



**EMS**

CORPORATE  
SOCIAL RESPONSIBILITY  
REPORT 2008

**ENERGY MANAGEMENT SERVICES, INTERNATIONAL**  
United Nations Global Compact • Global Reporting Initiative

**RESPONSIBLE  
TODAY,  
SUSTAINABLE  
TOMORROW**





## CORPORATE SOCIAL RESPONSIBILITY REPORT INTRODUCTION

EMS is a member of the United Nations Global Compact, a UN-initiated network mobilizing businesses and organizations for a sustainable world. The aim of this report is to reflect on EMS's accomplishments during the last year, and how it has fulfilled its commitments in regards to its internal guidelines and Global Compact in 2008.

EMS employs the triple bottom line approach to sustainability, balancing between economic, environmental and social considerations. The report aims to give an account of EMS's view of its economic, social and environmental impact.

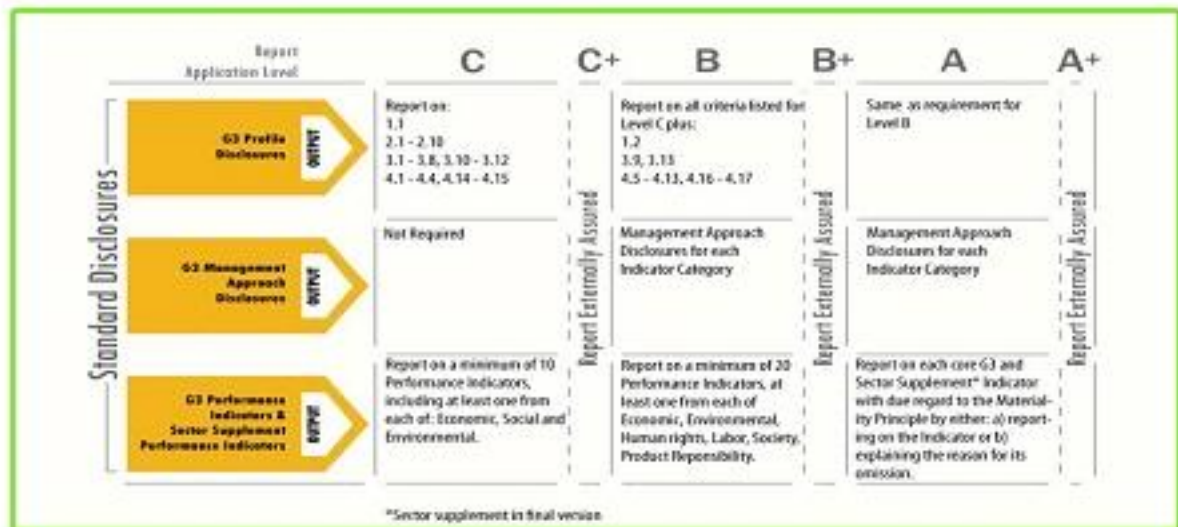
This report covers the 2008 calendar year and uses the widely recognized and internationally accepted global reporting standard Global Reporting Initiative (GRI). *This is the second Sustainability Report* written by EMS. The previous and initial report covered the reporting year 2007. This report aims to be a tool for movement towards the ever evolving goal of achieving sustainability and will be submitted on an annual basis.

For further information about the United Nations Global Compact reporting standard, see <http://www.unglobalcompact.org/>

For further information about the GRI reporting standard, see <http://www.globalreporting.org/>

EMS is using both the UN Global Compact and the Global Reporting Initiative as frameworks for this CSR report. As this is the second CSR report conducted by EMS, we attempted to achieve the C+ level of compliance. However, given the tight budget for CSR, especially since the Global Economic Downturn, the added cost of an outside reviewer made the "Plus" level not attainable. Therefore, this report aims to meet the C level requirements, according to the GRI reporting structure.

In an attempt to include a third party review, even if it was not as complete as the GRI structure requires for "Plus" level compliance, EMS worked with two local professionals to provide us with an external review. Mr. Raja Khouri, a former Public Relations Manager from a Real Estate Developer and Mr. Orion Fulton, a former Senior Environmental Manager from a different Real Estate Developer were both contacted to review the report and provide comments. Their comments have not been edited and were made from a draft version of the report. Some comments reflect the draft aspects of the document they reviewed, but we felt it was more important to submit unedited, as opposed to removing certain comments that are not applicable. These comments are included as Appendix 1 and Appendix 2, at the end of the report. These comments were not received in time to incorporate into this year's CSR report, but will play an important part in next year's report.



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## EMS MISSION

To plan, source and manage energy, water and environmental solutions; aspiring to realize measurable value to our clients through innovative and progressive expertise.



