“Dear brothers, in my modest experience, the definition of giving is not confined merely to volunteering or giving or being generous. Real giving lies in making a difference in another person’s life, or the life of a community, or in the journey of a nation. That’s the meaning of real giving which I learnt from Sheikh Zayed.”

HH Sheikh Mohammed bin Rashid Al Maktoum
Vice President and Prime Minister of the UAE and Ruler of Dubai
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When we set out to publish the first edition of this report in 2020, the world was in a different place. Almost overnight, everyone’s life changed, and people’s interests and ambitions pivoted to an emphasis on well-being, creating the bedrock for current global CSR initiatives. From corporate initiatives to ones practised among family and like-minded people, community outreach efforts became the cornerstone of every developed society.

At a time when global counterparts of this report have existed for decades, none had attempted to shed light on the MENA region’s efforts to reflect its continuously expanding scope. Social responsibility grew in tandem regionally, especially in the UAE and KSA, a fact that was more than made evident over the previous two editions. However, most fascinating in this report is the change in sentiment of some countries that had scored low.

Was the change driven by this CSR report? Perhaps, but the focal point is on the positive change and the awareness that has been raised over the past three years. We are immensely proud to be a part of this journey and to be helping underpin the consistently growing importance of CSR in the MENA region.

Ahmad Itani
Founder and CEO.
Cicero & Bernay Communication Consultancy

Chairman, PRCA MENA
Impact of CSR
CSR has been in the spotlight more than it ever was over the past decade, with organisations seeking purpose and the corporate world growing more complicated and technologically oriented in recent years.

Corporate social responsibility is a living concept that is frequently being redefined based on consumer tastes, choices, and behaviours, compelling companies to invest heavily in outreach initiatives to maintain significance in a zeitgeist that continuously demands more from them.

Enterprises eventually began to realise that consumers were more drawn to businesses and brands that were ethical and working for a greater cause, such as sustainability, combating climate change, solving world hunger, empowering women, etc. Additionally, they discovered that employees tended to favour working for socially conscious businesses.

Things started to change when the business sector made CSR vital to its own existence, evidenced in the positive upswing that some countries have gone through as awareness of social responsibility gained traction among executives and stakeholders.

Surpassing PR messaging and activations, CSR initiatives affect a company’s bottom line, brand reputation, employee loyalty, and other factors over the long run, energising a brand’s capacity to draw in socially conscious customers and shape public perception.

Today, customers, staff members, and the general public are increasingly holding companies accountable and prefacing their choice to deal with a business with the need for CSR strategies that align with their beliefs. This has become the de facto outcome for every business seeking to generate the most valuable contemporary currency: relevance.
Executive Summary
Throughout 2022, awareness of corporate social responsibility in the MENA region remained high, with nine in ten senior managers/executives claiming to have heard of it without any prior prompting. In fact, almost half of the surveyed managers have a strong understanding of CSR, two-fifths have good knowledge of it, and only a sixth say they have little or no knowledge of it. As such, there is still room to improve understanding of the concept.

Understanding is still lower in Egypt (consistent with the previous two survey results), where a little over a third of surveyed managers claimed strong understanding; however, overall awareness has improved, with those who have not heard of CSR in Egypt dropping from over a third to under one in ten.

The report also found that compared the January 2021 edition, lack of understanding is less of a barrier to valuing and adopting corporate social responsibility practices. However, for around a third of surveyed managers, lack of project ownership, time, or knowledge are equally likely to be barriers. After prompting managers with a description of CSR (to ensure awareness was consistent among all survey respondents), nearly all of them immediately understood core CSR practices relating to employing moral values, being more involved in social issues or charities, or meeting domestic/international standards for CSR certification, with ‘making as much profit as possible’ being the least likely perceived social responsibility of a company.

GCC managers are more likely to feel ‘CSR is done primarily to improve the image of a company via published reports/promoted activities to demonstrate company achievements to customers.’ Managers there highly value and trust companies that are more socially responsible, with at least half strongly agreeing they prefer their company to do business with these types of companies (more likely for managers in Egypt) while advising friends/family to do the same. Over half also strongly feel that social responsibility should be at least equally important to their company as profits.
EXECUTIVE SUMMARY

Importance & Value (perceptions)

The high-value perceptions placed on CSR by managers in the MENA region that was measured in the January 2021 edition were still evident by the end of 2022. Seven in ten managers feel it is very important, and virtually all the rest feel it is somewhat important. As for familiarity and understanding of CSR, importance ratings are broadly similar across all surveyed countries.

