

Annexture Events

دائرة الثقافة والسياحة
DEPARTMENT OF CULTURE
AND TOURISM



SUSTAINABILITY GUIDELINES

Practical Guide to Implementing Sustainable Practices







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ANNEX-A

Cost Benefit Analysis for Initiatives

The recommended sustainability initiatives are categorised as either “Priority 1” or “Priority 2”. It must be emphasised that the sustainability guidelines are not mandated and aim to present a framework on how the industries can progress on their sustainability journey.

✓ **Priority 1** All Event Organisers and Venues identified in orange should aim to target and implement the identified initiatives

✓ **Priority 2** Where the Event Organisers and Venues have been identified in green, the operator is encouraged to investigate the feasibility of implementing the initiative to surpass expectations

The cost and effort of each initiative was estimated as low, medium, or high. Then each initiative was assessed to determine if it applies to leisure events or business event organisers or venues. A priority matrix was developed based on the cumulative score from the estimation and the classification of the events, and each initiative was mapped on priority accordingly.

Priority mapping for initiatives:

Low and high priorities have been defined based on the time and cost associated with the initiatives, as depicted below.

Events

Time	Cost	Leisure events	Business events	Venues
LOW	LOW	✓	✓	✓
LOW	MEDIUM	✓	✓	✓
MEDIUM	LOW	✓	✓	✓
LOW	HIGH	✓	✓	✓
HIGH	LOW	✓	✓	✓
MEDIUM	MEDIUM	✓	✓	✓
MEDIUM	HIGH	✓	✓	✓
HIGH	MEDIUM	✓	✓	✓
HIGH	HIGH	✓	✓	✓

Cost and Effort Analysis mapping range:

Cost bucket	Cost in AED	Effort bucket	Man-days required per year
Low	<1,000	Low	<8
Medium	>1,000 and <10,000	Medium	>8 and <24
High	>10,000	High	>24



A. Energy and Environment



A.1 Energy Management

Sustainability Initiatives	EFFORT			COST			
	Time (Weeks)	Assumptions	Description	CapEx (AED)	OpEx (AED/yr.)	Assumptions	Description
1. Install or use efficient lighting solutions (wherever applicable).							
1.1. Install LED lights depending on the desired brightness. (A 9W LED is equivalent to a 45 W incandescent bulb output).	6	Procurement and installation	Low	2,300,000	Not applicable	The cost is based on industry average LED bulb price as well as average event size.	High
1.2. Use efficient portable lighting for night events and exploit daylight during the day light for temporary setup events.	2	Procurement and installation	Low	3,800	Not applicable	For 1,000 sqm outdoor event.	Medium
1.3. Install motion sensor and timers for lighting. For instance, in regularly occupied spaces install motion and daylight sensors to automatically adjust lighting levels to reflect the daylight levels and use of the space (e. g., if no one is utilising the space the lights will switch off).	4	Procurement and installation	Low	1,600,000	Not applicable	Average motion sensor per led bulb cluster. Price of sensor.	High
2. Conduct energy efficiency awareness campaign.							
2.1. Conduct annual training for staff on energy efficiency (e.g., turning off lights in empty rooms, reduce water consumption, unplug electronic devices after usage, etc.).	20	Time is based on the length of course.	Medium	50,000	Not applicable	Cost of training by consultant/ trainer.	High
2.2. Create digital and reusable training materials, such as guidebooks and leaflets, depending on the type of event (e.g., how much energy can be saved by using energy efficient lighting for business events, or how to make use of daylight for a daytime leisure event.).	1	Based on design time, communication with designer and printing time	Low	1,600	Not applicable	Based on average leaflet design costs and assuming it is digitally distributed.	Medium
2.3. Place reusable energy usage signage throughout the event venue (e.g., Turn off lights by the light switch, Switch off computer after usage.).	3	Design time, procuring signage, printing and installation.	Low	8,100	Not applicable	Based on standard prices for these kinds of services and products.	Medium

Sustainability Initiatives	EFFORT			COST			
	Time (Weeks)	Assumptions	Description	CapEx (AED)	OpEx (AED/yr.)	Assumptions	Description
2.4. Utilise digital tools (such as eTEACHER) to increase efficiency in energy management and highlight energy consumption reduction areas.	4	One month per year.	Low	Not applicable	4,000	Based on one month per year.	High
3. Enhance cooling efficiency in permanent event setups.							
3.1. Venues should install efficient chillers, while event organisers can rent efficient chillers.	80	Procurement, design, access and installation	High	440,000	Not applicable	Based on average market prices and hospitality industry average figures.	High
3.2. Venues should install temperature controls for central cooling and ventilation.	0	Part of system	Low	Not applicable	0	Part of system	High
3.3. Event organisers should check the thermostat temperature regularly and maintain it at 24 degrees. It is recommended that in visitor-only areas, the temperature is set within this range before the visitors arrive and monitored during breaks.	0	Virtually no time needed.	Low	0	Not applicable	24°C is the appropriate temperature to limit excessive energy consumption.	Low
3.4. Venues should inspect ductwork and windows for leakage bi-annually.	0	Procurement process and inspection time	Low	0	Not applicable	Conducted by engineering staff or AMC provider.	Low
3.5 Venues should install digital management solution that monitors energy consumption.	28	Procurement and installation time.	High	20,000,000	Not applicable	Industry average of cost per sqm, for project of this scale, and given the event size assumed	High
4. Purchase efficient appliances and equipment, such as ESMA 5- and 4-star appliances.							
4.1. Water cooler.	3	Procurement process	Low	75,000	Not applicable	Market research made on concerned appliances, as well as event size	High
4.2. AC split units.	25	Procurement, installation	High	1,700,000	Not applicable	Market research made on concerned appliances, as well as event size	High
4.3. Television.	25	Procurement, installation	High	1,000,000	Not applicable	Market research made on concerned appliances, as well as event size	High

Sustainability Initiatives	EFFORT			COST			
	Time (Weeks)	Assumptions	Description	CapEx (AED)	OpEx (AED/yr.)	Assumptions	Description
5. Purchase more efficient appliances, based on their catalogue rating and event venue design specifications. Event organisers can rent/partner with vendor for more efficient appliances.							
5.1. Projectors, loudspeakers and other equipment.	3	Procurement process	Low	85,000	Not applicable	Market research made on concerned appliances, as well as event size	High
6. For online events, promote sustainability through conference calling by using servers that have green components in their value chain as this would minimise the energy consumption.							
6.1. Partner with green data centres like Google and Microsoft.	0	Virtually no time needed.	Low	0	Not applicable	Virtually free	Low
7. Use sustainable options to generate power for events in remote or off-grid areas.							
7.1. Opt for sustainable options instead of diesel generators e.g., hybrid solar battery generators or Portable PV array coupled with energy storage solution (power bank).	25	Procurement and installation	High	75,000	Not applicable	Price of system given the size of the event	High
8. Engage in innovative energy generation.							
8.1. Opt for innovative energy production technologies (e.g., energy dance floors, giant hammer wheels and bicycle generators). Responsive meters can show the amount of energy available.	24	Procurement and installation	High	200,000	Not applicable	Price of appliance given size of event	High
8.2. Partner with energy supplier for hydrogen fuel power for low energy applications as they have zero carbon and nitrous emissions.	24	Procurement and installation	High	150,000	Not applicable	Price of appliance given size of event	High
8.3. Partner with smart grid providers. Smart grids control the generation, distribution, and storage of electricity using multiple energy sources. The environmental impact is therefore reduced because supply is generated through renewables, and it makes for a much more efficient use of energy. Energy metering provides event organisers with real time monitoring and data, and it is a more centralised energy production model.	6	Procurement and installation time.	Low	0	Not applicable	Changing electricity providers	Low
9. Invest in renewable energy solutions.							
9.1. Install solar water heaters.	30	Procurement and installation, because installation is rather long (re-wiring and plumbing works)	High	20,000	Not applicable	Assuming event only wants to cover 20% of water supply	High

