not have much of an idea on this concept. So I researched sustainable development and was surprised to see how many publications, white papers, had been published on the subject. Moreover, the UNDP had taken it upon itself to spread the idea of sustainability globally. So I decided to conduct a two-day sustainable development program.

I shot off emails to my friends announcing that the '1<sup>st</sup> Sustainable Development Congress' would be held on 22<sup>nd</sup> – 23<sup>rd</sup> February, 2009. I was overwhelmed with the keen response; some friends were

even willing to travel from overseas to attend and speak. Since the participation seemed high, I decided to name it a ‘Congress’ instead of the ‘Program’, because to me a congress is a place where strategic thinkers, thought leaders and decision makers sit together to take important and strategic decisions.

The feedback we received after this first Congress far exceeded every one’s expectations, including my own! Participants agreed that the Congress must be made an annual feature. Other subjects were proposed – strategic planning, leadership and management, inclusive growth, marketing and branding, project management, innovation and creativity. I zeroed in on four areas of interest to all and termed it the Alleem Business Congress whose mission is to improve social, economic, and environmental living conditions worldwide thus helping to improve the quality of life for hundreds of millions who have not yet seen the benefits of sustainable development.

Despite the fact that I had taken on the project voluntarily, and with limited financial and human resources, I accepted the challenge and decided to conduct four such events in a year:

- Sustainable Development & Inclusive Growth Congress
- Project Management Congress
- Marketing & Branding Congress
- Leadership & Management Congress

Today, Alleem Business Congress is a platform wherein more than 1200 delegates participate every year which includes diplomats, top leaders of businesses, CEO’s and young professionals. I made a conscious decision to keep participation free of cost. Tuesday

happened to be my favorite day to conduct these events, as it reminded me fondly of my initial idea of conducting such forums midweek, during the professional's club time.

Alleem Business Congress has witnessed phenomenal growth in last 5 years with participation from various cross sections of the society. Today, the participation level in this congress has grown tremendously and has exceeded over 1200 delegates from every wake of business annually. After successfully conducting 20 editions of the congress so far, Alleem Business Congress decided to expand its horizon by conducting a '5-day Executive Certificate Program' on various titles such as Project Management, Marketing and Branding, Leadership and Management and Sustainable Development and Inclusive Growth. Each course title comprises of a 2 day intensive classroom sessions, live workshops- consisting of case studies, role-plays, management games etc, congress and award ceremony/gala night.

I hope that the Congress will continue to receive good support in the future as well. While cherishing this stupendous growth of the ABC, I need to make a special mention of Dr. Mohammad Tariq, Chairman & Managing Director, Paradigm Pioneers Group, UAE who has been instrumental in supporting me in this endeavor. He is reliable and ensures that he makes things happen. As an effective networker, he had the sincere desire to help others. I should say that as a good friend of mine, he understood my aspirations, dreams and helped me in fructifying my ideas. Many people do not possess these traits of patience and persistence. But with these special attributes aplenty in him, coupled with a positive attitude, enthusiasm, motivation, and sincerity, Dr. Mohammad Tariq is undoubtedly a foundation stone and strong pillar of the Alleem Business Congress success story.

## Alleem Brilliant Networking: Cultivating Connections

*Experience is not what happens to a man; it is what a man does with what happens to him. – AL Dous Huxley*

Business networking is a powerful tool for creating mutually beneficial business environments. Networking is a highly recommended marketing tactic enabling oneself to make connections and build enduring relationships that can accelerate and sustain success for your organization.

*“To succeed – whether at a personal or professional level – one must continually connect with new people, cultivate emerging relationships and leverage your network”.*

Networking is an invaluable business skill and is a critical component in any individual’s toolkit for career success. Alleem Brilliant Networking was conceived with the aim of providing business leaders, entrepreneurs and management personnel with dynamic opportunities, expertise and strategies to develop valuable relationships that are needed to succeed in the modern competitive business environment.

Alleem Brilliant Networking has created a two-way flow of value by serving as a resource and helping others succeed. It is an opportunity for both to give and receive targeted leads and referrals. Successful networking is created on the grounds of mutual trust, shared knowledge and valuable relationships. People do business with those they like and trust. This will allow one to grow their business by dealing directly with other firms or by referring one another.

Networking is clearly an individual’s or firm’s best marketing strategy. Alleem Brilliant Networking’s face-to-face networking events enable participants to create lasting impressions in the minds of people



you meet. The advantage of cultivating personal relationships helps you set apart from the crowd. In addition, it inspires one by boosting self-confidence to take the plunge and start your own business or just expand your industry knowledge.

I always say that, “*Ultimately, it is not about who you know; but who knows you*”. Our dynamic and structured networking events consist of insightful keynote addresses focusing on how to do effective networking and training on how to use social media education as well. The strategy behind Alleem Brilliant Networking is to empower professionals and organizations forge meaningful and relevant relationships which will help propel their success.

### **Alleem Foundation – A Mission to Make a Difference**

*Great hopes make everything possible – Benjamin Franklin*

One out of every five people currently lives on US\$ 1.25 a day or less, according to a United Nations report. One in every 2 children lives in poverty around the world and they live each day as though it is still the 1929 Great Depression! Over 1 billion people will go to sleep without food every night and over 600 million people don't have access to clean water.

On the other hand, around 1.6 billion are suffering from over-eating and obesity. What an absurdity in this world that such an abnormality exists? I have always felt that I should do something good in my effort to change this anomaly.

I am a firm supporter of individual social responsibility. My commitment to see a more socially responsible world and a desire to share my knowledge of the noble principles of sustainable development, inclusive growth, global peace and national pride that led to the formation of the Alleem Foundation.

The hallmark of Alleem Foundation is its focus to strive for and support these principles, rising beyond the barriers of cast, creed, color, religions or nationalities and to support and enlighten all with a mission to put a smile on each of their faces! The logo of the Alleem Foundation best exemplifies this philosophy with its image of four happy faces represented in varied hues of the four primary colors. These colorful happy faces drive home the message of how the simple act of being socially responsible brings about happiness in others' lives and creates an environment for efficiency and growth.

The Alleem Foundation also serves as the platform that financially and morally supports the endeavors of the various knowledge and networking units of the Alleem Knowledge Center such as Alleem Library, Alleem Brilliant Networking, Alleem Business Congress, Alleem Strategy Clubs and Alleem Executive Education Programs.

### **Alleem Excellence Awards**

To recognize such change makers who have adeptly made a difference in their respective areas, Alleem Business Congress has instituted Alleem Excellence Awards to be distributed during the Alleem Professional Development Weeks – Project Management Week, Leadership week, Sustainable Development Week, Marketing and Branding Week.

Business organizations which are agile and are able to change gears at a short notice are the true survivors in today's world. And as Goldratt said, "It is not just luck!" These successful businesses have managed to get their act right and achieved enviable status. How did they accomplish it? What were the best situational factors and best practices adopted to create an impactful outcome? What was the unique learning from the entire program? What is the ingenuity of the management and the company which has boosted them to the

pinnacle of success? The recognition is aimed to create awareness and exchange of expertise within the industry.