The report found that the primary drivers behind the importance of a company adopting CSR into its business practices are consistent with the previous year’s results: ‘to differentiate the brand from competitors’ (less so in the UAE and KSA), ‘improve company reputation,’ or ‘play a pivotal role in positively influencing society.’

Financial considerations were also, once more, less of a direct motivation. However, by implication, the effects of a successful CSR programme and the benefits it delivers will ultimately lead to increased profits.

There was also high agreement with the less tangible aspects of CSR, involving brand trust/image and creating favourable consumer perceptions; around half strongly agreed that they ‘encourage their company to do business with a socially responsible company, even if it increases its prices’ or they’d ‘stop their company dealing with a company that is not socially responsible.’

Internally, from a workforce perspective, managers acknowledged that employees highly value socially responsible companies; over half strongly feel that the more socially responsible a company is, the higher the levels of employee loyalty, purpose and motivation, while job seekers will choose a more socially responsible company if faced with a choice of job offers.

In terms of overall business performance, the value of adopting CSR practices is also apparent, with eight in ten managers feeling it would positively affect a company’s business and virtually all others feeling it would be somewhat beneficial. This result was consistent across all surveyed countries.
EXECUTIVE SUMMARY

Importance & Value (relating to a company)

Relating CSR specifically to their own company, managers in the MENA region feel their organisation highly values it, with the majority (eight in ten) feeling it is ‘part of their DNA’ or ‘one of their top priorities,’ split almost equally between these two sentiments. Specifically in the GCC, managers believe their companies place the most importance on CSR, with almost two-thirds of them feeling it’s part of their DNA, led by Qatar (65%). However, despite the majority of MENA managers acknowledging the importance of CSR practices and their positive impact on a business, only four in ten feel CSR is part of their company’s DNA, so it is an area that they think their company could improve on and, potentially, a source of frustration for them.

As measured in the January 2021 edition, of the companies with CSR programmes, their tangible results are most likely to be measured by ‘KPIs tracking environmental, social, or economic impact,’ ‘surveys measuring the impact of CSR on reputation/customer loyalty,’ or ‘employee surveys measuring the influence of CSR in acquiring/retaining talent.’ An increase in sales is not one of the primary measures of success, though it will be a consideration for any prosperous business, while cost savings were least likely to be a measure of success.

The report also found that, similar to the previous edition, companies with CSR programmes overwhelmingly believe them to be beneficial to their businesses; across the MENA region, all the surveyed managers felt positive about the effects of their CSR programme, including almost nine in ten who felt very positive about it.

As previously highlighted, MENA managers greatly value and believe in CSR activities. This illustrates that those operating CSR programmes are fully aware and appreciative of the tangible benefits, specifically with a recorded net-positive impact on a company’s profits, with over half the managers claiming their companies gain a significant advantage over competitors and increased customer engagement as a result of CSR programmes.
MENA Region Perceptions & Current Landscape

The UAE is perceived to be more active in CSR activities than the KSA, and Qatar is leading the pack in that regard.*

Over a third of the surveyed managers say they are aware of companies in the MENA that are more socially responsible, are active in the CSR field, or that publicise their CSR activities.

As mentioned earlier, the motivation MENA businesses have for adopting CSR practices is evident, with almost two-thirds of the companies currently operating a programme and nearly all others planning to implement one soon. Companies in the GCC were found to be the most likely to have a CSR programme, with over three-quarters of them already having one, driven by Qatar (90%).

Additionally, for around a third of the managers, lack of project ownership, time, or knowledge are perceived as the main obstacles for having a CSR programme. These results are unlike those of the previous year's report, wherein for a quarter of the managers, the main reason was because their companies already gave back to society via charity.

Encouragingly, uncertainty around CSR's contribution to businesses or if it has detrimental effects on finances due to the necessary investment are not widely held beliefs. In addition, the proportion of companies with overall CSR programmes is mirrored by those with sustainability protocols to strengthen environmental credentials or corporate programmes to ensure the well-being of employees.

Finally, unlike the second edition, the results are generally consistent across the MENA, indicating an improvement in Egypt, which had lagged.

