

Annexture Hotel Establishment

دائرة الثقافة والسياحة
DEPARTMENT OF CULTURE
AND TOURISM



SUSTAINABILITY GUIDELINES

Practical Guide to Implementing Sustainable Practices

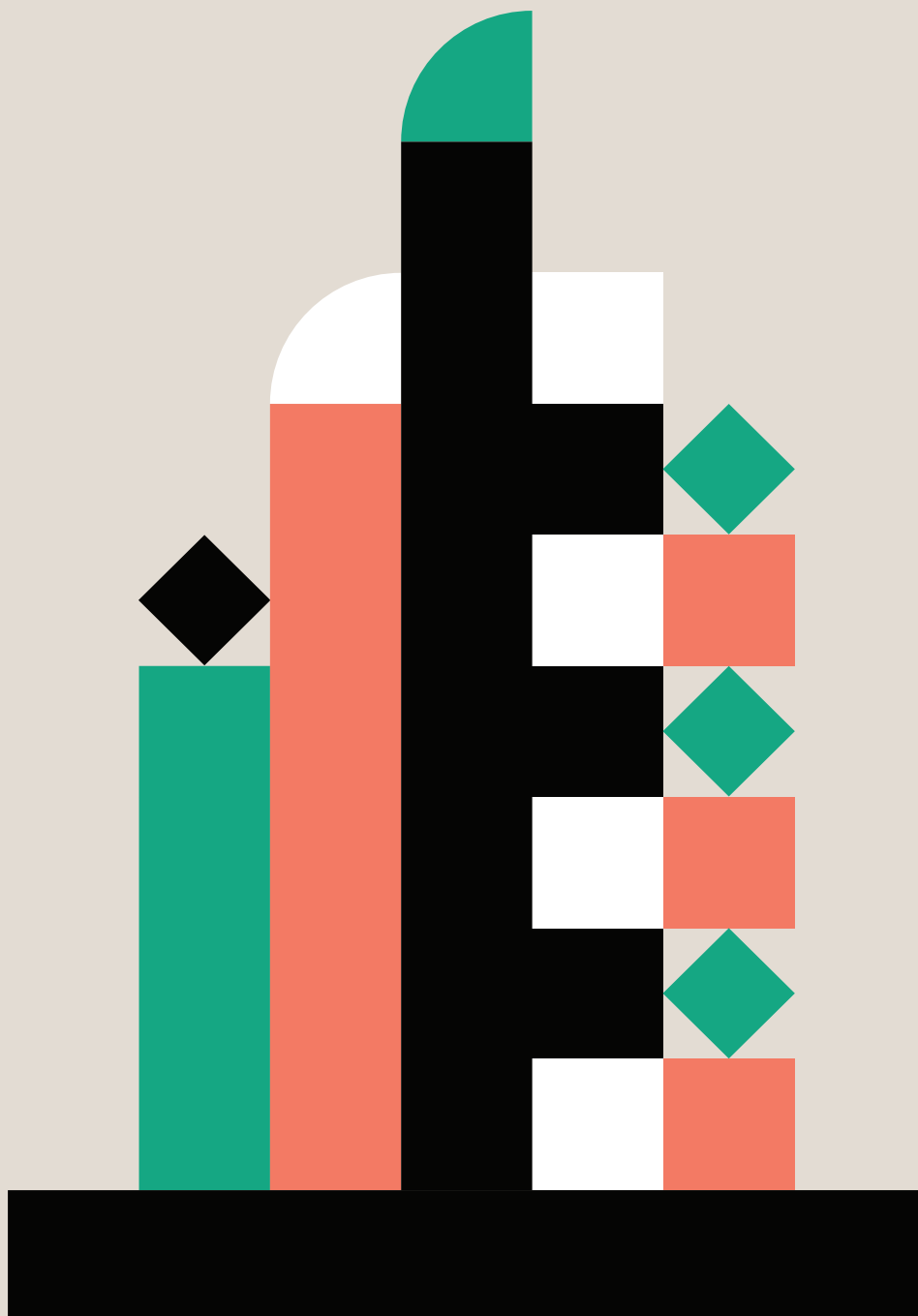






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ANNEX-A

Cost Benefit Analysis for Initiatives

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

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

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

The cost and effort of each initiative was estimated as low, medium, or high. Then each initiative was assessed to establish if it is applicable to hotels or hotel apartments or both. A priority matrix was developed from cumulative scores based on the estimation and classification of the Hotel Establishment, as per the DTC classification system. Each initiative was then mapped 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.

Hotels

Time	Cost	5 Stars	4 Stars	3 Stars	2 Stars	1 Star
LOW	LOW	✓	✓	✓	✓	✓
LOW	MEDIUM	✓	✓	✓	✓	✓
MEDIUM	LOW	✓	✓	✓	✓	✓
LOW	HIGH	✓	✓	✓	✓	✓
HIGH	LOW	✓	✓	✓	✓	✓
MEDIUM	MEDIUM	✓	✓	✓	✓	✓
MEDIUM	HIGH	✓	✓	✓	✓	✓
HIGH	MEDIUM	✓	✓	✓	✓	✓
HIGH	HIGH	✓	✓	✓	✓	✓

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

Hotel Apartments

Time	Cost	Deluxe	Superior	Standard
LOW	LOW	✓	✓	✓
LOW	MEDIUM	✓	✓	✓
MEDIUM	LOW	✓	✓	✓
LOW	HIGH	✓	✓	✓
HIGH	LOW	✓	✓	✓
MEDIUM	MEDIUM	✓	✓	✓
MEDIUM	HIGH	✓	✓	✓
HIGH	MEDIUM	✓	✓	✓
HIGH	HIGH	✓	✓	✓

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

Cost bucket	Cost in AED
Low	<10,000 or <50,000/year
Medium	<100,000 or <100,000/year
High	>100,000 or >100,000/year

Time/effort bucket	Time in weeks
Low	< 12 weeks
Medium	< 24 weeks
High	> 52 weeks

People bucket	Number of people
Low	<3 people
Medium	<10 people
High	>10 people

Cost and Effort Analysis Mapping Range:

Cost-benefit analysis of each initiative based on the above assumptions is calculated as 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 efficient lighting solutions.							
1.1 Install LED lights depending on the desired brightness (a 9W LED is equivalent to a 45 W incandescent bulb output).	6	The time is based on the average number of engineers in a given hotel, as well as assumptions made on the procurement process of the bulbs.	Low	51,900	Not applicable	The cost is based on industry average LED bulb price as well as average hotel size in the UAE and smart system for daylight harvesting.	Medium
1.2 Install motion sensors and timers for lighting. For instance, in regularly occupied spaces like BOH (back of house), 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	The time is based on the average number of engineers in a given hotel, as well as assumptions made on the procurement process of the system.	Low	11,500	Not applicable	Smart System for Daylight Harvesting.	Medium
2. Conduct an energy efficiency awareness campaign.							
2.1 Conduct annual training for staff on energy efficiency (e.g., turning off lights in empty rooms, unplugging electronic devices after usage, etc.).	20	Time is based on length of the course.	Medium	50,000	Not applicable	Training price with consultant/trainer.	Medium
2.2 Create guidebooks or leaflets on energy conservation using energy efficient measures, list of energy efficient appliances etc., either in digital format or by printing leaflets.	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
2.3 Place reusable or permanent energy usage signage throughout the establishment, like guestrooms and BOH areas, 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 standard prices of these kinds of services and products.	Low

Sustainability Initiatives	EFFORT			COST			
	Time (Weeks)	Assumptions	Description	CapEx (AED)	OpEx (AED/yr.)	Assumptions	Description
2.4 Utilise digital tools (such as eTEACHER) to increase efficiency in energy management to highlight energy consumption reduction areas.	4	One month per year.	Low	Not applicable	4,000	Based on one month per year.	Low
3. Enhance cooling efficiency.							
3.1 Install efficient chillers.	80	Procurement, design, access and installation	High	440,000	Not applicable	Based on average market prices and tourism industry average figures.	High
3.2 Install temperature controls for central cooling and ventilation.	36	Procurement, connection preparations and installations, system installation.	High	0	Not applicable	Market research and estimations regarding installation volume.	Low
3.3 Check thermostat temperature regularly and maintain it at 18-23 degrees. It is recommended that in guest-only areas, the temperature is set within this range before the guests arrive and reset during housekeeping activities.	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 sensors to automatically shut down AC units when doors and windows are left open.	13	Procurement and installation as well as training on how to use.	Medium	30,000	Not applicable	Cost of system, for each room.	Medium
3.6 Install digital management solution that monitors energy consumptions.	28	Procurement and installation time.	High	6,300,000	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 Washing machine.	35	Procurement, installation (drainage and plumbing works necessary).	High	335,000	Not applicable	Market research conducted on concerned appliances, as well as hotel average size.	High
4.2 Dryers.	35	Procurement, installation (drainage and plumbing works necessary).	High	280,000	Not applicable	Market research conducted on concerned appliances, as well as hotel average size.	High

Sustainability Initiatives	EFFORT			COST			
	Time (Weeks)	Assumptions	Description	CapEx (AED)	OpEx (AED/yr.)	Assumptions	Description
4.3 AC split units.	52	Procurement, installation (if all rooms).	High	550,000	Not applicable	Market research conducted on concerned appliances, as well as hotel average size.	High
4.4 Home freezers/refrigerators (for guest rooms).	30	Procurement, installation.	High	200,000	Not applicable	Market research conducted on concerned appliances, as well as hotel average size.	High
5. Purchase more efficient appliances in the market, based on their catalogue rating and hotel design specifications.							
5.1 Large refrigerators/freezers.	30	Procurement, installation.	High	20,000	Not applicable	Market research conducted on concerned appliances, as well as hotel average size.	Medium
5.2 Ovens.	5	Procurement process.	Low	18,500	Not applicable	Cost of efficient high quality oven, market average (x3 for one hotel on average).	Medium
5.3 Large AC systems.	24	Procurement, installation and labour.	High	120,000	Not applicable	Large scale cooling system for 4 areas of hotel (4 machines).	High
5.4 Vacuum cleaners.	2	Procurement process	Low	26,800	Not applicable	On average one vacuum per floor needed.	Medium
5.5 Install smart kitchen hood for the F&B area.	6	Procurement and installation	Low	6,000	Not applicable	Based on average number of F&B areas and market price of such appliance.	Low
5.6 Introduce induction stove and cook-tops in the kitchen of F&B area as they are more energy efficient in comparison to gas or electric ranges.	6	Procurement and installation	Low	10,500	Not applicable	Based on average number of F&B areas and market price of such appliance.	Medium
5.7 Energy efficient or smart water pumps for pools.	2	Procurement process	Low	8,000	Not applicable	3 pools.	Low

Sustainability Initiatives	EFFORT			COST			
	Time (Weeks)	Assumptions	Description	CapEx (AED)	OpEx (AED/yr.)	Assumptions	Description
6. Invest in renewable energy solutions.							
6.1 Install solar water heaters.	70	Procurement and installation because installation is rather long (re-wiring and plumbing works)	High	970,000	Not applicable	Assuming hotel only wants to cover 10% of water supply.	High
6.2 Install solar PV wherever possible, such as rooftops and garden area.	48	Procurement is long (for pertinent cost comparison) and installation is long (because of the size required and electrical installations as well as civil)	High	3,800,000	Not applicable	Assuming 20% if energy consumption wants to be covered, assuming the hotel is going for an upfront cost (however UAE suppliers provide many BOT options).	High
6.3 Purchase clean energy certificate from Emirates Water and Electricity Company (EWEC).	2	Auction process	Low	Auction-based	Not applicable	IREC provides clean energy certificates and EWEC auctions these in the UAE.	High



