Key Highlights

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Our second Corporate Responsibility (CR) Report describes the most material and relevant CR aspects of our operations, determined through engaging with our stakeholders. The aspects covered are mainly social and environmental with some coverage of economic topics.

To refer to our last CR Report 2008, please visit http://media.jumeirah.com/assetbank-jumeirah/action/viewAsset?id=5402&index=0&total=1&view=viewSearchItem

Unless otherwise stated, the data and information in this report cover 5 calendar years from 2009 to 2014 and covers all our properties fully managed by Jumeirah Group and where Jumeirah Group has significant influence over operations. Jumeirah Group aims to release an annual Corporate Responsibility Report at the end of every calendar year, first executed through this report.

Coverage of economic performance indicators is minimal because net sales and capitalisation are treated as commercially confidential information.

The report is designed to follow the Global Reporting Initiative (GRI) G3 Guidelines (meeting an application level C). These Guidelines provide a globally recognized framework for sustainability reporting and are adopted by more than 1,500 companies around the world.

The table on page 32 outlines the GRI Indicators covered and their location within the report. Our intention is to report on an annual basis while meeting GRI requirements in increasing detail.

For further information on GRI visit www.globalreporting.org

Feedback

We invite you to let us know how we are doing by contacting our CR team at:

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Dubai Outsource Zone, Building 3
PO Box, 2499, Dubai, UAE
Tel: +971 4 364 7777 Fax: +971 4 338 5674
Email: crteam@jumeirah.com
Message from President and Group Chief Executive Officer

Corporate responsibility remains one of the key pillars of Jumeirah’s success. Throughout 2009-2014, the Company continued its engagement in a number of important initiatives, both on Group and SBU levels, to ensure that it is well established within the communities it serves, and also to manage its carbon footprint. Jumeirah believes in luxury without guilt. That means that luxury standards will never be compromised across its hotels, however the Company will use the most advanced technology to ensure that the use of resources, waste and carbon emissions are kept at minimal levels.

CORPORATE RESPONSIBILITY IN 2014
As the Group’s global expansion continues, the initiatives taken to become more involved with the local communities in which the Company operates become increasingly important. Jumeirah must continue to build strong community relationships and to increase the Company’s social responsibility. Following the necessary approvals received from the authorities in late 2012, the Company is looking forward to launching the Jumeirah Foundation in 2014 that will enhance and streamline many of its activities on the corporate responsibility front. Jumeirah will also release an updated edition of its Sustainability Report that will provide in-depth insights into the subject.

Gerald Lawless
President and Group Chief Executive Officer

The Group at a glance

Jumeirah Group is a leading employer in the global hospitality industry with an exceptional reputation as an organisation that is genuinely committed to continued personal growth, development & wellbeing of our colleagues.

We are a diverse organisation, employing over one hundred nationalities, enabling the company to meet the personal needs of guests from many different value systems & cultures. Our organisational culture is built on our Hallmarks and Guiding Principles as the foundation of our employment brand ‘The Place to Shine’ - and these are consistently communicated through formal training programs and informal communication.

SUMMARY OF HEADCOUNT BY REGION
As of 31st December 2013

<table>
<thead>
<tr>
<th>Regions</th>
<th>Headcount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Americas</td>
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<tr>
<td>ASPAC</td>
<td>669</td>
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<tr>
<td>Dubai</td>
<td>10,588</td>
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<tr>
<td>Europe</td>
<td>710</td>
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<tr>
<td>MEASA (Exc. Dubai)</td>
<td>2,638</td>
</tr>
<tr>
<td><strong>GAND TOTAL</strong></td>
<td><strong>14,614</strong></td>
</tr>
</tbody>
</table>

*Data taken from December 2013 Global Dashboard Report*
Vision, Hallmarks & Guiding Principles

Jumeirah Group was founded in Dubai in 1997, with the ambition of becoming a global hospitality leader. Just over ten years later that ambition has been realised, with the Group’s portfolio regarded as among the most luxurious and innovative in the world.

The Jumeirah brand can be summarised as:
- A global brand with a name synonymous with luxury;
- A dedicated team of professionals with broad experience in all aspects of hotel management to offer support from the development phase to the daily operations;
- A strong distribution system with 12 sales offices in key locations around the world;
- A strong emphasis on a personalised approach to the owner/operator relationship.

Our success emanates from our Hallmarks, Guiding Principles and our commitment to STAY DIFFERENT™.

These have been fundamental in inspiring every colleague in Jumeirah to live and breathe our company philosophy and work so hard to fulfil it.

Our vision
Jumeirah Group’s vision is to be a world class luxury international hotel management company, committed to being the industry leader in all of our activities through dedication to our stakeholders: colleagues, customers, business partners and owners.

Our Hallmarks
Our company Hallmarks have been the basis for our success in the past, and they will build the path to our future. The Hallmarks are reflected in the design of our beacon and they will remain at the core of our operating philosophy along with STAY DIFFERENT™.

I will always smile and greet our guests before they greet me;
My first response to a guest request will never be no;
I will treat all colleagues with respect and integrity.

Our guiding principles
Our Guiding Principles play a major part in Jumeirah culture. They are the foundations of our business and bind us together in a united effort, not just to uphold them, but also to celebrate them as a good way of living life. They explain how we function:

INTEGRITY
We act with honesty and sincerity in everything we do. We say what we mean, do what we say and build confidence in our team.

TEAMWORK
We work towards common goals through open communication, mutual support and win-win attitudes. We respect our differences and build upon our strengths.

RECOGNITION
We ensure that people’s individual needs and successes are supported and recognised.

INNOVATION
We are open-minded, challenging conventional thinking, improving our processes and implementing new ideas faster than our competitors.

CONTINUOUS GROWTH
We provide an environment where our colleagues and our business can flourish and grow.

PEOPLE FOCUS
We focus on our colleagues, customers and business associates and they acknowledge us as preferred partners.

STAY DIFFERENT™ is the driving force behind everything we do. It motivates everyone in Jumeirah Group to build rewarding relationships through creative thinking and innovative strategy. Our guests are looking for something different, and value the unique experiences of our luxury hotels, striking architecture and thoughtful design. We inspire them with passionate service, delivered by our multinational team of warm and friendly colleagues.

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Jumeirah is a Dubai-based international hospitality management group. Its portfolio comprises 5,579 luxury rooms, suites and serviced residences in 22 properties across 11 global destinations. Its divisional portfolio includes food and beverage outlets, wellness facilities, retail centres, leased offices, a waterpark and an educational facility.