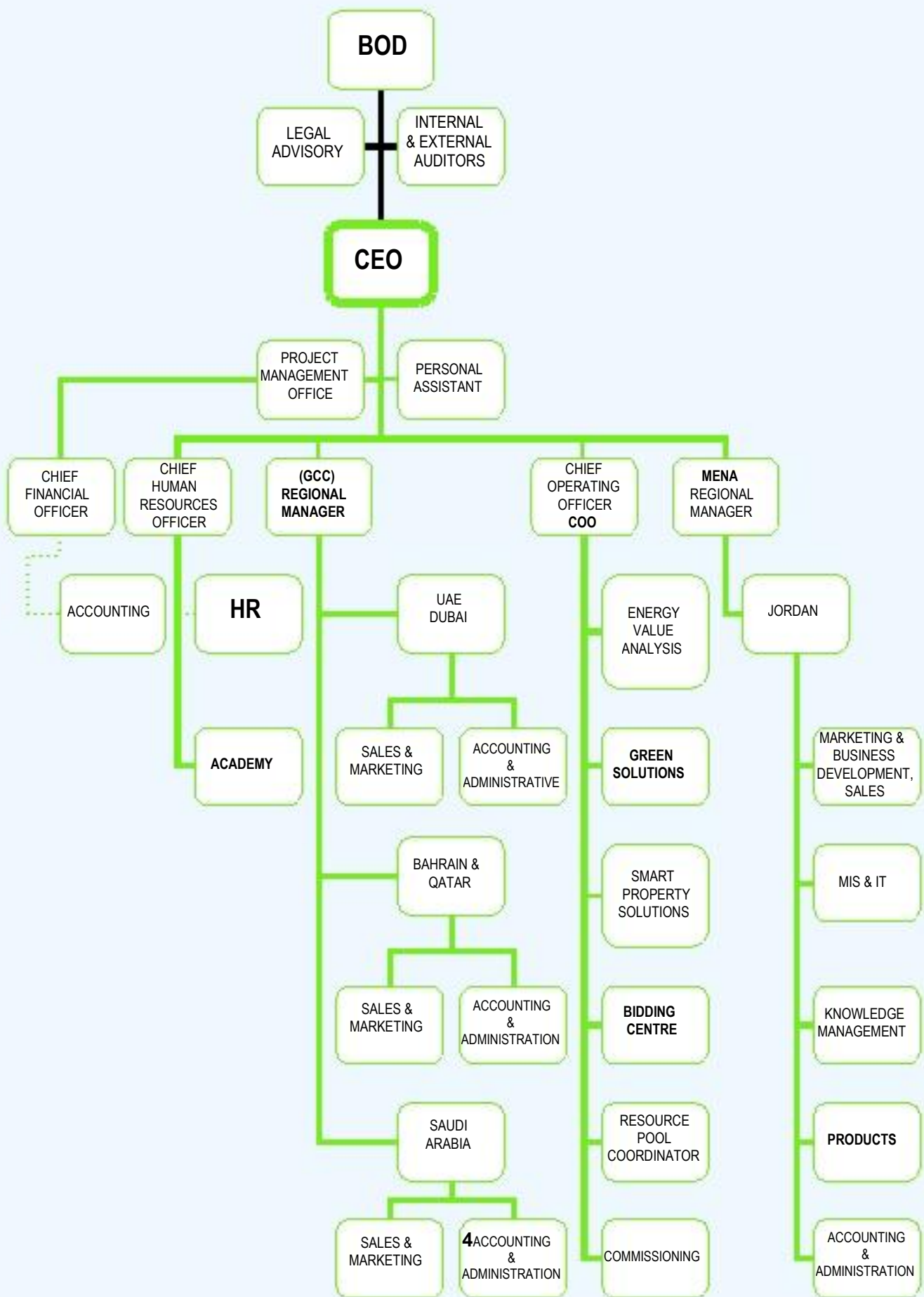
Energy Management Services, International, LLC (EMS) is an energy efficiency, green building and renewable energy consultancy firm based in Dubai, UAE with regional offices in Amman, Jordan, and Doha, Qatar, and with operations throughout the Gulf region and Middle East and North Africa (MENA). Our core competencies include:

- A full array of energy solutions
- LEED ® consultancy services
- An insightful approach to clients' challenges and opportunities
- An ability to convert insights into strategies
- A team of experts
- LEED ® Accredited Professionals
- Certified Energy Managers and Certified Demand-Side Management Professionals by the Association of Energy Engineers, USA
- A history of success
- A culture that promotes innovation and progression

The company has a history of growth with 51 total employees, 40 of which are engineers, project managers, LEED® Accredited Professionals and support staff. From the establishment in Jordan in 1991 to the creation of the Dubai office as well as regional offices throughout the Gulf and MENA, and a recent majority acquisition by Dubai Holding, EMS has continually expanded and led the region in defining, promoting and executing sustainability projects and solutions.