Hotel Apartments

Sustainability Initiatives	EFFORT			COST			
	Time (Weeks)	Assumptions	Description	CapEx (AED)	OpEx (AED/yr.)	Assumptions	Description
7. Purchase more efficient appliances and equipment, such as ESMA 5- and 4-star appliances.							
7.1 Washing machine for each guest room.	4	Procurement, installation.	Low	200,000	Not applicable	Market research conducted on concerned appliances, as well as hotel apartment average size.	High
7.2 Dryers for each guest room.	4	Procurement, installation.	Low	200,000	Not applicable	Market research conducted on concerned appliances, as well as hotel apartment average size.	High
7.3 Freezers for the restaurant (F&B) area, if applicable.	30	Procurement, installation.	High	20,000	Not applicable	Market research conducted on concerned appliances, as well as hotel apartment average size.	Medium
7.4 Refrigerators for each guest rooms.	4	Procurement, installation.	Low	140,000	Not applicable	Market research conducted on concerned appliances, as well as hotel apartment average size.	High
7.5 Cooking stove/ovens.	4	Procurement, installation.	Low	6 10,000	Not applicable	Market research conducted on concerned appliances, as well as hotel apartment average size.	High
7.6 Microwave oven for each guest room.	4	Procurement, installation.	Low	85,000	Not applicable	Market research conducted on concerned appliances, as well as hotel apartment average size.	Medium
7.7 Dishwashers for each guest room.	4	Procurement, installation.	Low	320,000	Not applicable	Market research conducted on concerned appliances, as well as hotel apartment average size.	High
7.8 Vacuum cleaners.	2	Procurement, installation.	Low	50,000	Not applicable	Market research conducted on concerned appliances, as well as hotel apartment average size.	Medium



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.							
1.1 Inspect pipes, faucets, drainage and other water fittings to ensure there's 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 annually on water efficiency and management.	20	Time is based on length of the course.	Medium	8,000	Not applicable	Training price with consultant/trainer.	Low
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 printing time.	Low	1,600	Not applicable	Based on industry average design prices for leaflets, assuming it is digitally distributed.	Low
2.3 Post water conservation signage in bathroom facilities, laundry rooms, utility rooms, near pools, 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.	Low
2.4 Use digital tools (such as Estidama Water Consumption Calculator).	12	Procurement process and installation time needed (plumbing included).	Medium	0	Not applicable	Cost of system, number of systems per room and total number needed for hotel.	Low
3. Install efficient and smart water fittings.							
3.1 Install hand basin faucets with flow rates at 1.5-2 l/min or less.	52	Procurement process and installation time needed (plumbing included).	High	110,000	Not applicable	Cost of system, number of systems per room and total number needed for hotel.	High
3.2 Install shower faucets with flow rates at 9.5 l/min or less.	52	Procurement process and installation time needed (plumbing included).	High	26,000	Not applicable	Cost of system, number of systems per room and total number needed for hotel.	Medium
3.3 Install toilet with flush flow rate at 2-4 l/min and bidet flush flow rate at 9.5 l/min or less.	52	Procurement process and installation time needed (plumbing included).	High	285,000	Not applicable	Cost of system, number of systems per room and total number needed for hotel.	High

Sustainability Initiatives	EFFORT			COST			
	Time (Weeks)	Assumptions	Description	CapEx (AED)	OpEx (AED/yr.)	Assumptions	Description
4. Change linens and towels conservatively.							
4.1 Change bed linen as recommended or when the guests ask by placing a change card on the bed (see monitoring and reporting section).	0	Immediate.	Low	0	Not applicable	Free.	Low
4.2 Change towels as recommended or request guests to put used towels in the laundry basket if they need them replaced (see monitoring and reporting section).	0	Immediate.	Low	0	Not applicable	Free.	Low
4.3 Put a notice on the change cards with a friendly message for the guest on the positive impact of reducing change of linens and towels.	1	Printing and delivery.	Low	1,000	Not applicable	Price of cards.	Low
4.4 Use unbleached and undyed fabric for bed linen and towels.	0	Immediate.	Low	0	Not applicable	Cheap alternatives exist.	Low
5. Provide refillable portable drinking water solutions.							
5.1 Offer guests with the option to refill their water bottles through room service requests.	30	Procurement and installation.	High	8,000	Not applicable	Two bottles per room.	Low
5.2 Install portable water dispenser in guest rooms.	30	Procurement and installation.	High	5,000,000	Not applicable	One station per room.	High
5.3 Install water refill stations in the high-footfall areas of the establishment.	30	Procurement and installation.	High	10,000	Not applicable	Four stations within hotel.	Medium
5.4 Post signage on water stations and water dispensers indicating that the water is safe for drinking and to use paper, glass, or biodegradable cups.	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.	Low
5.5 Provide bottled water made of biodegradable content (e.g., bottles made of corn starch).	0	Immediate.	Low	0	Not applicable	Free.	Low

Sustainability Initiatives	EFFORT			COST			
	Time (Weeks)	Assumptions	Description	CapEx (AED)	OpEx (AED/yr.)	Assumptions	Description
6. Ensure swimming pool water management and efficient drainage**							
6.1 Pool covers to prevent water loss from evaporation.	3	Procurement and installation.	Low	9,600	Not applicable	Cost of cover, assuming 3 pools.	Low
6.2 Filters for backwash waterflows in the pool.	3	procurement and installation.	Low	3,000	Not applicable	Cost of system, assuming 3 pools.	Low
7. Condensate/harvest rainwater.							
7.1 Install condensate and/or rainwater collection systems	4	Procurement and installation	Low	3,670	Not applicable	Cost of system.	Low
8. Introduce smart and efficient irrigation system for lawns and gardens.							
8.1 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.	Low
8.2 Install subsurface irrigation system.	4	Procurement and installation.	Low	570	Not applicable	Cost of system.	Low
8.3 Utilise recycled water for irrigation.	0	Procurement and installation.	Low	0	Not applicable	Free.	Low
8.4 Practice xeriscaping: use soil additives and native/ adaptive trees, plants, shrubs, and artificial surfaces to conserve water.	12	Procurement and installation.	Medium	0	Not applicable	New landscaping design requires investment, however requesting xeriscaping initiatives from the contractor should not cost extra.	Low