* The question's wording was changed to negate home bias.
Consistent with its 2021 iteration, the majority (three-quarters) of MENA companies plan to increase their CSR activities over the next 12 months, with a further fifth planning to replicate their CSR activities from last year. UAE, Egypt, and GCC companies are driving this, with around eight in ten planning to increase their CSR practices. In the KSA, it is almost two-thirds, although a further three in ten managers still say they plan to replicate their CSR efforts as in the January 2021 edition.

Once again, this emphasises how much companies in Egypt have caught up with the rest of the MENA region in CSR awareness, perceptions and activities. Region-wide, hardly any companies will be scaling back CSR activities. For each of the specific areas that were surveyed, at least two-fifths of the managers claimed their companies are planning to engage more with CSR in 2023, with ‘socially, environmentally conscious investments,’ ‘corporate policies that benefit the environment,’ ‘charitable giving,’ and ‘community and virtual volunteering’ being a focus for around half of them.

Around four in ten MENA companies plan to increase their 2023 CSR engagement in the areas of ‘diversity, equity, and inclusion’ or ‘reducing carbon footprints,’ the latter of which is more likely for those in the UAE and GCC.
Understanding & Knowledge
Throughout 2022, awareness of CSR in the MENA region remained high, with over eight in ten senior managers/executives having strong/good knowledge.

Overall understanding of corporate social responsibility in the MENA remains high, with almost half of senior managers/executives having a strong understanding and another two-fifths having good knowledge of it; only one in six feel they have very little or no knowledge at all.

Almost half the surveyed managers claim a strong understanding of CSR, with the KSA taking the lead. This applies to a little over a third of those in Egypt, whose low familiarity with the term is consistent with the results from the previous two surveys. However, it would appear that the term is becoming more widespread there: those who have not heard of it dropped from over a third to under one in ten. The UAE is now the country with the highest proportion (one in seven) who have never heard of the term.

Q1. Have you heard of the term/ Q2. How well do you feel you understand what corporate social responsibility is?
There was strong agreement with most of the statements. Around eight in ten managers believe that five of the seven statements are true, and seven in ten believe that ‘CSR involves companies altering internal processes to do good deeds.’ Encouragingly, only six in ten feel ‘the primary social responsibility of a company is to make as much profit as possible,’ similar to the result from the previous survey. GCC managers were also more likely to feel ‘CSR is done primarily to improve the image of a company ... to demonstrate company achievements to customers.’

Q3. For each of the following statements about corporate social responsibility, please indicate if you think it is true or false. (% TRUE)

<table>
<thead>
<tr>
<th>Statement</th>
<th>MENA Total</th>
<th>UAE</th>
<th>KSA</th>
<th>Egypt</th>
<th>GCC (ex. UAE/KSA)</th>
</tr>
</thead>
<tbody>
<tr>
<td>CSR means companies taking the necessary steps to meet the domestic or international standards to get CSR certification</td>
<td>82%</td>
<td>80%</td>
<td>81%</td>
<td>85%</td>
<td>87%</td>
</tr>
<tr>
<td>CSR means standing by moral values and ensuring a company doesn’t engage in immoral or illegal activities</td>
<td>82%</td>
<td>83%</td>
<td>77%</td>
<td>88%</td>
<td></td>
</tr>
<tr>
<td>CSR refers to companies getting involved in the discussion of specific social issues, such as human rights or the environment, and implementing measures to address them</td>
<td>82%</td>
<td>84%</td>
<td>73%</td>
<td>88%</td>
<td>82%</td>
</tr>
<tr>
<td>CSR is done primarily to improve the image of a company by publishing reports or promoting CSR activities to demonstrate the company’s achievements to customers</td>
<td>79%</td>
<td>73%</td>
<td>76%</td>
<td>83%</td>
<td>92%</td>
</tr>
<tr>
<td>CSR refers to companies making donations to charities for public welfare</td>
<td>78%</td>
<td>74%</td>
<td>78%</td>
<td>79%</td>
<td>87%</td>
</tr>
<tr>
<td>CSR involves companies altering internal processes to achieve good deeds</td>
<td>71%</td>
<td>64%</td>
<td>76%</td>
<td>77%</td>
<td>71%</td>
</tr>
<tr>
<td>The primary social responsibility of a company is to make as much profit as possible</td>
<td>60%</td>
<td>59%</td>
<td>63%</td>
<td>71%</td>
<td></td>
</tr>
</tbody>
</table>
CORPORATE SOCIAL RESPONSIBILITY (CSR) PERSONAL ATTITUDES

We reported those who ‘strongly agree’ with each of the statements. Six in ten MENA managers strongly agree they ‘have more trust in socially responsible brands, compared to those which are not socially responsible,’ and almost as many ‘will advise friends and family to buy products/services from a socially responsible company.’

