

# Annexure

# Culture & Heritage

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 sites identified in orange should aim to target and implement the identified initiatives.
- ✓ **Priority 2** Where the site has been identified in green, it is encouraged that the operator investigates the feasibility of implementing the initiative to surpass expectations.

The cost and effort of each initiative was estimated as low, medium, and high. Then each initiative was assessed to determine if the initiative is applicable to museums & galleries, heritage & cultural sites, or UNESCO sites. A priority matrix was developed from the cumulative scores based on the estimation and the classification of the establishment or site as per the classification system 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.

### Culture & Heritage

Time	Cost	Museums & Galleries	Heritage Sites	UNESCO
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

Cost-benefit analysis of each initiative based on the above assumptions is calculated below.



## A. Energy and Environment



### A.1 Energy Management

Sustainability Initiatives	EFFORT			COST			
	Time (Weeks)	Assumptions	Description	CapEx (AED)	OpEx (AED/yr.)	Assumptions	Description
<b>1. Install efficient lighting solutions.</b>							
1.1. Install LED lights depending on the desired brightness (a 9W LED is equivalent to a 45 W incandescent bulb output).	2	Procurement and installation.	Low	750,000	Not applicable	Average cultural site and museum area, as well as LED price quantity per m2). Not applicable for UNESCO.	High
1.2. Install motion sensors and timers for lighting. For instance, in regularly occupied spaces in back of house (BOH), install motion and daylight sensors to automatically adjust lighting levels to reflect the daylight levels and use of the space in non-guest areas.	2	Procurement and installation.	Low	525,000	Not applicable	Average motion sensor per led bulb cluster. Price of sensor. Not applicable to UNESCO.	High
<b>2. Conduct energy conservation awareness campaign.</b>							
2.1. Conduct annual training for staff on energy efficiency measures and behaviours (e.g., turn off lights in empty rooms, reduce water consumption, switch off plugged electronic items at the wall after usage).	20	Time is based on length of the course.	Medium	50,000	Not applicable	Training price with consultant/trainer.	High
2.2. Create digital or reusable materials, like guidebooks and leaflets, on energy management and conservation, detailing how much energy can be conserved through efficient energy systems and appliances.	1	Based on design time, communication necessities 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. Place multi-use or permanent energy usage signage throughout the site BOH areas (e.g., turn off lights by the light switch, switch off computer after usage).	3	Time of designing, procuring signage, printing and installing it.	Low	8,100	Not applicable	Based on standard prices of these kinds of services and products.	Medium
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

Sustainability Initiatives	EFFORT			COST			
	Time (Weeks)	Assumptions	Description	CapEx (AED)	OpEx (AED/yr.)	Assumptions	Description
<b>3. Enhance cooling efficiency.</b>							
3.1. When renovating or upgrading, install efficient chillers.	60	Procurement, design, access and installation.	High	Not applicable	146,000	Chiller price and average quantity for site (N/A for UNESCO).	High
3.2. Install temperature controls for central cooling and ventilation frequented areas. This can be accomplished in existing and new sites.	0	Part of system.	Low	Not applicable	0	Part of system.	High
3.3. Check thermostat temperature regularly and maintain at 24 degrees. If areas on-site are required to be set at a different temperature, adapt accordingly.	0	Virtually no time needed.	Low	0	0	24°C is the appropriate temperature to limit excessive energy consumption.	Low
3.4. Inspect ductwork and windows for leakage bi-annually.	0	Procurement process and inspection time.	Low	0	0	Conducted by engineering staff or AMC provider.	Low
3.5. Install digital management solution that monitors energy consumption. This can be accomplished in new and existing sites.	28	Procurement and installation time.	High	18,000,000	Not applicable	Industry average of cost per sqm (N/A for UNESCO).	High
<b>4. Purchase efficient appliances and equipment, such as ESMA 5- and 4-star appliances.</b>							
4.1. Washing machine (this can be applicable for mosques).	20	Procurement, installation (drainage and plumbing works necessary).	Medium	8,500	Not applicable	Market research made on concerned appliances.	Medium
4.2. Dryers (applicable for mosques).	20	Procurement, installation (drainage and plumbing works necessary).	Medium	8,500	Not applicable	Market research made on concerned appliances.	Medium
4.3. Consider AC split units when retrofitting/upgrading and in new sites.	20	Procurement, installation (if for all spaces/rooms).	Medium	14,000	Not applicable	Market research made on concerned appliances.	High

