

Annexture

Food & Beverage

دائرة الثقافة والسياحة
DEPARTMENT OF CULTURE
AND TOURISM



SUSTAINABILITY GUIDELINES

Practical Guide to Implementing Sustainable Practices

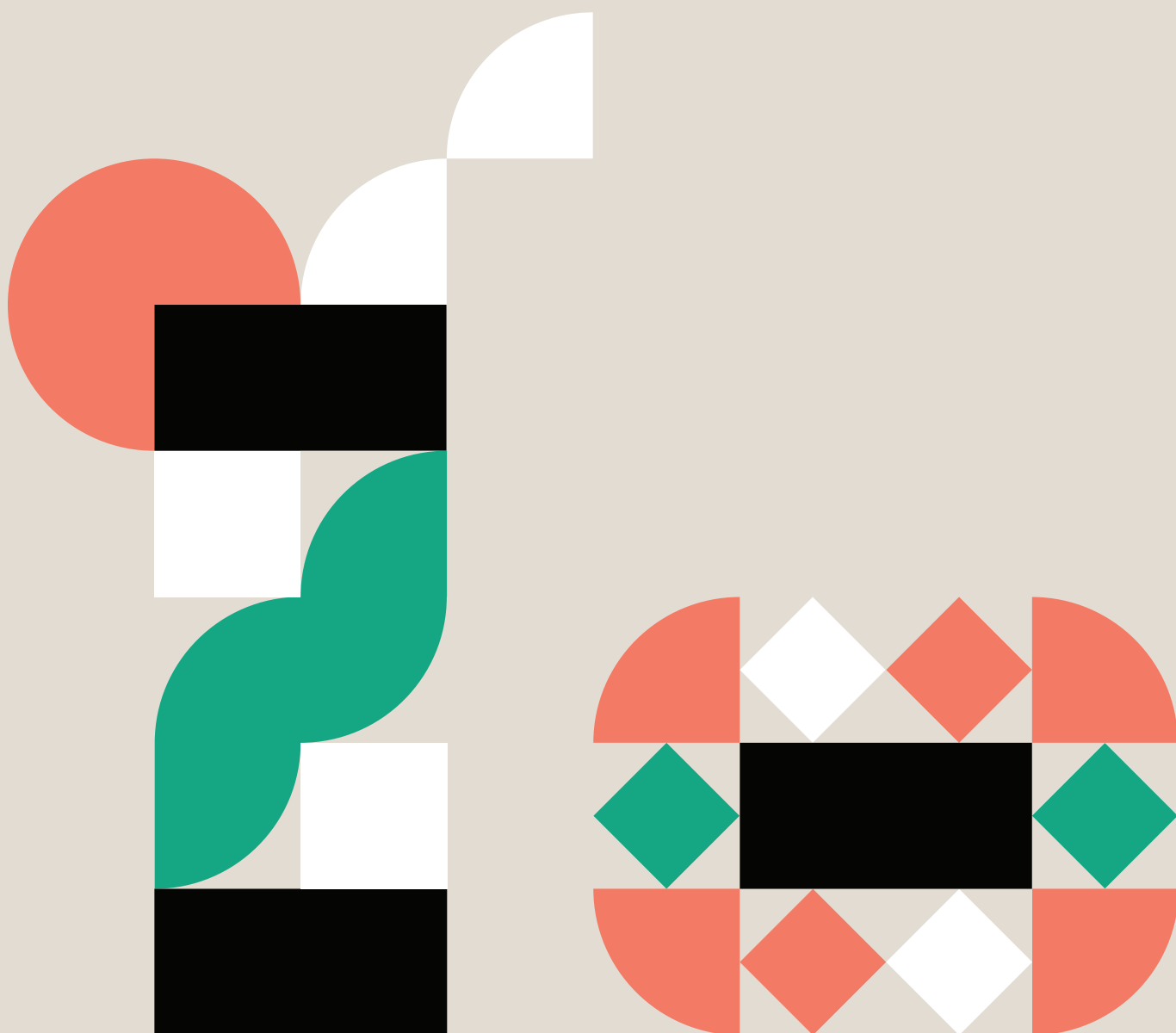






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ANNEX-A

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 establishments identified in orange should aim to target and implement the identified initiatives.