In addition to the existing 22 hotels and resorts it currently manages, Jumeirah Group has 10 hotels representing 2,613 keys under construction with further 13 projects representing 3,154 keys in the pipeline.
A 16-year Story of Continuous Growth

Jumeirah’s core essence is summarised in a simple statement – STAY DIFFERENT™ - the promise of delivering imaginative and exhilarating experiences in culturally connected environments, offering guests a thoughtful and generous service. It emphasises Jumeirah’s unique style in which the hotel personality and the characters of individual colleagues are encouraged to shine.

1997
Jumeirah Beach Hotel opens.

1998
Jumeirah Beach Hotel awarded ‘Best Leisure Hotel’.

1999
Burj Al Arab and Wild Wadi Waterpark open. Jumeirah Beach Hotel awarded ‘Number One Hotel in the World’ by Condé Nast Traveller.

2000
Jumeirah Emirates Towers opens; the vision is launched and Jumeirah Beach Hotel is awarded ‘Best Hotel in the World’.

2001
In London, Jumeirah takes over management of the Carlton Tower and Lowndes Hotel. The Emirates Academy of Hospitality Management and Jumeirah Hospitality are launched.

2002
Jumeirah Emirates Towers is awarded ‘Best New Business Hotel’. The noodle house, our first fully licensed restaurant brand, is launched.

2003
Mina A’ Salam opens - the first hotel of Madinat Jumeirah.

2004
Madinat Jumeirah resort becomes fully functional.

2005
Jumeirah International rebrands as Jumeirah Group. The Chopard Ladies Floor at Jumeirah Emirates Towers is launched; the first ladies only floor in the Middle East.

2006
Jumeirah Lowndes Hotel undergoes multi-million refurbishment programme; Jumeirah hosts Dubai’s first ‘Festival of Taste’.

2007
The first Board is appointed. Talise, the global wellness brand, is launched.

2008
Jumeirah Emirates Towers is voted ‘Best Business Hotel in the Middle East’ by Business Traveller UK magazine. Jumeirah Living World Trade Centre Residence opens.

2009
Jumeirah announces new hotels in China and Germany and receives prestigious awards from Condé Nast Traveller and Business Traveller.

2010
Jumeirah Emirates Towers celebrates its tenth anniversary. Jumeirah Carlton Tower voted one of the ‘World’s Best Hotels’ in Condé Nast Traveller magazine’s seventh annual Gold List.

2011
Jumeirah Group opens six new hotels in key destinations around the world: Jumeirah Zabeel Saray in Dubai; Jumeirah Emirates Hotel in Shanghai; Jumeirah Dhevanahuli and Jumeirah Vivanta in the Maldives; Jumeirah at Etihad Towers in Abu Dhabi and Jumeirah Frankfurt.

2012
Jumeirah adds the following hotels to its portfolio: Jumeirah Grand Hotel Via Veneto, Rome; Grosvenor House Apartments by Jumeirah Living in London; Petra Palace Hotel Jumeirah Beach in Jordan; Jumeirah Port Soller Hotel & Spa in Mallorca and Jumeirah Creekside Hotel in Dubai.

2013
Jumeirah opens Jumeirah Messilah Beach Hotel & Spa in Kuwait and Jumeirah Bilgah Beach Hotel in Baku, Azerbaijan. Many of the spas and gyms are integrated into Talise Wellness and a number of food and beverage outlets are re-launched and upgraded in line with the latest trends.
Business Review
Hotels, Resorts and Residences

Jumeirah Group’s portfolio of hotels, resorts and residences, from 1997 until this day, encompasses local and international properties.

UAE BASED HOTELS, RESORTS & RESIDENCES
In line with our core essence to STAY DIFFERENT™, the individuality of the Jumeirah portfolio is unmistakable, encompassing:

- Burj Al Arab Jumeirah (Dubai)
- Jumeirah Beach Hotel (Dubai)
- Jumeirah Creekside Hotel (Dubai)
- Jumeirah Emirates Towers (Dubai)
- Madinat Jumeirah (Dubai)
- Jumeirah Zabeel Saray (Dubai)
- Jumeirah Living at World Trade Centre (Dubai)
- Jumeirah at Etihad Towers (Abu Dhabi)
- Jumeirah at Etihad Towers Residences (Abu Dhabi)

Jumeirah Living is a natural extension to the Jumeirah Hotels & Resorts brand and is part of Jumeirah Group.
Whether for short, mid-term or extended stays, Jumeirah Living will offer innovative, yet personal, lifestyle experiences, whether you are a guest, resident or owner, with a strong emphasis on effortless living.

- Jumeirah Living World Trade Centre Residence
Case Study:

Burj Al Arab Jumeirah

The distinctive sail-shaped silhouette of Burj Al Arab Jumeirah is more than just a stunning hotel; it is a symbol of modern Dubai.

Renowned as the world’s most luxurious hotel, Jumeirah’s most recognised property stands 321 metres high on a purpose-built island. With reception desks on each floor, discreet in-suite check-in and butler service, the hotel comprises 202 duplex suites, eight restaurants and lounges, a spa and health club, four swimming pools and a private beach. Complimentary access to Wild Wadi Waterpark and a number of water sports are available to guests.

Key performance figures

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue Generation Index</td>
<td>355.2</td>
<td>355.0</td>
<td>345.0</td>
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<tr>
<td>Customer Satisfaction Index*</td>
<td>892.0</td>
<td>876.0</td>
<td>861.0</td>
</tr>
<tr>
<td>Mystery Guest Assessments</td>
<td>95.5</td>
<td>94.8</td>
<td>93.0</td>
</tr>
</tbody>
</table>

* Results compiled annually by J.D. Power

2013 HIGHLIGHTS
- Achieved 16.6% growth in room revenue and 12.1% growth in total revenue over 2012.
- Rebranded Assawan Spa and Health Club to Talise Spa and Talise Fitness.
- Received Green Globe Environmental Management Programme certification.
- Ranked fourth worldwide in Net Promoter Score amongst service industry studies conducted by J.D. Power associates (the only hotel within the Top 5 service industry companies).
INTERNATIONAL HOTELS, RESORTS & RESIDENCES

In line with the same core essence to STAY DIFFERENT, our portfolio expanded to the rest of the world, encompassing:

- Jumeirah Messilah Beach Hotel & Spa (Kuwait)
- Jumeirah Dhevanafushi (Maldives)
- Jumeirah Vittaveli (Maldives)
- Jumeirah Himalayas Hotel (Shanghai)
- Jumeirah Bilgah Beach Hotel (Baku)
- Jumeirah Frankfurt (Frankfurt)
- Pera Palace Hotel Jumeirah (Istanbul)
- Jumeirah Carlton Tower (London)
- Grosvenor House Apartments by Jumeirah Living (London)
- Jumeirah Port Soller Hotel & Spa (Mallorca)
- Jumeirah Grand Hotel Via Veneto (Rome)
Case Study:

Jumeirah Dhevanafushi Maldives

Located 400km from the capital Malé in a unique position of extraordinary beauty, surrounded by unspoiled coral reefs, this resort offers two principal residence types. Inspired by traditional Maldivian architecture and spread over two idyllic islands, every one of the 35 luxuriously appointed suites and villas offers a choice of breathtaking views over island or ocean. The resort houses a selection of gourmet restaurants and bars, a Talise Spa and offers a wide choice of leisure activities.

<table>
<thead>
<tr>
<th>Key performance figures</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue Generation Index</td>
<td>95.0</td>
</tr>
<tr>
<td>Customer Satisfaction Index*</td>
<td>853.0</td>
</tr>
<tr>
<td>Mystery Guest Assessments</td>
<td>816</td>
</tr>
</tbody>
</table>

*Results compiled annually by J.D.Power

2013 HIGHLIGHTS

- Converted three Beach Island Revives into Two Bedroom Beach Sanctuaries to cater for families and couples travelling together. This new product was sold at premium rates during high periods.
- Introduced an in-house water filtration system to reduce the amount of plastic waste.
- Installed solar panels to assist with the water heating.
- Renovated thatched roofs in Ocean Pearls during the summer months.
- Added a new yoga room in Talise Spa.
Jumeirah Restaurants

Jumeirah Restaurants is a growing stable of innovative and successful licensed restaurant brands offering a variety of international cuisines. Its first restaurant, the noodle house remains the division’s flagship brand with 20 restaurants open globally and a further 17 new licensing agreements signed. Other licensed brands include Bytes, Sana Bonta, The Flaming Revolution, Rice+Spice and Urbano.

Since 2009, Caprice Holdings and Jumeirah Restaurants have been working in partnership. Together, they are developing a number of Caprice brands across the Middle East and North Africa. The venues are managed and operated by Jumeirah Restaurants. Caprice Holdings, the owner and gatekeeper of the brands, ensures the successful interpretation of their restaurants from one side of the world to the other.

Having established Rivington Grill, Souk Al Bahar, as one of the most positively reviewed and popular restaurants in Dubai, Jumeirah Group opened The Ivy at Jumeirah Emirates Towers, the only other following the original restaurant in London.

With a portfolio of successful restaurant brands operating through global licensing and management agreements, Jumeirah Restaurants continues its ambitious expansion.

In 2011, the noodle house achieved superbrand status in the United Arab Emirates for the first time, which was achieved again in 2012 and 2013. In late 2013, the noodle house was operating in 23 outlets with agreements in 14 territories with new openings in Jeddah, Moscow and Dubai’s seventh outlet.

2014 will see the first of 27 the noodle houses open in the UK and a fourth outlet open in Islamabad, Pakistan.

Jumeirah continues to develop the Urbano brand with a second outlet in Dubai planned for 2014. Licensing agreements for six new Urbano outlets were signed for Bahrain, Kuwait, Oman and Iraq with the first opening in Bahrain in 2014.

The two Rivington Grills in Dubai, operated by Caprice Holdings, have proven incredibly popular and won numerous awards including the ‘Best British Restaurant’ in the BBC Good Food Awards 2013 and What’s On Awards 2013 (Rivington Grill, Souk Al Bahar).


The development pipeline of Jumeirah Restaurants continues to grow.

A newly structured restaurants division was established in January 2013 with the aim of creating and operating highly innovative, desirable, market driven restaurants and bars, maximizing revenues and profits to establish Jumeirah Group internationally as a leading operator of successful food and beverage venues.

The restaurant division started to incubate existing restaurants in the first quarter of 2013 and continued to do so throughout the year. The incubation process is designed to support the successful development and growth of existing restaurants through a range of value-added support resources and services. Some of the restaurants that successfully underwent incubation are: Al Nafoorah (Jumeirah Emirates Towers), Bahri Bar (Madinat Jumeirah) and Der Keller (Jumeirah Beach Hotel).

The division’s strategy was unveiled to the global food and beverage team at the annual food and beverage conference held in September 2013 where 60 of Jumeirah’s senior food and beverage executives from across the Jumeirah network came to Dubai for three days. They shared best practices and created the vision of the restaurant division.

The transformation of Vu’s into the authentic Italian restaurant Alta Badia at Jumeirah Emirates Towers was completed in September. Within a short period of time, Alta Badia has been voted as one of Dubai’s top restaurants in Esquire magazine’s Top 50 List.

Dhow & Anchor at Jumeirah Beach Hotel underwent a full renovation and re-opened as D&A in December.

The Wharf at Madinat Jumeirah became Tortuga Mexican Kitchen and Bar in December. The venue has already become one of Dubai’s culinary hotspots.
Jumeirah Wellness

Jumeirah Group’s flagship wellness brand is dedicated to providing guests with integrated solutions for health and wellness and encompasses spas, fitness and nutrition.

The essence of Talise is the belief that in order to look and feel good from the outside, guests must go to the source and begin by focusing on changing the way they feel on the inside. Changing only one facet of our life will not create a major improvement in its quality, but when fitness, relaxation and nutrition are addressed as equal parts of a goal the overall effect will promote optimal wellbeing.

2013 HIGHLIGHTS

• Health Clubs in Jumeirah Beach Hotel, Burj Al Arab Jumeirah and Madinat Jumeirah were upgraded and re-branded into Talise Fitness.
• Talise Spa opened at Jumeirah Messilah Beach Hotel & Spa, Kuwait.
• Talise Ottoman Spa at Jumeirah Zabeel Saray was voted Best Wellness Spa: Middle East and North Africa at the Spa Traveler Award and the ‘World’s Leading Spa Resort’ at the World Travel Awards 2013.
• Talise Spa at Madinat Jumeirah voted ‘Destination Spa of the Year’ by the World Spa & Wellness Awards 2013.