Sustainability Initiatives	EFFORT			COST			
	Time (Weeks)	Assumptions	Description	CapEx (AED)	OpEx (AED/yr.)	Assumptions	Description
<b>5. Purchase more efficient appliances based on their catalogue rating and site design specifications.</b>							
5.1. Consider large AC systems when retrofitting/upgrading and in new sites.	24	Procurement, installation and labour	High	30,000	Not applicable	Large-scale cooling system.	High
5.2. Vacuum cleaners, floor polishers, glass cleaning equipment, etc.	2	Procurement process	Low	26,800	Not applicable	Number of vacuums for average area.	High
<b>6. Invest in renewable energy solutions.</b>							
6.1. Install solar water heaters.	30	Procurement and installation, as installation is rather long (re-wiring and plumbing works).	High	140,000	Not applicable	Assuming site only wants to cover 20% of water supply.	High
6.2. Install solar PV wherever possible, like rooftops and garden area.	48	Procurement is long (for pertinent cost comparison) and installation is long (because of the size require and electrical installations as well as civil).	High	11,000,000	Not applicable	Assuming 20% if energy consumption wants to be covered.	High
6.3 Purchase renewable energy certificates from Emirates Water and Energy Company (EWEC).	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
<b>1. Ensure regular water systems maintenance and leak prevention inspections, where applicable.</b>							
1.1. Inspect pipes, faucets, drainage and other water fittings to ensure there is no water leakage, for sites that have permanently installed systems. For sites that have temporary or off-grid systems that might be difficult to inspect, ensure that regular maintenance is carried out to enhance the efficiency of the systems.	0	Within inspection contract.	Low	0	Not applicable	Part of maintenance package.	Low

Sustainability Initiatives	EFFORT			COST			
	Time (Weeks)	Assumptions	Description	CapEx (AED)	OpEx (AED/yr.)	Assumptions	Description
<b>2. Conduct water conservation awareness campaign.</b>							
2.1. Train staff on water efficiency and management annually.	20	Time is based on length of the 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 by printing on eco-friendly paper.	1	Based on design time, communication necessities with designer and distribution.	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 throughout the site in the bathroom facilities, at refill water stations, etc.	3	Time of designing, procuring signage, printing it and installing it.	Low	8,100	Not applicable	Based on standard prices of these kinds of services and products.	Medium
2.4. Use digital tools to calculate water consumption for the site (e.g., Estidama).	12	Virtually free.	Medium	0	Not applicable	Virtually free.	Low
<b>3. Install efficient and smart water fittings.</b>							
3.1. Install hand basin faucets with flow rate at 1.5-2 l/min or less. This can be applied on existing and new sites. If the site has temporary or off-grid water fixtures and fittings, ensure that aerators are installed to reduce flow rate.	7	Procurement process and installation time needed (plumbing included).	Low	8,000	Not applicable	Fittings per WC per site.	Medium
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. This can be applied on existing and new sites.	7	Procurement process and installation time needed (plumbing included).	Low	26,000	Not applicable	Fittings per WC per site.	High
<b>4. Provide water filling stations</b>							
4.1. Provide a choice to opt for refillable water bottles around the site to encourage multi-use bottles and cups.	11	Procurement and installation.	Medium	250,000	Not applicable	10 stations.	High
<b>5. Harvest condensation/rainwater*</b>							
5.1. Install condensation and/or rainwater collection systems if the site allows it.	4	Procurement and installation.	Low	3,670	Not applicable	Cost of system.	Medium



Sustainability Initiatives	EFFORT			COST			
	Time (Weeks)	Assumptions	Description	CapEx (AED)	OpEx (AED/yr.)	Assumptions	Description
<b>6. Introduce smart and efficient irrigation system for lawns and gardens.</b>							
6.1. Install drip irrigation system /high-efficiency devices (e.g., drippers, sprinklers, bubblers) controlled by time sensors and with leak detection. This can be enhanced further by installing a smart system that reacts to real time weather detection, has an automatic irrigation schedule, etc.	4	Procurement and installation.	Low	2,500	Not applicable	Cost of systems, drip irrigation and smart controlling system.	Medium
6.2. Install subsurface irrigation system.	4	Procurement and installation.	Low	570	Not applicable	Cost of system.	Low
6.3. Utilise recycled water for irrigation.	0	Procurement and installation.	Low	0	Not applicable	Free.	Low
6.4. Practice xeriscaping: use soil additives and native/ adaptive trees, plants, shrubs, and artificial surfaces to conserve water.	12	Design and execution.	Medium	0	Not applicable	New landscaping design requires investment, but 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
<b>1.1. Start by designing a waste management strategy and establish a sustainable waste disposal system.</b>							
1.1. Encourage reduce, reuse, and recycle practices (targeting paper, plastic, water).	12	Consultancy period for deliverable.	Medium	50,000	Not applicable	Waste management consultant fee.	High
<b>2. Conduct waste management awareness campaign.</b>							
2.1. Train staff annually on waste management and segregation, advantages of recycling and reuse, etc.	20	Time is based on length of the course.	Medium	3,900	Not applicable	Training price with consultant/ trainer.	Medium
2.2. Develop training materials - e.g., guidebook and leaflets - on waste management, explaining the importance of waste segregation, creative ideas for reusing waste, etc.	1	Based on design time, communication necessities 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