Hotel Apartments

Sustainability Initiatives	EFFORT			COST			
	Time (Weeks)	Assumptions	Description	CapEx (AED)	OpEx (AED/yr.)	Assumptions	Description
9. Reduce consumption of water and spread awareness among guests.							
9.1 Ensure signage at the washing, dryer and dishwasher in every room to run them only when they are full, to save consumption of water.	0	Negligible.	Low	0	Not applicable	Negligible.	Low
10. Change linens and towels conservatively.							
10.1 Change bed linens every third day or when the guests ask by placing bed linen card (whichever is earlier).	0	Immediate.	Low	0	Not applicable	Cheap alternatives exist.	Low
10.2 Change towels every third day or request guests to put used towels in the laundry basket if they need them replaced.	0	Immediate.	Low	0	Not applicable	Free.	Low
10.3 Put a notice on the change cards with a friendly message for the guest on the positive impact of reducing change of linens and towels.	1	Printing and delivery.	Low	1,000	Not applicable	Price of cards.	Low
10.4 Use unbleached and undyed fabric for bed linen and towels.	0	Immediate.	Low	0	Not applicable	Cheap alternatives exist.	Low
11. Provide refillable portable drinking water solutions.							
11.1 Install portable water dispenser in guest rooms.	3	Procurement and installation.	Low	120,000	Not applicable	Price of filters.	High
11.2 Post signage on water stations and water dispensers indicating that the water is safe for drinking and to use paper, glass, or biodegradable cups.	0	Immediate.	Low	0	Not applicable	Cheap alternatives exist.	Low
11.3 Clean water tanks/storage periodically.	0	Within inspection contract.	Low	0	Not applicable	Part of maintenance package.	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 recycling practice (targeting paper, plastic, water, etc.). Document records indicating production of waste by category, waste generated from construction/demolition, number of recycled products bought, etc.	8	Consultancy period for deliverable.	Low	50,000	Not applicable	Waste management consultant fee.	Medium
2. Conduct waste management awareness campaign.							
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 digital or reusable 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
2.3 Put waste segregation signage on bins for recyclable materials (glass, paper/ cardboard, cans, plastic, organic, 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.	Low
3. Engage in minimising food waste if hotels have Food and Beverage outlets.							
3.1 Provide options of smaller plate size.	0	Immediate.	Low	0	Not applicable	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	Free.	Low
3.3 Encourage pre-measured servings for dips, salads, desserts etc. to avoid over-use or over-consumption.	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 printed on food menus and food packaging, producing digital or printed ads, etc.	0	Immediate.	Low	0	Not applicable	Free.	Low

Sustainability Initiatives	EFFORT			COST			
	Time (Weeks)	Assumptions	Description	CapEx (AED)	OpEx (AED/yr.)	Assumptions	Description
4. Place waste segregation bins across hotel building for different waste streams (e.g., glass, paper, cans, plastic organic).							
4.1 Place segregation bins throughout the establishment and in areas visible to the public.	2	Procurement and installation.	Low	17,000	Not applicable	Price of bin one per floor.	Medium
4.2 Place a bin for organic waste at the F&B area, if applicable.	1	Procurement and installation.	Low	5,300	Not applicable	3 bins per F&B area.	Low
4.3 Provide segregation bins in guest rooms.	6	Procurement and installation.	Low	335,000	Not applicable	1 bin per room.	High
5. Reduce and gradually eliminate the use of single-use plastic.							
5.1 Reduce use of plastic cups, cutlery, food containers for takeaway and replace with recyclable or biodegradable ones	0	Immediate.	Low	0	Not applicable	Free.	Low
6. Promote the use of refillable amenities.							
6.1 Provide refillable water bottles at water refill stations.	30	Procurement and installation.	High	250,000	Not applicable	One station per floor.	High
6.2 Provide refillable soap, shampoos, sanitiser dispensers.	10	Procurement and installation.	Medium	40,000	Not applicable	One per room.	Medium
7. Donate discarded furniture, linens, blankets, towels, toiletries and IT equipment to registered charities.							
7.1 Donate discarded furniture, linens, blankets, towels, toiletries, and electronic equipment to registered charities.	0	Immediate.	Low	0	Not applicable	Donations.	Low
8. Engage in creative recycling initiatives.							
8.1 Donate reusable cardboard and paper to kids' camps, art institutes, or arts and crafts workshops.	0	Immediate.	Low	0	Not applicable	Free.	Low
8.2 Use upcycled waste to design interior common areas (e.g., transforming waste into a decor item or furniture).	0	Immediate.	Low	0	Not applicable	Free.	Low
8.3 Coordinate with Tadweer on waste recycling and composting initiatives.	11	Communications and finalising deal.	Low	0	Not applicable	Tadweer buys the waste from client and includes cost of transport in the difference of purchase price.	Low



Hotel Apartments

Sustainability Initiatives	EFFORT			COST			
	Time (Weeks)	Assumptions	Description	CapEx (AED)	OpEx (AED/yr.)	Assumptions	Description
9. Place waste segregation bins in each guest room.							
9.1 Have separate bins in the kitchen area (wet and dry)* with instructions on what goes in each.	1	Installation.	Low	9,800	Not applicable	2 bins per room (116-room hotel).	Low
9.2 Ensure proper collection of the waste item for recycling or disposal as required.	0	Immediate.	Low	0	Not applicable	Free.	Low
9.3 If the guest is not segregating the waste, request them to cooperate.	0	Immediate.	Low	0	Not applicable	Free.	Low
9.4 Place signage requesting guests to wash the plastic food containers before putting them in the recycle bin.	0	Immediate.	Low	0	Not applicable	Negligible.	Low



A.4. Green and Sustainable Transportation

Sustainability Initiatives	EFFORT			COST			
	Time (Weeks)	Assumptions	Description	CapEx (AED)	OpEx (AED/yr.)	Assumptions	Description
1. Promote use of alternative transport.							
1.1 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 hotel/hotel apartment.	0	Immediate.	Low	0	Not applicable	Free.	Low
1.2 Utilise electric buggies like golf carts, bicycles, and electric scooters within the premises.	2	Immediate.	Low	25,000	Not applicable	Free.	Medium
2. Promote individual use of green and sustainable transportation.							
2.1 Provide guests with a list of ride-hailing apps that provide cleaner options.	0	Immediate.	Low	0	Not applicable	Free.	Low
2.2 Use electronic vehicles for shuttle service.	6	Immediate.	Low	1,000,000	Not applicable	Free.	High
3. Promote employee carpooling and use of public transport.							
3.1 Encourage employees and staff to carpool and use public transportation.	0	Regular quick reminders.	Low	0	Not applicable	Free.	Low