OUTLOOK AND FUTURE PLANS

• Talise Fitness and Talise Spa’s new membership plans will be introduced in Dubai.
• Talise Nutrition will continue to be introduced throughout Jumeirah hotels.

As part of the Group’s ongoing global expansion, Talise Wellness will be introduced in new destinations. New hotel openings will continue to expand the Talise brand across the world, further increasing brand exposure and ensuring that Talise remains an integral part of the Jumeirah STAY DIFFERENT™ philosophy.
Wild Wadi Waterpark offers an impressive selection of 30 themed water attractions and slides. Set over 7.5 acres, the attraction has been at the forefront of themed amusements in the region since it was established in 1999.

Numerous milestones were celebrated in 2013. Wild Wadi Waterpark achieved a total revenue increase of 79% year-on-year, leading to the highest revenue ever achieved by the park. It was also crowned the National Champions in the 8th UAE National Lifeguard Championships in Dubai after beating competition from 23 teams.

Wild Wadi Waterpark’s achievements were recognised internationally, where the park’s guest service training programme, TLAG (Think Like a Guest) won an IAAPA (International Association of Amusement Parks & Attractions) Brass Ring Award for the most innovative training programme amongst amusement facilities worldwide. TLAG aimed at increasing colleague engagement and preparing colleagues to better anticipate guest needs.

The Wild Wadi Swim Around Burj Al Arab, the waterpark’s most charitable annual event, welcomed 685 participants and raised a total of AED 235,000 in aid of Médecins Sans Frontières – Doctors Without Borders.

Competition is increasing throughout the city and the emirate; however according to TripAdvisor Wild Wadi is still positioned as the UAE’s favourite waterpark. Plans are underway to design new attractions in the future to cope with the growing tourism of the emirate as Dubai looks forward to the World Expo 2020.
Hospitality

The scale and variety of the Group’s properties means ‘Jumeirah Hospitality’ is highly versatile. Any kind of event can be managed, whether it is indoor or outdoor from two to 9,000 people. Functions can range from romantic weddings to week-long celebrations for multinational corporations and everything in between.

The Jumeirah culinary team comprises 60 nationalities and uses only the finest local and international ingredients for sumptuous results. Jumeirah’s well-trained, experienced hospitality team extends Arabian hospitality through their impeccable preparation and time-honed eye for detail. When guests sign up for a Jumeirah event, they are assigned their own dedicated event manager. Under their supervision, the hospitality staff will deal with everything from establishing sponsorship to negotiating with airlines and securing accommodation.

With access to the latest audio-visual and lighting equipment, the Jumeirah Hospitality team can cater to any theme and provide guests with memorable entertainment.

Jumeirah Hospitality has expertly managed many prestigious events including the Dubai Air Show, Dubai Desert Classic and the world’s richest horse race, the Dubai World Cup.
The Emirates Academy of Hospitality Management

The academy is one of the world’s leading hotel schools and providers of University-level hospitality business education. The facility is an integral part of Jumeirah Group offering both undergraduate and postgraduate degrees designed to develop the hospitality leaders of the future.

EAHM works in association with École hôtelière de Lausanne and all programmes of study are fully accredited by the Ministry of Higher Education and Scientific Research in the UAE, the Institute of Hospitality in the United Kingdom and the International Centre of Excellence in Tourism and Hospitality Education in Australia (THE-ICE). It is also a higher education member of the Council of International Schools (CIS).

In 2008, the Academy celebrated its 10th anniversary and ninth graduating class. The largest graduating class to date included 90 students from 17 different countries. The Academy also enrolled a record 187 students across its programmes, with nine students on scholarships of which four were Emirati nationals.

More than 350 students from 90 countries have graduated since its establishment in 2001. Graduates of the Academy find excellent professional placement opportunities within 100 companies worldwide.

In 2013, the Academy saw a record number of enrolments and welcomed more than 200 students from 90 different countries across its programmes. Over 450 Alumni are now working in more than 90 countries and have been employed by 100 companies worldwide.

In 2008, the Academy saw a record number of enrolments and welcomed more than 200 students from 90 different countries across its programmes. Over 450 Alumni are now working in more than 90 countries and have been employed by 100 companies worldwide.
Engaging Our Stakeholders
We define stakeholders as those groups, individuals, or organisations which are affected by or can affect Jumeirah in delivering its objectives. For Jumeirah Group, they include existing or potential colleagues, customers, business owners, suppliers and local communities. We also consider the environment a stakeholder represented by nongovernmental organisations; professional bodies and regulators.

Our CR and business strategies are inseparable. To ensure that sustainable business practices are managed effectively, we are increasingly integrating our key stakeholder expectations and the CR strategies to fulfill those expectations into our business excellence.

Listening to Our Stakeholders
Our Strategic Business Units (SBUs), Strategic Support Units (SSUs) and individual colleagues are responsible for identifying their stakeholders and the needs and expectations of those stakeholders.

Stakeholder Groups
Our Strategic Business Units (SBUs), Strategic Support Units (SSUs) and individual colleagues are responsible for identifying their stakeholders and the needs and expectations of those stakeholders. Our stakeholders include our colleagues, our customers, our business owners, our suppliers, our local communities and our environment.

Listening to Our Customers
Jumeirah’s customers are hotel guests, clients who purchase room nights, conference and event organizers and partners such as our operators and airlines. The Company has multiple sources of continuous feedback, which enable constant refinement and improvement to the Group’s approach to guest relationships.

The Company takes the best possible care of its guests’ wellbeing. All of the Group’s restaurants in the UAE are now diabetes-friendly. Restaurants at Jumeirah’s hotels and resorts in Dubai, as well as the Group’s independent franchises including the noodle house, now feature clearly labeled diabetic options on their à la carte menus and at their buffets. Jumeirah is also mindful of the use of artificial flavor enhancers. Take Nutrition takes the concept of healthy dining even further and often specific menus for customers willing to detox, manage their body weight or build muscle.

The Emirates Academy of Hospitality Management measures student satisfaction levels. In 2012 it topped the international and domestic student satisfaction survey (ISBSB™) conducted by the International Centre of Excellence in Tourism and Hospitality. The ISBSB™, which includes over 100000000 respondents from 1200 institutions in 24 countries across five continents. Students had indicated that they were extremely satisfied with their on-campus food and accommodation, and with the overall experience that The Academy and Dubai as a study destination had to offer. This was significant as The Academy exceeds all other contenders in this category by 11 percentage points.