Sustainability Initiatives	EFFORT			COST			
	Time (Weeks)	Assumptions	Description	CapEx (AED)	OpEx (AED/yr.)	Assumptions	Description
9.2. Install solar PV wherever possible, like rooftops and garden areas.	48	Procurement is long (for pertinent cost comparison) and installation is long (because of the size required and electrical installations as well as civil)	High	3,800,000	Not applicable	Assuming 20% if energy consumption wants to be covered, assuming the event organiser is going for an upfront cost (however, UAE suppliers provide many BOT options).	High
9.3. Purchase renewable energy certificates from Clean Energy Certificate from EWEC by contacting the EWEC Clean Energy Certificates team.	2	Auction process	Low	Auction-based	Not applicable	IREC provides clean energy certificates and EWEC auctions these in the UAE.	High



A.2. Water Management System

Sustainability Initiatives	EFFORT			COST			
	Time (Weeks)	Assumptions	Description	CapEx (AED)	OpEx (AED/yr.)	Assumptions	Description
1. Permanent venues should incorporate regular maintenance and prevention inspection.							
1.1. Inspect pipes, faucets, drainage and other water fittings to ensure there is no water leakage.	0	Within inspection contract.	Low	0	Not applicable	Part of maintenance package.	Low
2. Conduct water efficiency awareness campaign.							
2.1. Conduct annual training for staff on water conservation and management.	20	Time is based on the length of course.	Medium	8,000	Not applicable	Training price with consultant/trainer.	Medium
2.2. Create guidebooks, leaflets or booklets on efficient water management either in digital format or printed on eco-friendly paper.	1	Based on design time, communication with designer and printing time.	Low	1,600	Not applicable	Based on industry average design prices for leaflets and assuming it is digitally distributed.	Medium
2.3. Post water conservation signage in bathroom facilities, at water refill stations, etc.	3	Design time, procuring signage, printing and installation.	Low	8,100	Not applicable	Based on standard prices for these kinds of services and products.	Medium
2.4. Use digital tools (e.g., as Estdama Water Consumption Calculator).	0	Immediate.	Low	0	Not applicable	Free.	Low

Sustainability Initiatives	EFFORT			COST			
	Time (Weeks)	Assumptions	Description	CapEx (AED)	OpEx (AED/yr.)	Assumptions	Description
3. Venues should install efficient and smart water fittings.							
3.1. Install hand basin faucets with flow rate at 1.5-2 l/min or less.	52	Procurement process and installation time needed (plumbing included).	High	110,000	Not applicable	Cost of system, number of systems per room and total number needed for hotel	High
3.2. Install toilet with flush flow rate at 2-4 l/min and bidet flush flow rate at 9.5 l/min or less.	52	Procurement process and installation time needed (plumbing included).	High	130,000	Not applicable	Cost of system, number of systems per room and total number needed for hotel	High
3.3. Install efficient faucets for portable toilets for temporary events.	30	Procurement process and installation time needed (plumbing included).	High	65,000	Not applicable	Cost of system, number of systems per room/space and total number needed for attraction.	High
4. Provide portable drinking water stations.							
4.1. Install water refill stations or water dispensers throughout the event area.	3	Procurement process	Low	75,000	Not applicable	Market research made on concerned appliances, as well as event size.	High
4.2. Provide reusable or biodegradable cups or bottles for drinking.	12	Procurement	Medium	85,000	Not applicable	Price of bags per event.	High
5. Introduce smart and efficient irrigation system for venues with gardens and lawns.							
5.1 Install drip irrigation system controlled by time sensors, leak detection. This can be enhanced further by installing a smart system that reacts to real-time weather detection, automatic irrigation schedule, etc.	4	Procurement and installation.	Low	2,500	Not applicable	Cost of systems, drip irrigation and smart controlling system.	Medium
5.2 Install subsurface irrigation system.	4	Procurement and installation.	Low	570	Not applicable	Cost of system	Low
5.3 Utilise recycled water for irrigation.	0	Change supplier.	Low	0	Not applicable	Negligible change.	Low
5.4 Practice xeriscaping: use soil additives and native/adaptive trees, plants, shrubs, and artificial surfaces to conserve water.	12	Procurement and installation.	Medium	0	Not applicable	Requesting xeriscaping initiatives from the contractor should not cost extra.	Low



A.3. Waste Management System

Sustainability Initiatives	EFFORT			COST			
	Time (Weeks)	Assumptions	Description	CapEx (AED)	OpEx (AED/yr.)	Assumptions	Description
1. Start by designing a waste management strategy and establish a sustainable waste disposal system.							
1.1. Understand the type of event and make a list of action points depending on event type, event duration, number of attendees, how much waste is likely to be produced and what kind of waste it will be, etc.	8	Consultancy period for deliverable.	Low	50,000	Not applicable	Waste management consultant fee.	High
1.2. Appoint an onsite waste operations manager.	8	Recruitment.	Low	Not applicable	200,000	Waste manager.	High
1.3. Monitor and reduce set-up/pack-down waste. For example, a multiday music event will have more set-up/pack-down waste than an hour-long business event at a permanent venue.	8	Consultancy period for deliverable.	Low	50,000	Not applicable	Waste management consultant fee.	High
1.4. Encourage reduce, reuse, and recycle practices (targeting paper, plastic, and organic).	8	Consultancy period for deliverable.	Low	50,000	Not applicable	Waste management consultant fee.	High
1.5. Plan a waste management strategy focused on areas where there is likely to be waste generated (e.g., F&B areas, live performance areas, etc.).	8	Consultancy period for deliverable.	Low	50,000	Not applicable	Waste management consultant fee.	High
1.6. Hire waste disposal services or companies that collect all types of waste and use sustainable disposal methods (e.g., recycling, composting, etc.).	8	Consultancy period for deliverable.	Low	50,000	Not applicable	Waste management consultant fee.	High
1.7. Consider bulk packaging/containers to transport goods, as it reduces packaging material needed.	8	Consultancy period for deliverable.	Low	50,000	Not applicable	Waste management consultant fee.	High
2. Place waste segregation bins across event venue for different waste streams (e.g., glass, paper, cans, plastic organic).							
2.1. Place segregation bins throughout the venue and in areas visible to the public.	2	Procurement and installation.	Low	8,500	Not applicable	Price of one bin per floor.	Medium
2.2. Place a bin for organic waste in the F&B area.	1	Procurement and installation.	Low	5,300	Not applicable	3 bins per F&B area	Medium