Half of the managers strongly agree they would ‘choose a product from a more socially responsible company even when there are cheaper alternatives available,’ and two-fifths ‘will not buy a product/service from a company that is not socially responsible.’

Q4. How much do you agree or disagree with each of the following statements relating to products/services? (% STRONGLY AGREE)

- I have more trust in socially responsible brands
  - MENA Total: 60%
  - UAE: 56%
  - KSA: 67%
  - Egypt: 54%

- I will advise friends and family to buy products/services from a socially responsible company
  - MENA Total: 50%
  - UAE: 56%
  - KSA: 58%
  - Egypt: 54%

- I will choose to source products or materials from companies that are more socially responsible
  - MENA Total: 48%
  - UAE: 50%
  - KSA: 46%
  - Egypt: 46%

- I will not buy a product/service from a company that is not socially responsible
  - MENA Total: 41%
  - UAE: 39%
  - KSA: 48%
  - Egypt: 46%
4
Importance & Value
The importance of CSR to MENA companies that was measured in the report’s 2021 edition continues to be evident to managers by the year’s end: seven in ten feel it is very important, and a further quarter feel it is somewhat important (with virtually no one feeling it is unimportant).

Managers in Egypt also placed the most importance on CSR, with 100% of them feeling it is important, including almost two-thirds feeling it is very important. This indicates a shift in perceptions from the start of 2022, where just over half of those in Egypt felt CSR is very important.

Q5. In your opinion, how important is it for a company to adopt CSR into its business practices?
IMPORTANCE OF ADOPTING CSR

As with the 2021 survey, a third of managers who feel CSR is essential to companies do so because they think it will ‘differentiate the company/brand from competitors’ or ‘improve the reputation of the company/brand.’

Three in ten managers feel it will ‘be pivotal in creating a positive influence on society,’ and financial considerations are, once again, less of a concern, even though managers are aware that other benefits are also likely to increase profits.

Q6. Why do you think it is important for a company to adopt CSR into its business practices?

To differentiate the company/brand from competitors

- MENA Total: 36%
- UAE: 28%
- KSA: 30%
- Egypt: 46%
- GCC (ex. UAE/KSA): 43%

To improve the reputation of the company/brand

- MENA Total: 32%
- UAE: 38%
- KSA: 30%
- Egypt: 36%
- GCC (ex. UAE/KSA): 22%

To play a pivotal role in creating a positive impact/influence on society

- MENA Total: 29%
- UAE: 36%
- KSA: 21%
- Egypt: 33%
- GCC (ex. UAE/KSA): 22%

To promote its brand/the company through publicity or word-of-mouth

- MENA Total: 25%
- UAE: 28%
- KSA: 21%
- Egypt: 29%
- GCC (ex. UAE/KSA): 8%

To increase sales and customer loyalty

- MENA Total: 22%
- UAE: 18%
- KSA: 29%
- Egypt: 27%
- GCC (ex. UAE/KSA): 18%

To promote innovation and identify new opportunities

- MENA Total: 20%
- UAE: 18%
- KSA: 23%
- Egypt: 20%
- GCC (ex. UAE/KSA): 16%
Q6. Why do you think it is important for a company to adopt CSR into its business practices?

To reduce operational costs

- MENA Total: 19%
- UAE: 16%
- KSA: 17%
- Egypt: 17%
- GCC (ex. UAE/KSA): 24%

To secure the company’s future in the long term

- MENA Total: 19%
- UAE: 18%
- KSA: 20%
- GCC (ex. UAE/KSA): 20%

To comply with required domestic or international regulations

- MENA Total: 19%
- UAE: 17%
- KSA: 15%
- GCC (ex. UAE/KSA): 24%

To get better financial support from investors

- MENA Total: 18%
- UAE: 17%
- KSA: 16%
- GCC (ex. UAE/KSA): 24%

To make it easier to attract and retain employees

- MENA Total: 14%
- UAE: 15%
- KSA: 17%
- GCC (ex. UAE/KSA): 16%
SOCIAL RESPONSIBILITY
COMPANY ATTITUDES

Similar to the 2021 edition of the survey, there was a high level of agreement (at least eight in ten overall) with all five statements. As such, we limited the results to those who ‘strongly agree.’