The awards will recognize our strategic partners, our mission supporters, Alleem Business Congress speakers, volunteers, knowledge partners and financial supporters and will be given on the 5<sup>th</sup> night of each week.

The selection process will be through my executive office in the capacity as the Founder and Executive Chairman of the Alleem Knowledge Center. We give emphasis on originality, innovativeness, economic creativity, environment concerns, health and safety compliance, sustainable processes and outcomes to name a few. We look for mission, clarity of ideas and ability to execute them with utmost precision.

Our core focus is on learning and knowledge sharing. We believe that every day there are a handful of people who are doing exceptionally well and progressing rapidly. We are constantly acting to create a healthy and fertile network of experts, professionals and practitioners to come together in a joint forum and share their insight. Our belief is to spread the knowledge far and wide thus touching a million lives.



## 6. Change Agents of Hamriyah

In business there are no shortcuts or magic wand to achieve success and maintain consistency and excellence. I am proud to share that in Hamriyah we have a number of businesses which excel in their area of specialization. As I mentioned earlier it is my endeavor to showcase some of them in this book as a token of my appreciation. Hence I strongly encourage the readers particularly existing investors and potential investors to draw inspiration from these case studies.

Selecting 8 businesses out of 6000 business/companies is not an easy task. I suggested to my associates in the Hamriyah to assist me in choosing the industries without any bias or prejudice. For this purpose I gave them a simple score card method to choose the businesses. The simple criteria were;

- Sustainability in action
- National and global nature of business
- Market segments served
- Quest for innovation
- Environmental initiatives carried out
- Community and social engagements
- Recognitions and awards received

After intensive discussion my associates came out with a list of 8 companies. I wrote to them personally and received details about their performances and achievements. I have summarized here their performances. I also wish to congratulate all the companies, management, workforce and clientele for achieving this success. A brief case study of each of the 8 businesses is provided in this section.

# Pentair



## Brief profile of the company

Pentair is a global water, fluid, thermal management and equipment protection partner with industry leading products, services and solutions. It is a US\$ 8 billion company with 30,000 employees worldwide with its headquarters in Minneapolis, USA. Emirates Techno Casting (ETC) and Gulf Valve FZE (GV) based in Hamriyah Free Zone, Sharjah, form the integrated valve-manufacturing set-up which is now owned by Pentair Ltd.

Emirates Techno Casting FZE was established in the Hamriyah Free Zone in the year 2003 by Faizal Kottikollon. It has rapidly grown over the years to become a world-class foundry and a premier high-end supplier of steel castings to Oil and Gas, Power, Petrochemical, Engineering, Construction and Mining industry.

Gulf Valve FZE is the first fully integrated valve manufacturer in

*“Our CSR mission is to run our businesses responsibly and sustainably, keeping in view the impact on its stakeholders. Our environmentally-conscious and customer-centric business fosters highly motivated professionals who delight everybody they deal with while engaging the community in a positive form. We aspire to build on our social values through corporate philanthropy and all-round employee development. As a green company, we firmly believe in energy conservation and zero harm to the environment”.*

*Ramesh Nuggihalli  
VP & MD  
Pentair Middle East*

the Middle East. Strategically located at the Hamriyah Free Zone in Sharjah, Gulf Valve manufactures a complete range of Gate, Globe, Check and Ball Valves to meet the strict demands of the oil and gas, energy and petrochemical sectors within the region.

### **Customers served/ market segment**

ETC provides finished steel sand castings to valve manufacturers throughout the world. Customers also include global engineering and construction firms in oil and gas exploration, power, chemical, petrochemical and process industries. GV supplies a wide range of industrial valves to oil and gas, energy and petrochemical sectors in the Middle East.

### **Expertise**

ETC has the expertise of producing high quality castings of material grades ranging from carbon, low alloy, stainless, duplex, super duplex to high nickel alloy steel castings. GV specializes in producing world class industrial valves from ½ to 72 inches which enables it to handle varied project requirements.

### **Sustainability initiatives**

The company uses very little in the way of virgin raw material thereby significantly reducing their carbon footprint. This is because sand is recycled and steel is bought in scrap form for the foundry. Apart from this, videoconferencing is used, which reduces the need for executives to travel across the globe, thereby saving fuel and reducing pollution from transportation.

The company adopts stringent measures to regularly monitor water usage through meters. A water recycling plant has been established to recycle wastewater and reuse it for landscaping and

irrigation. The company monitors energy consumption and have taken several simple measures to minimize consumption. For example, a sun pipe technology has been used in two out of three office buildings to conserve electricity.

Emissions, effluents and waste are monitored periodically. A sand reclamation plant has been set up to bring sand recycling rate from the foundry to about 90%. Reusable stainless steel cups are used in place of plastic cups. Paper and plastic recycling bins are placed at specific locations in our facility.

#### Sustainability in Action

- Wastewater recycling plant
- Sun pipe technology to conserve electricity.
- Recycling sand for the foundry
- Reusable stainless steel cups are used instead of plastic
- Paper and plastic recycling bins
- Video conferencing to reduce travel

## The Workplace

Employees work in a stimulating environment where creativity, camaraderie and professionalism are highly encouraged. Employees are given ample opportunities without any discrimination to prove themselves and add as much value to the company. A Community Centre provides space for the all-round development of the employees. Fun and sporting events are held for recreation. This community centre also includes a library, a well-equipped gymnasium, cafeteria, auditorium, training facilities, and in-house health care facility. Annual cricket tournaments are also organized.

Providing opportunities for professional development is one of the priorities of the company's human resource policy. Employees are trained on soft skills and specific trainings for the job are also provided. The Community centre provides training for the employees on:

- English – For workers and non – English speaking staff and executives
- Technical training for people working on the shop floor
- Behavioral – For all employees
- Computers – For all employees, with focus on ERP

Pentair has an Occupational Health and Safety Policy that is based on the premise that all accidents are preventable. This well-established behavioral safety program ensures that all people who work on the sites are performing in the safest possible manner and are aware of the consequences of unsafe behaviour. The company has set itself a target of eliminating all injuries by creating a culture of preventing injury and ill health at work. The company protects the interests of its employees by providing them with appropriate and up-to-date training and access to development programs. Health monitoring of its employees includes regular health check-ups, special health checks for employees working in hazardous areas, eye, audiometry, ergonomic surveys, stress management, yoga, first aid training and other training workshops.

### Community engagement

Extending their support to the earthquake victims in Haiti, the company had organized a “Run for Haiti” charity run in 2010. Over 700 participants took part and a sum of US\$ 41,110 along with clothes and toys were donated to the Red Crescent Society which was involved in providing relief for earthquake victims in Haiti. The company also collects clothes, toys and other household items and donates them to the Red Crescent Society periodically. An annual blood donation campaign is conducted in collaboration with the Sharjah Blood Transfusion and Research Centre.