Embedding CR
Key company policies for responsible and sustainable business practices are developed, reviewed and updated accordingly at corporate, regional and individual property levels to ensure continued alignment with the overall corporate responsibility strategy.

Our CR Team
As part of Jumeirah Group’s overall CSR strategy, a well-established CSR team plays a vital role in strategizing our approach, defining and implementing it in the communities in which we operate.

A global CR team is composed of three individuals and are based in Dubai, UAE in addition to two ‘CR Champions’ in each one of our properties around the world. Our CR team are recruited to have a multitude of expertise to adequately shape and implement our vision, varying from Community Engagement, Human Resources, Environmental Sciences and Marketing.

Sustainability Strategy
A Sustainability Strategy is being developed for the Jumeirah Group encompassing a top-down commitment to sustainability across the whole organization demonstrated and promoted through flexible sustainability initiatives and highlighted through a marketing campaign that includes a Jumeirah Group Sustainability Program.

The Sustainability Strategy is being developed according to the below guidelines:

- Ensure Jumeirah CR leadership and senior management of the organisation make an authentic, firm and public commitment to CSR and engage in it.
- Determine the top business objectives of the Jumeirah Group and priorities of the company and develop a Sustainability Strategy that will contribute to the achievement of those objectives.
- Align the Sustainability Strategy with the Jumeirah Group brand core competencies.
- Fully integrate the Sustainability Strategy into the corporate culture, governance and strategy-development efforts of the company and into existing management and performance systems.
- Develop clear performance metrics or key performance indicators to measure the impact of the Sustainability Strategy.
- Key Performance Indicators will be grouped into 5 sustainability pillars: resource conservation, workers welfare, environmental protection, community engagement and sustainable supply chain management.

Reporting
The final component of our approach to CR is our commitment to transparency by reporting back to stakeholders on our progress.

Transparency is critical to our operations and achieved through the engagement activities outlined later in this Report. In addition to internal and external publications and communications that are part of the way we operate.

We are also committed to disclosing information on our global activities in increasing detail and will follow the Global Reporting Initiative (GRI) G3/G4 Sustainability Reporting Guidelines.
Corporate Governance

The Board of Jumeirah Group is committed to applying the highest standards of corporate governance in the business.

CORPORATE GOVERNANCE FRAMEWORK

The Company recognises that good corporate governance is underpinned by principles of integrity, transparency and accountability. It is an essential element in promoting a strong, viable and competitive company, and in protecting and building shareholder value.

The Company has a well-established corporate governance framework implemented by the Board of Directors and Committees of the Board. The framework focuses on legal and regulatory compliance, effective risk management and internal control, and business conduct and ethics.

Dubai Holding has established an investment mandate in order to support and provide a framework for the Company’s strategic decision making. The Company makes decisions in a transparent manner with appropriate disclosures of interests so that its shareholders can hold Directors and management accountable. The Company is monitored through internal audit, which is managed through the Audit and Risk Committee and a risk working group.

DEVELOPMENTS

During 2013, steps were taken to develop and enhance the Company’s corporate governance in line with Dubai Holding’s strategic objectives.

To promote its effectiveness, the Board undertook a formal and rigorous evaluation of its own performance and that of its Committees for 2013. The review was carried out via a questionnaire using an online board portal. Key areas of focus covered strategy, risk governance, Board role, structure and composition and relationships with key stakeholders.

Among other developments, to support effective decision-making based on a well-balanced framework of accountability, a new Group Delegation of Authority document was approved by the Board and issued to the business which covered strategic, development, financial and operational matters.

In addition, in order to enhance the Company’s existing business conduct and ethics policy, new Anti-Bribery and Gifts and Hospitality policies were introduced following the Board’s approval.

BOARD AND COMMITTEE STRUCTURE

The key responsibility of the Board is to foster the long-term prosperity of the Company. In support of this objective, the Board’s role is to provide entrepreneurial leadership within a framework of prudent and effective control which enables risk to be assessed and managed. The Board is responsible for formulating the business strategy and ensuring that the necessary financial and human resources are in place to meet its objectives. It is also responsible for monitoring and reviewing the operating and financial performance of the Company.

The full responsibilities of the Board and the authority it delegates to its Committees and to management are defined in terms of reference for the Board and each of the Committees, which are reviewed and revised as appropriate on an annual basis.

The Board comprises five members including two Executive Directors and three independent Non-Executive Directors. The Non-Executive Directors bring independent character, judgement and contribute depth and diversity of views to the Board, enabling more effective decision-making. They constructively challenge and help develop proposals on strategy and scrutinise the performance of management in meeting agreed goals and objectives.

COMMITTEES

Board Committees

There are three Committees of the Board.

Audit and Risk Committee

The Audit and Risk Committee assists the Board in discharging its responsibilities relating to corporate governance, compliance, the enterprise and fraud risk management framework, financial reporting and the internal control and audit framework. The Committee comprises two independent Non-Executive Directors and an Executive Director and is also attended by the Chief of Group Audit and Risk of Dubai Holding. The Committee meets at least quarterly. The internal auditors are PricewaterhouseCoopers.

Investment and Allocation Committee

The Investment and Allocation Committee assists the Board in discharging its responsibilities and acts as the main adviser to the Board in all aspects of the Company’s investment profile and philosophy and desired risk profile. Responsible for recommending a portfolio strategy, business unit targets, capital allocation and strategic risk management, the Committee’s responsibilities also include reviewing and challenging investments and disinvestments for approval by the Board. The members of the Investment and Allocation Committee are the three Independent Non-Executive Directors, the President and Group Chief Executive Officer and the Group Chief Financial Officer. The Committee meets at least quarterly.

Remuneration and Nominations Committee

The Remuneration and Nominations Committee assists the Board in discharging its responsibilities relating to the performance assessment of the Board and the recruitment, retention, selection and remuneration of the Group’s senior management. It is also responsible for review of the structure, size and composition of the Board and to ensure that succession planning is in place for Directors and senior management.
This Committee comprises the three independent Non-Executive Directors and is also attended by the Chief Human Capital Officer of Dubai Holding.

The Committee meets at least quarterly.

Management Committees

The Board has delegated certain authority to an Executive Committee which is supported by and has delegated authority to three Management Committees: Asset Management, Development, and Operations.

The Management Committees, each chaired by a Group Chief Officer, comprise the operational management of each part of the Group and they action Board decisions, coordinate day-to-day actions and support the Group Chief Officers in decision making. In addition, a number of working groups have been established which report to the Executive Committee and carry out detailed work and analysis in relation to key areas of the business, comprising Fraud and Ethics, Risk Management, and Medical Services, which was established in 2013.