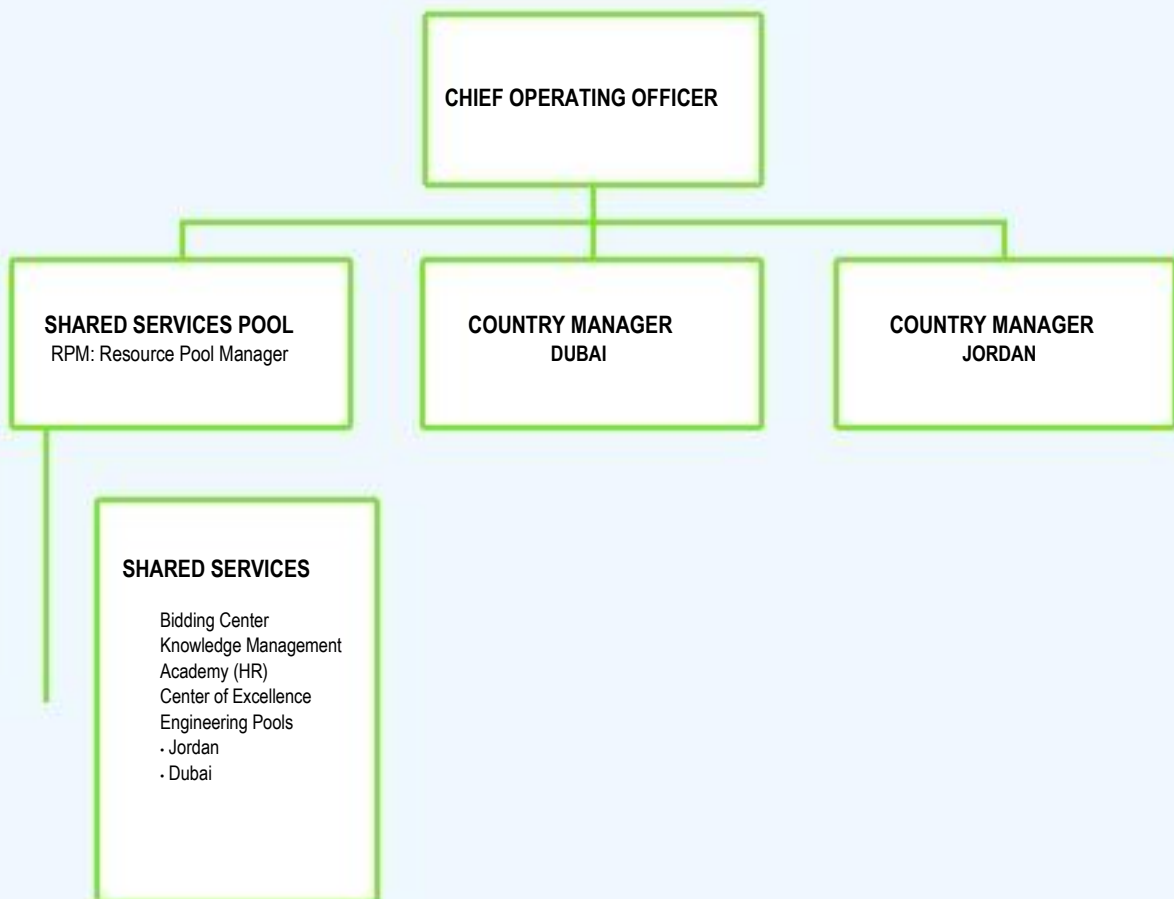
**2007** • EMS completed 35 project in 2007 and the total net sales for the year amount to us \$4 million.

**2008** • EMS completed over 60 projects and the total net sales for the year amount to us \$7.5 million



## GOVERNANCE STRUCTURE

The Board of Directors is comprised of 7 Board members comprising of 6 independent members, including the Chairman, plus the Chief Executive Officer of the company, Mechanisms are employed for shareholders and employees to provide recommendations and directions to the Board of Directors by way of the Audit Committee, which reports directly to the Board.





## CEO STATEMENT OF COMMITMENT



Since this is the second submission of our annual CSR report, I will not go into the background of the company, but rather focus on the main issues of 2008 and the upcoming goals and topics facing EMS in 2009 and beyond.

2008 has seen a significant increase in the Green Building and Sustainability marketplace for Dubai, the GCC and beyond. The commitments Dubai has made to applying HH Sheikh Mohammed Bin Rashid Al Maktoum's declaration that all buildings in Dubai shall be green has made an enormous impact on our sector. This is still a continuing process and EMS finds itself firmly in the center of this important and necessary paradigm shift, away from Green as niche sector, to simply, "the way buildings are built."