## Awards/ Recognitions

The company has received local and world-wide acclaim. To name a few,

- 2010: Mohammed Bin Rashid Al Maktoum (MRM) award for the “Free zones for manufacturing” category.
- Weir Clear Liquid, a division of Weir group awarded ETC as the best foundry in the world.
- 2012: Hamriyah Free zone’s TOP3 2012 awards for “Excellent infrastructure facility” category.

## Challenges and Future plans

The company is proactively working on innovative solutions to resolve the challenge of sustaining a safety culture among workers and hazardous material management and compliance with regulatory norms. The company aims to increase their turnover in the UAE from US\$ 400 million to US\$ 1 billion in the next five years, they are also looking at expanding the existing facilities and investing in a new pump-manufacturing facility.



# Anabeeb

## Brief profile of the company

The company Anabeeb, or “pipeline” in Arabic, a successful model of public private partnership is a joint venture between Government of Sharjah and Air BP, a leading global marketer of aviation fuel and related support services. The facility commenced operations in the year 2007. The purpose of this facility is to assist Sharjah to reduce the risk associated with transferring aviation fuel to the Sharjah International Airport.

Designed by Mott MacDonald and built by Sharjah-based contractors, the pipeline and facility were constructed at a combined cost of US\$ 32m. The 50,000 metric ton state-of-the-art facilities comprise a 45,000 square meters jet fuel storage terminal and 45 km long pipeline linked directly to the airport. This establishment coincides with the



*“Anabeeb is major milestone in Sharjah’s bid to cement its credentials as a forward planning regional aviation hub for both passenger and cargo traffic and is in line with our urban planning policies aimed at reducing road congestion and CO<sub>2</sub> emissions. The new facility is a highly strategic asset and it will provide a solid growth platform for Sharjah’s aviation sector and its flagship airline. Air Arabia, whilst introducing internationally accepted safety and environmental standards for the emirate’s people, today and for the future”.*

*Sheik Sultan Bin Ahmed  
Bin Sultan Al Qassimi*

rapid growth of Sharjah's aviation industry spearheaded partly by Air Arabia's successful operations as the region's first low cost carrier. The flow of cargo traffic has also considerably increased with Sharjah Airport now considered one of the region's largest cargo hubs.

### Customers served/ market segment

The company caters to 100% of the aviation fuel demand at the Sharjah International Airport and is a crucial infrastructure for the emirate of Sharjah.

### Expertise

Anabeeb terminal's expertise lies in safe storage and transport of aviation fuel.

### Sustainability initiatives

The terminal has one of the latest technologies of API hazardous liquid waste interceptors, which issued to circulate petroleum products mixed with either rain or wastewater and removing it, thus preventing it from reaching public sewage system. The output is electronically monitored and automatically shuts down if the waste disposed is not within permissible regulated limits. Hazardous waste is safely disposed with the support of authorized, contracted companies which specialize in this aspect.

The facility in its effort to conserve energy and reduce energy consumption has installed power saving light bulbs all over the facility and all appliances

#### Sustainability in Action

- API hazardous waste interceptors to regulate waste disposal
- Power saving appliances and continuous monitoring of consumption
- Regular sample tests to analyse emissions, effluents and waste management
- Stringent health and safety standards right from planning stage
- Supporting worthwhile initiatives across diverse social sectors.

are energy efficient models. In addition, the energy consumption is monitored at regular intervals. This gives the opportunity to identify potential areas where energy savings can be achieved further. It also helps to identify any leakages and rectify appliances that not functioning at optimum levels.

Anabeb is very cautious in its operations and makes use of specific metrics and measuring routines to ensure that unauthorized waste, effluents and hazardous waste is not above permissible limits. For instance, at regular intervals, samples are taken from underground water wells distributed around the terminals to ensure that no pollution has been caused. The company has been able to save a total of 146,000 truck trips between Sharjah International Airport and storage terminals, thus saving road transport of up to 8,760,000 km., thus reducing 2,374,325 kg of carbon which would have occurred from carbon emissions of road transport vehicles.

## The Workplace

The company is committed to equal rights for all employees. Backed by a philosophy of mutual trust and respect, emphasis is placed on individual excellence and teamwork. The company has a clear policy to provide opportunities for every employee for improving their skill sets and knowledge skill which will contribute positively for the career development.

Planning in Anabeb strongly lays on the foundation of appropriate health and safety measure for the employees, facility and most of all, the environment. Any strategy or actions that do not conform to the prescribed health and safety standards are not taken up. Active monitoring and audit systems are in place to determine gaps in operations that require attention to ensure better safety. In keeping with this philosophy, the company is an active member of the Sharjah

Pipeline Operators network, where members share ideas, experiences and information to help enhance safety and integrity of pipelines and related facilities that serve Sharjah. A Common Emergency Plan has been brought out in the form of an Emergency Plan Bridging Document, which is like a supplement to the emergency plans of individual member companies.

### Community engagement

Anabeeb is committed to help develop Sharjah and its resources. The approach is to provide energy to its customers in a safe, sustainable and environmentally- responsible way. The company believes in making a difference to the communities in which they operate by creating employment opportunities, developing local capability through education, engaging local suppliers and addressing social issues through community investments. Anabeeb has supported various social initiatives across cultural, environment, industrial, youth and leadership sectors including Sharjah Logos for a new Guinness World Record, Emirates Airline Foundation, Small Green Footprints and Olympics.

### Awards/ Recognitions

The company has received local and world-wide recognition for its overall excellence in operations and service delivery. To name a few relevant ones,

- A special mention and recognition of its contribution as a strategic partner in UAE, by His Highness Sheikh Ahmed Bin Saeed Al Maktoum's book 'From the Creek to the Skies'.
- The company has been rated as 'Excellent' during the Air BP and international inspections, one of the most comprehensive and well-known inspections in the aviation fuel industry.

- Air BP's operational excellence award since the year 2010, recognising its world class operations, safety standards, leadership and innovation.

## Challenges and Future plans

Furthering its commitment to function in an environmentally sustainable manner, Anabeeb plans to install the latest filtration system on 'Magnetic Filtration' which is envisaged to protect tanks exposed to unfiltered products, reduce tank overhaul, and protect consumable filter elements; and most importantly environmental waste.



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# Lamprell Energy



## Brief profile of the company

Lamprell, based in the United Arab Emirates (UAE), is a leading provider of diversified engineering and contracting services to the onshore and offshore oil & gas and renewable energy industries. The company's operation is spread throughout the region, and has played a prominent role in the development of the offshore industry in the Arabian Gulf for over 30 years and is the regional market leader in the rig market. Lamprell is listed on the London Stock Exchange (symbol "LAM").

Lamprell employs over 11,000 people (labor) across multiple facilities, with its primary facilities located in Hamriyah, Jebel Ali, Sharjah and Dubai Investments Park, all of which are in the UAE. In addition, the Group has facilities in Saudi Arabia (through a joint venture agreement) and Kuwait. Combined, the Group's facilities total over 925,000 m<sup>2</sup> with 2.2 km of quayside.