Sustainability Initiatives	EFFORT			COST			
	Time (Weeks)	Assumptions	Description	CapEx (AED)	OpEx (AED/yr.)	Assumptions	Description
3. Conduct waste management awareness campaign.							
3.1. Train staff annually on waste management and segregation, reducing food waste, advantages of recycling and reuse.	20	Time is based on length of course.	Medium	3,900	Not applicable	Training price with consultant/trainer.	Medium
3.2. Develop training materials (e.g., guidebook and leaflets on waste management explaining the importance of waste segregation, creative ideas of reusing waste etc.).	1	Based on design time, communication with designer and printing time.	Low	1,600	Not applicable	Based on industry average design prices for leaflets and assuming it is digitally distributed.	Medium
3.3. Put adequate waste segregation signage on bins for recyclable materials such as glass, paper/cardboards, cans, plastic, organic, etc. Outline the purpose and proper use of segregation system and request event participants to use the right segregation bin to reduce contamination.	3	Time of designing, procuring signage, printing and installation.	Low	6,800	Not applicable	Based on standard prices for these kinds of services and products.	Medium
4. Reduce paper waste at events.							
4.1. Discourage providing notepads and pens; instead, provide charging outlets so that participants can bring their own gadgets for taking notes. If you are providing notepads, consider using chemical-free recycled notepads and pencils.	0	Immediate.	Low	0	Not applicable	It is virtually free.	Low
4.2 Consider paperless options for tickets and transactions.	15	Digital transformation.	Medium	15,000	Not applicable	Digital consultant.	Medium
5. Minimise food waste if event is providing food and beverages to visitors.							
5.1. Provide smaller portion size/half portion options.	0	Immediate.	Low	0	Not applicable	It is virtually free.	Low
5.2. Encourage pre-measured serving dishes for dips, salads, desserts etc, to avoid over-use or over-consumption when serving buffet meals at events.	0	Immediate.	Low	0	Not applicable	It is virtually free.	Low
5.3. Buckets can be used to collect food scraps at smaller Events. Scraps can later be given to a community garden to compost.	0	Immediate.	Low	0	Not applicable	It is virtually free.	Low

Sustainability Initiatives	EFFORT			COST			
	Time (Weeks)	Assumptions	Description	CapEx (AED)	OpEx (AED/yr.)	Assumptions	Description
5. Minimise food waste if event is providing food and beverages to visitors.							
5.4. Raise awareness of the implications of food waste by adding a message, key facts, or other relevant information printed on food menus, packaged food, on digital or printed ads, etc.	0	Immediate.	Low	0	Not applicable	It is virtually free.	Low
5.5. Provide takeaway option for visitors and use eco-friendly packaging.	12	Procurement.	Medium	85,000	Not applicable	Price of bags per event.	High
5.6. Partner with a food bank to donate excess food.	0	Immediate.	Low	0	Not applicable	It is virtually free.	Low
6. Reduce and gradually eliminate the use of single use plastic.							
6.1. Reduce use of plastic cups, cutlery, containers and bags, and replace with plastic-free alternatives such as ceramic or metal cutlery and glassware, or biodegradable or compostable materials.	12	Procurement.	Medium	85,000	Not applicable	Price of bags per event.	High
6.2. Request food vendors to collect empty beverage bottles and other containers.	3	Set up and logistics.	Low	0	Not applicable	Free.	Low
6.3. For frequently organised events, reuse badges and ID cards and encourage visitors to reuse the same for the next visit.	0	Immediate.	Low	0	Not applicable	Free.	Low
7. Promote the use of refillable amenities.							
7.1. Place water refill stations in the area, with recyclable/disposable cups. This would reduce consumption of packaged drinking water.	12	Procurement process.	Medium	75,000	Not applicable	Market research made on concerned appliances, as well as event size.	High
7.2. Place refillable soap, sanitiser dispensers at strategic locations.	5	Procurement and installation.	Low	4,000	Not applicable	One per room/space.	Medium
8. Engage in creative recycling initiatives							
8.1. Consider using upcycled waste to design interiors, e.g., transforming waste into a décor item or furniture.	0	Immediate.	Low	0	Not applicable	Free.	Low
8.2. Use upcycled waste from every event to create new eco-friendly products and materials to be reused for future events.	0	Immediate.	Low	0	Not applicable	Free.	Low
8.3. Coordinate with Tadweer on waste recycling and composting initiatives.	11	Communications and finalising deal.	Medium	0	Not applicable	Tadweer buys the waste from client and includes cost of transport in the difference of purchase price.	Low



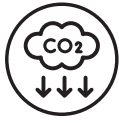
A.4. Green and Sustainable Transportation

Sustainability Initiatives	EFFORT			COST			
	Time (Weeks)	Assumptions	Description	CapEx (AED)	OpEx (AED/yr.)	Assumptions	Description
1. Promote use of alternative transport.							
1.1. During the event planning stage, consider venues that are accessible via public transport.	0	Immediate.	Low	0	Not applicable	Free.	Low
1.2. Promote the use of public transport and provide visitors with a map of public transport and directions on how to use them to get to the venue.	0	Immediate.	Low	0	Not applicable	Free.	Low
1.3. Organisers of large events can provide electric buses to shuttle attendees around a venue or transport those arriving and leaving via public transport to train or bus stations.	24	Procurement and delivery.	High	180,000	Not applicable	Price of bus and typical event size.	High
1.4. Utilise electric buggies like golf carts, bicycles, or scooters, within the premises.	5	Procurement.	Low	25,000	Not applicable	Cost of equipment.	High
2. Promote individual use of green and sustainable transportation.							
2.1. Provide visitors with a list of ride-hailing apps that provide cleaner options.	0	Immediate.	Low	0	Not applicable	Free.	Low
2.2. Promote employee carpooling and use of public transport.	0	Regular quick reminders.	Low	0	Not applicable	Free.	Low
3. Install EV chargers in parking.							
3.1. Venues should install EV chargers in the parking areas.	12	Procurement for all stations together but installation is gradual.	Medium	75,000	Not applicable	Assuming 5% of guests will be driving EVs.	High
3.2. Event organisers can arrange Mobile EV charging for short-term, temporary events.	12	Procurement for all stations together but installation is gradual.	Medium	75,000	Not applicable	Assuming 5% of guests will be driving EVs.	High
4. Purchase or lease electric/hybrid vehicles as part of your fleet operations where appropriate.							
4.1. Purchase or lease electric/hybrid vehicles as part of fleet operations where appropriate.	5	Procurement of both EV and station, as well as station installation.	Low	180,000	Not applicable	EV and station price (one station for five event organiser vehicles).	High