✓ **Priority 2** Where the establishment has been identified in green, it is encouraged that the stakeholder investigates 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 whether the initiative is applicable to each category of F&B establishment. A priority matrix was developed based on a cumulative scoring model, which was based on the estimation and classification of the F&B establishment, 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.

Food And Beverage

Time	Cost	Tourism Restaurants	Cafes	Fine Dining Restaurants	Bars and Nightlife 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

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
1. Install or use efficient lighting solutions (wherever applicable).							
1.1. Install LED lights depending on the desired brightness (e.g., 9W LED is equivalent to a 45 W incandescent bulb output).	6	Procurement and installation.	Low	3,400	Not applicable	LED market size and average restaurant size	Medium
1.2. Install motion sensors 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	2,300	Not applicable	Market size and average restaurant size	Medium
2. Conduct energy efficiency awareness campaign.							
2.1. Train staff annually on how to increase energy efficiency, e.g., running washers and dryers only when full, etc.	20	Time is based on length of the course.	Medium	50,000	Not applicable	Training price with consultant/trainer.	High
2.2. Create training materials such as guidebook and leaflets, which can focus on such topics as how much energy can be saved by using energy efficient lighting.	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. Post energy usage signage throughout the establishment in areas such as back of house (e.g., turn off lights by the light switch, switch off computer after usage).	3	Time of designing, procuring signage, printing it and installing it.	Low	8,100	Not applicable	Based on standards prices of these kinds of services and products.	Medium
2.4. Utilise digital tools (such as eTeacher) to increase efficiency in energy management to 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							
3.1. Install efficient chillers.	60	Procurement, design, access and installation	High	146,000	Not applicable	Based on average market prices and hospitality industry average figures.	High

Sustainability Initiatives	EFFORT			COST			
	Time (Weeks)	Assumptions	Description	CapEx (AED)	OpEx (AED/yr.)	Assumptions	Description
3.2. Install temperature controls for central cooling and ventilation.	0	Part of system.	Low	Not applicable	0	Part of system.	High
3.3. Check thermostat temperature regularly to ensure it is maintained at 18-23 degrees. It is recommended that in guest-only areas, the temperature is set within this range.	0	Virtually no time needed.	Low	0	Not applicable	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	Not applicable	Conducted by engineering staff or AMC provider.	Low
3.5. Install digital management solution that monitors energy consumption.	15	Procurement and installation time.	Medium	80,000	Not applicable	Industry average of cost per sqm, as well as hotel average area in UAE.	High
4. Purchase efficient appliances and equipment, such as ESMA 5- and 4-star appliances.							
4.1. AC split units	12	Procurement and installation.	Medium	10,000	Not applicable	Market research made on concerned appliances, as well as average restaurant size.	High
4.2. Dishwasher	12	Procurement and installation.	Medium	9,000	Not applicable	Market research made on concerned appliances, as well as average restaurant size.	Medium
4.3. Television	8	Procurement and installation.	Medium	8,000	Not applicable	Market research made on concerned appliances, as well as average restaurant size.	Medium
5. Purchase more efficient appliances in the market, based on their catalogue rating and establishment design specifications.							
5.1. Large refrigerators/freezers	12	Procurement and installation.	Medium	15,000	Not applicable	Market research made on concerned appliances, as well as average restaurant size.	High
5.2. Ovens	13	Procurement process.	Medium	13,000	Not applicable	Market research made on concerned appliances, as well as average restaurant size.	High
5.3. Large AC systems	20	Procurement, installation and labour.	Medium	30,000	Not applicable	Market research made on concerned appliances, as well as average restaurant size.	High