Sustainability Initiatives	EFFORT			COST			
	Time (Weeks)	Assumptions	Description	CapEx (AED)	OpEx (AED/yr.)	Assumptions	Description
2.3. Provide segregation bins in visible locations that have high footfall.	2	Procurement and installation.	Low	17,000	Not applicable	Price of bins for entire sites.	High
2.4. If the site or building hosts an F&B outlet, place a bin for organic waste at the F&B area.	1	Procurement and installation.	Low	5,300	Not applicable	3 bins per F&B area.	Medium
2.5 Place waste segregation signage on bins for recyclable materials - glass, paper/ cardboard, cans, plastic, organic, etc.	1	Procurement and installation.	Low	0	Not applicable	Affordable or free.	Low
<b>3. Engage in minimising food waste if site has food and beverage outlets.</b>							
3.1. If there is an F&B outlet on-site, provide option for smaller plate size/half plate.	0	Immediate.	Low	0	Not applicable	It is virtually free	Low
3.2. Ensure cooking to order only where feasible initially, and target to increase the practice over time.	0	Immediate.	Low	0	Not applicable	It is virtually free.	Low
3.3. Raise awareness of the implications of food waste by printing a message, key facts, or other relevant information on menus, packaged food, etc.	0	Immediate.	Low	0	Not applicable	It is virtually free.	Low
<b>4. Reduce and gradually eliminate the use of single-use plastic.</b>							
4.1. Reduce use of single-use cups at water dispensers and plastic cutlery and food containers at F&B outlets, and replace with reusable or biodegradable alternatives.	0	Immediate.	Low	0	Not applicable	Free.	Low
<b>5. Promote the use of refillable amenities</b>							
5.1. Place refillable soap and sanitiser dispensers.	14	Procurement and installation.	Medium	20,000	Not applicable	Sanitisers and soap dispensers in WC and halls.	High
<b>6. Engage in hazardous waste management initiatives.</b>							
6.1. Develop a Green Cleaning Manual which identifies eco-friendly options such as chemical-free options for cleaning.	0	Immediate.	Low	0	Not applicable	Donations.	Low
<b>7. Engage in creative recycling initiatives.</b>							
7.1. Donate reusable cardboard and paper to kids' camps, art institutes, or arts and crafts workshops.	0	Immediate.	Low	0	Not applicable	Free.	Low
7.2. When designing reception area and interior common areas, consider using upcycled waste from the site (e.g., transforming waste into decor items or furniture).	0	Immediate.	Low	0	Not applicable	Free.	Low
7.3. 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
<b>1. Promote use of alternative transport.</b>							
1.1. Promote the use of public transport and provide visitors with a map of public transport and directions on how to use it to get to the site. This can also be conducted in partnership with hotels and tour operators.	0	Immediate.	Low	0	Not applicable	Free.	Low
1.2. Utilise electric buggies, bicycles, electric scooters, etc., within the site, if appropriate.	2	Immediate.	Low	25,000	Not applicable	Free.	Medium
<b>2. Promote employee carpooling and use of public transport.</b>							
1.2. Encourage employees and staff to use public transportation.	0	Regular reminders.	Low	0	Not applicable	Free.	Low
<b>3. Install EV chargers in the parking lot.</b>							
3.1. If the site has parking spaces that are under the control of the site, install EV chargers in the parking lot.	10	Procurement of all stations together but installation is gradual.	Low	75,000	Not applicable	Assuming 5% of guests will be driving EVs.	Medium
<b>4. Purchase or lease electric/hybrid vehicles as part of your fleet operations where appropriate.</b>							
4.1. Purchase or lease electric/hybrid vehicles as part of the 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 site vehicles).	High