A.5. Environmental Protection

Sustainability Initiatives	EFFORT			COST			
	Time (Weeks)	Assumptions	Description	CapEx (AED)	OpEx (AED/yr.)	Assumptions	Description
1. Ensure protection of local flora and fauna.							
1.1. Ensure that no pollution or spillage in the local environment is caused during the retrofit activities of the venue or during the event operation.	10	Deliverable duration.	Medium	80,000	Not applicable	Environmental consultant.	High
2. Promote environmental protection awareness campaign.							
2.1. Train staff on environmental protection (e.g., how to reduce environment pollution, mobilising people for beach clean-up, etc.).	20	Time is based on frequency of course as well as batch size for rotations.	Medium	3,900	Not applicable	Cost of course.	Medium
2.2. Provide information and training materials (e.g., guidebook and leaflets on flora and fauna protection, planting native trees of UAE, etc.).	1	Based on design time, communication with designer and digital printing.	Low	1,600	Not applicable	Based on industry average design prices for digital leaflets.	Medium
2.3. Place leaflets and signage on littering and tampering, endangered species and plants protection, etc.	3	Time of designing, procuring signage, printing and installation.	Low	6,800	Not applicable	Based on standard prices of these kinds of services and products.	Medium
3. Plant native trees and plants in the surrounding area to promote biodiversity.							
3.1 Plant native trees and plants (such as Ghaf Tree and White Saxaul) in the surrounding area to promote biodiversity.	20	Planting one tree every two weeks.	Medium	900	Not applicable	Planting one tree for each 150 sqm.	Low
4. Develop a climate resilience action plan if the event runs over a year or more, which outlines measures on how to adapt to climate change issues.							
4.1 Can be conducted through a third party, or alternatively LEED has an established Climate Change Action Plan template.	24	Deliverable duration.	High	200,000	Not applicable	Sustainability consultant.	High



A.6 Carbon Management

Sustainability Initiatives	EFFORT			COST			
	Time (Weeks)	Assumptions	Description	CapEx (AED)	OpEx (AED/yr.)	Assumptions	Description
1. Calculate footprint through monitoring operations and outlining the emissions related to each operation.							
1.1. This can be done through digital tools (such as One Click LCA, IES).	12	Deliverable timeline.	Medium	50,000	Not applicable	Carbon/Energy consultant.	High
2. Identify carbon hotspots in the operations.							
2.1. Emissions related to visitor arrivals, departures and pickups or sourcing of materials for the event operation.	8	Deliverable timeline.	Medium	20,000	Not applicable	Carbon/Energy consultant.	High
3. Develop a pathway to Net-Zero.							
3.1. Identify carbon reduction measures.	8	Deliverable timeline.	Medium	200,000	Not applicable	Carbon/Energy consultant.	High
3.2. Set carbon reduction targets.	8	Deliverable timeline.	Medium		Not applicable	Carbon/Energy consultant.	Low
3.3. Offset residual emissions.	8	Deliverable timeline.	Medium		Not applicable	Carbon/Energy consultant.	Low



B. Sustainable and Local Procurement



B.1 Sourcing of Local, Sustainable Goods

Sustainability Initiatives	EFFORT			COST			
	Time (Weeks)	Assumptions	Description	CapEx (AED)	OpEx (AED/yr.)	Assumptions	Description
1. Design a sustainable procurement plan and policy to support sustainable purchases.							
1.1. Create a requirements checklist for identifying sustainable suppliers (within the sustainable procurement strategy) and partner with contractors that meet the sustainability criteria for radical maintenance work or infrastructural changes.	12	Deliverable timeline.	Medium	80,000	Not applicable	Strategy consultant.	High
1.2. Request vendors/suppliers to use materials that can be recycled or composted in the public bin provided.	0	Immediate.	Low	0	Not applicable	Free.	Low
1.3. If event organiser is sourcing food from a vendor, request vendor to use biodegradable packaging for food and drinks.	12	Procurement.	Medium	85,000	Not applicable	Price of bags per event.	High
2. Wherever possible, purchase products with less disposable packaging and opt to purchase products that are packaged more sustainably (reusable/recyclable cardboard packaging or recycled packaging).							
2.1. Avoid buying products with heavy outer plastic packaging and opt for biodegradable options.	2	Procurement and delivery.	Low	Not applicable	0	Free just change suppliers.	High
3. Purchase eco-friendly products that do not contain a high amount of hazardous chemicals.							
3.1. Partner with vendor to provide eco-friendly cleaning products (e.g., soaps, floor cleaners, etc.).	3	Procurement and delivery.	Low	0	80,000	Appliance price and event size.	Low
4. Partner with local suppliers for food and raw material sourcing.							
4.1. Purchase groceries, food items and other goods from local supplier.	1	Procurement.	Low	0	0	Free, just changing suppliers.	Low

Sustainability Initiatives	EFFORT			COST			
	Time (Weeks)	Assumptions	Description	CapEx (AED)	OpEx (AED/yr.)	Assumptions	Description
5. Choose a sustainable venue to host an event.							
5.1. When partnering with a third party for venues, look for venues that have implemented sustainable initiatives like efficient lighting, refillable water options, correct waste disposal, etc.	0	Immediate.	Low	0	Not applicable	Free, through changing venues.	Low
5.2. Consider venues that use renewable energy sources (e.g., solar energy).	0	Immediate.	Low	0	Not applicable	Free, through changing venues.	Low
6. Source environmentally-friendly products that contain recycled content (pre- and post-consumer content), renewable materials or are compostable/biodegradable.							
6.1. Source compostable or recyclable products, such as napkins, food containers and other packaging.	6	Procurement.	Low	Not applicable	10,000,000	Packaging products from sustainable sources.	High



C. Social and Culture



C.1 Promoting Local Heritage, Culture, and Art

Sustainability Initiatives	EFFORT			COST			
	Time (Weeks)	Assumptions	Description	CapEx (AED)	OpEx (AED/yr.)	Assumptions	Description
1. Celebrate and support national events and holidays.							
1.1. Plan celebrations for UAE National Day, Ramadan, Eid, etc.	6	Planning and coordinating event.	Low	9,000	Not applicable	Event planning.	Medium
2. Play local music, serve local food and drinks, and put up traditional decorations and arts to promote local artists and artisans.							
2.1. Put up local decorations and crafts in visitor areas, play local music in F&B or waiting areas, serve complimentary local snacks to visitors.	0	Immediate.	Low	0	Not applicable	Free, only communications necessary.	Low
3. Promote cultural and heritage sites as tourist destinations.							
3.1. If an event is taking place at or near a cultural or heritage site, provide leaflets and maps with information about the site and organise tours if possible.	8	Promotional preparations.	Medium	12,000	Not applicable	Promotion, marketing and communication.	Medium