Accountability for National Development strategy and implementation has transferred to the Group Chief Human Capital Officer.

Executive Committee

The Executive Committee is responsible and accountable to the Board for all aspects of the performance and management of the Group. It has responsibility for oversight of the business, the development of Group strategy and business plan for approval by the Board and the management of finance and operations. In addition, the Committee oversees key aspects of governance and risk and the performance and development of senior employees in accordance with its terms of reference. The members of the Executive Committee are the President and Group Chief Executive Officer and the Group Chief Officers. The Committee meets formally at least eight times a year.

Asset Management Committee

The Asset Management Committee provides operational management oversight of the Group’s owned assets and ensures that the value of the owned assets is maintained. Members of the Committee include the Chief Executive Officer Real Estate and Asset Management and Group Chief Financial Officer. It meets at least once a month.

Development Committee

The Development Committee reviews the terms and if appropriate, approves new hotel, residence and serviced apartment management agreements. The Committee also monitors the progress of development deal negotiations and oversees the Company’s technical services and design process. Members of the Committee include the Group Chief Development Officer and a number of other Chief Officers of the Company. It meets once a month.

Operations Committee

The Operations Committee is responsible for overseeing the performance and management of the Group as it relates to the operating units. Members of the Committee include the Chief Executive Officers Group Operations and Chief Officers and senior members of the business. It meets once a month.

Corporate Governance Structure of Jumeirah Group LLC as at April 2014
Risk Management

Risk management is a key component of Jumeirah’s CR. It is determined by the ability to assess and take accountability for managing the main economic, social and environmental risks and insist on practices that will enable us to manage our risk effectively.

The Executive Committee of Jumeirah and the Executive Chairman of Dubai Holding support a pro-active approach to risk management. Enterprise Risk Management policies and processes have been rolled out through each of the Group’s entities.

**RISK MANAGEMENT SYSTEM**

Jumeirah’s internal controls and risk management system supports the delivery of the strategy by managing the risk of failing to achieve business objectives and protecting the business, in particular:

- The Jumeirah brand and market position.
- Jumeirah’s financial performance.
- Jumeirah’s business capability and systems including its employees, IT systems and ways of working.
- Jumeirah’s business reputation and relationships with stakeholders.

Jumeirah is continually evolving the Enterprise Risk Management (ERM) system to respond to our ever-changing competitive environment, business relationships, and guest references. For this to be effective, Jumeirah must have:

- Proactive risk management culture.
- Comprehensive and accurate risk content.
- Robust risk management process and framework.
- Risk management activity embedded across the business.

**RISK MANAGEMENT IN PRACTICE**

To be a responsible business, it is imperative to have an effective system in place for internal controls and risk management.

Therefore, the Board aims to embed proactive risk management capability and culture throughout the business. In achieving this, the Board is supported by the Executive Management Team, Risk Management Team and Internal Audit.

Jumeirah’s aim for risk management is to foster a culture that is well-informed, curious, alert, responsive, consistent and accountable so that risk management becomes instinctive.

Jumeirah considers risks in a wide number of business activities, these include, but are not limited to:

- Key strategic planning and budget allocation processes.
- The Development’s Committee processes on project planning, management and delivery.
- The design of policies, procedures, internal controls, and the Jumeirah approach to corporate governance.

The risk management capability is continually developing and growing through ongoing risk assessment, post-project reviews and post-incident and crisis reviews.

The Dubai Holding Group Risk Management Department (GRMD) is responsible for implementing and maintaining the ERM in collaboration with senior and line managers throughout all business units and entities that comprise the Dubai Holding organisation. Jumeirah’s ERM system delivers the following objectives:

- A robust risk management process to provide a consistent, systematic approach to the identification and management of risk. This includes a strong governance focus established at Board level; a functional framework for management, risk identification and reporting processes.
- Assign responsibilities and controls within each area of Jumeirah to encourage colleagues to take ownership, manage risks and the related control activities within their respective areas.
- The implementation of an integrated risk management approach to ensure all significant areas of risk are identified understood and effectively managed.
- The promotion of a shared vision of risk management that encourages an open and continuous dialogue on risks at all levels of the organisation to provide a clear understanding of risk/benefit trade-offs.
- The ability to develop, deploy and maintain consistent and appropriate risk management methodologies and tools for use in identifying, assessing, managing and reporting on risks.
- The appropriate balance between cost and control of risk and deployment of appropriate resources to manage these risks.
- The framework promotes increased risk awareness and contributes to a better understanding of risk management activity within the Group. Other benefits include improved investor confidence, compliance with existing regulations, efficient use of resources, minimising financial losses and improved management of corporate insurance excesses.
JUMEIRAH GROUP RISK

The Risk Management Working Group (RMWG) coordinates risk management activities across Jumeirah’s underlying brands and entities. The RMWG reports directly to the Audit and Risk Committee of the Board of Directors of Jumeirah. This RMWG has adopted the Group Risk Management Framework (GRMF), which provides a structured and transparent approach to managing risk.

The GRMF forms the foundation for all risk work performed at Jumeirah including corporate activities, guest activities, brands, projects, operations, staffing, HR, security, business continuity planning and development specialists (e.g. market, contract, country risk, etc.) The framework also provides guidance in overall risk monitoring and the definition of key roles, responsibilities and reporting lines.

The business units are directly responsible for identifying, assessing, managing and reporting on all risk issues in the context of this GRMF. The risk management process within the business units and its entities applies to all current and ongoing operations as well as strategic initiatives, major developments and planned projects.

Risk management is about managing uncertainty and Jumeirah seeks to develop comprehensive and accurate risk content through risk assessments. This enables Jumeirah to have better informed decision-making, which when implemented in the right cultural context, greatly improves performance at the strategic, tactical and operational levels of the business. Jumeirah therefore categorizes identified risks in this way to ensure that the relevant risks are considered and have in place appropriate oversight roles.

Main risk areas

The following table contains the main risk areas that have been identified by Jumeirah. These are considered the most relevant to the Group and its strategy although other risks may have a similar or greater impact on the Company.