Sustainability Initiatives	EFFORT			COST			
	Time (Weeks)	Assumptions	Description	CapEx (AED)	OpEx (AED/yr.)	Assumptions	Description
5.4. Vacuum cleaners	4	Procurement process.	Low	65,000	Not applicable	Market research made on concerned appliances, as well as average restaurant size.	High
5.5. Fryers	12	Procurement process and shipping.	Medium	17,000	Not applicable	Market research made on concerned appliances, as well as average restaurant size.	High
5.6. Water Cooler	3	Procurement process.	Low	7,500	Not applicable	Market research made on concerned appliances, as well as average restaurant size.	Medium
5.7. Ice Machine	12	Procurement process and shipping.	Medium	10,000	Not applicable	Market research made on concerned appliances, as well as average restaurant size.	High
5.8. Steam Cookers	12	Procurement process and shipping.	Medium	25,000	Not applicable	Market research made on concerned appliances, as well as average restaurant size.	High
5.9. Coffee machines	N/A	N/A	N/A	N/A	N/A	N/A	N/A
6. Invest in renewable energy solutions.							
6.1. Install solar water heaters.	70	Procurement and installation, as installation requires time (re-wiring and plumbing works).	High	10,000	Not applicable	Assuming restaurant only wants to cover 100% of water supply.	High
6.2. Install solar PV wherever possible like rooftops and garden area.	15	Procurement (for pertinent cost comparison) and installation (because of the size required and electrical installations as well as civil) are lengthy.	Medium	300,000	Not applicable	Assuming 100% of energy consumption wants to be covered, assuming the restaurant is going for an upfront cost (however, UAE suppliers provide many BOT options).	High
6.3. Purchase renewable energy certificates from 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
1. Incorporate regular maintenance and prevention inspections for permanent event establishments.							
1.1 Inspect pipes, faucet, 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. Train staff on water efficiency and management annually.	20	Time is based on length of the course.	Medium	11,000	Not applicable	Training price with consultant/trainer.	High
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 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 signs in bathroom facilities, kitchen area, etc.	3	Time of designing, 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 to calculate the water consumption (e.g., Estidama Water Consumption Calculator).	0	Immediate.	Low	0	Not applicable	Free.	Low
3. Install efficient and smart water fittings.							
3.1. Install hand basin faucets with flow rate at 1.5-2 l/min or less.	12	Procurement process and installation time needed (plumbing included).	Medium	10,000	Not applicable	Cost of system, number of systems per restaurant and for kitchen.	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.	8	Procurement process and installation time needed (plumbing included).	Medium	5,500	Not applicable	Cost of system, number of systems per restaurant.	Medium
4. Provide sustainable water solutions.							
4.1. Provide guests filtered tap water for drinking instead of packaged water.	4	Procurement and installation.	Low	1,500	Not applicable	Cost of system, number of systems per restaurant.	Medium
4.2. Provide glass bottles or biodegradable options for drinking.	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Sustainability Initiatives	EFFORT			COST			
	Time (Weeks)	Assumptions	Description	CapEx (AED)	OpEx (AED/yr.)	Assumptions	Description
5. Introduce smart and efficient irrigation system for lawns and gardens (if applicable).							
5.1. Install drip irrigation system that is controlled by time sensors and has 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., if applicable.	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, if applicable.	4	Procurement and installation.	Low	570	Not applicable	Cost of system.	Low
5.3. Utilise recycled water for irrigation, if applicable.	0	Procurement and installation.	Low	0	Not applicable	Free.	Low
5.4. Practice xeriscaping: use soil additives and native/ adaptive trees, plants, shrubs, and artificial surfaces to conserve water, if applicable.	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 waste disposal hierarchy - reduce, reuse, and recycle (targeting paper, plastic, water).							
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
2. Conduct waste management awareness campaign.							
2.1. Train staff annually on waste management and segregation, how to reduce food waste, the advantages of recycling and reuse, etc.	20	Time is based on length of the course.	Medium	10,000	Not applicable	Training price with consultant/ trainer (specialised in food waste).	Medium
2.2. Develop digital and reusable 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.	Low