C.2 Promoting Sustainability with Visitors and Local Community

Sustainability Initiatives	EFFORT			COST			
	Time (Weeks)	Assumptions	Description	CapEx (AED)	OpEx (AED/yr.)	Assumptions	Description
1. Partner with non-profit associations to organise events which raise money for local causes and charities.							
1.1. Obtain the required license from a competent authority like the Ministry of Community Development to organise a fundraising event.	8	Service period for license.	Medium	0	Not applicable	Licensing is free.	Low
2. Utilise events to raise awareness of sustainability.							
2.1. During the promotion of the event, utilise different channels or platforms to raise audience awareness of sustainability.	8	Planning and coordinating event.	Medium	50,000	Not applicable	Event planning.	High
3. Educate visitors on how they can add value to the sustainable initiatives of the event.							
3.1. Share the vision of the sustainable event and what they need to do to be a part of the sustainable change. Raise awareness through reusable leaflets and signage, promotional TV channels and other platforms.	2	Communications and coordination.	Low	0	Not applicable	Free.	Low
3.2. Raise visitor awareness of sustainable practices at the event (e.g., how to dispose of waste in segregation bins, picking up leftover trash especially in green areas, etc.).	0	Immediate.	Low	0	Not applicable	Awareness.	Low
4. Collaborate with local performing artists and artisans for different kind of events.							
4.1. Collaborate with artists and artisans to showcase their crafts or a local musician to play music for the visitors.	2	Communications and coordination.	Low	0	Not applicable	Free.	Low
5. Align with local initiatives and NPOs to design programmes to engage visitors and locals with sustainability.							
5.1. Align with the UAE Ministry of Climate Change and Environment to design programmes on climate change.	8	Deliverable timeline.	Medium	80,000	Not applicable	Sustainability consultant.	High
5.2. Align with guidelines and seek support from Emirates Environmental Group for engaging guests with sustainability initiatives.	8	Deliverable timeline.	Medium	80,000	Not applicable	Sustainability consultant.	High
6. Conduct a visitor survey.							
6.1. Conduct surveys for visitors to understand their satisfaction and expectations on sustainability initiatives.	0	Immediate.	Low	0	Not applicable	Free.	Low

Sustainability Initiatives	EFFORT			COST			
	Time (Weeks)	Assumptions	Description	CapEx (AED)	OpEx (AED/yr.)	Assumptions	Description
7. Ensure integration of international programmes and certifications to attract visitors who prefer attending sustainable events.							
Ensure integration of international programmes like ISO 140001 Environmental Management System, Green Key, Green Globe, Earth Check, ISO 20121 Sustainable Events, ISO 50001 Energy Management System, SMPP, LEED.	12	Deliverable timeline.	Medium	80,000	Not applicable	Environmental consultant.	High
8. Co-develop, and co-design products inspired by local crafts in collaboration with local artisans and artists.							
8.1. Hire local artists and craftsman to decorate the venue.	16	Design and execution.	Medium	9,000	Not applicable	Labor cost.	Medium
8.2. Promote and sell local souvenirs by partnering with local artists and artisans.	8	Design and execution.	Medium	0	Not applicable	Coordination efforts.	Low



C.3 Engaging in Educational Programmes

Sustainability Initiatives	EFFORT			COST			
	Time (Weeks)	Assumptions	Description	CapEx (AED)	OpEx (AED/yr.)	Assumptions	Description
1. Partner with educational institutions to organise lectures and conferences on topics related to sustainability.							
1.1. Provide free entry to students for educational conferences and events focused on sustainability, local culture and heritage, and the environment.	0	Immediate.	Low	0	Not applicable	Free.	Low
2. Provide a designated space for educational institutions to host workshops and lectures.							
2.1. Support educational institutions by providing them a designated space for their workshops and programmes.	0	Immediate.	Low	0	Not applicable	Free.	Low
3. Organise workshops/classes for the community.							
3.1. Organise workshops and lectures for the community on traditional music, sports, crafts, local biodiversity, etc.	4	Coordination.	Low	50,000	Not applicable	Consultant fee.	High



C.4 Improving Accessibility

Sustainability Initiatives	EFFORT			COST			
	Time (Weeks)	Assumptions	Description	CapEx (AED)	OpEx (AED/yr.)	Assumptions	Description
1. Ensure provision of lactation room for women and gender-neutral baby changing stations.							
1.1. Provide nursing mothers with a private lactation room and baby-changing stations should be gender-neutral.	0	Immediate.	Low	20,000	Not applicable	Reserving a room for this purpose, as well as refurbishing.	High
2. Organise staff training on accessibility provisions for visitors.							
2.1. Train staff on how to support/provide assistance to People of Determination	12	Duration of training.	Medium	30,000	Not applicable	Social consultant.	High
2.2. Provide behavioural and etiquette training, e.g., how to speak without using labels to a Person of Determination.	4	Duration of training.	Low	15,000	Not applicable	Social consultant.	High
2.3. Ensure that staff working during the event are aware of the adaptations and accessibility resources available at the event and have received basic training on providing support.	0	Immediate.	Low	0	Not applicable	Awareness.	Low
3. Improve provisions for People of Determination.							
3.1. Provide ramps for easier entrance access (or wherever required at any elevated spot).	1	Procurement and installation.	Low	5,000	Not applicable	Five ramps for event.	Medium
3.2. Provide the option to request accommodations, allowing visitors to address the specific needs of People of Determination while visiting an event (e.g., providing a list or checkbox to indicate their specific needs).	0	Immediate.	Low	0	Not applicable	Information.	Low
3.3. Place clear and easy-to-read signs showing locations of accessible washrooms, elevators, phones, etc. Use high-contrast directional arrows and symbols where possible.	5	Signage design, printing and installation.	Low	3,000	Not applicable	Signage.	Medium
3.4. Place People of Determination priority signage and ensure that one of the elevators provides priority or is designed for People of Determination with a wider entrance and low door closing speed.	1	Recruitment.	Low	Not applicable	10,000	Hiring security or attendant.	High
3.5. Ensure accessible parking spaces are close to the main entrance and marked with People of Determination priority signage.	1	Paint job.	Low	2,000	Not applicable	Repainting parking spots.	Medium

Sustainability Initiatives	EFFORT			COST			
	Time (Weeks)	Assumptions	Description	CapEx (AED)	OpEx (AED/yr.)	Assumptions	Description
3.6. Ensure visible and accessible signage and directions.	2	Changing signage.	Low	0	Not applicable	Replacing signage in accessible areas.	Low
3.7. Ensure provision of toilets for People of Determination with low seats and a fixed horizontal and vertical grab rail beside the toilet to assist in standing/sitting. A pull-cord alarm should be installed.	0	Standard.	Low	0	Not applicable	Standard built.	Low
3.8. Provide accessible portable toilet units that are positioned on the same level area that connects with the accessible route, and have enough space outside the door for wheelchair users to be able enter the toilet unit.	8	Procurement .	Low	5,000	Not applicable	Number of toilets based on needs of events.	Medium
3.9. Ensure at least some of the event pick-up and drop-off vehicles have wide entrances and low-rise accessible seats for People of Determination, plus an additional seat for caregivers.	1	Procurement .	Low	3,500	Not applicable	Five accessible seats.	Medium
3.10. Notify visitors of any special effects and fireworks shows as they may have a detrimental effect on People of Determination. This can be communicated via websites, ads, emails, and other communication channels.	0	Immediate.	Low	0	Not applicable	Awareness.	Low
3.11. Cater to dietary requirements upon request (this could be for People of Determination or people with allergies and certain diseases such as celiac disease).	0	Immediate.	Low	0	Not applicable	Awareness.	Low