## A.5. Environmental Protection

Sustainability Initiatives	EFFORT			COST			
	Time (Weeks)	Assumptions	Description	CapEx (AED)	OpEx (AED/yr.)	Assumptions	Description
<b>1. Ensure protection of local flora and fauna.</b>							
1.1. Ensure that no pollution or spillage in the local environment is caused during the retrofit activities.	10	Deliverable duration	Medium	80,000	Not applicable	Environmental consultant	High
1.2. Ensure that garden areas or any open tourist waiting area in the premises or site is clean and no plastic or other waste is left behind, to protect the environment and animals.	1	Regular cleaning	Low	0	Not applicable	Free	Low

Sustainability Initiatives	EFFORT			COST			
	Time (Weeks)	Assumptions	Description	CapEx (AED)	OpEx (AED/yr.)	Assumptions	Description
<b>2. Environmental protection awareness campaign.</b>							
2.1. Train staff on environmental protection and how to reduce environmental pollution.	20	Time necessary for course.	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 necessities with designer and printing time.	Low	1,600	Not applicable	Based on industry average design prices for leaflets and UAE based printing prices.	Medium
2.3. Create awareness leaflets and signage on littering and tampering, endangered species protection, etc.	3	Time of designing, procuring signage, printing it and installing it.	Low	6,800	Not applicable	Based on standard prices of these kinds of services and products.	Medium
<b>3. Sedimentation and erosion control plan.</b>							
3.1. Develop a plan to mitigate and prevent sedimentation and erosion of the natural area surrounding the cultural and heritage site.	24	Deliverable duration.	High	200,000	Not applicable	Sustainability consultant.	High
<b>4. Protection of natural environment.</b>							
4.1. When building or renovating outdoor infrastructure (such as car parks, play areas), ensure that prevention and mitigation measures are implemented to protect the natural area surrounding the infrastructure.	24	Deliverable duration.	High	200,000	Not applicable	Sustainability consultant.	High
<b>5. Plant native trees and plants at the site or surrounding area to promote biodiversity.</b>							
5.1. 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	11,000	Not applicable	Planting one tree for each 10 sqm of 100 sqm landscape area.	High
<b>6. Develop a climate resilience action plan which outlines measures on how to adapt to climate change issues.</b>							
6.1 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





## 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
<b>1. Design a sustainable procurement plan and policy to support sustainable purchases.</b>							
1.1. Create a requirements checklist for identifying sustainable suppliers (within the sustainable procurement strategy) and collaborate and partner with contractors that meet the sustainability criteria for radical maintenance work or infrastructural changes.	8	Deliverable timeline.	Medium	80,000	Not applicable	Strategy consultant.	High
<b>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).</b>							
2.1. Select multi-use materials in packaging first, then biodegradable/recyclable.	4	Procurement and delivery.	Low	NA	555,000	Assuming 1000 guests/day at site.	High
<b>3. Purchase eco-friendly products.</b>							
3.1. General cleaning products (low hazardous chemical content), bathroom soap, and where applicable, washing-up liquid and detergent. Use bamboo cleaning equipment (e.g., scrubs, cloths, mops).	3	Procurement and delivery.	Low	0	100,000	Eco-friendly soap box changed twice a day for all WCs.	Low
<b>4. Partner with local suppliers wherever possible.</b>							
4.1. Purchase groceries, food items and other goods from local supplier.	1	Procurement.	Low	0	0	Free, just changing suppliers.	Low
<b>5. Encourage procurement of sustainable food products.</b>							
5.1. If you have F&B outlets, do not purchase food products from endangered or protected fish, marine or other species.	1	Procurement.	Low	0	0	Free, just changing suppliers.	Low
5.2. Encourage the purchase of food products that have nationally recognised eco-labels (presented on the packaging) or green certification if options are available.	1	Procurement.	Low	0	0	Free, just changing suppliers.	Low
<b>6. Source environmentally preferable options including products that contain recycled materials (pre- and post-consumer content), contain renewable materials or are compostable/biodegradable.</b>							
6.1. Source compostable or recyclable products, such as napkins, food containers, notepads made from recycled paper and other packaging.	1	Procurement.	Low	Not applicable	0	Free, just changing suppliers.	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
<b>1. Celebrate and support national events and holidays.</b>							
1.1. Support and promote UAE National Day, Ramadan, etc., by partnering with local artists and artisans in creating themed souvenirs, with local businesses to set up a temporary local market, or local musicians to play traditional music.	8	Planning and coordinating event.	Medium	50,000	Not applicable	Event planning.	High
<b>2. Play local music, serve local food and drinks, and put up traditional decorations and arts, promoting local artists and artisans.</b>							
2.1. Put up local decorations and crafts in visitor areas, play local music in F&B or waiting areas, serve complimentary local snacks or beverages to visitors.	0	Immediate.	Low	0	Not applicable	Free, only communications necessary.	Low
<b>3. Support local tours and guides through partnerships.</b>							
3.1. Partner with local tour guides to organise tours for visitors at the sites. Additionally, museums and galleries can promote local/traditional art and crafts in the non-exhibition public spaces (e.g., reception, F&B, rest areas). Open space sites (e.g., village/markets) can invite traders, craftsman, artists to attend.	0	Immediate.	Low	0	Not applicable	Free, only communications necessary (with tourist agency).	Low
<b>4. Embrace technology and innovation for preservation and archiving. These methods can provide a publicly accessible archive enabling people from around the world to visit and learn about Abu Dhabi cultural and heritage sites. These technologies can also help ensure that heritage sites are effectively managed today as well as protected for tomorrow.</b>							
4.1. Use 3D digital scanning and modelling.	50	Scanning artefacts and sites.	High	1,000	Not applicable	Cost of scanner.	Medium
4.2. Utilise digital preservation and archiving.	50	Transformation timeline.	High	50,000	Not applicable	Digital transformation consultant.	High