## Market segment

As a leading provider of diversified engineering and contracting services to the onshore and offshore oil & gas and renewable energy industries, Lamprell is able to provide its service across a number of market segments which include under the 'Oil & Gas' segment: New Build Jack-up Drilling Rigs, New Build Offshore, Rig Refurbishment, Engineering and Construction and Land Rig Services. Under its 'Renewable Energy' segment, the Group handles the construction of Wind Farm Installation Vessels and lastly, within its 'Services'

segment, Lamprell provides a number of service business offerings to a range of complementary markets, which include engineering services, H<sub>2</sub>S safety consulting, specialized non-destructive testing and Operations and Maintenance support (O&M).

## Expertise

Lamprell has project experience, not only in the field of jack-up drilling rig upgrade, refurbishment and conversion but also increasingly with respect to construction for the offshore and onshore oil & gas sector and land rig markets. With the enlarged Group, this experience has now spread to Engineering & Construction (E&C) and the related service businesses across a range of complementary markets. Lamprell has excellent facilities including fabrication space and deep water quayside berths. The acquisition of Maritime Industrial Services (MIS) added significant capacity to the Group.

In addition, Lamprell has knowledgeable and trusted project management teams to manage its projects, as well as a large and experienced engineering services division and procurement team. All these initiatives facilitate the timely and efficient execution of projects. Lamprell's track record also demonstrates that it consistently executes projects safely, on time, to the correct specification and on specified budget. All these key attributes, cost the company a significant amount of time, effort and experience to develop. However, it has brought in the desired results by way of differentiating Lamprell from its competitors.

## Sustainability initiatives

Lamprell, as a responsible company is engaged in a couple of sustainability initiatives. The company conducts a formal pre-supplier assessment during the supply chain sourcing and encourages



procurement from suppliers who already have a formal HSE Program in place with an additional focus on reducing waste, recycling and reuse of materials. The suppliers are incentivized by giving them a preferential status if they can provide evidence of being a responsible corporate citizen by supporting environmental and community improvement initiatives. Lamprell

does not support vendors who employ child labour and encourages all vendors to be protective of their workers' health and safety.

#### Sustainability in Action

- All ablution facilities have auto shut-off tabs and use recycled water
- Own sewage treatment plant on site
- Does not support vendors who employ child labour
- Accommodation and transport facility for the work force

Lamprell operate in line with applicable UAE national legislative requirements and international best practices. In addition to the robust and well-established HSES management systems, several eco-efficiency initiatives have been developed, including sustainability projects on water and energy. Water is chemically dosed and tanks are interlinked and re-circulated with the outlet supply ultraviolet light (UV) treated to ensure that the water stays fresh and contaminant free. All sites ablution facilities have auto shut-off taps to negate any unnecessary waste of resource and all toilets, irrigation and dust control systems use recycled water. At the Hamriyah facility, all the main buildings have been carefully designed to minimize power consumption. All buildings are fully insulated and screened to conserve internal cooling. The air handling system recovers cool extracted air from the building and filters it for reuse by means of a heat recovery wheel. All external lights are on programmable timers and are periodically adjusted as necessary. Dust emissions from blasting operations are controlled by specialized

air filter units and cross ventilation. As Lamprell operations are conducted on or close to the sea, all potential sources of pollution are closely monitored and controlled and daily surveys of the waterfront are conducted. Segregation of all waste at source is a company requirement and segregation into different colored slips and careful sorting takes place before disposal. All efforts are made to reduce, re-use and recycle before final disposal, again, in line with Municipality requirements.

## **The Workplace**

Attracting and retaining talented staff is of paramount importance to Lamprell. The employees are drawn from a multicultural background and are provided with a safe and supportive work environment in addition to a competitive package. The Human Resources Department has developed policies and best practices for effective employee management enabling managers to capitalize on the strengths of the employees and their ability to contribute effectively. The employer-employee relationship is transparent with an inbuilt successful benchmarking, job matching and career ladder methodologies combined with communication of clear expectations to the employee. The company also provides frequent feedback to employees and even takes their valuable suggestions. The company has developed in house training schools, to train yard employees on specialized tools and processes, as well as safety requirements. It has continued to build on the Safety Observation Audit Program (SOAP) and has opened several safety training centres. In addition, the office staff are also enrolled either in external training courses or in some cases, sponsored postgraduate university studies. Lamprell's provision of accommodation and transportation for the workforce has enhanced the company's ability to manage retention rates and considerably improved the quality of life by way of work-life balance

expectations of the employees. All these proactive initiatives make the employees feel valued and motivated.

### Community engagement

Lamprell continue to work closely with local communities, business partners and regulatory authorities to make a positive difference to the communities where it operates. The company has culturally diverse employees with nearly 80% originating from different parts of India. Hence, Lamprell launched, and continues to support, the Don Bosco Snehalaya project in India. Don Bosco Snehalaya is a project focused on the street children and youth living in the city of Vadodara. With the support from Lamprell, the basic objective of Snehalaya is to provide shelter and rehabilitate vulnerable street children who are in need of care and protection.

Lamprell is also engaged in charity and community services. Every year Lamprell donates a cheque to a worthy establishment, such as Medicines Sans Frontiers (MSF), Rashid Pediatric Therapy Centre, etc. that could be utilized for the less privileged communities. The Company also encourages its employees to partake in ad-hoc community initiatives. For instance Lamprell supported one of its employees to take part in the 3<sup>rd</sup> ‘Bedouin Builders’ campaign for the Tabitha Foundation in the UK which helps to build houses for the underprivileged families in Cambodia. It also supported one of the students from an English College in Dubai on their fund raising trek to raise funds to complete the building of the ‘Eco Farm’ home for the homeless children in Kathmandu, Nepal.

### Awards/ recognition

Lamprell is credited with a number of awards and recognitions:

- Hamriyah Free Zone Authority – TOP3 winner in ‘Corporates’ category, 2012

- Conoco Phillips Jasmine Supplier Awards for Excellence 2012 (top performer and product/service quality)
- ENOC Procurement & Contracts Awards – Gold Award for Strategic Supplier 2011
- Hamriyah Free Zone Authority – certificate of recognition – TOP 3, 2011
- Tekla Award for structural 3D engineering, 2008, 2009, 2010
- Lloyd's List Energy Award, 2005, 2006, 2007
- Seatrade Maritime Oil and Gas Contractor of the Year, 2007
- Best Newcomer to the London Stock Exchange, 2007

## Challenges and Future Plans

Lamprell will continue to develop eco-efficient initiatives to protect its environment for future generations and will liaise closely with neighbors and Hamriyah Free Zone Authority's management team to identify further areas for improvement to the mutual benefit of all stakeholders.



