

Chapter Zero UAE
The Directors' Climate Forum

Resilient Governance in an Age of Compound Risk

Leadership Majlis 2026 Report

5 October 2026

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Event Overview

The Chapter Zero UAE Leadership Majlis convened a select group of board directors, senior executives, policymakers and governance leaders to discuss how an increasingly interconnected risk environment is shaping corporate resilience, capital allocation and long-term value creation.

Held under the Chatham House Rule, the discussion was structured around three themes:

1	**Resilience as Fiduciary Duty**: Emerging tools and approaches for climate governance as a core Board obligation, and the role of boards in navigating compounding risks.
2	**From Climate to Systematic Risk**: The role of climate-related investment in strengthening resilience and competitiveness across individual sectors and the wider UAE economy.
3	**The UAE Edge: Governance as Competitive Advantage**: How the UAE's institutional model, regulatory direction and strategic posture can create value across the wider ecosystem.



Executive Summary

The first Chapter Zero UAE Leadership Majlis, held on 5 October 2026 at BEEAH Headquarters, brought together board directors and senior leaders for a closed-door discussion on resilience in an increasingly complex risk environment.

The dialogue explored how climate-related risks intersect with geopolitical uncertainty, evolving regulation and broader business challenges, reinforcing the importance of resilience as a Board-level priority. Discussions highlighted the need to consider these interconnected risks within broader governance, strategy and investment decisions, rather than as separate issues.

Three central messages emerged

First, climate governance is increasingly connected to fiduciary duty, business strategy and long-term value creation. While regulation provides an important foundation, effective oversight also requires Board leadership, relevant expertise and a clearer understanding of the commercial value of climate action.

Second, resilience calls for an integrated approach to risk, adaptation and capital allocation. Participants highlighted the importance of credible data, appropriate governance frameworks and a stronger business case for climate-related investment to support informed decision-making and long-term competitiveness.

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Third, the UAE's long-term outlook, experience of navigating disruption and public-private collaboration provide a foundation for strengthening climate governance. The discussion emphasised the opportunity to build on international good practice while developing approaches that reflect the UAE's economic, environmental and institutional context.

Across the discussion, a consistent message was the need to move beyond commitments and compliance towards practical implementation, supported by stronger Board capability, effective governance arrangements and better integration of climate considerations into business and investment decisions.



Welcome Remarks and Discussion Facilitation

Welcome Remarks by
Chair, Steering Committee, Chapter Zero UAE
Hanan Al Yafei

Hanan welcomed participants and set the context for the dialogue, noting that boards face geopolitical uncertainty, climate risks, changing regulation and competitive pressures simultaneously.

She emphasised that these challenges increasingly interact and compound and cannot be treated as separate Board agenda items.

Discussion facilitated by
Secretary, Chapter Zero UAE
Katarina Uherova Hasbani

Katarina guided the dialogue across the three themes, encouraging participants to share perspectives on fiduciary responsibilities, interconnected risks, capital allocation and the UAE's approach to climate governance.

The discussion also explored practical challenges facing boards and opportunities to strengthen resilience and long-term value creation.

Opening Remarks

Opening Remarks by
Chapter Zero UAE Chairperson
H.H. Sheikha Shamma bint Sultan bin Khalifa Al Nahyan

Her Highness reflected on the region's growing commitment to climate and nature governance, highlighting climate as an increasingly legal and fiduciary matter and the need to give nature greater attention.

Her Highness emphasised the importance of equipping boards with relevant information and skills, and of diverse Board composition, collaboration and shared learning. The translation of climate and nature governance Guiding Principles into Arabic was also highlighted as a means of improving access to guidance across the region.

Opening Remarks by
Group Chief Executive Officer, BEEAH
H.E. Khaled Huraimel

His Excellency welcomed participants to BEEAH Headquarters and underscored the relevance of the discussion to organisations and boards.

Drawing on BEEAH's experience across boards and partnerships in the UAE and internationally, His Excellency referred to efforts to strengthen governance and draw on leading practices and shared perspectives.

Key Takeaways

Climate and resilience are becoming core Board responsibilities

Climate is increasingly linked to fiduciary duty, strategy and long-term value. Regulation provides an important baseline, while Board leadership, capability and stronger governance are needed to move from compliance to action.

Resilience requires an integrated approach to risk, adaptation and capital

Climate increasingly interacts with geopolitical, cyber, supply-chain and operational risks. Mitigation, adaptation and resilience need to be considered together, while credible data and clearer frameworks can support Board decision-making and climate-related investment.

The UAE's resilience can become a governance and competitive advantage

The UAE's experience of navigating disruption, long-term outlook and public-private collaboration provide a foundation for locally relevant climate governance approaches informed by international good practice.

Resilience as Fiduciary Duty



Climate governance and resilience are increasingly linked to Board fiduciary responsibilities, enterprise risk and long-term value creation.

Regulatory compliance provides a baseline, while effective Board oversight requires stronger climate capability, accountability and governance structures.

Demonstrating the measurable financial and commercial value of climate action is essential to informed Board decision-making.

Climate-risk assessments, clear responsibilities and implementation roadmaps support stronger oversight across differing regulatory and ownership structures.

Federal Decree-Law No. 11 of 2024 on reducing climate change effects took effect on 30 May 2025. It brings in mandatory emissions measurement and reporting, and in-scope entities have a deadline to comply with.

From Climate to Systemic Risk



Climate risks increasingly interact with geopolitical, cyber, supply-chain and operational challenges, requiring an integrated approach to resilience.

Mitigation, adaptation and resilience need to be considered together, with greater attention to physical climate risks and sector-specific vulnerabilities.

Capital allocation and climate-related investment decisions require a clear commercial case, including risk reduction, business continuity and long-term value.

Credible, locally relevant data and clearer frameworks, including a UAE-relevant green taxonomy, are important for risk assessment, lending and investment decisions.

The UAE Edge: Governance as Competitive Advantage



The UAE's long-term outlook and experience of navigating disruption provide a strong foundation for business resilience and investor confidence.

Climate governance approaches should build on international good practice while reflecting the UAE's economic, environmental and institutional context.

Public-private collaboration, forward-looking risk assessment and adaptation planning are important to strengthening national and business resilience.

A UAE-focused climate governance consultation paper was proposed as a potential step towards developing a locally relevant governance standard.

Board-curated list of discussion questions

Questions every Board should ask

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Who on our board owns climate and resilience oversight, and is it written into a committee charter?

Has management tested our strategy against a combined shock (regional conflict, extreme heat, supply-chain disruption) rather than one risk at a time?

Are we compliant with the UAE Climate Law's emissions reporting duty, and who signs off the data?

Which capital decisions on next year's agenda carry physical climate risk, and how is it priced?

Is any part of executive pay tied to resilience or transition outcomes?

Looking Ahead

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Continued Board engagement

The Leadership Majlis highlighted the importance of continued Board-level engagement on climate governance and resilience.



Board training programme

Chapter Zero UAE will draw on the discussions to inform its forthcoming Board engagement and training programme, combining practical learning, expert insights and peer exchange.



Climate governance for the UAE

The focus will remain on strengthening Board capability and supporting climate governance approaches relevant to the UAE business environment.

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Thank you

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