## C.2 Promoting Sustainability with Visitors and Local Community

Sustainability Initiatives	EFFORT			COST			
	Time (Weeks)	Assumptions	Description	CapEx (AED)	OpEx (AED/yr.)	Assumptions	Description
<b>1. Partner with non-profit associations to organise events that raise money for local causes and charities.</b>							
1.1. Obtain the required license from a competent authority like Ministry of Community Development to organise a fund-raising event.	8	Service period for license.	Medium	0	Not applicable	Licensing is free.	Low
<b>2. Organise a community/public space and public events or lectures on various topics related to sustainability.</b>							
2.1. Where sites have space, provide a community garden/ area open to the public which is dedicated to hosting public events/lectures for visitors to attend. This space and the events can address sustainability, local culture and heritage.	13	Planning and coordinating event.	Medium	50,000	Not applicable	Event planning.	High
<b>3. Raise visitor awareness of their environmental and social impact.</b>							
3.1. Raise awareness through campaigns, leaflets, signage for waste disposal, etc.	3	Time of designing, procuring signage, printing it and installing it.	Low	6,800	Not applicable	Based on standard prices of these kinds of services and products.	Medium
<b>4. Collaborate with local performing artists and artisans.</b>							
4.1. Collaborate with local artists and artisans to showcase their crafts or engage local musicians to play music for the visitors.	2	Communications and coordination.	Low	0	Not applicable	Free.	Low
<b>5. Align with local initiatives and NPOs to design programmes to engage visitors and locals on sustainability.</b>							
5.1 Incorporate guidelines and advice from the UAE Ministry of Climate Change and Environment.	8	Deliverable timeline.	Medium	80,000	Not applicable	Sustainability consultant.	High
5.2. Incorporate guidelines and advice from Emirates Environmental Group.	8	Deliverable timeline.	Medium	80,000	Not applicable	Sustainability consultant.	High
<b>6. Instigate a rewards system.</b>							
6.1. Offer a loyalty card to visitors which can be marked for every visit and for additional sustainability efforts. These effects can be advertised through the sustainability awareness material (e.g., bringing and using a refillable water bottle would be rewarded).	0	Immediate.	Low	0	Not applicable	Free, only communications necessary.	Low
<b>7. Conduct visitor surveys.</b>							
7.1. Understand their satisfaction with and expectations of the site's 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
<b>8. Ensure integration of international programmes and certifications.</b>							
8.1. ISO 140001 Environmental Management System, Green Key, Green Globe, Earth Check, ISO 20121 Sustainable Events, ISO 50001 Energy Management System.	12	Deliverable timeline.	Medium	80,000	Not applicable	Environmental consultant.	High
<b>9. Co-develop and co-design products inspired by local crafts in collaboration with local artisans and artists.</b>							
9.1. Hire local businesses to decorate and provide traditional products (e.g., furniture and art).	16	Design and execution.	Medium	200,000	Not applicable	Materials cost and design cost.	High
9.2. 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
<b>1. Partner with educational institutions to promote community, culture, and heritage.</b>							
1.1. Partner with educational institutions to organise lectures and programmes for students to educate them about Abu Dhabi's heritage and cultural sites.	12	Procurement process of custom books as well as one day/month equivalent of classes overall as an initiative for one year.	Medium	45,000	Not applicable	Design fee for customised books, ordering books, wholesale discount estimation, and frequency of classes as well as teacher fee.	High
1.2. Organise cultural heritage workshops for students (e.g., traditional crafts, music, art, dance, etc.).	4	Planning and coordinating event.	Low	10,000	Not applicable	Event planning.	High
<b>2. Partner with schools and educational institutions to encourage students to participate in sustainability initiatives at the sites, if applicable.</b>							
2.1. Organise an annual tree planting drive, talks on Abu Dhabi's culture and history, etc.	4	Planning and coordinating event.	Low	10,000	Not applicable	Event planning.	High
2.2. Engage students in activities as part of the site's sustainability initiatives.	4	Planning and coordinating event.	Low	10,000	Not applicable	Event planning.	High