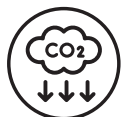
Sustainability Initiatives	EFFORT			COST			
	Time (Weeks)	Assumptions	Description	CapEx (AED)	OpEx (AED/yr.)	Assumptions	Description
4. Install EV chargers in parking area.							
4.1 Install EV chargers in parking area.	10	Procurement for all stations together but installation is gradual.	Low	75,000	Not applicable	Assuming 5% of guests will be driving EVs.	Medium
5. Purchase or lease electric/hybrid vehicles as part of your fleet operations where appropriate.							
5.1 Purchase or lease electric/hybrid vehicles as part of your 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 hotel vehicles).	High
6. Partner with green and sustainable transport providers.							
6.1 Identify limousine partners that provide electric and hybrid cars as a part of their fleet.	2	Research time	Low	0	Not applicable	Free.	Low



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.	10	Deliverable duration.	Low	80,000	Not applicable	Environmental consultant.	Medium
1.2 If there is a private natural area like beach, garden, or desert, ensure that it 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
1.3 If there is a private beach, contact EAD for support to protect Abu Dhabi's endangered coral reefs.	4	Communications.	Low	0	Not applicable	Free.	Low
1.4 Promote the use of sunscreen which is chemical-free and marine life-friendly.	0	Immediate.	Low	0	Not applicable	Free.	Low
2. Environmental protection awareness campaign.							
2.1 Train staff on Environmental Protection - how to reduce environmental pollution, mobilising people for beach clean-ups, etc.	20	Time is based on frequency of course as well as batch size for rotations.	Medium	3,900	Not applicable	Cost of course for all staff to be trained.	Low
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.	Low

Sustainability Initiatives	EFFORT			COST			
	Time (Weeks)	Assumptions	Description	CapEx (AED)	OpEx (AED/yr.)	Assumptions	Description
2.3 Organise activities like beach clean-ups, mangrove planting etc by mobilising guests, students, and local community.	0	Immediate.	Low	0	Not applicable	Volunteer-based, virtually free.	Low
2.4 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.	Low
3. Plant native trees and plants at the hotel site and surrounding area or on the hotel rooftop 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 2 weeks.	Medium	11,000	Not applicable	Planting one tree for each 10 sqm of 100 sqm landscape area.	Medium
4. Develop a climate resilience action plan, which outlines how the hotel would 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).	8	Deliverable timeline.	Low	50,000	Not applicable	Carbon/energy consultant.	Medium
2. Identify carbon hotspots in the operations.							
2.1 Identify emissions related to visitor arrivals, departures and pickups or sourcing of materials for day-to-day operations.	8	Deliverable timeline.	Low	20,000	Not applicable	Carbon/energy consultant.	Medium
3. Develop a pathway to Net-Zero.							
3.1 Identify carbon reduction measures.	8	Deliverable timeline.	Low	200,000	Not applicable	Carbon/energy consultant.	High
3.2 Set carbon reduction targets.	8	Deliverable timeline.	Low		Not applicable	Carbon/energy consultant.	Low
3.3 Offset residual emissions.	8	Deliverable timeline.	Low		Not applicable	Carbon/energy consultant.	Low



B. Sustainable and Local Procurement



B.1 Sourcing of Local, Sustainable Goods

Sustainability Initiatives	EFFORT			COST			
	Time (Weeks)	Assumptions	Description	CapEx (AED)	OpEx (AED/yr.)	Assumptions	Description
1. Design a sustainable procurement plan and policy to support sustainable purchases.							
1.1 Create a requirements checklist for identifying sustainable suppliers (within the sustainable procurement strategy) and partner with contractors that meet the sustainability criteria for radical maintenance work or infrastructural changes.	8	Deliverable timeline.	Low	80,000	Not applicable	Strategy consultant.	Medium
2. Encourage sustainable packaging with partners/suppliers.							
2.1 Encourage suppliers to collect the packaging during their next visit and reuse it.	0	Immediate.	Low	0	Not applicable	Free	Low
2.2 Where possible, purchase products with less disposable packaging and opt to purchase products that are packaged more sustainably (reusable/recyclable cardboard/multi-use packaging or recycled packaging). Do not buy products with heavy outer plastic/single-use packaging.	2	Procurement and delivery.	Low	Not applicable	85,000	Assuming each guest gets a bag every night.	Medium
3. Purchase eco-friendly products that do not contain a high amount of hazardous chemicals.							
3.1 Partner with vendor to provide eco-friendly cleaning products (e.g., soaps, floor cleaners, etc.).	3	Procurement and delivery.	Low	0	1,500,000	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 supplier.	1	Procurement.	Low	0	0	Free, just changing suppliers.	Low