Sustainability Initiatives	EFFORT			COST			
	Time (Weeks)	Assumptions	Description	CapEx (AED)	OpEx (AED/yr.)	Assumptions	Description
3. Conduct waste management awareness campaign.							
3.1. Provide options for smaller plate sizes/ half plates.	0	Immediate.	Low	0	Not applicable	Free.	Low
3.2. Ensure cooking to order only where feasible initially and aim to increase the practice over time.	0	Immediate.	Low	0	Not applicable	Free.	Low
3.3. Encourage pre-measured servings for items such as dips, salads, desserts etc. to avoid over-use or over-consumption when serving buffet meals.	0	Immediate.	Low	0	Not applicable	Free.	Low
3.4. Raise awareness of the implications of food waste by adding a message, key facts, or other relevant information on food menus or food packaging, or through digital or printed ads, etc.	0	Immediate.	Low	0	Not applicable	Free.	Low
3.5. Monitor the expiration dates of perishable food items and keep a stock inventory.	0	Immediate.	Low	0	Not applicable	Free.	Low
3.6. Anticipate demand with care and avoid overbuying of stock. Store inventory properly at the right temperature required for the food item.	0	Immediate.	Low	0	Not applicable	Free.	Low
3.7. Use the FIFO rule – First In, First Out- when storing food and displaying food for sale. This ensures that newer stock is routinely placed behind older stock, and the older stock will always be used up first before it has the chance to go to waste.	0	Immediate.	Low	0	Not applicable	Free.	Low
3.8. Donate leftover food to charity or food banks.	0	Immediate.	Low	0	Not applicable	Free.	Low
3.9. Buckets can be used to collect food scraps, which can later be given to a community garden to compost or used in a partnership with Tadweer.	0	Immediate.	Low	0	Not applicable	Free.	Low
4. Place waste segregation bins across F&B establishment for different waste streams (e.g., glass, paper, cans, plastic, organic).							
4.1. Place segregation bins strategically at places with higher footfall.	2	Procurement and installation	Low	6,000	Not applicable	Price of bins given the average restaurant size.	Low
4.2. Place a bin for organic waste in the kitchen area.	1	Procurement and installation	Low	5,300	Not applicable	Price of bins given the average restaurant size.	Low

Sustainability Initiatives	EFFORT			COST			
	Time (Weeks)	Assumptions	Description	CapEx (AED)	OpEx (AED/yr.)	Assumptions	Description
5. Promote sustainable food packaging.							
5.1. Promote use of biodegradable straws (like paper and bamboo) with drinks.	0	Immediate.	Low	0	Not applicable	Free.	Low
5.2. For takeaway orders, consider eco-friendly packaging for food (e.g., biodegradable and paper-based products).	N/A	N/A	N/A	N/A	N/A	N/A	N/A
5.3. Reduce and gradually eliminate the use of single-use plastic like cups, cutlery, food containers for take away, and replace with recyclable or biodegradable ones.	0	Immediate.	Low	0	Not applicable	Free.	Low
6. Promote sustainable habits with customers.							
6.1. Provide condiments like ketchup, seasoning etc. that come in plastic sachets conservatively and only on request.	0	Immediate.	Low	0	Not applicable	Free.	Low
6.2. Instead of providing wet wipes that come in plastic packets, use finger bowls or reusable wet towels to clean fingers before and after serving food.	5	Procurement.	Low	1,500	Not applicable	Towels cost given restaurant size.	Low
6.3. Do not provide single-use plates and cutlery unless they have been requested. If requested, provide biodegradable ones.	0	Immediate.	Low	0	Not applicable	free	Low
7. Promote the use of refillable amenities.							
7.1. Replace single-use plates and cutlery with biodegradable options. Provide if requested by guest to lessen waste.	6	Procurement and installation.	Low	7,500	Not applicable	Price of fountains given the average restaurant size.	Low
7.2. Provide multi-use glassware e.g., cups, mugs, etc.).	N/A	N/A	N/A	N/A	N/A	N/A	N/A
7.3. Place refillable soap, sanitiser dispensers.	12	Procurement and installation.	Medium	10,000	Not applicable	Given the price of refill station and restaurant size as well as considering refills and kitchen.	Medium



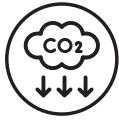
A.4. Green and Sustainable Transportation