Over half of the managers strongly agree that they ‘prefer for my company to do business with socially responsible companies,’ ‘believe that CSR activities improve consumer trust with brands and strengthen attachment,’ or ‘believe social responsibility should be at least equally important to my company as its profits.’

Around half of the managers strongly agree with the other two statements, and the only significant difference between countries is that managers in Egypt are more likely to strongly agree (65%) that they ‘prefer for my company to do business with socially responsible companies.’

*The second statement’s wording was changed to ‘at least equally important to my company as its profits,’ increasing agreement levels.

Q7. How much do you agree or disagree with each of the following company-related statements? (% STRONGLY AGREE)

- I prefer for my company to do business with socially responsible companies
- I believe that social responsibility should be at least equally important to my company as its profits
- I believe that CSR activities improve consumer trust with brands and strengthen attachment
Q7. How much do you agree or disagree with each of the following company-related statements? (% STRONGLY AGREE)

I will encourage my company to do business with a socially responsible company, even if it increases the price of its products/services slightly

- MENA Total: 51%
- UAE: 48%
- KSA: 47%
- GCC (ex. UAE/KSA): 54%
- Egypt: 47%

If given the choice to stop my company dealing with a company that is not socially responsible, I will choose to stop it

- MENA Total: 49%
- UAE: 46%
- KSA: 47%
- GCC (ex. UAE/KSA): 57%
- Egypt: 44%
Managers acknowledge that employees place a high value on companies that are more socially responsible. As there was a high level of agreement (around nine in ten overall) with all the statements, we limited our report to those who ‘strongly agree.’

Six in ten strongly agree that ‘employees are more likely to continue working with a socially responsible company, even if they receive another offer,’ and almost as many feel ‘job seekers are likely to choose the more socially responsible company out of two similar offers.’

Additionally, a little over half feel that ‘employees working in a socially responsible company feel a stronger sense of purpose than those in other companies, and managers in Egypt were found to be more likely to strongly/somewhat agree (62%) that ‘employees are more likely to continue working with a socially responsible company for a longer period of time.’

Q8. How much do you agree or disagree with each of the following employee-related statements? (% STRONGLY AGREE)

- **Employees are more likely to continue working with a socially responsible company for a longer period of time**
  - MENA Total: 59%
  - UAE: 56%
  - KSA: 53%
  - Egypt: 50%
  - GCC (ex. UAE/KSA): 51%

- **When presented with two similar job offers, job seekers are likely to choose the more socially responsible company**
  - MENA Total: 56%
  - UAE: 51%
  - KSA: 50%
  - Egypt: 50%
  - GCC (ex. UAE/KSA): 50%

- **Employees working in a socially responsible company feel a stronger sense of purpose than those working for other companies**
  - MENA Total: 53%
  - UAE: 52%
  - KSA: 51%
  - Egypt: 50%
  - GCC (ex. UAE/KSA): 49%
The value placed on CSR activities by MENA managers is again evident, with virtually all of them feeling that adopting CSR practices will have a positive impact on a company’s business overall, including eight in ten who think it will have a very positive impact.*

*The negative half of the scale was removed for this question, so comparisons can not be directly made to the previous survey.

Q9. In your opinion, how much of a positive impact does adopting CSR have on a company’s overall performance?
Managers in the MENA region feel their companies highly value CSR, with eight in ten feeling it is ‘one of our top priorities’ or ‘part of our DNA,’ split almost equally between the two sentiments. A further one in seven say it is important to them but not a priority, leaving very few who feel it is unimportant.

Managers in the GCC feel their company places the most importance on CSR, with almost two-thirds feeling it is part of their DNA. However, despite virtually all MENA managers acknowledging the importance of CSR practices for a company and their positive impact on businesses, only four in ten feel that CSR is part of their company’s DNA. This is an area with room for improvement and, potentially, a source of frustration for regional managers.

Q10. How much does your company currently value CSR?
Almost half of those with CSR programmes measure their success by ‘KPIs tracking environmental, social, or economic impact’. Four in ten use ‘surveys measuring the impact of CSR on reputation/customer loyalty’ or ‘employee surveys measuring the influence of CSR in acquiring/retaining talent.’