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# KTL Offshore



## Brief profile of the company

KTL Offshore Middle East FZC – (KTLO-ME), has transformed to become one of the world’s largest and respected rigging providers supplying heavy lift equipment around the globe. It is continuing the legacy of manufacturing of synthetic and wire rope slings with high performance wire rope, wire rope lubrication, and state of the art testing facilities with lineal test beds up to 1000 t. Currently KTLO-ME is undergoing audit review to obtain ISO 17020 as an International Inspection Body and ISO 17025 as Internationally Accredited Calibration Laboratory. KTLO-ME has also applied for MSA (Manufacturers Survey Arrangement) for the manufacturer of Lifting Sets to DNV 2.7.1 only the second company in the Middle East to have this Certification. The group has operations in Indonesia, Malaysia, Vietnam, Australia, UAE and headquartered in Singapore. It is an ISO 9001 – 2008 certified company.

KTLO-ME is providing inspection services both on shore and off shore in lift boats, jack up rigs, cranes, drilling rig components and loose lifting gear along with a wide scope of calibration services. Hence it can be referred as a true “one stop shop” concept.

## Customers served/ market segment

The company caters to companies engaged in offshore construction, offshore support vessel, drilling and mooring, ports and general trading.

## Expertise

KTLO-(ME) FZC specializes in a number of areas. One of the core businesses is the manufacture and provision of heavy lift slings in the world market. Further, the manufacture of UHMWPE synthetic fiber by the KTLO is the latest state of the art application of synthetics into lifting, mooring, towing and sub-sea application. This will also transform into the onshore lifting market, principally to reduce under hook weight, increase safety and increase safety margin in critical lift application. The use of this fiber in transportation is also seen as an upcoming opportunity. The overall industry specialty with regards to rigging, rigging products and rigging procedures with international standards provides customers with confidence in the KTLO-ME operations and personnel.

## Sustainability initiatives

KTLO-ME is engaged in a couple of sustainability initiatives. KTL Offshore meets the international criteria with regard to responsible supply chain sourcing. This is achieved through a number of ordered processes under the QMS Management System which are described below:

- Qualifying vendors through evaluation of certification and systems audits
- Verification of customer standard requirement
- Verification of product standards and quality assurance
- Verification of authenticity of product and product certification

### Sustainability in Action

- Use of awnings to reduce heat and lower power consumption
- Application of spill training and use of a spill centre to negate effect from hydraulic or oil line breakage
- Equal opportunity employer
- Support activities for orphans

- Verification of product quality upon receipt
- Verification of production and manufacturing quality
- Verification of product conformity (Proof load, Dimensional, NDT etc.)
- Verification of product quality at time of dispatch
- Cradle to grave traceability
- Supplier / Vendor re-audit

Some of the environmental Initiatives undertaken by KTLO-ME is detailed below:

1. Regularly checks for water leakage to prevent water wastage
2. Use of awnings wherever possible to reduce heat and lower power consumption requirement
3. Low wattage bulbs to enforce energy conservation
4. Use of dark films to windows to reduce glare and lower cooling power consumption
5. The landscaping and greening of work areas
6. Application of spill training and the use of a spill center to negate the effect from hydraulic or oil line breakage
7. Environmental Policy adherence

## The Workplace

KTLO-ME being an equal opportunity employer, the workforce is extremely multicultural where one in three of the employees is of a different nationality. Employees are actively encouraged to be proactive in the decision making processes and to actively participate in change management and continual process improvement. KTLO-

ME FZC facilitates external training from suppliers to either increase knowledge or safety related issues to its employees. The company also provides opportunities for employees in broadening their horizons in different areas like operations, inspection, sales or administration. KTLO-ME FZC is also committed to providing a safe and healthy working environment for its employees, contractors and visitors. The company has developed and is implementing a comprehensive OSHAS 18001 compliant Safety Management System that is part of a continual improvement process. Safety talks, tool box meetings, job safety analysis, lift planning and task planning are a regular feature of safety measures employed by the company.

### Community engagement

KTLO-ME FZC remains committed to engaging the local community in the development process. The company supports the activities of ‘Sharjah Social Empowerment Foundation’ which provides medical services, housing and schooling support to orphans in the Sharjah community. The company is also actively engaged in various initiatives of Hamriyah Free Zone. With support from the free zone, the company intends to contribute in providing skills through pre-employment training in administration, logistics and warehousing for the students who have completed some basic education. KTLO-ME also attends on a regular basis and participates with the Sharjah Chamber of Commerce activities.

### Awards/ recognition

KTLO-ME FZC has been yet to receive any awards since its inception in UAE. KTL Global has received some accolades from the Singapore Government and from a number of major suppliers for its contribution to product awareness, growth and sales.



## Challenges and future plans

Many companies which are engaged in business with KTLO-ME is under the influence of the current economic slump and there are clear indications that the market will take time to recover. Hence to provide value added services to the existing customer base and to increase the customer reach KTLO-ME is in the process of developing and expanding current licensing and service status. KTLO-ME will apply for DAC International Accreditation as an Inspection Body ISO IEC 17020 and expand current services to include DAC Accreditation as a Calibration Laboratory to ISO IEC 17025. The application of MSA through DNV for the manufacturer of DNV 2.7.1 Lifting Sets to the offshore market combined with DNV 2.7.2 for the Inspection of Offshore Containers shall complement and provide the vehicle for increased business and growing a diversified customer base. This initiative will open doors into aviation, refineries, power, chemical and engineering manufacturing fields which are currently not being brought under the umbrella of KTLO-ME. Other plans and opportunities will take a back seat until the economy improves.



# Unger Steel



## Brief profile of the company

The Unger Steel Group offers a complete palette of comprehensive solutions for investors in steel construction as well as in ready-to-use objects. Unger has always been known for quality, customer orientation, flexibility and on-time delivery. Numerous reference projects all over the world have proven that.

With the headquarters in Austria, Unger Steel Middle East represents a logistical hub for their international presence. With an overall annual capacity of 70,000 tons, small-scale projects right up to ready-to-use solutions for complex building projects are delivered quickly and to the customer's satisfaction.

*“Our aim is to provide our customers in the Arabian and Asian countries with European quality made in Middle East”*

*Josef Unger  
CEO, Unger Steel Group*

Production and assembly are highly industrialised and optimised down to the last detail. This means speedy assembly, high levels of reliability and tailor-made solutions with the highest quality levels.

The Unger Steel Group with its 1,200 employees and 20 own subsidiaries in Western-, Central- and Eastern Europe as well as the Middle East has been synonymous from the very outset with quality, customer-orientation, flexibility and on-time delivery. Within Europe

Unger is the number one in steel construction. Their vision clearly spells out “With customer-oriented processing of existing markets and continuous development of new markets, we will steadily continue the growth under the permanent expansion of our business activities and thus manifest the “Unger” brand internationally”.

### Customers served/ market segment

The company caters to ready-to-use projects for trade and industry, office and hotel construction, housing and garages in module construction design, sports and multi-purpose halls, bridge construction. They specialize in design, fabrication and erection of heavy structural steel construction for commercial, residential and industrial low rise and high rise buildings.