Sustainability Initiatives	EFFORT			COST			
	Time (Weeks)	Assumptions	Description	CapEx (AED)	OpEx (AED/yr.)	Assumptions	Description
1. Promote use of alternative transport.							
1.1. Promote the use of public transport and provide guests with a map of public transport and directions on how to use them to get to the establishment.	0	Immediate.	Low	0	Not applicable	Free.	Low
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
3. Promote employee carpooling and use of public transport.							
3.1. Promote employee carpooling and use of public transport.	0	Regular quick reminders.	Low	0	Not applicable	Free.	Low
4. Sustainable transportation for food delivery.							
4.1. Optimise delivery route and have drivers deliver multiple orders at the same time.	0	Optimisation.	Low	0	Not applicable	Free.	Low
4.2. Depending on budget, invest in electric scooters or cars for delivery.	5	Procurement.	Low	25,000	Not applicable	Cost of equipment.	High
5. Install EV chargers in parking, wherever applicable.							
5.1. Install EV chargers in parking areas.	12	Procurement and installation.	Medium	10,000	Not applicable	One station per restaurant.	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 establishment.	10	Deliverable duration.	Medium	80,000	Not applicable	Environmental consultant.	High
1.2. If the F&B has a private natural area such as beaches, gardens or deserts, ensure that it is clean and no plastic or other waste is left behind, to protect the biodiversity.	1	Regular cleaning.	Low	0	Not applicable	Free.	Low
1.3. If the establishment has a private beach, they can get in touch with EAD for support to protect Abu Dhabi's endangered coral reefs.	4	Communications.	Low	0	Not applicable	Free.	Low
1.4. Set up a kitchen garden (on the rooftop or in the garden) and plant fresh herbs and vegetables that can be used in the dishes .	20	Design and execution.	Medium	120,000	Not applicable	Average landscaping cost given restaurant size.	High
2. Environmental protection awareness campaign.							
2.1. Train staff on environmental protection (e.g., how to reduce environmental pollution, mobilising people for beach clean-up, etc.).	12	Time needed for course.	Medium	3,900	Not applicable	Cost.	Medium
2.2. Provide information and training materials (e.g., guidebook and leaflets on flora and fauna protection, planting native trees of UAE, etc.).	3	Based on design time, communication necessities with designer.	Low	1,600	Not applicable	Based on industry average design prices for leaflets and digital printing.	Medium
2.3. Distribute leaflets and place signage about littering and tampering, endangered species and plants protection notice, etc.	3	Time of designing, procuring signage, printing and installing it.	Low	6,800	Not applicable	Based on standard prices for 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	11,000	Not applicable	Planting one tree for each 10 sqm of 100 sqm landscape area.	High
4. Develop a climate resilience action plan, 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 day-to-day operations.	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 collaborate 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
1.2. Request vendors and 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 the F&B establishment is sourcing food from a vendor, request them to use biodegradable packaging for food and drinks.	0	Immediate.	Low	0	Not applicable	Free.	Low
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	0	0	Free, by changing suppliers.	Low
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.) that do not contaminate water when they flow through sewage.	3	Procurement and delivery.	Low	0	80,000	One bar of soap per night for every room.	High
4. Partner with local suppliers (so long as it does not affect the quality and variety of food offerings at your establishment).							
4.1. Purchase groceries, food items and other goods from local suppliers wherever possible. If possible, introduce a seasonal menu with these locally sourced items.	1	Procurement.	Low	0	0	Free, by changing suppliers.	Low

Sustainability Initiatives	EFFORT			COST			
	Time (Weeks)	Assumptions	Description	CapEx (AED)	OpEx (AED/yr.)	Assumptions	Description
5. Encourage procurement of sustainable food products wherever possible (so long as it does not affect the quality and variety of food offerings at your establishment).							
5.1. Do not purchase food products that are endangered or protected marine life.	1	Procurement.	Low	0	0	Free, by changing suppliers.	Low
5.2. Encourage the purchase of food products that have a nationally recognised ecolabel or green certification, if options are available.	1	Procurement.	Low	0	0	Free, by changing suppliers.	Low
6. Source environmentally preferable products that contain recycled content (pre- and post-consumer content), renewable materials or are compostable/biodegradable.							
6.1. Source compostable or recyclable products for napkins, food containers and other forms of packaging.	1	Procurement.	Low	Not applicable	0	Free, by 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
1. Celebrate and support national events and holidays at the property.							
1.1. Plan celebrations of UAE National Day, Ramadan, Eid, etc.	8	Planning and coordinating event.	Medium	50,000	Not applicable	Event planning.	High
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, play local music throughout the establishment and serve complimentary local snacks to guests.	0	Immediate.	Low	0	Not applicable	Free, only communications necessary	Low
3. Promote cultural and heritage sites as tourist destinations.							
3.1. Provide digital leaflets and maps with information about the cultural and heritage sites of Abu Dhabi.	0	Immediate.	Low	0	Not applicable	Free, only communications necessary (with tourist agency).	Low
4. Support local tours and guides through partnerships.							
4.1. Organise a tour to a local farm where establishments source their vegetables from.	0	Immediate.	Low	0	Not applicable	Free, only communications necessary (with tourist agency).	Low