Over a third ‘seek recognition or awards for CSR’ or use ‘increasing sales,’ which are both more likely in the UAE, along with ‘benchmarking against other companies,’ while a third use ‘special CSR measurement tools.’

Q11. How does your company measure the tangible results of its CSR programme?

- Tracking key performance indicators on environmental, social, or economic impact
  - MENA Total: 46%
  - UAE: 46%
  - KSA: 47%
  - GCC (ex. UAE/KSA): 51%
  - Egypt: 38%

- Surveys measuring the impact of CSR on reputation or customer loyalty
  - MENA Total: 41%
  - UAE: 42%
  - KSA: 32%
  - GCC (ex. UAE/KSA): 47%
  - Egypt: 41%

- Employee surveys measuring the influence of CSR in acquiring or retaining talent
  - MENA Total: 38%
  - UAE: 46%
  - KSA: 28%
  - GCC (ex. UAE/KSA): 39%
  - Egypt: 38%

- Recognition or awards
  - MENA Total: 37%
  - UAE: 56%
  - KSA: 32%
  - GCC (ex. UAE/KSA): 32%
  - Egypt: 19%

- Increase in sales
  - MENA Total: 35%
  - UAE: 34%
  - KSA: 28%
  - GCC (ex. UAE/KSA): 38%
  - Egypt: 23%

- Special measurement tools
  - MENA Total: 34%
  - UAE: 32%
  - KSA: 38%
  - GCC (ex. UAE/KSA): 47%
  - Egypt: 26%

- Benchmarking against other companies
  - MENA Total: 29%
  - UAE: 39%
  - KSA: 34%
  - GCC (ex. UAE/KSA): 21%
  - Egypt: 19%

- Cost savings
  - MENA Total: 19%
  - UAE: 19%
  - KSA: 16%
  - GCC (ex. UAE/KSA): 25%
  - Egypt: 17%
POSITIVE IMPACT OF THEIR COMPANIES’ CSR PROGRAMMES

Among companies with a CSR programme, there is a strong belief in its positive impacts on their businesses all (100%) feel positive about the impact of their CSR programmes, including nine in ten who think it is very positive.*

Overall, there were no significant differences between any countries on this measure, with the surveyed managers highly valuing and believing in CSR activities. This implies that those operating CSR programmes are fully aware of their tangible positive effects on their companies.

*The negative half of the scale was removed for this question, so comparisons can not be directly made to the previous survey.

Q12. In your opinion, how much of a positive impact has your company’s CSR programme had on your business overall?

![Bar chart showing the percentage of companies with different levels of positive impact](image-url)
MANAGERS acknowledged the positive benefits their CSR programmes have on their businesses, evident through the high level of agreement with all the statements (over nine in ten), so we only reported those who ‘strongly agree.’

Six in ten strongly agree that investing in CSR activities ‘has a long-term net-positive impact on my business’s bottom line (profits)’ or that it ‘has given my business a significant advantage over our competitors.’ Similarly, almost as many feel that ‘our brand has experienced a tangible increase in consumer engagement as a direct result of increasing CSR activities.’

Managers in the UAE were found to be more likely to strongly agree that ‘investing in CSR activities has a long-term net-positive impact on my business’ bottom line (profits)’ compared to managers in the KSA.

Q13. How much do you agree or disagree with each of the following company-related statements? (% STRONGLY AGREE)

<table>
<thead>
<tr>
<th>Statement</th>
<th>MENA Total</th>
<th>UAE</th>
<th>KSA</th>
<th>GCC (ex. UAE/KSA)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Investing in CSR activities has a long-term net-positive impact on my business’s bottom line (profits)</td>
<td>62%</td>
<td>72%</td>
<td>63%</td>
<td>66%</td>
</tr>
<tr>
<td>Investing in CSR activities has given my business a significant advantage over our competitors</td>
<td>59%</td>
<td>58%</td>
<td>62%</td>
<td>63%</td>
</tr>
<tr>
<td>Our brand has experienced a tangible increase in consumer engagement as a direct result of increasing CSR activities</td>
<td>56%</td>
<td>63%</td>
<td>53%</td>
<td>54%</td>
</tr>
</tbody>
</table>
MENA Region Perceptions & Current Landscape
In the previous survey, managers exhibited strong home bias regarding CSR perceptions. As such, we changed the question's wording in this edition to broaden the spectrum and remove the option to pick their own countries.