### Expertise

The company’s areas of expertise include steel, general contracting and real estate.

### Sustainability initiatives

Unger Steel Middle East FZE is continually renewing standing offers for the most commonly procured goods and services and incrementally increasing the integration of environmental considerations. The company gives priority to environmentally certified products and services. Unger Steel Middle East is setting a high value on Green services that are environmentally preferable, where preference is given to suppliers who have at least one of the following attributes: standardized environmental

#### Sustainability in Action

- Responsible supply chain
- Use of environmental certified goods
- Certification of USME according to ISO 14001
- Continuous implementation of energy efficiency measures

policies and practices within their organization, minimizing travel, administrative practices that reduce paper use and/or green service delivery certification and service providers who use equipment, consumables and/or other services that are environmentally preferable

The company adopts stringent measures to regularly monitor water usage through meters. The usage and sanitary fixtures are regularly reviewed and identify and adopts practices for water conservation and minimize the generation of waste water.

The company monitors energy consumption and have taken several simple measures to minimize consumption. For example, all printers and copiers are turned-off at night and weekends, all computers are mandatory shut down after use, and most rooms have blinds which facilitates control over light and air control, thus minimizing the consumption of energy for lighting and ventilation. This apart, monitoring of the energy usage of different machines are carried out to identify opportunities for effective energy management.

Emissions, effluents and waste are monitored through their Environmental Monitor Plan (EMP) in accordance with EN ISO 14001 and local regulations. Emissions are controlled in accordance with these regulations. They have put in place a 'green policy' with regard to printing documents, to help reduce our cost, energy use, paper consumption and electronic waste. Apart from this segregation of waste at source is also diligently followed.

## The Workplace

Unger Steel values its human resources and has put in place various systems to ensure their welfare. The human resource division assists employees and/or supervisors in addressing matters related to performance and/or discipline based issues. It also provides

guidance on matters related to the Employee Performance Management System.

Providing opportunities for professional development is one of the priorities of the company's human resource policy. Employees have the opportunity to participate in both internal and external capacity building Programs. All external/internal trainings are updated in the organization's training plan and all other details are explained in the procedure for Human resource management.

They plan, implement, monitor and review HSE in accordance with the international standard Occupational Health and Safety Management System (OHSAS) 18001, which includes a QHSE policy, regular internal and external audits, dedicated staff for health and safety, well maintained plant and equipment. Periodical review of HSE performance is carried out in order to take appropriate action. Fire safety equipment is installed and maintained adequately to keep them fit for use throughout the year. Trained personnel are available to use the safety equipment. Emergency outlets are provided for managing situations arising out of fire or any other accidents. An in-house First Aid takes care of the health related issues of workers periodically.

### Awards/ Recognitions

The company has received local and world-wide acclaim. To name a few,

- Hamriyah TOP3 for Excellent Infrastructure Facility.
- BEST QHSE AWARD, and this is awarded to a company in recognition for exercising zero tolerance for errors in the implementation of best QHSE practices for products as

well as resources. The award recognized the organizations commitment towards fulfilling and catering international standards and employing continual improvement process.

- Best Promotional Materials Award
- Best Concept Design
- 2012: BVZ Martini – Honor for Mr. Josef Unger for his spectacular business development from 5 employees up to 1,200 of the whole Unger Group.
- 2011: Austrian Steel Design Award (Austrian Steel Construction Association) – Vienna city port Twin City Liner in Vienna
- 2010: Burgenland Best Family Business (Wirtschaftsblatt)

## Challenges and Future plans

Every business encounters challenges. And every business is constantly searching for ways to deal with these challenges to improve the performance. The general slowdown in the economic activity or a recession is one challenge the company faces, along with the challenges posed by the multi-cultural environment it works in. Unger Steel is known in Austria for our excellent structural designs, while they are known in the Middle East for their prominent works. Conquering the markets in Asia, Africa and other parts of the world is the future target of the company.



# Mulk Holdings



## Brief profile of the company

Mulk Holdings is a two billion AED net worth multinational conglomerate with a diversified business interest spanning primarily three sectors – construction materials, renewable energy and health care. With a vision “to be an industry leader in manufacturing on a truly global scale of green facades, green building materials and renewable energy generation”, Mulk Holdings owns and manages a group of 14 companies under the leadership of Chairman Nawab Shaji Ul Mulk.

The company follows a philosophy of strategic partners and has successfully entered into joint ventures with powerful partners around the globe. The company endeavors to

*“Apart from being the largest manufacturer, we aspire to be the best metal composite panel producer and be an industry leader in renewable energy and innovative healthcare solutions. Our team has been our greatest asset and we will continue to encourage them to be innovative and develop entrepreneurship. Together we will achieve our dream of creating a company which will provide sustainability, security and pride to our children and future generations.” Mental standards for the emirate’s people, today and for the future”*

*Nawab Shaji Ul Mulk  
Chairman  
Mulk Holdings*

ensure that excellence in performance is not achieved at the expense of the environment or timelines. They also ensure that their products and services generate the maximum value for our clients. Lastly, they place great emphasis on timely delivery of products and services to customers.

### Customers served/ market segment

The company caters to three market segments, namely aluminium composite panels for construction, implementing solar energy solutions in the renewable energy sector and providing state of the art diagnostic centres with telemedicine capabilities in the health sector.

### Expertise

Production of the facades, energy conservation and alternative energy materials that surpass the strictest international quality standards.

### Sustainability initiatives

The company places great importance on utilizing raw materials efficiently which means they firmly believe in the concept of ‘reduce, reuse and recycle’. This belief is put to practice in the production of the aluminium composite panel (Alubond USA), where the aluminium scrap and unused plastic from end sheets by-products are recycled into granules to be reused as raw materials for production again. Thus the recycling units serve as input feeders for the aluminium composite panel production line. In keeping with this philosophy, aluminium coils which comprise 70% of the raw material requirements are procured from recycling facilities in the

#### Sustainability in Action

- Recycled inputs for production of aluminium composite panels
- Sourcing inputs from recycling units
- Focus on making their products eco-friendly, e.g. Alubond Green



Middle-east and China. Thus the extensive use of recycled inputs in the production minimizes the dependency on non-renewable materials and increase long-term sustainability of the production process.

Over the years, the company incrementally reduces the power requirements in the production of the aluminium composite panels. The company has invested and co-developed a double screw extruder which reduces the energy required to convert the inputs granules into a uniform bed/ core. In a given time frame, the production is doubled, while the energy requirement is reduced by 25%. It has also resulted in cost reduction. Alubond Green is a LEED certified eco-friendly building façade panel developed by this company. The product has been certified for utilising 90% of post-consumer components as a raw material, improved energy efficiency measures during its product life cycle through solar cool coating and thermal reflective coating offered during usage. These features help in minimizing the carbon foot print of a building, thus contributing to its sustainability.