Sustainability Initiatives	EFFORT			COST			
	Time (Weeks)	Assumptions	Description	CapEx (AED)	OpEx (AED/yr.)	Assumptions	Description
<b>3. Support sustainability-focussed groups.</b>							
3.1. Provide the space and resources for a sustainability-focussed group. This group can be formed of any participants who are passionate about sustainability, but educational institutes can elect a representative.	24	Planning and coordinating event.	High	Not applicable	50,000	Funding of group.	High
3.2. Students can be encouraged to join and run these sessions	0	Immediate.	Low	0	Not applicable	Free.	Low
<b>4. Promote the UNESCO General Conference competition for innovative projects.</b>							
4.1. Promote on-site the opportunity for students and community members to enter the UNESCO annual competition for innovative projects regarding Education for Sustainable Development (ESD).	0	Immediate.	Low	0	Not applicable	Free, only communications necessary.	Low



## C.4 Improving Accessibility

Sustainability Initiatives	EFFORT			COST			
	Time (Weeks)	Assumptions	Description	CapEx (AED)	OpEx (AED/yr.)	Assumptions	Description
<b>1. Ensure provision of lactation room for women, and gender-neutral baby changing stations.</b>							
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
<b>2. Organise bi-annual staff training on accessibility provisions for visitors.</b>							
2.1. Train staff on how to support/provide assistance to a Person 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 communicate with a Person of Determination.	12	Duration of training.	Medium	15,000	Not applicable	Social consultant.	High
<b>3. Improve provisions for People of Determination.</b>							
3.1. Provide ramps for easier access to entrances (or wherever required at any elevated spot).	1	Procurement and installation.	Low	2,500	Not applicable	5 ramps for site.	Medium
3.2. Ensure information in in raised text/numbers and braille on elevators, signages etc.	3	Time of designing, procuring signage, printing it and installing it.	Low	3,000	Not applicable	Signage limited to elevators.	Medium

Sustainability Initiatives	EFFORT			COST			
	Time (Weeks)	Assumptions	Description	CapEx (AED)	OpEx (AED/yr.)	Assumptions	Description
<b>3. Improve provisions for People of Determination.</b>							
3.3. Place determination priority signage and ensure that one of the elevators provides priority or is designed for People of Determination, with wider entrance and low door closing speed.	1	Recruitment.	Low	Not applicable	10,000	Hiring security or attendant.	High
3.4. Ensure there are special accessible parking spaces marked with People of Determination priority signage and should be closest to the main entrance.	1	Paint job.	Low	2,000	Not applicable	Repainting parking spots.	Medium
3.5. Ensure visible and accessible signage and directions.	2	Changing signage.	Low	0	Not applicable	Replacing signage in accessible areas.	Low
3.6. Introduce audio aids for directions, information on displays, etc.	6	Procurement programming.	Low	150,000	Not applicable	1,000 guests at once.	High
3.7. Ensure sufficient pick-up and drop-off vehicles with wide entrance and low-rise accessible seats.	1	Procurement.	Low	3,500	Not applicable	5 accessible seats.	Medium
3.8. In accessible bathrooms, provide a fixed horizontal and vertical grab rail beside the toilet to assist in standing/ sitting and install a pull-cord alarm.	0	Standard.	Low	0	Not applicable	Standard.	Low