As is evident in the results, a third of those surveyed perceived the UAE to be the most active in CSR, followed by the KSA (a quarter) and Qatar (one in eight) being the only other country with real support.

Additionally, managers in the UAE are most likely to feel that the KSA is the most active, whereas for managers in Kuwait (not shown on the chart) or the KSA, in particular, it is the UAE.

Q14. In your opinion, ASIDE FROM YOUR OWN COUNTRY, which ONE of the following countries in the MENA region is the most active in terms of corporate social responsibility? SHOWING ANSWERS WITH >2% (7 of 12 possible answers), as follows:

**PERCEPTIONS OF CSR IN MENA COUNTRIES**

<table>
<thead>
<tr>
<th>Country</th>
<th>UAE Sample</th>
<th>KSA Sample</th>
<th>Egypt Sample</th>
<th>GCC Sample (ex. UAE/KSA) Sample</th>
</tr>
</thead>
<tbody>
<tr>
<td>Don't know</td>
<td>14%</td>
<td>4%</td>
<td>8%</td>
<td>7%</td>
</tr>
<tr>
<td>Other</td>
<td>4%</td>
<td>5%</td>
<td>14%</td>
<td>5%</td>
</tr>
<tr>
<td>Morocco</td>
<td>3%</td>
<td>12%</td>
<td>26%</td>
<td>5%</td>
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<td>Algeria</td>
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<td>KSA</td>
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<td>Qatar</td>
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<td>UAE</td>
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PERCEPTIONS OF CSR IN MENA COMPANIES

Similar sentiments were expressed regarding all three of the statements we used to test general perceptions of CSR practices by MENA companies; over a third of managers said they know of:

- Companies in the MENA region that are more socially responsible than others.
- Specific companies in the MENA region that are active in CSR.
- Companies in the MENA region that publicise their CSR activities.

There were no significant differences between any countries on this measure.

Q15. Which of the following statements about CSR in the MENA region are true for you?
The motivation that MENA businesses have in adopting CSR practices is evident, with almost two-thirds of companies currently operating CSR programmes and most others planning to implement one in the near future.

It was found that GCC companies are the most likely to operate CSR programmes, with over three-quarters of them having one, primarily driven by Qatar (90%), and very few managers overall feel there are no plans to implement a CSR programme or don’t know if there are any plans to.

Q16. Does the company you work for currently operate a CSR programme?
REASONS FOR NOT HAVING A CSR PROGRAMME

Frustratingly, for those managers without a CSR programme, lack of project ownership, time, or knowledge are cited as the main barriers to having one, each for around a third of them. Additionally, a quarter feel their companies already give back to society via charity, which was the main reason in the 2021 edition.

However, on a brighter note, a lack of belief in CSR contributing to businesses or having a detrimental effect on finances due to the necessary investment are less of a concern.

Q17. Why does your company not have a CSR programme?

No one in my company has taken the lead to set this up

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<tr>
<th>MENA Total</th>
<th>UAE</th>
<th>KSA</th>
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<tbody>
<tr>
<td>27%</td>
<td>37%</td>
<td>37%</td>
<td>48%</td>
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My company has not had the time to set this up

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<td>32%</td>
<td>38%</td>
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My company does not know enough about CSR to start a programme

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<tr>
<td>24%</td>
<td>36%</td>
<td>41%</td>
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My company is already giving back to society in the form of charity

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<td>25%</td>
<td>24%</td>
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<td>36%</td>
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We don’t see how CSR would contribute to our business

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<td>18%</td>
<td>12%</td>
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Investing in CSR would reflect poorly on my company’s current financial performance

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<tr>
<td>16%</td>
<td>18%</td>
<td>15%</td>
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My company doesn’t believe companies have the responsibility to deal with social concerns

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<td>14%</td>
<td>15%</td>
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<td>16%</td>
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It is difficult to measure the benefits for my company from CSR to justify the investment

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<tr>
<td>13%</td>
<td>6%</td>
<td>13%</td>
<td>26%</td>
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</table>
The motivation that MENA businesses have in adopting CSR practices continues to be evident; almost two-thirds of companies currently operate and actively track sustainability protocols to reduce carbon footprints/strengthen environmental credentials, and a further fifth have these protocols in place but do not actively track/enforce them. Those in the GCC are most likely to have protocols (whether tracked or untracked).