However, the global financial situation has hit the building sector in Dubai hard, just as it has in many other places around the world. Our outlook is more conservative than it was six months ago, but we are still very confident in the opportunities available to apply green building and sustainability to our projects and for our clients and partners. And we want to ensure that the enormous strides toward the implementation of sustainable practices continue to move forward.

In meeting these goals, we have expanded our service offerings and are making new commitments to past initiatives. There are going to be fewer new buildings being built in 2009 and therefore we are looking at areas of impact, both from a commercial and an environmental point of view, where we can achieve the sustained successes that we have had in the past. Building commissioning is a great new service we are offering to our LEED® green building clients as well as a standalone service. CDM and existing building upgrades are both areas we have worked on in the past, and will be stronger for us in the upcoming year and beyond.

In addition to our core business offering, we have also redistributed our marketing budget towards developing projects, like an energy audit of a school. Programs like this come directly from the work and processes undertaken in creating our 2007 CSR report.

Looking internally to the company and team, 2008 saw a large increase in staff, in both the Jordan office and the Dubai office. We also established our office in Qatar. The Dubai office remodeling did not achieve LEED® CI certification, but a number of important features were implemented and we are all very happy to have our new home completed.

Overall, EMS is in a solid position and working in a market that is still demanding Sustainability services. We expect 2009 to be a successful year, maybe with reduced growth than 2008, but growth, nonetheless. And we still feel that what is good for EMS is good for Dubai, Jordan and all the markets where we are active.

### **KHALED BUSHNAQ**

chief executive officer

Energy Management Services, Int.



EMS provides a basket of environmental solutions to project owners, developers, facilities managers, design professionals, contractors, municipalities and others. The opportunities to implement solutions that are more environmentally friendly to our neighbors, cities, regions and planet are vast. To meet the mission statement of the company, and to achieve the commercial goals set upon ourselves, EMS works and interacts with a wide variety of stakeholders:

- Design professionals
- Developers
- Contractors
- Local NGOs
- The United Nations - through the Global Compact CSR reporting structure and the ECOSOC Regional Preparatory Meeting on Sustainable
- Urbanization
- Local Government agencies
- Friends and families of EMS employees



#### **AN ENVIRONMENTAL SOLUTIONS PROVIDER**

Green solutions consolidate the work of various design and engineering disciplines to produce buildings that cost less to build and operate; are environmentally sensitive; and are more marketable than buildings designed through the conventional approach. EMS Green Solutions and its team of experts enable clients to optimize the energy, water and material efficiency of their new or existing buildings through the use of LEED® and other green building rating systems.

**RENEWABLE ENERGY SOLUTIONS** enhance the capacity of public, residential, commercial, and industrial sectors by providing support to decision makers. EMS applies its extensive analysis, design and project management expertise to successfully bring a project to fruition. Services range from complete project development to consultancy support at any stage of a project. EMS experts provide independent advice to assess the feasibility of a potential renewable energy project and advise on the development and implementation of renewable energy solutions.

**WATER MANAGEMENT SOLUTIONS** provide customized water management programs to help organizations achieve efficient water utilization, conservation and management. EMS expert engineers audit facilities to identify water use and needless waste. The comprehensive audit comprises qualitative and quantitative analyses of water consumption to uncover any costly inefficiency in the water.

**GAS SOLUTIONS** help organizations convert from electrical and fuel energy to the more efficient gas energy. EMS team of experts audits facilities' current and future requirements for natural gas, sets the design and specification of all required equipment, sets safety requirements, liaises with the natural gas distribution companies to ensure a winning contract, and manages gas conversion projects.





**POWER SOLUTIONS** provides a comprehensive assessment of organizations' power needs; analyzes the different power supply alternatives; and recommends the most cost effective provision. EMS experts examine the entire power supply network - from the utility to in-house generation and distribution-and propose the power solutions that best match facility needs.

**CLEAN DEVELOPMENT MECHANISM (CDM) SOLUTIONS** assists organization in the development of CDM projects. EMS contributes in the initial feasibility and credit total estimates, to securing capital funding, through to the completion of the project and the sale of the Certified Emissions Reductions (CERs).

#### **ENVIRONMENTAL STUDIES FOR ENERGY-RELATED PROJECTS**

Environmental impacts of energy-related projects need to be understood within global, national, and local contexts. EMS environmental studies for energy-related projects result in better decisions and optimized engineering designs as projects are planned and implemented.