<table>
<thead>
<tr>
<th>Risk Areas</th>
<th>Single Risks</th>
<th>Risk / Opportunity for improvement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Governance</td>
<td>Board / Management Committee effectiveness</td>
<td>Effective management and oversight of company's activities and affairs</td>
</tr>
<tr>
<td>Authority and accountabilities</td>
<td>Delegation of authorities clearly defined. Clarity over which decisions can be taken by whom and what approvals are needed</td>
<td></td>
</tr>
<tr>
<td>Culture</td>
<td>Openness and transparency e.g. management provided with full information on risks and sensitivities</td>
<td></td>
</tr>
<tr>
<td>Communication</td>
<td>Effective communication within organization</td>
<td></td>
</tr>
<tr>
<td>Risk management</td>
<td>Risk management integrated in key activities</td>
<td></td>
</tr>
<tr>
<td>Risk management and monitoring</td>
<td>Clear objectives and targeted effective monitoring</td>
<td></td>
</tr>
<tr>
<td>Performance management</td>
<td>Effective performance management framework with measures to monitor business (e.g. variance analysis</td>
<td></td>
</tr>
</tbody>
</table>

1. Governance Risks

2. Operational Risks

Jumeirah Group
### 2. OPERATIONAL RISKS continued

<table>
<thead>
<tr>
<th>Risk Areas</th>
<th>Single Risks</th>
<th>Risk / Opportunity for improvement</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Finance operations</strong></td>
<td>Budgeting, planning and performance reporting</td>
<td>Reliable budget and planning information/metrics with variance analysis and follow up</td>
</tr>
<tr>
<td></td>
<td>Accounting</td>
<td>Incorrect accounting due to inappropriate policies or errors</td>
</tr>
<tr>
<td></td>
<td>Financial reporting and disclosure</td>
<td>Failure to obtain required external and internal business information, or b) report company’s financial position and relevant disclosures accurately</td>
</tr>
<tr>
<td><strong>Design (construction projects)</strong></td>
<td>Scope definition</td>
<td>Appropriate scope definition to deliver business case/project</td>
</tr>
<tr>
<td></td>
<td>Costs</td>
<td>Realistic project cost estimates</td>
</tr>
<tr>
<td></td>
<td>Schedule</td>
<td>Realistic project schedule</td>
</tr>
<tr>
<td><strong>Damage to assets</strong></td>
<td>Terrorism and vandalism</td>
<td>Damage to assets due to terrorism and vandalism</td>
</tr>
<tr>
<td></td>
<td>Natural disasters</td>
<td>Damage to assets due to natural disasters (e.g. fire, earthquake, severe weather, flooding, power outages etc.)</td>
</tr>
<tr>
<td></td>
<td>Physical security</td>
<td>Unauthorized entry damage, or other illegal acts which may cause injury/damage to staff, property and other assets</td>
</tr>
<tr>
<td><strong>IT/technology</strong></td>
<td>Integrity</td>
<td>Authorization, completeness, and accuracy of transactions and information processed</td>
</tr>
<tr>
<td></td>
<td>Information security</td>
<td>System access and confidential information security</td>
</tr>
<tr>
<td><strong>Health, safety and environment</strong></td>
<td>Workplace, customer safety</td>
<td>Safe conditions in workplace and for guests and customers</td>
</tr>
<tr>
<td></td>
<td>Food safety</td>
<td>Hygiene measures</td>
</tr>
<tr>
<td></td>
<td>Environment</td>
<td>Potential for example for injury property damage and clean up costs which could lead to fines, punitive damages etc</td>
</tr>
</tbody>
</table>

### 3. STRATEGIC RISKS

<table>
<thead>
<tr>
<th>Risk Areas</th>
<th>Single Risks</th>
<th>Risk / Opportunity for improvement</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Industry/ market</strong></td>
<td>Market size</td>
<td>The market size of industry (sales value)</td>
</tr>
<tr>
<td></td>
<td>Market share</td>
<td>The market share of the company relative to market size</td>
</tr>
<tr>
<td></td>
<td>Market profitability and growth</td>
<td>The profitability (average EBIT margin and capital turnover) and expected revenue growth of the industry</td>
</tr>
<tr>
<td><strong>Competition</strong></td>
<td>Cost and pricing structures</td>
<td>Competitors have lower cost or higher pricing structures</td>
</tr>
<tr>
<td></td>
<td>Innovation</td>
<td>Competitors develop more innovative products</td>
</tr>
<tr>
<td></td>
<td>Product and service quality</td>
<td>Competitors deliver higher product and service quality</td>
</tr>
<tr>
<td></td>
<td>Emerging rivals</td>
<td>Emerging rivals reduce market share/industry's value potential</td>
</tr>
<tr>
<td><strong>Competition</strong></td>
<td>Customer profile</td>
<td>Accurate profile of target customers</td>
</tr>
<tr>
<td></td>
<td>Reliance on key customers</td>
<td>Reliance on a few key customers</td>
</tr>
<tr>
<td></td>
<td>Customer loyalty</td>
<td>Customer retention/awareness of changes in customer needs. Customer satisfaction compared to competitors</td>
</tr>
<tr>
<td></td>
<td>Buyer power</td>
<td>Customers / buyers exercise significant influence over the company/industry e.g. price sensitivity and extent of substitution available</td>
</tr>
<tr>
<td><strong>Health, safety and environment</strong></td>
<td>Workplace, customer safety</td>
<td>Safe conditions in workplace and for guests and customers</td>
</tr>
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<td></td>
<td>Food safety</td>
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<tr>
<td></td>
<td>Environment</td>
<td>Potential for example for injury property damage and clean up costs which could lead to fines, punitive damages etc</td>
</tr>
</tbody>
</table>
Economic Performance

Jumeirah has enjoyed tremendous success since it was established 16 years ago. Over the past few years the company has seen significant growth, which has been supported by delivering exceptional results. Jumeirah has developed strategies designed to engage and serve each one of its key stakeholders.

Jumeirah has a unique position in today's competitive luxury hospitality market. Its success is built on a portfolio of unique brands, which range from lodging and dining through to waterparks and wellness. They continue to weave their magic and leverage their exceptional know-how. Fueled by a distribution network of robust scope and quality, Jumeirah's success is anchored in a coherent strategy that consistently delivers growth around the world, while adhering to its Hallmarks and its Guiding Principles.

PIPELINE PROGRESS

Jumeirah Group currently has 10 hotels representing 2,613 keys under construction with further 13 projects representing 3,154 keys in the pipeline.

In Jordan, Jumeirah at Saraya Aqaba is nearing completion with the opening date set for late 2015.