## D. People



### D.1 Staff Empowerment

Sustainability Initiatives	EFFORT			COST			
	Time (Weeks)	Assumptions	Description	CapEx (AED)	OpEx (AED/yr.)	Assumptions	Description
<b>1. Conduct annual trainings for employees for their personal and professional development.</b>							
1.1. Online and/or in-person (e.g., management courses, etc.).	12	Total time needed to develop training and rotate everyone.	Medium	30,000	Not applicable	Management consulting fee (small firm).	High
<b>2.1. Provide career path and milestones for employee professional development and promotion.</b>							
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 reviewed against KPIs.	12	Total time needed for this kind of deliverable.	Medium	10,000	Not applicable	Management consulting fee (small firm).	High
<b>3. Conduct a human rights awareness training for employees.</b>							
3.1. Schedule human rights awareness training on bi-annual basis and record the number of hours.	12	Total time needed for this kind of deliverable	Medium	10,000	Not applicable	Management consulting fee (small firm).	High
<b>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.</b>							
4.1. Schedule anti-harassment and anti-discrimination training on an annual or bi-annual basis and record the number of hours.	12	Total time needed for this kind of deliverable	Medium	10,000	Not applicable	Management consulting fee (small firm).	High
<b>5. Provide an employee reporting channel to raise issues related to sustainability and develop a process to resolve these issues.</b>							
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
<b>6. Incentivise employees to perform on sustainability (by setting it as a KPI) via appropriate tools like a staff award system.</b>							
6.1. Provide incentives for commuting by public transport, 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
<b>1. Have a diverse workforce of women, nationalities, and People of Determination via hiring and retaining policies.</b>							
1.1. Work towards a diverse workforce across all levels. Do not discriminate in the hiring process against race or People of Determination and reflect this in a policy.	12	Implementing the changes.	Medium	25,000	Not applicable	Management consulting and restructuring.	High
<b>2. As part of the Emiratisation strategy, encourage and train the local population, especially women, to join the tourism industry.</b>							
2.1. When marketing jobs, use the job description to encourage Emiratis (especially women) to apply.	12	Implementing the changes.	Medium	25,000	Not applicable	Management consulting and restructuring.	High
<b>3. Put policies in place to ensure equal pay for equal work.</b>							
3.1. Through an equality policy, stipulate that regardless of gender, nationality or ability, all employees will be paid equally for equal work and roles.	8	Implementing the changes.	Medium	25,000	Not applicable	Management consulting and restructuring.	High
<b>4. Encourage representation of women and People of Determination in senior leadership and board.</b>							
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
<b>1. Employee engagement and workshops to improve physical and mental health of employees.</b>							
1.1. Organise health and wellbeing 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.	12	Coordination and check-up times.	Medium	9,000	Not applicable	Health consulting fee.	Medium
<b>2. Provide medical assistance.</b>							
2.1. Align with OSHAD COP4 and provide medical rooms, first aid kits, and assistance like CPR (at least one staff member should be trained in CPR).	3	Procurement.	Low	5,000	Not applicable	Equipment cost.	Medium
<b>3. Develop a future pandemic/epidemic action plan.</b>							
3.1. Develop a future pandemic/epidemic action plan that can be easily tailored to the instructions from Abu Dhabi Public Health Centre.	15	Total time needed for this kind of deliverable.	Medium	30,000	Not applicable	Health consulting fee.	High
<b>4. Apply appropriate measures (such as sensors or a third party) to periodically check noise, water, and air quality for visitor and employee safety.</b>							
4.1. Ensure a quarterly quality check of water and annual check for noise and air.	4	Procurement and installation.	Low	2,500	Not applicable	Equipment cost.	Medium
<b>5. Enforce Volatile Organic Compounds (VOC) and formaldehyde content limits.</b>							
5.1. Only if the culture and heritage site can accommodate, purchase products with low VOC content that are used for paint/coatings, adhesives/sealants, cleaners and fragrances. Products must be stored in containment areas and disposed of correctly.	3	Procurement.	Low	0	Not applicable	Change contractors.	Low
<b>6. Provide mental health counselling for employees.</b>							
6.1. To ensure a safe and healthy workspace, provide employees with channels to reach out for individual counselling services.	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
<b>1. Develop an ethics and anti-corruption policy.</b>							
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
<b>2. Identify risk and have management and escalation procedures, covering at least people, assets, community, and environment.</b>							
2.1. Conduct annual risk management policies reviews, involve stakeholders and where applicable utilise 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
<b>3. Develop a risk register for the four categories (people, assets, community, and environment) and a system to monitor performance on regular basis.</b>							
3.1. Conduct an impact assessment on all four categories (hire a third party if applicable) and develop a monitoring framework after involving all stakeholders.	12	Total time needed for this kind of deliverable	Medium	20,000	Not applicable	Management consulting fee (small firm)	High
<b>4. Invest in artificial intelligence, financial and climate related models to better predict the future.</b>							
4.1. 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 cultural and heritage sites 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, baseline, 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 site has already been measuring and monitoring a similar initiative, for example where a site has 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 culture and heritage sites 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, the culture and heritage sites 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
<b>Reduce energy consumption</b>	<Specify implemented initiatives>	<b>Energy Use Intensity – Amount of energy used per metre square for a year. Measured in kWh/m<sup>2</sup>/year</b>	Electricity meter, Electricity bill	<b>Quarterly</b>	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, and 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
- Cultural and heritage sites should conduct energy efficiency staff training 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 utilising 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
<b>Reduce water consumption</b>	<Specify implemented initiatives>	<b>Annual Water Consumption – Number of litres of water consumed per year. Measured in litres/year.</b>	Water meter, Water bill	<b>Quarterly</b>	Percentage reduction compared to base year