Additionally, one in eight are planning to establish these protocols in the next 12 months, leaving virtually none who feel there are no plans to establish this in the immediate future across the MENA region.

Q18. With sustainability becoming increasingly important to people worldwide, does your company have protocols in place to reduce its carbon footprint and strengthen its environmental credentials?
EMPLOYEE SOCIAL WELL-BEING
CORPORATE PROGRAMME

Similar to the sustainability agenda, almost two-thirds of companies currently operate and actively enforce a corporate programme to ensure the well-being of employees; a further fifth have a programme in place but do not actively monitor its effectiveness. There are no differences between countries having a corporate programme in place.

Q19. Social well-being has become one of the focus points throughout 2022; do you have a corporate program already in place that ensures your employee’s well-being is being looked after?

- Yes, and actively working to better their well-being
- Yes, but effectiveness is not actively monitored
- No, but plan to in the next 12 months
- No, and don’t plan to in the foreseeable future

MENA Total
UAE
KSA
Egypt
GCC (ex. UAE / KSA)
Three-quarters of MENA companies plan to increase their CSR activities in 2023 compared to the levels undertaken in 2022, with a further fifth planning to replicate their CSR activities from last year. As measured in the previous survey, eight in ten UAE companies are planning to increase their CSR practices, with Egypt and the GCC now at a similar level.

KSA companies are now the least enthusiastic about CSR, although almost two-thirds still say they plan to increase activities, and a further three in ten plan to replicate their CSR activities from last year.

Q20. Compared to 2022, how will your company be engaging in CSR activities, looking ahead to 2023?
COMPANY PLANS FOR INCREASING CSR ACTIVITIES IN 2023

Of the companies planning to engage more with CSR in 2023, ‘socially, environmentally conscious investments,’ ‘corporate policies that benefit the environment,’ ‘charitable giving,’ and ‘community and virtual volunteering’ are the most likely activities and will be a focus for around half of these companies.

Additionally, ‘reducing carbon footprints,’ which is more likely for those in the UAE or GCC, and ‘diversity, equity, and inclusion’ are potential areas for around four in ten companies planning to increase their CSR engagement in 2023.

Q21. You said your company plans to engage more in CSR in 2023 than in 2022; what areas will your company focus on?

- **Socially- and environmentally-conscious investments**
  - MENA Total: 50%
  - UAE: 58%
  - KSA: 44%
  - GCC (ex. UAE/KSA): 44%

- **Corporate policies that benefit the environment**
  - MENA Total: 48%
  - UAE: 53%
  - KSA: 45%
  - GCC (ex. UAE/KSA): 47%

- **Charitable giving**
  - MENA Total: 46%
  - UAE: 52%
  - KSA: 51%
  - GCC (ex. UAE/KSA): 50%

- **Community and virtual volunteering**
  - MENA Total: 46%
  - UAE: 55%
  - KSA: 51%
  - GCC (ex. UAE/KSA): 56%

- **Reducing carbon footprints**
  - MENA Total: 43%
  - UAE: 56%
  - KSA: 32%
  - GCC (ex. UAE/KSA): 56%

- **Diversity, equity, and inclusion**
  - MENA Total: 40%
  - UAE: 46%
  - KSA: 39%
  - GCC (ex. UAE/KSA): 25%
Appendix: Methodology & Sample Profile
METHODOLOGY

This third edition of the C&B MENA CSR survey research findings are based on the opinions of 314 C-suite and senior managers/executives in the MENA region from the following countries and regions:

- 30% UAE (n=95)
- 26% KSA (n=83)
- 28% Egypt (n=89)
- 13% GCC ex. UAE/KSA (n=41); Qatar* (n=20), Kuwait (n=12), Oman (n=6), Bahrain (n=3)
- 2% Levant, not reported separately (n=6); Jordan (n=3), Lebanon (n=3)

*added in 3rd Edition.

Respondents included strategic decision-makers from key industries, such as aviation, automotive, banking & finance, construction, consumer goods, food & beverages, healthcare & pharmaceutical, hospitality & catering, oil & gas, real estate & property, technology & engineering, and transport.

A detailed, structured, and quantitative questionnaire was used for this survey, comprising 20 questions and an LOI response time of 10 minutes. Questions were asked in English or Arabic per each respondent's preference.
SAMPLE PROFILE

- Gender

- Industry

- Company Size (no. employees)
THANK YOU