Strategic Sustainability Management Plan
# TABLE OF CONTENT

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>a</td>
<td>Purpose</td>
<td>3</td>
</tr>
<tr>
<td>b</td>
<td>Scope</td>
<td>4</td>
</tr>
<tr>
<td>c</td>
<td>Reference</td>
<td>4</td>
</tr>
<tr>
<td>d</td>
<td>Definitions, Terms &amp; Abbreviations</td>
<td>4</td>
</tr>
<tr>
<td>A</td>
<td>Sustainable Management Plan</td>
<td>4</td>
</tr>
<tr>
<td>A1</td>
<td>Implement a sustainable management plan</td>
<td>6</td>
</tr>
<tr>
<td>A2</td>
<td>Legal Compliance</td>
<td>7</td>
</tr>
<tr>
<td>A3</td>
<td>Employee training</td>
<td>7</td>
</tr>
<tr>
<td>A4</td>
<td>Customer satisfaction</td>
<td>8</td>
</tr>
<tr>
<td>A5</td>
<td>Accuracy of Promotional material</td>
<td>8</td>
</tr>
<tr>
<td>A6</td>
<td>Local Zoning, Design and Construction</td>
<td>8</td>
</tr>
<tr>
<td>A7</td>
<td>Interpretation</td>
<td>8</td>
</tr>
<tr>
<td>A8</td>
<td>Communication Strategy</td>
<td>9</td>
</tr>
<tr>
<td>A9</td>
<td>Health and Safety</td>
<td>9</td>
</tr>
<tr>
<td>B</td>
<td>Social / Economic</td>
<td>10</td>
</tr>
<tr>
<td>B1</td>
<td>Community development</td>
<td>10</td>
</tr>
<tr>
<td>B2</td>
<td>Local employment</td>
<td>10</td>
</tr>
<tr>
<td>B3</td>
<td>Fair trade</td>
<td>11</td>
</tr>
<tr>
<td>B4</td>
<td>Local Entrepreneurs</td>
<td>11</td>
</tr>
<tr>
<td>B5</td>
<td>Respect local population</td>
<td>11</td>
</tr>
<tr>
<td>B6</td>
<td>Exploitation</td>
<td>11</td>
</tr>
<tr>
<td>B7</td>
<td>Equitable hiring</td>
<td>11</td>
</tr>
<tr>
<td>B8</td>
<td>Employee protection</td>
<td>12</td>
</tr>
<tr>
<td>B9</td>
<td>Basic service</td>
<td>12</td>
</tr>
<tr>
<td>C</td>
<td>Cultural Heritage</td>
<td>13</td>
</tr>
<tr>
<td>D</td>
<td>Environmental</td>
<td>14</td>
</tr>
</tbody>
</table>
a. PURPOSE

The primary purposes of the Sustainability Management Plan are the following:

- To guide decision making, management, and the daily operations of the business in a sustainable manner;
- To develop the business in a sustainable manner considering the environmental, socio-cultural, quality, and health & safety issues;
- To demonstrate management commitment to comply with the environmental laws and regulations of the United Arab Emirates;
- To develop a monitoring and audit program to ensure compliance to the Sustainability Management Plan and relevant environmental legislation and the early detection of any significant environmental impacts from the activities of the business;
- To outline mitigation measures in order to minimize the impact of the business activities on the surrounding environment;
- To present mitigation strategies and actions for the control of pollution, waste minimization and resource conservation;
- To establish a framework for environmental management to ensure the implementation of the identified mitigation measures;
- It is not intended to be exhaustive, but is considered the minimum standard acceptable to JL-WTCR.

b. SCOPE

The Scope of the Sustainability Management Plan covers all activities at the JL-WTCR and its integration with all colleagues, customers, business partners, other stakeholders and the environment at large.

c. REFERENCES

Green Globe Certification Standard & Guide to Certification
SUSTAINABILITY MANAGEMENT PLAN

The Jumeirah Vision

“To be a world class international hotel and hospitality management company, committed to being the industry leader in all of our activities through dedication to our colleagues, customers, business partners and owners”

Since its inception in 2008, JL-WTCR has been incorporating sustainable tourism principles and practices into its operation. We continuously strive to refine our level of understanding of sustainability and periodically take time to review our sustainable practices in order to expand these practices and implement improvements wherever possible.