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 that raise money for local causes and charities.							
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
2. Encourage participation of guests in sustainability initiatives of the establishment.							
2.2. Dedicate a space in the F&B area to display the sustainability initiatives of the establishment to spread awareness and encourage guests' participation, if applicable.	8	Planning and coordinating event.	Medium	50,000	Not applicable	Event planning.	High
3. Raise guests' awareness of how they can add value to the sustainable initiatives of the establishment.							
3.1. Raise awareness about the sustainable initiatives of the establishment by distributing recycled leaflets, posting signs, etc.	3	Time of designing, procuring signage, printing it and installing it.	Low	6,800	Not applicable	Based on standard prices for these kinds of services and products.	Medium
4. Collaborate with local performing artists and artisans for exhibitions and events at the establishment.							
4.1. Collaborate with local artists and artisans to showcase their crafts or invite a local musician to play music for the guests.	2	Communications and coordination.	Low	0	Not applicable	Free.	Low
4.2. Hire local artists and businesses to decorate and design furniture for the establishment.	16	Design and execution.	Medium	200,000	Not applicable	Material cost and design cost.	High
4.3. Promote and sell local souvenirs by partnering with local artists and artisans.	8	Design and execution.	Medium	0	Not applicable	Coordination efforts.	Low
5. Align with local initiatives and NPOs to design programmes to engage guests, residents and citizens on sustainability.							
5.1. Incorporate guidelines and advice from the UAE Ministry of Climate Change and Environment.	12	Deliverable timeline.	Medium	80,000	Not applicable	Sustainability consultant.	High
5.2. Incorporate guidelines and advice from Emirates Environmental Group.	12	Deliverable timeline.	Medium	80,000	Not applicable	Sustainability consultant.	High
6. Conduct a guest survey .							
6.1. Conduct a survey with guests to understand their satisfaction and expectations on sustainability initiatives and find out if they would revisit and recommend the establishment to others.	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 tourists that prefer sustainable options.							
7.1. Ensure integration of international programmes like ISO 140001 Environmental Management System, Green Key, Green Globe, Earth Check, ISO 50001 Energy Management System.	12	Deliverable timeline.	Medium	80,000	Not applicable	Environmental consultant.	High



C.3 Engaging in Educational Programmes

Sustainability Initiatives	EFFORT			COST			
	Time (Weeks)	Assumptions	Description	CapEx (AED)	OpEx (AED/yr.)	Assumptions	Description
1. Educate local students about local heritage and local cuisine.							
1.1. Partner with educational institutions to plan workshops on local cuisine that can include activities such as: cooking classes, learning about locally produced food products, etc.	6	Procurement process of books (custom-made) and the one day/month equivalent of classes overall as an initiative for one year.	Low	High	Not applicable	Designing fee for books, ordering customised books, wholesale discount estimation, and frequency of classes as well as teacher fee.	High
1.2. Organise sustainability initiatives within the establishment's premises for students (e.g., tree planting).	4	Planning and coordinating event.	Low	10,000	Not applicable	Artist for hire.	High
1.3. Invite school students for tours to local farms.	N/A	N/A	N/A	N/A	N/A	N/A	N/A
1.4. Organise monthly workshop on local cuisine.	12	Planning and coordinating event.	Medium	10,000	Not applicable	Chef for hire (extra hours and support).	High