#### **NATIONAL ENERGY MANAGEMENT PROGRAMS**

EMS assists governments and public organizations in designing and implementing energy management programs at a national level, including:

- Energy awareness programs
- Energy policies and regulations
- Energy labeling
- Energy master planning
- Establishing Energy Saving Companies (ESCOs)

<b>MARKET SERVED</b>	<b>SECTOR SERVED</b>	<b>TYPE OF CUSTOMERS / BENEFICIARIES</b>
<b>UNITED ARAB EMIRATES</b>	Real estate Developers, Project consultants, Electromechanical consultants, Industrial, environmental	Malls, residential towers or communities, hotels, governmental institutions, offices, small to medium size industries.
<b>JORDAN</b>	Real estate developers, Industrial, governmental institutions, NGOs and environmental	Malls, residential towers or communities, hotels, governmental institutions, offices, small to medium size industries.
<b>SAUDI ARABIA</b>	Real estate developers, Industrial, governmental institutions, NGOs and environmental	Malls, residential towers or communities, hotels, governmental institutions, offices, small to medium size industries.
<b>QATAR</b>	Real estate developers	Malls, residential towers or communities, hotels, governmental institutions, offices.
<b>BAHRAIN</b>	Real estate developers	Malls, residential towers or communities, hotels, governmental institutions, offices.
<b>OMAN</b>	Real estate developers	Malls, residential towers or communities, hotels, governmental institutions, offices.
<b>KUWAIT</b>	Real estate developers	Malls, residential towers or communities, hotels, governmental institutions, offices.



## UNITED NATIONS GLOBAL COMPACT 10 PRINCIPLES

### HUMAN RIGHTS PRINCIPLES

#### **1: BUSINESSES SHOULD SUPPORT AND RESPECT THE PROTECTION OF INTERNATIONALLY PROCLAIMED HUMAN RIGHTS.**

As a firm supporter of all UN recognized, and internationally respected human rights laws and policies, EMS unquestionably applies all human rights policies into its internal structure, as well as continuously incorporates such policies into its business practices.

#### **2: BUSINESSES SHOULD MAKE SURE THAT THEY ARE NOT COMPLICIT IN HUMAN RIGHTS ABUSES.**

Since EMS is involved with numerous projects as consultants, it is a challenging task to continuously monitor all aspects of our projects to ensure they meet international human rights requirements. However, EMS continuously monitors the human rights concerns of its construction workers, as they are the highest risk stakeholders for human rights abuses within its scope of influence.

### LABOUR STANDARD PRINCIPLES

#### **3: BUSINESSES SHOULD UPHOLD THE FREEDOM OF ASSOCIATION AND THE EFFECTIVE RECOGNITION OF THE RIGHT TO COLLECTIVE BARGAINING.**

Within the market that EMS operates in, collective bargaining and unions are illegal. Internally however, EMS supports its employees, and encourages them to discuss grievances with one another and within the hierarchical structure of the company. In addition to the open communication channels between our employees and the Audit Committee, there is an open door policy at EMS, directly to the Country Manager and CEO, if and when issues arise.

**4: BUSINESSES SHOULD SUPPORT THE ELIMINATION OF ALL FORMS OF FORCED AND COMPULSORY LABOR.**

EMS condemns all forms of forced and compulsory labour, and supports its elimination in all forms. To this effect, EMS monitors local and internationally recognized governing bodies to determine if any violations of site working conditions and construction materials factories are found, which EMS is involved in. If any violations are found to be occurring, EMS will work with said Client to cease all violations, eliminate the use of the violators, or end the relationship with the said project.

**5: BUSINESS SHOULD SUPPORT THE EFFECTIVE ABOLITION OF CHILD LABOUR.**

EMS has never, nor shall it ever, internally employ child labour, tolerate, or be involved with projects or companies that employ child labour. EMS will continuously monitor local and internationally recognized governing bodies to determine if any violations of site working conditions and construction materials factories are found, which EMS is involved with. If any violations are found to be occurring, EMS will coordinate with its client to eliminate the use of the violators, stop the violations, or EMS will end the relationship with the project if it deems that adherence on this vital matter is not being met.

**6: BUSINESSES SHOULD SUPPORT THE ELIMINATION OF DISCRIMINATION IN RESPECT OF EMPLOYMENT AND OCCUPATION.**

EMS wholly believes and supports equal opportunity in employment and occupation, and acts as an equal opportunity employer, basing its decisions on professionalism, competency, and market demands.

## ENVIRONMENT PRINCIPLES

### **7: BUSINESSES SHOULD SUPPORT A PRECAUTIONARY APPROACH TO ENVIRONMENTAL CHALLENGES.**

The precautionary principle to environmental challenges is central to the core competencies of EMS. Since its founding in 1991, EMS has been a leader in the Middle East promoting energy efficiency, water efficiency, green and renewable technologies and other actions that have the precautionary principle as the basis of why these issues are important. Even in a part of the world known for fossil fuel production, EMS has always viewed environmental issues as a good business opportunity and an ethical obligation. The precautionary principle is engrained in everything we do.