Sustainability Initiatives	EFFORT			COST			
	Time (Weeks)	Assumptions	Description	CapEx (AED)	OpEx (AED/yr.)	Assumptions	Description
5. Encourage procurement of sustainable food products wherever possible (so long as it does not affect the quality and variety of food offerings).							
5.1 Do not purchase meat and other food products made from endangered and protected species.	1	Procurement.	Low	0	0	Free, just changing suppliers.	Low
5.2 Encourage purchase of food products that have nationally recognised eco-label or green certification if options are available.	1	Procurement.	Low	0	0	Free, just changing suppliers.	Low
6. Source environmentally preferable options including products that contain recycled materials (pre- and post-consumer content), contain renewable materials or are compostable/biodegradable.							
6.1 Source compostable or recyclable products, such as napkins, food containers 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
1. Celebrate and support national events at the property.							
1.1 Plan celebrations for UAE National Day, Ramadan, Eid.	8	Planning and coordinating event.	Low	50,000	Not applicable	Event planning.	Medium
2. Play local music, serve local food and drinks, and put up local decorations and arts, promoting local artists and artisans.							
2.1 Put up local decorations and crafts in regularly occupied areas like F&B area, lift and reception. 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. Raise awareness and promote heritage sites in Abu Dhabi.							
3.1 Offer printed guides made from eco-friendly paper or digital guides with information about the heritage sites.	0	Immediate.	Low	0	Not applicable	Free, only communications necessary (with tourist agency).	Low
4. Support community-based tourism or a local cohort (of arts, crafts, locally-grown food etc.) and promote it as a tourist destination.							
4.1 Organise tours to local communities (like local farms, House of Artisans, fishermen hamlet along the Dhow Harbour etc.) in partnership with local guides.	0	Immediate.	Low	0	Not applicable	Free, only communications necessary (with tourist agency).	Low
5. Contribute to the restoration of heritage sites where applicable.							
5.1 Hotel establishments located near a historical property or heritage site can contribute to restoration and preservation initiatives, if possible.	30	Construction period.	High	0	10,000	Donations on a per restoration project basis, based on average restoration cost and considering 7% contribution from hotel.	Low
5.2 Hotel establishments can promote traditional architecture by incorporating traditional-style areas and buildings within the establishment.	0	Part of initial project design phase	Low	0	0	No additional cost, only change of design from initial phase.	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.	Low	0	Not applicable	Licensing is free.	Low
2. Host events or workshops for visitors about sustainable solutions in Abu Dhabi.							
2.1 Organise events or workshops related to sustainability (e.g., responsible waste management, climate change, community well-being, etc.).	8	Planning and coordinating event.	Low	50,000	Not applicable	Event planning.	Medium
3. Display the sustainable initiatives to raise awareness.							
3.1 Place QR code scans or slides on guest room TV sets or an exhibition or photo gallery in the lobby displaying implemented initiatives (e.g., beach clean-up, trip to local farm where food is sourced for the hotel, native tree planting).	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.	Low
4. Raise visitor awareness of their environmental and social impact.							
4.1 Raise awareness through campaigns, reusable leaflets and signage for waste disposal, etc.	3	Time of designing, procuring signage, printing it and installing it.	Low	3,000	Not applicable	Signage limited to elevators.	Low
5. Collaborate with local performing artists and artisans.							
5.1 Collaborate with local artists and artisans to showcase their crafts or a local musician to play music for the guests.	2	Communications and coordination.	Low	0	Not applicable	Free.	Low
6. Align with local initiatives and NPOs to design programmes to engage guests and locals on sustainability.							
6.1 Align with UAE Ministry of Climate Change and Environment to design programmes on climate change.	8	Deliverable timeline.	Low	80,000	Not applicable	Sustainability consultant.	Medium
6.2 Align with guidelines and seek support from Emirates Environmental Group to engage guests on sustainability initiatives.	8	Deliverable timeline.	Low	80,000	Not applicable	Sustainability consultant.	Medium

Sustainability Initiatives	EFFORT			COST			
	Time (Weeks)	Assumptions	Description	CapEx (AED)	OpEx (AED/yr.)	Assumptions	Description
7. Conduct guest survey to understand their satisfaction and expectations of the Hotel Establishment's sustainability initiatives.							
7.1 Conduct surveys with guests to understand their satisfaction and expectations the on sustainability initiatives by the establishment.	0	Immediate.	Low	0	Not applicable	Free.	Low
8. Ensure integration of international programmes and certifications to attract tourists that prefer sustainable lodging options.							
8.1 ISO140001 Environmental Management System, Green Key, Green Globe, Earth Check, ISO 20121 Sustainable Events, ISO 50001 Energy Management System.	8	Deliverable timeline.	Low	80,000	Not applicable	Environmental consultant.	Medium
9. Co-develop and co-design products inspired by local crafts in collaboration with local artisans and artists.							
9.1 Hire local artists and craftsman to decorate and design furniture.	16	Design and execution.	Medium	200,000	Not applicable	Material cost and design cost.	High
9.2 Promote and sell local souvenirs by partnering with local artists and artisans. Consider having an outlet at the establishment.	8	Design and execution.	Low	0	Not applicable	Coordination efforts.	Low



C.3 Engaging in Educational Programmes

Sustainability Initiatives	EFFORT			COST			
	Time (Weeks)	Assumptions	Description	CapEx (AED)	OpEx (AED/yr.)	Assumptions	Description
1. Educate students about hotels and the hospitality sector in partnership with educational institutions as an extracurricular activity.							
1.1 Partner with educational institutions to organise lectures and programmes for students to educate them about hotels and the hospitality sector.	6	Procurement process of custom-made books as well as one day/month equivalent of classes overall as an initiative for one year.	Low	45,000	Not applicable	Designing fee for books, ordering customised books, wholesale discount estimation, and frequency of classes as well as teacher fee.	Medium
2. Collaborate with schools to plan a visit for students to the Hotel Establishment to participate in various activities.							
2.1 Organise activities for students such as tree planting or gardening within the premises, cooking classes using locally sourced ingredients, beach clean-ups, etc.	4	Planning and coordinating event.	Low	10,000	Not applicable	Artist for hire.	Medium
2.2 When organising an event or conference on sustainability, consider providing free access for students, if possible.	4	Planning and coordinating event.	Low	10,000	Not applicable	Musician for hire.	Medium



C.4 Improving Accessibility

Sustainability Initiatives	EFFORT			COST			
	Time (Weeks)	Assumptions	Description	CapEx (AED)	OpEx (AED/yr.)	Assumptions	Description
1. Ensure provision of lactation room for nursing mothers 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.	Medium
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.	4	Duration of training.	Low	30,000	Not applicable	Social consultant.	Medium
2.2 Provide behavioural and etiquette training (e.g., how to communicate with a Person of Determination.).	4	Duration of training.	Low	15,000	Not applicable	Social consultant.	Medium
3. Ensure provisions for People of Determination in the F&B outlet at the hotel establishment.							
3.1 If buffet and self-service is the only option available at F&B area, ensure that staff are available to assist People of Determination.	0	Immediate.	Low	0	Not applicable	Free	Medium
3.2 Cater to dietary requirements upon request for People of Determination or people with allergies and certain diseases (e.g., celiac disease).	0	Immediate.	Low	0	Not applicable	Free	Low
3.3 Provide large print menus or braille menus upon request.	0	Immediate.	Low	0	Not applicable	Changing some of the menu designs.	Medium
4. Improve provisions for People of Determination.							
4.1 Provide ramps for easier access to entrances (or wherever required at any elevated spot).	1	Procurement and instalment.	Low	2,500	Not applicable	5 ramps for hotel.	Low
4.2 Ensure information in raised text/numbers and braille on door plates, elevators, etc.	3	Time of designing, procuring signage, printing it and installing it.	Low	3,000	Not applicable	Signage limited to elevators.	Low