- In order to improve water conservation, the site should calculate the baseline water consumption through the evaluation of water bills and estimate a water consumption reduction target over a chosen time period, by utilising the Estidama Indoor and Outdoor Water Consumption Calculator or computer modelling through a third party
- Thereafter, select appropriate initiatives that will contribute towards the water conservation target, recording and tracking the number of efficient water fittings installed, the number of hours for water conservation training and the number of inspections
- 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
- Cultural and heritage sites should conduct staff training on water management annually





### A.3. Waste Management System

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

- Observe and measure (i.e., weigh) the amount of waste generated at the cultural and heritage sites and calculate waste trends based on the established baseline. Calculate the volume of waste deviated from the landfill as 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 cultural and heritage sites' carbon footprint as a result of these initiatives by utilising the waste generation data
- Cultural and heritage sites should conduct staff training on waste management annually



### A.4. Green and Sustainable Transportation

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

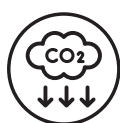
- According to the GHG Protocol Corporate Standard, GHG emissions are classified into three scopes. Scope 1 emissions refers to the direct emissions that are a result of an entity's activities from owned or controlled sources. Scope 2 emissions refer to the emissions generated from indirect emissions that are a result of purchased energy that is consumed by the entity's 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
- If cultural and heritage sites have vehicles as a part of their own fleet, record the number of green vehicles as percentage of total number of vehicles in the fleet



## A.5. Environmental Protection

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

- Monitor the number of trees planted, awareness leaflets/signage created, and local habitat protected. Sites can also monitor the number of initiatives undertaken to conserve natural resources, like beach clean-up initiatives, coral reef conservation, mangrove conservation, and tree planting
- Cultural and heritage sites should conduct staff training on environmental protection annually



## A.6 Carbon Management

Goals	Input	Indicator/KPI	Data Source	Frequency	Expected Outcome
<b>Decrease in Scope 1,2 and 3 GHG emissions</b>	<Specify implemented initiatives>	<b>GHG emissions measured in CO2tonnes/year</b>	GHG Protocol standards	<b>Annually</b>	Percentage decrease compared to base year

- Monitor carbon emissions through calculating carbon footprint on an annual basis. To calculate their emissions, cultural and heritage sites must identify their sources of emissions under Scope 1, 2 and 3 and track these three categories of emissions that contribute to the 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 with 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 engagement events as compared to base year
Improve socio-economic status of local community	<Specify implemented initiatives>	Number of people benefitting in local community	Programme report	Annually	Percentage increase in the number of local people/entities who have benefitted from partnerships compared to base year

- Track and monitor the number of visitors that visit the site, through ticket sales or a survey. Track and count the number of local partnerships that have been made and the number of restoration projects the site has contributed to or supported.



## 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

- Cultural and heritage sites can monitor the sustainability initiatives by 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 benefitted from their engagement which can be displayed throughout the site and 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 said they learnt something new or were engaged with idea of 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



## C.4 Improving Accessibility

Goals	Input	Indicator/KPI	Data Source	Frequency	Expected Outcome
Improve accessibility within the site	<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

- Cultural and heritage sites can monitor guest accessibility by reviewing the feedback forms. Google services also collect and reports accessibility related information to potential visitors, regarding how visitors of determination can access and manoeuvre throughout the site. Collecting qualitative data from visitors on their satisfaction level after they visit the site helps to understand if they would like to visit the property and again or would recommend it to others
- All cultural and heritage sites should conduct bi-annual staff training on improving accessibility of visitors



## 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, like 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, the number of discrimination/harassment cases that were raised and resolved, the number of hours of training provided for personal and professional growth and the number of employees benefitting from the same who intend to work further with the organisation.

- For a more robust employee management system, the number of employees currently working and the number of attritions should also be recorded. Employee turnover can be calculated 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
- All cultural and heritage sites should conduct annual personal and professional training for staff and a bi-annual training on human rights and the workplace anti-harassment and anti-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 sustainable cultural and heritage sites. To ensure a balanced workforce, the sector can measure and monitor the employee diversity as a percentage of head count 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

- Culture and heritage sites can measure their health and safety measures 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

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