D. People



D.1 Staff Empowerment

Sustainability Initiatives	EFFORT			COST			
	Time (Weeks)	Assumptions	Description	CapEx (AED)	OpEx (AED/yr.)	Assumptions	Description
1. Conduct annual trainings for employees for their personal and professional development.							
1.1. Online and/or in-person courses (e.g., event management courses, time management courses etc.).	12	Total time needed to develop training and rotate everyone.	Medium	30,000	Not applicable	Management consulting fee (small firm).	High
2. Provide a career path and milestones for employee professional development and promotion.							
2.1. Set in place a structured review and development programme, including bi-annual "performance reviews" where development goals and objectives are set, and performance KPIs reviewed against KPIs.	10	Total time needed for this kind of deliverable.	Medium	10,000	Not applicable	Management consulting fee (small firm).	High
3. Conduct a human rights awareness training for employees.							
3.1. Schedule human rights training on a bi-annual basis.	10	Total time needed for this kind of deliverable.	Medium	10,000	Not applicable	Management consulting fee (small firm).	High
4. Develop a policy for anti-harassment and discrimination and conduct trainings to promote a healthy working environment to increase efficiency, employee well-being, and work quality.							
4.1. Schedule harassment and discrimination training on a bi-annual basis.	10	Total time needed for this kind of deliverable.	Medium	10,000	Not applicable	Management consulting fee (small firm).	High
5. Provide an employee reporting channel for raising issues related to sustainability and develop a process to resolve these issues.							
5.1. Place an anonymous feedback box or a platform in the company's intranet, if applicable.	10	Total time needed for this kind of deliverable.	Medium	10,000	Not applicable	Management consulting fee (small firm).	High
6. Incentivise employees to perform on sustainability (set it as a KPI) via appropriate tools like a staff award system.							
6.1. Provide incentives for using public transport to commute, waste segregation, reduction in water consumption, being energy efficient, etc.	10	Total time needed for this kind of deliverable.	Medium	10,000	Not applicable	Management consulting fee (small firm).	High



D.2 Diversity and Inclusion

Sustainability Initiatives	EFFORT			COST			
	Time (Weeks)	Assumptions	Description	CapEx (AED)	OpEx (AED/yr.)	Assumptions	Description
1. Have a representative workforce of women, different nationalities, and People of Determination via hiring and retaining policies that encourage diversity.							
1.1. Work towards a diverse workforce across all levels. Do not discriminate against race or People of Determination in the hiring process and reflect this in a policy.	12	Implementing the changes.	Medium	25,000	Not applicable	Management consulting and restructuring.	High
2. Encourage Emiratisation and train the local population, especially women, to join the hospitality industry.							
2.1. When marketing jobs, encourage Emiratis, especially women, to apply for all jobs that are advertised.	8	Implementing the changes.	Medium	25,000	Not applicable	Management consulting and restructuring.	High
3. Ensure equal pay for equal work.							
3.2. Ensure to involve People of Determination and women during the planning stage of an event and ensure equal pay for the equal amount of work.	12	Implementing the changes.	Medium	25,000	Not applicable	Management consulting and restructuring.	High
4. Encourage representation of women and People of Determination in senior leadership and board.							
4.1. When hiring and promoting employees, ensure inclusion of women and People of Determination in senior leadership and management.	8	Implementing the changes.	Medium	25,000	Not applicable	Management consulting and restructuring.	High



E. Resilience and Risk Management



E.1 Health and Safety

Sustainability Initiatives	EFFORT			COST			
	Time (Weeks)	Assumptions	Description	CapEx (AED)	OpEx (AED/yr.)	Assumptions	Description
1. Employee engagement and workshop to improve physical and mental health of employees.							
1.1. Organise health and well-being events/retreats.	5	Retreat period and organising time.	Low	80,000	Not applicable	Travel and event planning.	High
1.2. Promote annual health check-ups for all employees.	7	Coordination and check-up times.	Low	9,000	Not applicable	Health consulting fee.	Medium
2. Provide medical assistance.							
2.1 Align with OSHAD COP4 and provide medical rooms, first aid kits and assistance like CPR. Train staff on providing first aid and CPR.	3	Procurement.	Low	5,000	Not applicable	Equipment cost.	Medium
3. Develop a future pandemic/epidemic action plan.							
3.1. Develop a future pandemic/epidemic action plan for unforeseen threats.	15	Total time needed for this kind of deliverable.	Medium	30,000	Not applicable	Health consulting fee.	High
3.2. Align with standard health and safety certifications like Board of Certified Professionals (BSCP) Certificates.	15	Application	Medium	4,000	Not applicable	team of three CSPs	Medium
4. Install sensors and periodically check noise, water, and air quality for visitor and employees safety at permanent venues.							
4.1. Ensure a quarterly quality check of water and annually for noise and air.	4	Procurement and installation.	Low	2,500	Not applicable	Equipment cost.	Medium
5. Enforce Volatile Organic Compound (VOC) and formaldehyde content limits wherever applicable.							
5.1. Look for alternatives with low VOC content in paint/coatings, adhesives/sealants, cleaners and fragrant products. Store such products in containment areas and dispose of them correctly.	3	Procurement.	Low	0	Not applicable	Change contractors.	Low
6. Provide mental health counselling for employees.							
6.1. Have provisions for employees to reach out for mental health help and take assistance from mental health counsellors to ensure a safe and healthy workspace.	12	One week per month for one year.	Medium	50,000	Not applicable	Health consulting fee.	High



E.2 Risk Mitigation and Resilience

Sustainability Initiatives	EFFORT			COST			
	Time (Weeks)	Assumptions	Description	CapEx (AED)	OpEx (AED/yr.)	Assumptions	Description
1. Develop an ethics and anti-corruption policy.							
1.1. Develop a policy on ethics and anti-corruption and make sure employees are informed.	12	Total time needed to develop training and rotate everyone.	Medium	30,000	Not applicable	Management consulting fee (small firm).	High
2. Identify risk and have management and escalation procedures, covering (at a minimum) people, assets, community, and environment.							
2.1. Conduct annual reviews of risk management policies, involving stakeholders and where applicable utilising a third party to conduct an assessment.	10	Total time needed for this kind of deliverable.	Medium	20,000	Not applicable	Management consulting fee (small firm).	High
3. Develop a risk register for the four categories (people, assets, community, and environment) and a system to monitor performance based on short-term and long-term risks based on event duration.							
3.1. Conduct an impact assessment for all four categories (hire a third party if applicable) and develop a monitoring framework after involving all stakeholders.	10	Total time needed for this kind of deliverable.	Medium	20,000	Not applicable	Management consulting fee (small firm).	High
4. Invest in artificial intelligence, financial and climate-related models to better predict the future.							
Hire a third-party assessment consultant to perform software analysis to highlight any potential future impacts. Regularly review.	10	Total time needed for this kind of deliverable.	Medium	9,000	Not applicable	Cybersecurity consulting fee.	Medium

ANNEX-B

How to measure, monitor and report initiatives?

The monitoring and reporting tool aims to support event organisers and event venues in tracking and assessing the results of the interventions throughout their sustainability journey. It is a live document that should be referred to and updated on a regular basis. While the specifics of each sustainability category will look different, they should all follow the same basic structure and include the same key elements.