C.4 Improving Accessibility

Sustainability Initiatives	EFFORT			COST			
	Time (Weeks)	Assumptions	Description	CapEx (AED)	OpEx (AED/yr.)	Assumptions	Description
1. Ensure provisions of lactation rooms 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 guests bi-annually.							
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 for (e.g., how to communicate to a person of determination).	12	Duration of training.	Medium	15,000	Not applicable	Social consultant.	High
3. Organise workshops/classes for the community.							
3.1. Provide ramps for easier access at entrances (or wherever required at any elevated spot).	1	Procurement and installation.	Low	5,000	Not applicable	Price of ramp.	Medium
3.2. Ensure information is in raised text/number and braille on elevators, signages, etc.	3	Time of designing, procuring signage.	Low	3,000	Not applicable	Signage limited to elevators.	Medium
3.3. Provide large print menus or braille menus upon request.	N/A	N/A	N/A	N/A	N/A	N/A	N/A
3.4. Ensure adequate room under dining tables to accommodate wheelchairs. Tables should have a knee clearance of 0.685m from the floor.	N/A	N/A	N/A	N/A	N/A	N/A	N/A
3.5. 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
3.6. Accessible parking spaces should be marked with a People of Determination priority sign and accessible parking spaces must be close to the main entrance.	1	Paint job.	Low	2,000	Not applicable	Repainting parking spots.	Medium
3.7. Ensure visible and accessible signage and directions.	2	Changing Signage	Low	0	Not applicable	Replacing signage in accessible areas.	Low
3.8. If buffet and self-service are the only options available, ensure that staff are available to assist People of Determination.	0	Immediate.	Low	Not applicable	Not applicable	Availability of staff for assistance.	Low

Sustainability Initiatives	EFFORT			COST			
	Time (Weeks)	Assumptions	Description	CapEx (AED)	OpEx (AED/yr.)	Assumptions	Description
3.9. Cater to dietary requirements upon request for People of Determination or people with allergies and certain diseases (e.g. celiac disease).	N/A	N/A	N/A	N/A	N/A	N/A	N/A
3.10. In accessible bathrooms, provide 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
3.11. Ensure at least one pick-up and drop-off vehicle with a wide entrance and low-rise accessible seats.	1	Procurement.	Low	3,500	Not applicable	5 accessible seats.	Medium



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, management courses (e.g., time management courses).	12	Total time needed to develop training and rotate everyone.	Medium	30,000	Not applicable	Management consulting fee (small firm).	High
2. Provide 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 reviewed against KPIs (e.g., receiving no complaints about service, etc.)	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.	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 anti-harassment and anti-discrimination training	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 to raise issues related to sustainability and develop a process to resolve these issues.							
5.1. Place an anonymous feedback box or a platform in the establishment's intranet.	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 (by setting it as a KPI) via appropriate tools like a staff award system.							
6.1. Provide incentives for commuting by public transport, waste segregation, reduction in water consumption, being energy efficient (like running a full dishwasher) 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, 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 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
2. Encourage Emiratisation and train the local population, especially women, to join the hospitality industry.							
2.1. When marketing jobs, include in the job description "we encourage Emiratis, especially women, to apply for all jobs that we are advertising".	12	Implementing the changes.	Medium	25,000	Not applicable	Management consulting and restructuring.	High
3. Put policies in place to ensure equal pay for equal work.							
3.1. Through an equality policy, stipulate that regardless of gender, nationality, or ability we will pay all employees equally for equal work and roles.	8	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 workshops to improve physical and mental health of employees.							
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
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 robust health and safety system.							
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
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 employee safety at permanent event venues.							
4.1. Ensure a quarterly quality check of the above mentioned for safety.	4	Procurement and installation.	Low	2,500	Not applicable	Equipment cost.	Medium
5. Enforce Volatile Organic Compounds (VOC) and formaldehyde content limits.							
5.1. Only if the F&B establishments 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