Sustainability Initiatives	EFFORT			COST			
	Time (Weeks)	Assumptions	Description	CapEx (AED)	OpEx (AED/yr.)	Assumptions	Description
4.3 Place People of 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.	Low
4.4 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	Immediate.	Low	0	Not applicable	Comes standard.	Low
4.5 Ensure accessible parking spaces are close to the main entrance and marked with People of Determination priority signage.	1	Paint job.	Low	2,000	Not applicable	Repainting parking spots.	Low
4.6 Ensure visible and accessible signage and directions.	2	Changing Signage.	Low	0	Not applicable	Replacing signage in accessible areas.	Low
4.7 Ensure at least one hotel pick-up and drop-off vehicle with wide entrance and low-rise accessible seats.	1	Procurement.	Low	3,500	Not applicable	5 accessible seats.	Low



D. People



D.1 Staff Empowerment

Sustainability Initiatives	EFFORT			COST			
	Time (Weeks)	Assumptions	Description	CapEx (AED)	OpEx (AED/yr.)	Assumptions	Description
1. Conduct annual trainings for employees for their personal and professional development.							
1.1 Conduct online and/or in-person courses (e.g., time management courses, etc.).	12	Total time needed to develop training and rotate everyone.	Medium	30,000	Not applicable	Management consulting fee (small firm).	Medium
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 housekeeping, 100% room cleaning rate etc.).	10	Total time needed for this kind of deliverable.	Low	10,000	Not applicable	Management consulting fee (small firm).	Medium
3. Conduct a human rights awareness training for employees.							
3.1 Schedule human rights awareness training on bi-annual basis and record the number of hours.	10	Total time needed for this kind of deliverable.	Low	10,000	Not applicable	Management consulting fee (small firm).	Medium
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 discrimination training on bi-annual basis and record the number of hours.	10	Total time needed for this kind of deliverable.	Low	10,000	Not applicable	Management consulting fee (small firm).	Medium
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.	Low	10,000	Not applicable	Management consulting fee (small firm).	Medium
6. Incentivise employees to perform on sustainability (setting it as a KPI) via appropriate tools such as staff award system.							
6.1 Provide incentives for commuting via public transport, waste segregation, reduction in water consumption, being energy efficient (e.g., turning off lights), etc.	10	Total time needed for this kind of deliverable.	Low	10,000	Not applicable	Management consulting fee (small firm).	Medium



D.2 Diversity and Inclusion

Sustainability Initiatives	EFFORT			COST			
	Time (Weeks)	Assumptions	Description	CapEx (AED)	OpEx (AED/yr.)	Assumptions	Description
1. Have a representative workforce of women, different nationalities, and People of Determination via hiring and retaining policies that encourage diversity.							
1.1 Work towards a gender-neutral workforce across all levels. Do not discriminate in the hiring process against race or People of Determination and reflect this in a policy.	8	Implementing the changes.	Low	25,000	Not applicable	Management consulting and restructuring.	Medium
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 advertise".	8	Implementing the changes.	Low	25,000	Not applicable	Management consulting and restructuring.	Medium
3. 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.	Low	25,000	Not applicable	Management consulting and restructuring.	Medium
3.2 When hiring and promoting employees, ensure inclusion of women and People of Determination in senior leadership and management.	0	No additional time during recruitment.	Low	0	0	No additional costs during recruitment.	Low



E. Resilience and Risk Management



E.1 Health and Safety

Sustainability Initiatives	EFFORT			COST			
	Time (Weeks)	Assumptions	Description	CapEx (AED)	OpEx (AED/yr.)	Assumptions	Description
1. Employee engagement and workshop to improve physical and mental health of employees.							
1.1 Organise health and wellbeing events/retreats.	5	Retreat period and organising time.	Low	80,000	Not applicable	Travel and event planning.	Medium
1.2 Promote annual health check-ups for all employees.	12	Coordination and check-up times.	Medium	9,000	Not applicable	Health consulting fee.	Low
2. Provide medical assistance.							
2.1 Align with OSHAD COP4 and provide medical rooms, first aid kits and assistance like CPR (e.g. at least one staff member should be trained in CPR).	3	Procurement.	Low	5,000	Not applicable	Equipment cost.	Low
3. Develop a future pandemic/epidemic action plan.							
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.	Medium
4. Apply appropriate measures (such as sensors or a third party) to periodically check noise, water, and air quality for guest and employee safety.							
4.1 Refer to the initiative and ensure quarterly water and annual air and noise quality checks.	4	Procurement and installation.	Low	2,500	Not applicable	Equipment cost.	Low
5. Enforce Volatile Organic Compound (VOC) and formaldehyde content limits, wherever applicable.							
5.1 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 correctly.	3	Procurement.	Low	0	Not applicable	Change contractors.	Low
6. Reduce health risks associated with volatile petrochemicals present in dry-cleaning agents for laundry.							
6.1 Substitute petrochemical dry-cleaning agents with eco-friendly options.	0	Immediate.	Low	0	Not applicable	Change suppliers.	Low
7. Provide mental health counselling for employees.							
7.1 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.	Medium



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.	Medium	30,000	Not applicable	Management consulting fee (small firm).	Medium
2. Identify risk and have management and escalation procedures which cover, at a minimum, people, assets, community, and environment.							
2.1 Conduct annual reviews of risk management policies, involving stakeholders and where applicable utilising a third party to conduct an assessment.	10	Total time needed for this kind of deliverable.	Low	20,000	Not applicable	Management consulting fee (small firm).	Medium
3. Develop a risk register for the four categories (people, assets, community, and environment) and a system to monitor performance on 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.	10	Total time needed for this kind of deliverable.	Low	20,000	Not applicable	Management consulting fee (small firm).	Medium
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. Regularly review.	10	Total time needed for this kind of deliverable.	Low	9,000	Not applicable	Cybersecurity consulting fee.	Low

ANNEX-B

How to measure, monitor and report initiatives?