Sustainability within JL-WTCR is defined as “carrying out its business in line with our company’s Guiding Principles of Team work, Recognition, Integrity, People focus, Innovation, and Continuous growth”. We aim to move towards sustainability where all concerns need to be integrated into a business strategy that leads the company to be more resilient, pro-active to future challenges and opportunities. Our Sustainability Management Plan ensures long term profitability for the Hotel Serviced Apartments, which will benefit its colleagues, customers, business partners, other stakeholders and the environment at large. Therefore, we are undertaking the opportunity to obtain Green Globe certification. Green Globe is the premier global certification for sustainable travel and tourism. Green Globe Certification offers the world’s most recognized and longest running program allowing us, as one of the green leaders in the travel and tourism industry to confidently promote our environmental credentials along with our commitment to the people and prosperity of our location.
Our Sustainability Management Plan encompasses 4 key areas:

**I. Environmental**

To be actively involved in conserving resources, reducing pollution, conserving biodiversity, ecosystems and landscapes.

**II. Socio-cultural**

To be involved in corporate social responsibility actions, community development, local employment, fair trade.

To support local entrepreneurs.

To respect local communities.

To implement a policy against commercial exploitation.

To assure the equitable hiring and employee protection.

To make sure that our business does not jeopardize the provision of basic services, such as water, energy, or sanitation to neighboring communities.

**III. Quality**

To develop any activity that can sustain itself economically through creating competitive advantages within the industry with inspired service that not only meets, but exceeds guest expectations.

To continuously contribute to the economic well-being of the surrounding community through local ownership, employment, buying local products, etc.

**IV. Health & Safety**

To comply with all established health and safety regulations and ensures that both guest and staff protection instruments are in place.
A. SUSTAINABLE MANAGEMENT

A1. Implement a Sustainability Management Plan:

JL-WTCR will establish and maintain the SMP complying with requirements included in this section. There are a number of elements that make up the SMP. These elements are shown below.

Top management will formulate Policies and Procedures that:

a) are appropriate to the nature and scale of the organisation’s activities;

b) are aligned with the four key SMP areas i.e. environmental, socio-cultural, quality and health & safety issues;

c) includes a commitment to continual improvement of the SMP;

d) includes a commitment to comply as a minimum with the current applicable legislations, regulations and other requirement to which the organisation subscribes;

e) provides a framework for setting and reviewing SMP objectives and targets;

f) are documented, implemented, maintained and communicated to all employees;

g) are available to all interested and affected parties; and

h) are reviewed periodically to remain relevant and appropriate to the organisations SMP.

A2. Legal Compliance:

The JL-WTCR is licensed according to UAE law and in compliance with all relevant international or local legislation and regulations, including health, safety, labor, and environmental aspects, and insurance policies and other guest and staff protection instruments are up to date and in order.
A3. Employee Training:

Employee training, annual appraisal and performance review, at JL-WTCR is in line with the corporate competencies and competency models. Competencies and competency models are designed to define the skills, knowledge and attributes that make organizations and individuals successful. Once competencies are identified, people with these competencies can be recruited and where necessary trained and developed. This builds an organization of successful colleagues who are capable of delivering business goals and execute strategy.

While competencies may enable people to achieve success, they alone do not ensure success. We see people who are competent but do not deliver business results or vice a versa. In other words, only assessing people against competencies is not enough. We must also measure their achievements against the desired business goals within their roles. At the same time, competencies provide the link between organizational vision, behaviors, outputs and results and are the foundation for recruitment, selection, performance management, development and succession planning.

A.4 Customer Satisfaction

At Jumeirah customer satisfaction is supported by the Business Excellence department. Business Excellence helps Jumeirah to operate in a way that focuses on continuous improvement and long term sustainability. It works with all departments and areas of the business to ensure that our guests are always our first priority by having a system in place that allows us to measure how well we are doing, and to respond quickly when we are not getting the desired results. Besides customer satisfaction we also review and monitor internal quality performance. Some of the tools used for monitoring and reviewing the same are: Customer Satisfaction Index (CSI), Leading Quality Assurance (LQA)

A.5 Accuracy of Promotional Materials

All communication regarding promotional material at JL-WTCR goes through the Sales and Marketing team and is in line with Jumeirah Guiding Principles. Any dissatisfaction from our guests is tracked through the guest feedback forms (CSI).

A.6 Local Zoning, Design and Construction

The building is located in a busy metropolitan location. In its close proximity is the busy Sheikh Zayed Road. No local significant sites, water courses, wildlife of any sort, vegetation or local residents have been disturbed in an adverse manner. Ongoing maintenance and repairs are performed regularly. The refurbishments, if any, include re-using as much of the original structure as possible and renovation/interior design is always performed with the purpose of being as sustainable, energy-saving and long-lasting as possible, and includes use of environmentally sound
materials. Every effort is been made to ensure that all appliances that have been purchased for operating the hotel program, are energy efficient and water saving.