**8: BUSINESSES SHOULD UNDERTAKE INITIATIVES TO PROMOTE GREATER ENVIRONMENTAL RESPONSIBILITY.**

The scope of EMS's work promotes greater environmental sustainability. EMS works with developers, real estate professionals, and designers to incorporate and increase the sustainability of the projects we work on. An expansion of EMS's scope is good for EMS as well as being good for the sustainability of our industry, our region and our planet.

In addition to our core business offerings, which have expanded over the last year, to include building systems commissioning, stronger action on Clean Development Mechanisms, and an overall expansion of our current services, especially regarding Green and LEED® projects.

EMS remains active in promoting sustainability as a concept and our capacity to help projects and clients become more sustainable through workshops, conferences, and the media but this year has seen a shift in focus of our outreach, marketing and other interactions with stakeholders.

This refocusing is more than a philosophical change. A significant portion of our marketing and outreach budget has been reallocated, away from standard media placement and sponsorship of conferences and booths to funding of programs. We feel that the market impact of press stories and press releases describing positive actions are more beneficial to our company than advertising, and often are actually less expensive as well.

This is a new initiative, and has yet to be fully implemented but has the full support from the marketing department and top management. We look forward to a number of important projects coming from this in 2009.



## WORKING WITH EMIRATES ENVIRONMENTAL GROUP (EEG)

EMS has worked with Emirates Environmental Group, a local NGO, to promote CSR by joining its CSR network composed of 50 local and international companies operating in the region and by presenting EMS's 2007 CSR report as a case study on best practices.

EMS will likewise work with EEG to promote energy auditing in local schools. This initiative involves EMS providing free energy audits of school facilities and the potential to incorporate this information into school curriculum. This initiative has been active for a couple of months on a pilot run and will be fully implemented soon in coordination with school facilities and administration personnel. A number of schools have shown interest in this project as energy saving is a clear environmental concern.

In order to accompany pro bono work with needed financial requirements, EMS has reallocated a portion of its marketing budget, away from standard media placement, sponsorship of conferences and booths to funding of programs like the one mentioned above.

We feel that the market impact of press stories and press releases describing positive actions of our company are more beneficial than paying for often expensive advertising messages. However EMS still supports projects and clients through workshops, conferences, and the media but with a more cautious approach.

[www.eeg-uae.org](http://www.eeg-uae.org)  
[eeg@emirates.net.ae](mailto:eeg@emirates.net.ae)

## WORKING WITH ENVIRONMENTAL HEALTH AND SAFETY (EHS) DEPARTMENT OF DUBAI WORLD

EMS is also one of about a dozen companies qualified with EHS. EHS works as a regulatory body for projects that fall within the scope of Dubai World and their companies, which are some of the largest developers and master developers in Dubai. EHS has implemented very high green building standards and EMS, as a qualified consultant, is a leading implementer on the project side. In addition to working with projects to meet the green building regulations set out by EHS, EMS is also a part of EHS Green Building Forum and Technical Working Group created by EHS to discuss several sustainability concepts, share knowledge, promote awareness and delve issues pertaining to the region in general and to its projects in particular.

[www.ehss.ae](http://www.ehss.ae)  
[www.ehss.ae/forms/greenconsultantsrev.8.pdf](http://www.ehss.ae/forms/greenconsultantsrev.8.pdf)

## **9: BUSINESSES SHOULD ENCOURAGE THE DEVELOPMENT AND DIFFUSION OF ENVIRONMENTALLY FRIENDLY TECHNOLOGIES.**

EMS promotes the use of highly efficient energy and water systems in buildings and industrial applications. EMS staff are always researching the most environmentally beneficial solutions that meet the needs of the clients. We have numerous examples of recommendations and implementations of environmentally friendly technologies and this practise will continue.

The term, "Talking the talk and walking the walk," and its multiple variations has become one of the many slogans in the Sustainability movement. EMS, as are most consultants, is in the business of talking, either presenting or in report writing and interactions with clients and building teams. EMS has taken the approach that in order to be the best talker we can be, we must also attempt to walk as much as possible.

### **TALKING**

A major focus of EMS's work is providing guidance to project design teams to meet LEED® green building requirements. EMS is working with over 50 LEED® registered projects and some of the main environmentally friendly technologies that are being put in place are on these residential and commercial buildings are:

- Establishing Energy Saving Companies (ESCOs)
- Solar Hot Water systems
- Improved building exteriors
- Efficient lighting systems, including LED technology
- Air conditioner condensate, stormwater, and gray water capture, treatment and reuse
- Efficient water fixtures
- Heat recovery systems
- Promotion of alternative transportation

## WALKING

As mentioned in the EMS's 2007 CSR report, the Dubai office remodelling project was registered with the US Green Building Council in pursuit of LEED® for Commercial Interiors (CI) v. 2.0. This brought about a number of challenges, and unfortunately, we did not go through with the certification, as it became apparent that the project would not achieve enough credits to achieve certification. Even though this was a disappointment, a number of positive actions came out of the process.