### Community engagement

Mulk Holdings always make an additional effort to spread the benefits to society. They are regular donors to several charity Programs around the world. Each year the company sponsors the Nuptials of fifty couples in the popular Group Muslim Marriages Program. As a conscious effort to give back to UAE society, the company makes sizeable contributions to Dubai Cares Campaign. The company actively participates in events organised for social causes, especially children. It also provides support for training Programs and projects to students of various renowned universities and colleges like the American University of Sharjah, BITS Pilani, Dubai Campus. The company is also a firm supported of local sports and is a strong partner in Ajman Cricket Council and has also sponsored the development of the cricket facility in Al Jurf, Ajman.

## Awards/ Recognitions

The company has received local and world-wide acclaim. To name a few,

- Ajman Industrial Excellence Gold Award, 2007
- MRM Business Excellence Award for best foreign manufacturer, 2009
- Ajman's Best Exporter Award, 2009
- Gold Award as Sharjah's Largest Manufacturer, 2010
- The Chairman of Mulk Holdings has been named as one of the 50 most influential leaders in the construction industry in 2012

## Challenges and Future plans

Mulk Holdings has acquired two large manufacturing facilities in Belgrade, Serbia for expansion in construction and aeronautics. Mulk Holdings acquired controlling interest in a Shanghai based company for manufacturing carbon nanotube, nano technology which will revolutionize material science. A new facility in Khopoli Mumbai has been acquired for the India production plant of Alubond India. The company's Renewable Energy Arm has also just got an approval for 357 MW from the State Government of Karnataka and will be planning to execute the same as soon as the Phase one is connected to the Grid and all performance parameters have been validated. It started the first of its kind Parabolic Troughs Solar Energy Project in Harihara, in Karnataka, India for a 25 MW Solar Thermal Project.



# Eversendai Engineering FZE



## Brief profile of the company

Eversendai Engineering FZE is one of the main fabrication hubs of Malaysian based Eversendai Corporation Sdn. Bhd which has been involved in steel construction throughout South East Asia for over 30 years and in the Middle East for the last 16 years. It is a structural steel fabrication and erection specialist and owns structural steel fabrication facilities located in the Al Qusais Industrial Area, Dubai, Hamriyah Free Zone, Sharjah, Qatar's New Industrial Area, Rawang, Malaysia and a facility that is under construction in Trichy, India. Eversendai has been involved with and have executed an extensive number of high profile projects throughout the Middle East and South East Asia, from High Rise buildings to Industrial and Infrastructure projects as well as special 'one – off' landmark structures. The company has been certified with Integrated Management System (IMS) in accordance with Quality Standard ISO 9001-2008, ISO 14001-2004 and OHSAS 18001-2007 and has also obtained certification of ASME 'U', 'U2', 'S', 'R' and 'NB' stamps for the design and fabrication of pressure vessels, boilers and repair of boilers.

## Customers served/ market segment

Currently the core market segments include the above structural steel construction projects in all Middle Eastern countries ranging from UAE, Qatar, Saudi Arabia and Oman, Power plant construction projects in South East Asian countries of Malaysia, Singapore and India. On regional segmentation, opportunities in the CIS countries and Sri Lanka are being explored. The company is also in the

development phase in the oil and gas sector business. In addition, it is in the process of expanding the market segments for further developments.

## Expertise

Eversendai is a specialized structural steel subcontractor for basic design, connection design, detailing, supply, fabrication, blasting, painting, transportation and erection together with metal decking and fire proofing of the following structures.

- High Rise Buildings
- Industrial Structures
- Huge Stadiums
- Bridges
- Airports
- Big Shopping Malls
- Hospitals
- Infrastructure Projects

## Sustainability initiatives

An effective waste management system is implemented within the company premises. All wastages are collected, segregated, and disposed through the Hamriyah authorized dealers under the Sharjah municipality disposal permit. Wastewater is disposed through the Hamriyah municipality drainage collection system. Emissions from auto blasting machineries are controlled through a dust collection system which is installed on every machine. As a part of environmental protection activities, around 944 trees are planted in the factory premises. Environmental Impact Assessment and Risk Assessment studies are conducted in the factory. Being one of the main investors in Hamriyah the factory takes part in every Green / CSR /

community development initiatives of Hamriyah Free Zone authority. This in turn enhances the QHSE performance over a period of time. In order to have a responsible supply chain, proof of HSE systems and plans are verified and this forms one of the main criteria for the selection of the approved supplier / vendor.

#### Sustainability in Action

- Effective IMS system implementation
- Responsible supply chain
- Green compound walls
- In-house welders training centre

### The Workplace

Being on the journey for the past 30 years, the company has developed a culture purely based on the mutual employment relationship, human values and ethics while making the individuals a successful professional. This motto drives the Eversendai family members which is now more than 10,000. All the new employees are made aware of the company's commitment to Quality, Safety and Environment as part of their induction training. Suitable personnel are selected and provided with specialist training as and when there are changes in the technological or customer requirements. There is a welder's training centre and exclusive training facility inside the premises for the training and development purposes. Welders are trained and qualified to the project specifications and requirements before deploying them on the job. All other trade workmen are also provided with adequate classroom as well as on-site training from time to rejuvenate and develop their skill sets. Management and executive training programs are organized for the staff to lead and build a strong, flexible and highly effective team along with the workforce. Safety and security of the employees are given prime importance. Prior to starting of any work, all employees are given an IMS induction training and additional training is given in an effort to increase their awareness during the daily tool box meetings as well as other training programs as and when required. Suitable personal protective equipment (PPE) is

made mandatory to carry on the activities within the premises and it is supplied to everyone as needed. Safety helmets, goggles and safety boots are also mandatory together with PPE's.

First aid centres with the presence of a male nurse throughout the shift hours ensures care for the employees in case of emergencies. Selected employees on the shop floor are provided with the first aid training and their names with contact numbers are displayed on the shop floor. Housekeeping is regularly carried out and all the machineries, storage area and hardware utilities are well maintained. Fire extinguishers are provided throughout the shop floor and the training of fire extinguishers operations is provided. Emergency exit procedures are well organized with the number of assembly points and it is educated to all levels of workmen. Mock drills with and without pre information has been conducted to ensure the right application of the procedures. Only competent and authorized personnel are permitted to work on electrical systems and maintaining electrical equipment. Utmost care has been taken in terms of following the best engineering practices, well maintained material handling equipment, the right tools and tackles, employee training etc. to ensure for risk free operations. Danger of fire and possible dangers to health resulting from fumes or UV light from electric arc are risks and this is substantially minimized by employing proper housekeeping and screening of work areas, periodical maintenance of equipment and appropriate eye protection and clothing.

### Challenges and Future plans

The facility is presently comprised of covered shed and employees sweat profusely during summer months due to the high temperature and humidity. In order to have the serene ambience, the company plans to install approx. 200 numbers of roof exhaust fans throughout the covered shed. A trial installation and running is in progress and permanent installation will be carried out in due course.