**A.7 Interpretation**
We inform our guests about the local environment, local culture and cultural heritage through various means. As UAE is predominantly a Muslim country guests are made aware of the local culture, in particular during the Ramadan period.

Various tour packages are available with local tour organizers to visit places of historical interests, museums, heritage village, etc. Jumeirah works closely with the local market, and as such is beneficial to the company and the local community.

**A.8 Communications Strategy**
We communicate with our guests and visitors to the hotels and the website in a comprehensive manner. Our implementations, plans and strategy for a sustainable operation are clearly defined, as well as our involvement with the local community and other charity work. Our sustainable operations involve our guests, and we inform and advise them as to energy- and water saving practices.

**A.9 Health and Safety**
We follow strict environmental, health and safety laws, regulations and procedures to conserve and protect the environment and create a workplace where we bring the best out of our colleagues whilst avoiding the risk of injury.

Colleagues are appropriately trained so as to make them aware the health and safety issues while working, and guests are made aware of hazards by using signage. Purchase and operating policy for all mechanisms, equipment and facilities is that they be as environmentally friendly as possible: low emission and consuming minimum energy. We have an experienced team of engineers and technicians who maintain the facilities etc., so that we have constant check on them being in good working condition. All necessary and mandatory safety requirements for the same are in order, such as Method Statement, Risk Assessment, and Personal Protective Equipment.

Local Law enforcement agencies frequently visit the premises to ensure all emergency systems are in order, besides, there are audits conducted to ensure that the hotel clinic is up to the standards, HACCP audits are conducted to ensure compliance to the Food Safety Management System. New kitchen staff is trained on safety and procedures, and must undergo a mandatory basic food hygiene course in food handling.

**Highlights:**
- Guests are instructed verbally and by posted signs to take care of wet floor.
- Swimming pool depth is clearly marked, a life guards trained in rescue and basic first aid are physically present at the pool.
- All paint is environmentally friendly and lead free.
B. SOCIAL / ECONOMIC

B.1 Community Development
This section is supported by the Jumeirah community investment policy; the policy states that the Company recognizes its roles and responsibilities in contributing to the sustainable development of the communities in which it operates. This Policy aims at maximizing the return on Community Investments and their impact on the Local Community.

Through our Community Investment Program, we have identified unique areas of involvement where we can actively support our Local Communities and engage in a mutually rewarding way with our Stakeholders.

Healthcare: Supporting initiatives aimed at enhancing the health and well-being of Local Communities.

Education: Supporting initiatives focused on vocational training and skills development that improve employability in the tourism and hospitality sector.

Cultural Preservation: Supporting initiatives aimed at preserving local culture and heritage and promoting cultural diversity.

Economic Development: Supporting initiatives aimed at enhancing the ability of small and medium enterprises ("SMEs") that are strategically linked to business needs to perform more effectively in order to create economic growth.

Environmental Protection: Supporting initiatives that help protect the integrity of the environment.

We also want to support initiatives that use innovative products and services to help solve environmental problems.

B.2 Local Employment
The company proactively supports the recruitment and development of UAE nationals within the UAE at various managerial level positions across its operational and support function, with a view that such UAE nationals may, over time move into senior leadership positions across the company.

The element of local employment is supported by:

- Equal employment opportunity policy
- Business conducts and ethics policy
- Recruit and select colleagues policy

B.3 Fair Trade
Fair trade within JL-WTCR is driven by the “Procure Goods & Services” Process in UAE, wherein Jumeirah ensures the use of right methods to select suppliers and procure goods and service at the right quality, price, time, source and delivery while protecting the company.

B.4 Local entrepreneurs
JL-WTCR is established as a luxury serviced apartments and residence where our aim is to let guests experience the luxury hospitality we have to offer to them in a home away from home.
environment. If at all local entrepreneurs approach us in the future, we would work on a plan to accommodate them on any of our leisure properties.

It is worthwhile to state that, at JL-WTCR we do engage in organizing events and activities that portray the local culture, especially during Ramadan, Eid, and UAE National Day as well as Autism Day, Earth Hour, Cancer Awareness Month, Green Festival, etc.

**B.5 Respect local population**
As stated earlier UAE is predominantly a Muslim country and as such guests and colleagues are made aware of the local culture. Information of the same is provided through multimedia or through books and magazines.