The new office is an open layout promoting interaction amongst the staff, and daylight and views in the mornings and through midafternoon (we have a view to the west, that gets unpleasant and inefficient if unprotected in the afternoon hours unless shades are drawn). The main workstation area, circled in green, was originally partitioned with cubicle style partitions, approximately 1 meter above the level of the desk. This was reduced to about 20 centimeter high partitions based on the recommendations of the people set to work in these areas. All enclosed offices are partitions with transparent glass.

Very high efficiency LED lights were installed throughout the office, saving approximately 60% on lighting energy use.

**GREENLIGHT-ENERGY LLC**

www.greenlight-energy.com  
bob@greenlight-energy.com

Water saving features were implemented to save about 25% of this vital resource. Bamboo flooring, a rapidly renewable resource was supplied by Oceanic General Trading LLC for installation in the conference room of the office.

**OCEANIC GENERAL TRADING LLC**

oceanic@ogtllc.ae  
[siddharth@ogtllc.ae](mailto:siddharth@ogtllc.ae)




A recycling program was implemented to sort paper, glass, and metal in the office, and a partnership with a Tadweer, "a company seeking through the role it plays to rank Dubai among the most developed cities worldwide, in the field of sort and recycling," has been formed to do the pick up and recycling of the material.

**TADWEER WASTE TREATMENTS LLC**

www.tadweer.com

Info@tadweer.com

And finally, the office partnered with Carbonfund.org to make the Dubai office and the travel of Dubai office employees carbon neutral. With our donation, Carbonfund.org is supporting renewable energy and other carbon offsetting projects that fight global warming.



**Estimated footprint for EMS Energy Mangement Services**

Total Estimated Emissions - 79.3 metric tons\*

Offset cost \$ 793.38

Breakdown	Metric tons	% of total
Electricity	19	26%
Heating Fuels	-	0%
Air and rail travel emissions	19	26%
Car business travel emissions	18	25%
Employee commuting emissions	16	23%
<b>Total</b>	<b>79</b>	<b>100%</b>

Footprint per employee (pounds)	10,598
Offset cost per employee	\$ 52.89

\*Total Estimated Emissions includes a 10% average factor adjustment to account for emissions not considered in this worksheet.

As of April 2008, our offset price for the CarbonFree program is calculated using our most recent price per ton of \$10.00 per metric ton (\$20.18/cr offset).

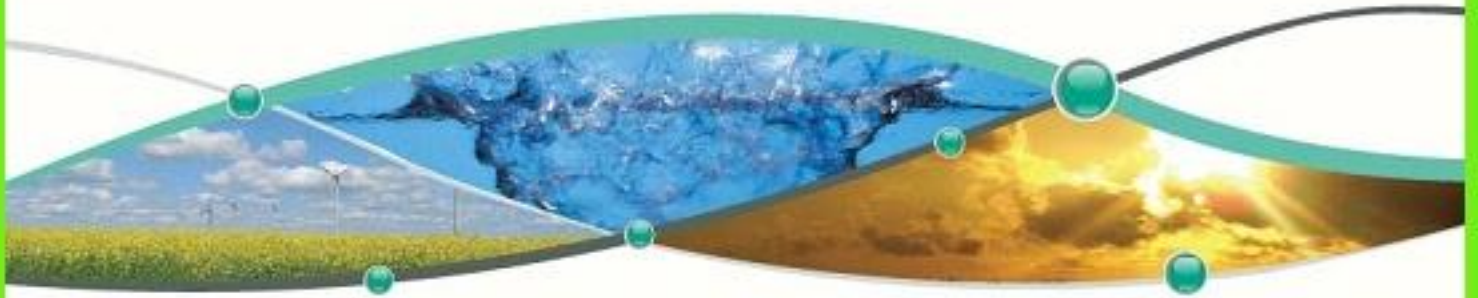


#### ANTI CORRUPTION PRINCIPLE

**10: BUSINESSES SHOULD WORK AGAINST ALL FORMS OF CORRUPTION, INCLUDING EXTORTION AND BRIBERY.**

EMS opposes any form of corruption and has never, nor will ever participate in or be associated with projects that are corrupt. EMS will monitor itself and work to ensure its partners are good corporate citizens.