The monitoring and reporting tool aims to support Hotel 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 Hotel 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 Hotel Establishment can present progress by achieving set targets as compared to baselines 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/m ² /year	Electricity meter, Electricity bill	Quarterly	Percentage reduction compared to base year

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

- To improve energy consumption, engage with a third-party Energy Service Company (ESCO) to conduct an energy audit (ASHRAE level 1,2,3). Energy audits are not mandatory but should be encouraged by the management to be conducted annually
- Calculate the anticipated energy savings via 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
- Hotel Establishments should conduct energy efficiency staff trainings annually, however 5- and 4-star hotels and Deluxe category hotel apartments are advised to conduct it bi-annually
- It can be suggested that this process is conducted through a well-established framework (e.g., IPMVP Protocol).
- 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

- Install water sub-meters (e.g., sub meters for pool and spa activities) to identify areas of improvement in water consumption. Moreover, to improve water savings, implement water conservation retrofits and initiatives and calculate the anticipated water savings through water consumption calculations (e.g., Estidama Indoor Water Use Calculator) or computer modelling through a third party. This can help decide the optimal initiatives to implement
- Keep a record of the number of efficient water fittings as percentage of total water fittings, number of trainings, number of inspections for leakage etc., for guidance towards a better-managed water efficiency system. It can be suggested that this process is conducted through a well-established framework (e.g., IPMVP Protocol)
- Conduct regular maintenance and inspections for leakages in pipes, faucets and other water fittings. 5- and 4- star hotels and Deluxe category Hotel Apartments are recommended to conduct one quarterly. Other categories of hotels and hotel apartments can conduct the same bi-annually
- Hotel Establishments should conduct staff training on water management annually. However, 5- and 4-star hotels and Deluxe category Hotel Apartments are advised to conduct it bi-annually

- 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.
- Hotel Establishments are advised to change bed linens and towels when guests request a change by placing a “linen change card” on the bed. Otherwise, it is advised that 5- and 4-star hotels should change the bed linen and towels every 2 days, and 3-, 2- and 1-star hotels should change the same every 3 days. All hotel apartments are advised to change linens and towels every 3 days or when the guests request, whichever is earlier.

Create a linen card from recycled paper stating the importance of conserving water and how much water the guest would save by skipping one cycle of wash. Also, keep a laundry basket in the bathroom area (if there is none) for guests to put used towels when they need them to be changed. Place instructions and highlight the value they will add to the environment by not choosing to replace their towels daily.



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 hotel 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 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 hotel's carbon footprint as a result of these initiatives by utilising the waste generation data.
- Hotel Establishments should conduct staff training on waste management annually. However, 5- and 4-star hotels and Deluxe category hotel apartments are advised to conduct it bi-annual



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 establishment	<Specify implemented initiatives>	Number of vehicles owned by the establishment	Establishment's operation and transport report/ register	Quarterly	Percentage increase compared to base year

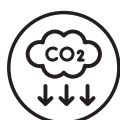
- Monitor the number of guests and employees using public transport and carpooling, respectively, through a survey. Account for the number of employees using personal transport (which should be disaggregated by petrol, diesel, CNG or EV) through a survey to help calculate the carbon emission across Scope 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 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 Hotel 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 tress
Reduce environmental impact	<Specify implemented initiatives>	Number activities like beach clean-ups and mangrove plantings	Activity report	Annually	Increase in the number of activities

- Monitor the number of trees planted, leaflets/signage created, and local habitat protected. Establishments can also monitor the number of initiatives undertaken to conserve natural resources, such as beach clean-up initiatives and coral reef conservation
- Hotel Establishments should conduct annual staff training on environmental protection. However, 5- and 4- star hotels and Deluxe category hotel apartments are advised to conduct these bi-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 by calculating carbon footprint on an annual basis. To calculate their emissions, Hotel Establishments must identify their sources of emissions 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. The Hotel Establishment can present progress by achieving set targets for upcoming years.

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, number of local tour guides partnered with	Programme report	Annually	Percentage increase in local tours as compared to base year
Improve socio-economic status of local community	<Specify implemented initiatives>	Number of local businesses in local community benefitting	Programme report	Annually	Percentage increase in number of supported local people as compared to base year

- Monitor the number of guests that visited local and cultural and heritage sites through a feedback survey, count the number of local partnerships and number of restoration activities the establishment has contributed towards
- Collecting qualitative data from the local community and local artisans and producers on how they are benefiting from the initiative can be helpful. Data can be collected on the economic benefit generated after implementing the initiative, e.g., increase in sales of local community business products during/following tours organised for guests. A survey can be conducted with guests to understand the satisfaction level after associating with the 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 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

- 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 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

- 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 said they learnt something new or were engaged with the idea of the organised workshop. Qualitative data provides narrative and descriptive data to capture experience, learnings and feedback, which can be useful for documenting perspectives and gives context to the numbers
- Hotel 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 the Hotel Establishments are able to reach 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 hotel	<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

- Hotels can monitor guest accessibility by reviewing the feedback forms. Google services also collect information on accessibility related to the accommodation of the guests, which can be advertised online. Hotel Establishments can also collect qualitative data from guests on their satisfaction level after they visit the establishment, and to understand if they would like to visit the property again or would recommend it to others
- All Hotel 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 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 the 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 Hotel Establishments should conduct annual personal and professional training for staff and bi-annual training on human rights and the workplace anti-harassment and discrimination policy



D.2 Diversity and Inclusion

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

- Gender equality, overall diversity and inclusion are essential for a sustainable hotel. To ensure a balanced workforce, the industry 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

- Hotels can measure their health and safety measures by monitoring the total number of accidents and support provided at the workplace and should report the statistics on an annual basis. It is important to emphasise that compliance with DCT Health and Safety circulars and ADPHC/OSHA can also be utilised for measuring and monitoring purposes



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