Sustainability Initiatives	EFFORT			COST			
	Time (Weeks)	Assumptions	Description	CapEx (AED)	OpEx (AED/yr.)	Assumptions	Description
6. Provide mental health counselling for employees.							
6.1. Ensure a safe and healthy workspace by providing 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
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 least people, assets, community, and environment.							
2.1. Conduct annual reviews of risk management policies. 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
3. Develop a risk register for the four categories (people, assets, community, and environment) and a system to monitor performance on a regular basis.							
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
4. Invest in artificial intelligence, financial and climate related models to better predict the future.							
4.1. Hire a third-party assessment consultant to perform software analysis to highlight any potential future impacts. Review annually.	7	Total time needed for this kind of deliverable.	Low	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 F&B establishments 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 establishment has already been measuring and monitoring a similar initiative, for example, where an establishment 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 F&B establishments 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 F&B establishment 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
- Engage with a third-party Energy Service Company (ESCO) to conduct an energy audit (ASHRAE level 1,2,3) to improve energy consumption. 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
- Fine dining restaurants are advised to conduct the leakage inspection bi-annually. However, cafes and tourism restaurants can do it annually
- F&B establishments 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 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
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.

- 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, record and track the number of efficient water fittings installed, the number of hours for water conservation training and 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, which can be attributed to these initiatives by utilising the water consumption data
- F&B establishments should conduct staff training on water management annually



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 at the F&B establishment 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 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 F&B establishment's carbon footprint, which can be attributed to these initiatives by utilising the waste generation data
- F&B establishments should conduct staff trainings 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 employee-owned 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 guests 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

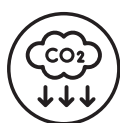
- According to the GHG Protocol Corporate Standard, GHG emissions are classified into three scopes. Scope 1 emissions refers to the direct emissions that are a result of an entities' activities from owned or controlled sources. Scope 2 emissions refer to the emissions generated from indirect emissions 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
- If F&B establishments 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
Reduce environmental impact	<Specify implemented initiatives>	Number of native tree species planted	Activity report	Quarterly	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, beach clean-up initiatives, coral reef conservation, mangrove conservation, and tree planting
- F&B establishments should conduct staff training on environmental protection annually



A.6 Carbon Management

Goals	Input	Indicator/KPI	Data Source	Frequency	Expected Outcome
Decrease in Scope 1, 2 and 3 GHG emission	<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, F&B establishments must identify their sources of emission under Scope 1, 2 and 3 and track these three categories of emissions 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 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 guests.	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 guests benefitting in local community.	Programme report	Annually	Percentage increase in number of supported local people as compared to base year.

- Monitor the number of visits to the cultural and heritage sites that have been promoted by the F&B establishment via a feedback survey or an online recommendation option. Count and track the number of local partnerships made with local businesses and track the number of cultural and heritage restoration activities the establishment has supported or contributed towards
- It can be helpful to collect qualitative data from the local community, artisans, and producers the establishment has partnered with/supported, on how the group has benefitted from the initiative. Data can be collected on the economic benefits generated in the community and on the satisfaction level of guests after associating with a sustainable initiative, tour, or product



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 guests benefitting from programmes	<Specify implemented initiatives>	Number of guests benefitting from programmes.	Programme report	Annually	Percentage increase of people compared to base year.

- F&B establishments can monitor the sustainability initiatives through collecting information on number of local engagements and number of sustainability initiatives carried out with any guests. They can also collect qualitative data or testimonials from locals on how they benefitted from their engagement, which can be displayed throughout the establishment 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 activities/ workshops organised.	Programme report	Annually	Percentage increase in local tours as compared to base year
Number of people benefitting from the programme.	Programme report	Annually	Percentage increase in number of people benefitting from the workshops 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 guests/students/community members who were engaged and learnt something new 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
- F&B establishments 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 F&B establishments are able to engage with a greater number of students in a year



C.4 Improving Accessibility

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

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



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 ethnicity.	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, 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 who intend to work further with the organisation

- For a more robust employee management system, the number of employees currently working and 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 F&B establishments should conduct annual personal and professional training for staff and bi-annual training on human rights and the 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.

- Overall diversity and inclusion are essential for a sustainable F&B establishment. To ensure a balanced workforce, the industry can measure and monitor 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 of 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.

- F&B establishments can 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