**B.6 Exploitation**
JL-WTCR is in strict compliance to the UAE Federal Law no 8, for 1980 on the Regulation of Labor relations. Hence, appropriate policies are in place against the employment of children, sexual harassment, over exploitation.
The element of exploitation is supported by:
- Equal employment opportunity policy
- Business conducts and ethics policy
- Recruit and select colleagues policy
- UAE Federal Law no 8, for 1980

**B.7 Equitable hiring**
JL-WTCR promotes diversity and equality on all levels of the business, and no employees or applicants are discriminated against in any way. All positions are filled on the basis of competence. Our business adheres to all local laws and regulations concerning labor laws, and offer conditions and wages superior to the minimum requirements.
JL-WTCR employs people of many nationalities – currently we have no less than 18 different nationalities in the property. UAE has strict labor law related issues, which we adhere to in full.

**B.8 Employee protection**
Salaries and benefits exceed national regulations, and all payments required by law into insurance and holiday funds are made on behalf of all employees. Overtime is paid for hours worked beyond the established work in accordance with UAE labor law. Week hours and working hours do not exceed the legal maximum established by the labor law, but being a hospitality industry at times a need might arise to work additional hours, colleagues are accordingly remunerated as per the policies outlined.
To further enforce employee protection, Jumeirah group has established a Confidential Reporting Service called Careline.

B.9 Basic services
The activities of the business have not impacted or jeopardized resources or services in the local area or neighboring communities in any negative manner. The activities of the business generate a number of secure jobs and reflect positive influence in the community.

C: CULTURAL HERITAGE
The staff at JL-WTCR is trained to guide guests towards the cultural sights and events and/or entertainment/restaurants that the guests are most interested in. Local UAE culture and idiosyncrasies can be explained and discussed with guests. Guests can read through the basic do’s and don’ts in their complementary tourist guide ‘Discover Dubai’.

Historical and archeological artifacts are not sold, traded, or displayed. The Business complies with laws, standards and regulations concerning the protection of historical sites and cultural heritage.

Jumeirah places great emphasis on being a part of the local environment in regards to cultural and social activities, as well as incorporating use of local food and competencies from local businesses. We take great pride in our vast network, and spend a lot of time and energy explaining our collaboration with local suppliers and businesses to interested parties.

D: ENVIRONMENTAL
In line with the Jumeirah Sustainable Development, the use of Environmentally Preferable Purchasing (EPP) helps Jumeirah "buy green", and in doing so, uses the buying power to stimulate market demand for green products and services. However, this statement should not be key deciding factor in making a commercial buying decision.

Highlights:
Black and gray waste water is managed by the city in a non-polluting way, and does not affect public health. This is mandatory and unavoidable by UAE law. Very strong preference given to fair trade and eco-certified suppliers – we will often choose to not have a service, rather than compromising our integrity.

We minimize our output of printed matter, and prefer to communicate through our website (which is CO2 neutral). Our suppliers often bring their products in crates and cases, which are reused and taken back. Every attempt is made to increase the awareness of the suppliers to avoid using crates and cases where ever possible.
Refrigerator and freezer temperatures are measured and monitored on a constant basis by the kitchen staff. Energy usage is specified and recorded. Only low-energy light bulbs are used throughout the property, and outdoor lighting is controlled by a timer.

Energy efficient equipment is purchased wherever available, and only used when needed. The discharged bed linen, duvets and towels however still usable are donated to charity. No guest newspapers are delivered, only common use in common areas and up on request. No disposable cutlery or other eating utensils are used in the Hotel.

Native plants or low water plants used in landscaping to minimize water use in outdoor garden.

No exotic species are introduced to hotel areas. No captive wildlife, endangered species, products thereof or any other form of unethical items are used, sold or allowed within JL-WTCR property.

JL-WTCR recycles above and beyond the national requirements.

All back-office computer and electronic equipment is shut down when work-day is over. Meeting room’s lights and equipment is shut down when not in use. Water usage is monitored and specified. All appliances are set at the most efficient level, to save energy, money and appliances.

This concludes the Sustainability Management Plan for JL-WTCR in 2014. Our goal is to reduce our use of water, electricity and waste by a minimum of 3% over the course of the next year, and actions are already in place to ensure this.

We do also find it important to take an active part in the society around us, and not only focus on our own situation and viewpoint. We will continue to give our thoughts, time, money and effort to improve living conditions for vulnerable groups of people.

We are very aware that sustainability is an ongoing journey; therefore the Sustainability Management Plan will be reviewed quarterly. Our Sustainability Management Plan is supported by the following Policies and Procedures along with other supporting documents:

1. Health, Safety and Environmental Policy
2. Environmental Management Plan
3. Waste management Plan
4. Purchasing policy
5. Recruitment policy
6. L&D training policy
7. Business conduct and ethics