Some indicators and their related parameters from the tool have been provided under each sustainability category, and a data collection method, baselines, targets and data source are recommended. To measure and monitor an initiative, a baseline should be established for the first reporting period, such as 2022. However, if the event organisers and event venues has already been measuring and monitoring a similar initiative, for example, where event organisers and event venues been monitoring energy consumption, a baseline can be set against the last reporting period or a period of choice. The next steps include measuring and monitoring throughout the year and after the relevant initiatives (provided in this guideline) have been implemented.

Finally, a reporting plan/schedule will help event organisers and event venues plan a strategy on how the reported data will be disseminated to inform staff and stakeholders about the success and progress of implemented initiatives. Through successive and frequent reports they can present progress by achieving set targets as compared to baseline for upcoming years.



A. Energy and Environment.



A.1 Energy Management

Goals	Input	Indicator/KPI	Data Source	Frequency	Expected Outcome
Reduce energy consumption*	<Specify implemented initiatives>	Energy Use Intensity – Amount of energy used per metre square for a year. Measured in kWh/m2/year	Electricity meter, Electricity bill	Quarterly	Percentage reduction compared to base year

- Monitoring and counting the number of sensors, percentage of LED lights over other lighting solutions, number of solar PVs, number of inspections and training (by hours) also provides guidance towards improvement on energy savings
- Install energy sub-meters (e.g., sub meters for HVAC activities) to identify areas of improvement in energy consumption. Review the trends to record and understand the progress

- To improve energy consumption, engage with a third-party Energy Service Company (ESCO) to conduct an energy audit (ASHRAE level 1,2,3). Energy audits are not mandatory but should be encouraged by the management to be conducted annually
- Calculate the anticipated energy savings through calculations or computer modelling through a third party (e.g., HVAC engineering calculations or building operational modelling through software such as IES or IFC edge). Engage a specialised third-party energy services company to help with energy modelling. This can support the decision on the optimal initiatives to implement
- Event organisers and event venues should conduct energy efficiency staff trainings annually
- For improvement in energy management, a CO2 equivalent emissions reduction can also be calculated (through software such as OneClick LCA or Open LCA by getting a paid subscription). Utilise the energy consumption data to understand the reduction in carbon footprint as a result of these initiatives



A.2. Water Management System

Goals	Input	Indicator/KPI	Data Source	Frequency	Expected Outcome
Reduce water consumption	<Specify implemented initiatives>	Annual Water Consumption – Number of litres of water consumed per year. Measured in litres/year.	Water meter, Water bill	Quarterly	Percentage reduction compared to base year

- To measure and monitor water consumption and efficiency, calculate the reduction in total volume of water consumed through water bills, and calculate percentage of reduction in water bill over any chosen time period
- To improve further on water savings, implement water conservation retrofits and initiatives. Calculate the anticipated water savings through water consumption calculations (e.g., Estidama Indoor Water Use Calculator) or computer modelling through a third party. This can help decide on the optimal initiatives to implement
- Event organisers and event venues should conduct annual staff training on water management
- Keeping a record of number of efficient water fittings as a percentage of total water fittings, number of training sessions, number of inspections for leakage, etc. will guide towards a better-managed water efficiency system
- For improvement in the water management system, a CO2 equivalent emissions reduction can also be calculated (through software such as OneClick LCA or Open LCA) to understand the reduction in carbon footprint as a result of these initiatives by utilising the water consumption data



A.3. Waste Management System

Goals	Input	Indicator/KPI	Data Source	Frequency	Expected Outcome
Increase waste diversion	<Specify implemented initiatives>	Annual Waste Diversion – Weight of waste diverted from landfill by composition per year. Measured in tonnes/year.	Waste management plan	Quarterly	Percentage increase compared to base year
Increase waste recycling	<Specify implemented initiatives>	Annual Waste Recycling – Weight of waste recycled by composition per year. Measured in tonnes/year.	Recycling plan	Quarterly	Percentage increase compared to base year

- Observe and measure (i.e., weigh) the amount of waste generated by the event organisers and at event venues and calculate waste trends based on the established baseline. Calculate the volume of waste diverted from the land fill as a percentage of total generated waste after implementing the waste management initiatives
- For improvement in the waste management system, a CO2 equivalent emissions reduction can also be calculated (through software such as OneClick LCA or Open LCA) to understand the reduction in the event organisers' and event venues' carbon footprints as a result of these initiatives by utilising the waste generation data
- Event organisers and event venues should conduct staff training on waste management annually



A.4. Green and Sustainable Transportation

Goals	Input	Indicator/KPI	Data Source	Frequency	Expected Outcome
Decrease in number of employees using fossil fuel-based vehicle	<Specify implemented initiatives>	Number of employees owning fossil fuel-based vehicles that they use to come to work	Employee conveyance register	Quarterly	Percentage increase compared to base year
Decrease in number of fossil fuel-based vehicles owned by the event.	<Specify implemented initiatives>	Number of vehicles owned by the event	Operation and transport report/register	Quarterly	Percentage increase compared to base year

- Monitor the number of visitors and employees using public transport and carpooling, respectively, through a survey. Account for the number of employees using personal transport (which should be disaggregated by petrol, diesel, CNG or EV) through a survey to help calculate the carbon emission across Scope 1, 2 and 3 as identified by the GHG Protocol

- If event organisers and event venues have vehicles as part of their own fleet, record the number of green vehicles as percentage of total number of vehicles in the fleet

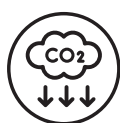
According to the GHG Protocol Corporate Standard, GHG emissions are classified into three scopes. Scope 1 emissions refers to the direct emissions that are a result of an entities' activities from owned or controlled sources. Scope 2 emissions refer to the emissions generated from indirect emissions that are a result of purchased energy that is consumed by the entities' activities. Scope 3 emissions refer to the indirect emissions that are generated throughout the value chain (excluding from purchased energy), including both upstream and downstream emissions.



A.5. Environmental Protection

Goals	Input	Indicator/KPI	Data Source	Frequency	Expected Outcome
Reduce environmental impact	<Specify implemented initiatives>	Number of native tree species planted	Activity report	Quarterly	Percentage increase number of native tress

- Monitor the number of trees planted, and local habitat protected. Event venues can also monitor the number of initiatives undertaken to conserve natural resources, clean beaches and conserve coral reefs
- Event organisers and event venues should conduct annual staff training on environmental protection



A.6 Carbon Management

Goals	Input	Indicator/KPI	Data Source	Frequency	Expected Outcome
Decrease in Scope 1,2 and 3 GHG emissions	<Specify implemented initiatives>	GHG emissions measured in CO2 tonnes/year	GHG Protocol standards	Annually	Percentage decrease compared to base year

- Monitor carbon emissions through calculating carbon footprint on an annual basis. To calculate their emissions, event organisers and event venues must identify their sources of emission under Scope 1, 2 and 3 and track these three categories of emission that contribute to an industry's carbon footprint, as identified by the GHG Protocol



B. Sustainable and Local Procurement



B.1 Sourcing of Local, Sustainable Goods

Goals	Input	Indicator/KPI	Data Source	Frequency	Expected Outcome
Increase sustainable and local procurement partnerships	<Specify implemented initiatives>	Number of suppliers assessed / partnered based on the requirement checklist of sustainable suppliers	Checklist for identifying sustainable suppliers	Annually	Percentage increase in sustainable and local partnerships as compared to base year