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# Mammut Building Systems



## Brief profile of the company

Founded in 1997 in Jebel Ali, Dubai Mammut Building Systems (MBS), a subsidiary of Emaar Industries and Investments has grown to its present position as a leading manufacturer of Pre-engineered Steel Buildings and Polyurethane Injected Sandwich Panels in the Middle East. Mammut has been on an upward growth fuelled by investment in people and technology which resulted in the construction of its factory in Hamriyah Free Zone, Sharjah, UAE. Since 2001 Mammut has occupied a total covered area of 25000 square meter factory in Hamriyah which has the capacity to deliver a total of 7000 tons per month of steel buildings and over 180000 square meters of polyurethane injected sandwich panels.

MBS follows the latest international design standards and code of practices when designing a building and applies advanced software to ensure accurate manufacturing and by fast erection. MBS has achieved ISO 9001 accreditation in Quality Management System and ISO 14001 Environmental Management System simultaneously with the scope of “Design, Manufacture and Supply of Pre-Engineered Steel Buildings and Polyurethane Sandwich Panel Claddings”. It has delivered over 10,000 buildings throughout the Gulf, Europe, Africa and South East Asian region for prestigious clients. MBS seeks to be passionate about innovation in all aspects of their business, build with integrity, serve their internal and external customers with sincerity and to deliver excellence at all times.

## Expertise

The company specializes in the design, manufacture and supply of Pre-engineered Steel Buildings using the best engineering software and most advanced production machineries in this industry.

## Sustainability initiatives

MBS has accredited ISO 14001:2004 Environmental Management System since 2009 and are committed to protect the environment by effectively utilizing resources and reducing/preventing (as possible) pollution that may be associated with MBS activities through effective waste management, recycling and reusing activities. Roof top rain water, grey water and water from air conditioners are collected and reused for gardening.

MBS periodically measures and monitors energy usage to reduce consumption of electricity. The importance of energy conservation and its significance is also explained to all employees through tool box talk, posters and briefings carried out regularly.

MBS focuses on controlling of emissions from the source itself. In welding areas they are increasing using Argon as shielding gas since it is inert and has less effect on Health Safety and Environment by decreasing the use of CO<sub>2</sub> which is very harmful to the ozone layer. All vehicles are periodically

### Sustainability in Action

- Has accredited ISO 14001:2004 Environmental Management System
- Roof top rainwater, grey water, water from air conditioners reused for gardening
- Tool box talks, posters and briefings on energy conservation
- Using inert gas as shielding gas in welding to reduce carbon dioxide
- Measuring GHG emissions from operational activities
- Recycling waste wood, paper and cardboard



serviced and maintained to contribute in emission reduction. MBS has initiated to measure Green House Gases emission from the operational activities. Sandwich panels are produced from HCFC free raw material to comply with Zero Ozone Depletion potentials and meeting the UAE legal requirements. MBS has systemized the collection of wastage from various activities and its disposal through Hamriyah authorized waste management company. It has an agreement with a paper mill for recycling all waste wood, paper and cardboard.

## The Workplace

MBS practices the principles of equal employment opportunity and does not discriminate any employee based on race, color, religion, sexual orientation, national origin, age, marital status, disability, or any other basis protected by applicable discrimination laws. The Company is committed to treat all employees fairly, without regard to any characteristics that have no bearing on job performance. Any incident or situation that any employee believes involves illegal discrimination is brought to the immediate attention of Human Resources Department which initiates appropriate action.

The company is committed to train and develop its entire workforce so that they will gain necessary skills to reach their full potential within the position and career advancement possibilities within the company. Employees have access to the company's training facilities through the human resources and administration department. Recommendations or request for training are mainly set at the annual training needs analysis program. Career Progression Programs are also designed for selected or nominated candidates.

The company is committed to taking practical steps to ensure a safe and healthy working environment for all. Health and safety

notices are displayed in prominent locations. The company also imparts knowledge through safety trainings and tool box talks to maintain a safe workplace for its employees and promote an attitude of safety consciousness. Every employee is encouraged to report to their immediate supervisor regarding any hazard they come across during their work in order that corrective measures may be implemented to prevent any accident.

### Community engagement

The company has formed sports club, where employees are encouraged to participate in external tournaments. The company has been involved in various awareness campaigns in and around Sharjah. Employees are motivated to participate in medical campaigns conducted by reputed hospitals in UAE.



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## Epilogue

*When you become a leader, your challenge is to inspire other, develop them, and create change through them. You've got to flip that switch and understand that it's about serving the folks on your team*

*– Jaime Irick, General Electric*

The road to sustainability and inclusive growth is full of challenges. I strongly believe that people with positive mindset and right-will can achieve sustainable development even against all odds and setbacks.

I should mention here that authentic leadership is much needed and such leaders ensure that it is built on timeless principles and values which can make a difference in the globe thereby leaving a legacy for those who come along after them.

To talk on a similar context why authentic leadership is so important-be it for an organization or even building up of great nations? What are the attributes of authentic leaders? Well, they are the one, who are self-aware and genuine, driven by mission and focused on results, follows what their heart says (not just mind alone) and long term goal oriented.

United Arab Emirates is a blessed nation, a nation built by visionary leaders, authentic leadership. On this night of 27<sup>th</sup> November 2013, while I' am writing this epilogue, I was very excited to hear the announcement that Dubai made it to the history by successfully bidding for the world *Expo 2020* under inspiring theme – '*Connecting Minds, Creating Future*'. Expo 2020 is expected to positively impact UAE's economy and particularly Dubai's economy in multiple ways, primarily through large-scale infrastructure investments, growth in tourism, positive consumer and investor sentiment, high levels of

job creation, and a resulting increase in the (resident) population. What more could be a classic example in demonstrating the authentic leadership of this country?

Two decades before Dubai's main thoroughfare-Sheikh Zayed Road was nothing but heaps of sand dunes. Today, it is one of the world's most modern urban landscapes, linked by multi-lane highways, a state-of-the-art Metro system and Burj Khalifa-the world's tallest building at over 828 metres, living wonder, stunning work of art and incomparable feat of engineering etc.

Today, I am very excited to dream that I am going to be a witness of a rapid growth that is to happen in the next 5 years and the landscape of economic growth and development of Hamriyah is also expected to change due to the positive impact of Expo 2020.

I would like to close my afterword by taking a leaf out of Theodore Roosevelt's famous 1910 speech at the Sorbonne, wherein he said: *'It is not the critic who counts; not the man who points out how the strong man stumbles, or where the doer of deeds could have done them better. The credit belongs to the man is actually in the arena, whose face is marred by dust and sweat and blood; who strives valiantly...who knows great enthusiasms, the great devotions; who spends himself in a worthy cause; who at the worst, if he fails, at least fails while daring greatly, so that his place shall never be with those cold and timid souls who neither know victory or defeat'*.

I am very optimistic that I will be able to share more inspiring success stories with you all after few years as, *My Green Journey in Hamriyah continues once again* – but in a new direction towards sustainability and achieving excellence...