[www.ems-int.com](http://www.ems-int.com)

**ENERGY MANAGEMENT SERVICE INT.**

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1. CEO note should not be in red, has some spelling mistakes
2. At beginning needs a summary paragraph explaining the purpose and scope of the report as it relates to your business activities
3. Not sure if you can/want to list clients you contracted with in 08 but that would lend some transparency
4. UN Global Compact #6: Discrimination: you might want to elaborate on the fact that governments in the GCC are imposing hiring of locals to certain %, which is a form of discrimination based on nationality, not skill and fitness for the job. could be a can of worms though...
- 5 . UN Global Compact #7: Precautionary Principle (PP): your statement is pretty general here, not that effective. I would actually demonstrate how (a) EMS utilizes the PP in its business decision making and strategizing, and (b) your service offerings help clients understand what the PP is and how it can make good business sense to apply it in the form of efficiency, quality, or renewable energy.
6. UN Global Compact #8: Env. Responsibility: don't use sustainability broadly. Stick to cause and effect. Your services are largely related to improving environmental stewardship/protection, utilizing resources more efficiently, reducing emissions, etc. if you do want to use sustainability broadly, i.e. "as a concept" you need to define it early on because I'm not sure the EMS definition is the same as the UN definition (or maybe it is, in which case say that specifically so the reader knows). Does your new marketing strategy have a name? It sounds loose. Define it a little more.
7. UN Global Compact #9: Technologies: excellent section. Awesome stuff with EEG! Kudos to EMS for initiating this!
8. Being an engineering, consulting and commissioning firm, I am surprised I didn't see any resource consumption statistics/metrics, i.e.
  - paper consumption (lbs) reductions
  - employee travel - carpools (miles traveled), emissions (MTCO2), telecommuting (days), etc.
  - electricity (kWh) and water consumption (lpm) reductions

It seems you would want to start tracking this in 09 if you are not tracking it already.

9. Overall I think you need to better define your 2008 initiatives and accomplishments in one place, preferably up front. Even if they were not done as premeditated as you would have liked, present them that way. Also, lay out 09 initiatives so there is a clear bridge to next year's report. in other words, be a little more strategic about the report. It is great you guys are doing this and the point is to get better at it each year, so use my comments as suggestions.

**Orion Fulton**

*Former Senior Environmental Manager*

**Sama Dubai**

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Upon reviewing EMS's 2008 CSR Report, I found the report to be solid and sound both aesthetically and language wise. I will not report on my findings in regards to those criteria, rather, I will focus on the content of the report from point of view of an outsider looking in.

The aim or intent behind the report is clear - to establish a clear understanding as to what EMS's mission both internally to its employees and business standards, as well as upholding it's commitment to providing the best standards of service to its clients.

However, throughout the presentation, there were some points that I feel could have been better supported with examples, or case studies. This is mainly evident in pages 8-9, which breaks down EMS's scope of services. To the neutral eye, the services seem to be great and beneficial to the client, the environment, and the society, however, it would be great to have specific examples pertaining to each service.

For example, under the "Renewable Energy Solutions" section on page 8, I would be curious to know how EMS has specifically implemented this service for a client. This would help the reader better understand EMS's fruits of labor when on the ground, and not just at the office. Energy Solutions and Green buildings are a new concept to the region, and better understanding of the "how exactly EMS helps" will help in promoting EMS both as a business seeking clients, and as a company fulfilling it's CSR responsibility to the region it is involved in.

I could tell later that the slides devoted to the remodeling of EMS's head office in Dubai served just this purpose. However, I still would rather have a better understanding of "How" EMS does it, and not just "What" EMS does. The same can be said to the table that mentions the countries in which EMS provides services. Another column could be added to state specific projects within the country to add substance.

I felt the same way about page 15, where it's mentioned that EMS has reduced its advertising budget in order to increase its public relations budget. A slide with a collage of different press clippings will help give an idea of how news of EMS has penetrated the media. Some small print advertisements can also be shows as examples.

I specifically enjoyed the slides about the office redesign, as it gave a clear idea of, as you named the section, EMS's "Walking and Talking". My earlier point of examples is clear in this section, and in my opinion should be implemented in earlier sections, even if it makes the presentation slightly longer and more detailed. Readers always enjoy examples.

I also felt that not enough attention was given to the world economic crisis that has specially hit Dubai the hardest. While it was mentioned early in the presentation, it should be reaffirmed somewhere, possibly within a slide on it's own, that while the real estate and development sectors have been hit hard by the crisis, Green Buildings remain mandatory and that EMS, in 2009, will aim to specifically help real estate developers in making the right choices when it comes to Energy Management, in order to also save money through EMS providing solutions.

Otherwise, the presentation was good, an easy read, and gets straight to the points that were needed to be made. The order of the contents, and the style in which it was put together was excellent. There are some spelling and grammar mistakes which I noted, however, I assume that these will be corrected on your final review of the presentation. I can also mention these errors when we meet or speak about my review.

**Raja Khouri**  
*Former Assistant Senior Manager*  
**Public Relations**  
**Dubai Properties**  
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