- Monitoring sustainable procurement initiatives simply comes down to outlining the number of sustainable products purchased or local suppliers partnered with across the value chain, including contractors and sub-contractors. To improve the sustainable procurement strategy, keep updating the list of sustainable local producers



C. Social and Culture



C.1 Promoting Local Heritage, Culture, and Art

Goals	Input	Indicator/KPI	Data Source	Frequency	Expected Outcome
Increase local engagements	<Specify implemented initiatives>	Number of local or heritage tours organised for visitors	Programme report	Annually	Percentage increase in local tours as compared to base year

- Monitor the number of tours organised to local and cultural sites and the number of visitors attending the tours and collect feedback on their experience through survey forms. Collecting qualitative data from the local community, artisans, and local producers on how they are benefiting from the initiative can be helpful



C.2 Promoting Sustainability with Visitors and Local Community

Goals	Input	Indicator/KPI	Data Source	Frequency	Expected Outcome
Increase the number of local artists, musicians, artisans etc. supported	<Specify implemented initiatives>	Number of local artists, musicians, artisans etc. supported	Programme report	Annually	Percentage increase of artists compared to base year
Increase the number of local people benefitting from programmes	<Specify implemented initiatives>	Number of local people benefitting from programmes	Programme report	Annually	Percentage increase of people compared to base year

- Event organisers and event venues can monitor the sustainability initiatives through collecting information on the number of local engagements and number of sustainability initiatives carried out with any visitors. They can also collect qualitative data or testimonials from locals on how they have benefitted from their engagement, which can be displayed throughout the event venue and be published on the website.



C.3 Engaging in Educational Programmes

Goals	Input	Indicator/KPI	Data Source	Frequency	Expected Outcome
Increase number of people benefitting from educational programmes	<Specify implemented initiatives>	Number of classes/workshops organised	Programme report	Annually	Percentage increase in local tours as compared to base year

- There are two main types of applicable data to monitor and measure the engagement with educational programmes. Quantitative data monitors the number of visitors/students/community members who engaged with the idea and benefitted from the organised workshop. Qualitative data provides a narrative and descriptive data to capture experience, learnings and feedback, which can be useful for documenting perspectives and gives context to the numbers
- Event organisers and event venues can conduct these classes and workshops as per their convenience. However, it is advised that the workshops are frequent, so that students don't lose touch with the learnings and event organisers and event venues are able to increase engagement with students and the community



C.4 Improving Accessibility

Goals	Input	Indicator/KPI	Data Source	Frequency	Expected Outcome
Improve accessibility within the event venue	<Specify implemented initiatives>	Number of hours of training for staff on improving accessibility, providing support etc.	Programme report	Annually	Percentage increase of hours compared to base year

- Event organisers and event venues can monitor guest accessibility by reviewing the feedback forms. Google services also collect accessibility-related information from visitors, which can be advertised online. Collecting qualitative data from visitors on their satisfaction level after they attend the event is useful



D. People



D.1 Staff Empowerment

Goals	Input	Indicator/KPI	Data Source	Frequency	Expected Outcome
Improve employee retention	<Specify implemented initiatives>	Total number of employees (in the year) and rate of employee turnover by age, gender, and nationality	Programme report	Annually	Percentage increase in turnover compared to base year
Improve professional development for staff	<Specify implemented initiatives>	Numbers of hours of training provided (by category, e.g. human rights, personal and professional development, sustainability etc.) to employees by gender and employee category	Programme report	Bi-annually	Percentage increase in hours compared to base year

- Monitor number of trainings provided in hours; number of discrimination/harassment cases that were raised and resolved; number of hours of training provided for personal and professional growth; and number of employees benefitting from the same and intend to work further with the organisation
- For a more robust employee management system, number of employees currently working and number of attritions should also be recorded. Employee turnover can be determined by dividing the number of employees who leave in a year (or another time period) by the average number of employees at the organisation during the same period

- To improve staff satisfaction, all event organisers and event venues should conduct annual personal and professional training for staff and bi-annual training on human rights and the workplace's anti-harassment and discrimination policy



D.2 Diversity and Inclusion

Goals	Input	Indicator/KPI	Data Source	Frequency	Expected Outcome
Improve diversity	<Specify implemented initiatives>	Percentage of individuals within the organisation in diversity categories – gender, age, region, People of Determination or any vulnerable group	Human resource management report	Annually	Percentage increase in diversity compared to base year
Improve diversity within leadership	<Specify implemented initiatives>	Percentage of individuals within the organisation's leadership bodies in diversity categories – gender, age, region, People of Determination, etc.	Human resource management report	Bi-annually	Percentage increase in diversity within leadership compared to base year
Reduce gender pay gap	<Specify implemented initiatives>	Ratio of the average basic salary and remuneration of women to men for each employee category	Human resource management report	Annually	Percentage decrease in difference between average remuneration of male vs. female employees compared to base year

- Gender equality, overall diversity and inclusion are essential for a sustainable event venue. To ensure a balanced workforce, the industry can measure and monitor the employee diversity as a percentage of headcount held by gender, race, and disability across various organisational levels



E. Resilience and Risk Management



E.1 Health and Safety

Goals	Input	Indicator/KPI	Data Source	Frequency	Expected Outcome
Improve health and safety for staff	<Specify implemented initiatives>	Number of work-related injuries	Human resource management report	Annually	Percentage decrease in work-related injuries compared to base year
Improve mental health help for staff	<Specify implemented initiatives>	Number of employees availing mental health help	Human resource management report	Annually	Percentage decrease in mental health calls compared to base year

- Event organisers and event venues should measure their health and safety initiatives by monitoring the total number of accidents and support provided at the workplace, and report the statistics on an annual basis



E.2 Risk Mitigation and Resilience

Goals	Input	Indicator/KPI	Data Source	Frequency	Expected Outcome
Improve risk and resilience management	<Specify implemented initiatives>	Number of risks identified	Risk management report	Annually	Percentage increase in risks identified

- Risk officers and managers should develop a risk register with mitigation strategies for each risk, maintaining the register and tracking progress against their risk management strategy

ANNEX-C

List of Acronyms

ADDC	Abu Dhabi Distribution Company
ADX	Abu Dhabi Stock Exchange
ASHRAE	American Society of Heating, Refrigerating and Air-Conditioning Engineers
BOH	Back of House
DCT	Department of Culture and Tourism
EAD	Environmental Agency Abu Dhabi
ESCO	Energy Saving Company
ESG	Environment, Social, and Governance
ESMA	Emirates Standardization and Metrology Authority
EWEC	Emirates Water and Electricity Company
F&B	Food and Beverage
GHG	Green House Gases
GSTC	Global Sustainable Tourism Council
HVAC	Heating, ventilation, and air conditioning
IES	Integrated Environmental Solutions
IFC	International Finance Corporation
KPI	Key Performance Indicator
LCA	Life Cycle Assessment
MPG	Miles Per Gallon
SDG	Sustainable Development Goals
UAE	The United Arab Emirates
UN	United Nations
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNWTO	United Nations World Tourism Organization