The master plan is currently under development for the Jumeirah Marisake Golf & Polo Resort in Morocco.

Work is progressing on Jumeirah Dubai Tower in Doha, Jumeirah Macau in China, Jumeirah Gamsha Bay in Egypt although opening dates have yet to be confirmed.

The following are our Economic Performance Indicators that help us monitor the growth and success of our establishments:

<table>
<thead>
<tr>
<th>Jumeirah Property</th>
<th>Location</th>
<th>Key Performance Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Revenue Generation Index</td>
</tr>
<tr>
<td>Jumeirah Etihad Towers</td>
<td>Abu Dhabi</td>
<td>984</td>
</tr>
<tr>
<td>Burj Al Arab Jumeirah</td>
<td>Dubai</td>
<td>355.2</td>
</tr>
<tr>
<td>Jumeirah Beach Hotel</td>
<td>Dubai</td>
<td>1256</td>
</tr>
<tr>
<td>Jumeirah Creekside Hotel</td>
<td>Dubai</td>
<td>79.5</td>
</tr>
<tr>
<td>Jumeirah Emirates Towers</td>
<td>Dubai</td>
<td>896</td>
</tr>
<tr>
<td>Jumeirah Living World Trade Centre Residence</td>
<td>Dubai</td>
<td>871</td>
</tr>
<tr>
<td>Madinat Jumeirah</td>
<td>Dubai</td>
<td>4915</td>
</tr>
<tr>
<td>Jumeirah Zahara Saray</td>
<td>Dubai</td>
<td>1139</td>
</tr>
<tr>
<td>Jumeirah Dhawafushi</td>
<td>Maldives</td>
<td>95</td>
</tr>
<tr>
<td>Jumeirah Vitavelli</td>
<td>Maldives</td>
<td>797</td>
</tr>
<tr>
<td>Jumeirah Himalayas Hotel</td>
<td>Shanghai</td>
<td>82.4</td>
</tr>
<tr>
<td>Jumeirah Frankfurt</td>
<td>Frankfurt</td>
<td>1248</td>
</tr>
<tr>
<td>Petra Palace Hotel Jumeirah</td>
<td>Istanbul</td>
<td>77</td>
</tr>
<tr>
<td>Jumeirah Jeanes Tower</td>
<td>London</td>
<td>1038</td>
</tr>
<tr>
<td>Jumeirah Lowendes Hotel</td>
<td>London</td>
<td>87</td>
</tr>
<tr>
<td>Grosvenor House Apartments by Jumeirah Living</td>
<td>London</td>
<td>1421</td>
</tr>
<tr>
<td>Jumeirah Port Solter Hotel &amp; Spa</td>
<td>Malta</td>
<td>97</td>
</tr>
<tr>
<td>Jumeirah Grand Hotel Via Veneto</td>
<td>Rome</td>
<td>62.2</td>
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<tbody>
<tr>
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<td>Abu Dhabi</td>
<td>984</td>
<td>n/a</td>
<td>n/a</td>
</tr>
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<td>Burj Al Arab Jumeirah</td>
<td>Dubai</td>
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<td>Jumeirah Beach Hotel</td>
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<tr>
<td>Jumeirah Creekside Hotel</td>
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<td>n/a</td>
</tr>
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<td>90.6</td>
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<tr>
<td>Jumeirah Living World Trade Centre Residence</td>
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<td>871</td>
<td>862</td>
<td>862</td>
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<td>Dubai</td>
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<td>Dubai</td>
<td>1139</td>
<td>938</td>
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<td>1041</td>
<td>1041</td>
</tr>
<tr>
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<td>London</td>
<td>87</td>
<td>81.1</td>
<td>97.8</td>
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<tr>
<td>Grosvenor House Apartments by Jumeirah Living</td>
<td>London</td>
<td>1421</td>
<td>1421</td>
<td>1682</td>
</tr>
<tr>
<td>Jumeirah Port Solter Hotel &amp; Spa</td>
<td>Malta</td>
<td>97</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>Jumeirah Grand Hotel Via Veneto</td>
<td>Rome</td>
<td>62.2</td>
<td>n/a</td>
<td>n/a</td>
</tr>
</tbody>
</table>
Key performance indicators and highlights

Our Sustainability Strategy groups our Key Performance Indicators into 5 pillars: Sustainable Supply Chain Management, Environmental Protection, Workers Welfare, Community Welfare, and Resource Conservation. Each of the pillars will be developed in the following sections to showcase our performance and progress made over the past 5 years.

Category A: Sustainable Supply Chain Management

Green Procurement Strategy

Jumeirah considers environmentally preferable products where possible.

The purpose of Jumeirah’s Green Procurement Strategy is to demonstrate our commitment to improving our environmental performance.

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.

The following is a list of initiatives and objectives that Jumeirah has set in place for implementing the Green Procurement Strategy:

• Jumeirah has a policy of favouring certified suppliers or suppliers following best environmental and social practices.
• Environmentally friendly supplies are purchased (e.g. recycled paper, certified wood).
• Incorporation of environmental/sustainability criteria and preferences into purchasing procedures.
• Food purchased locally (within 160 km or 100 miles), preference given to local products.
• The requirement to favour re-usable; returnable and recycled goods where available, without reduction of quality or Health and Safety.
• A packaging minimization is applied to all purchases.
• Preference is given to product suppliers who provide and take back reusable packaging and shipping containers/pallets etc.

Supply Chain & Logistics Initiatives

• The lighting upgrade at the SBU’s, which consisted of installing energy efficient bulbs and lighting.
• Purchasing Energy Efficient Office equipment.
• Recycling of paper, cardboard, plastic, metal, glass, used cooking oil etc.
• Purchase eco-friendly products i.e. toilet paper, bathroom amenities, paper used in the office, paper for collateals, chemical products for housekeeping, laundry and stewarding.
• Purchase coffee (fair-trade certificate).
• Jumeirah requests suppliers to submit the environmental and CSR policies and certificate ISO 14001 during registration process.
• Jumeirah may visit suppliers and conduct on-site inspections with regards to the current status of their environmental control measures whenever applicable.
• Jumeirah complies with the latest environmental health and safety legislation where applicable.
• Jumeirah ask their suppliers to submit the material safety data sheets (MSDS) for cleaning chemicals and chemicals must be approved by Dubai Municipality.
• Jumeirah purchases biodegradable products whenever possible.
• Jumeirah uses building management systems for optimised energy efficiency.
• Purchasing non-hazardous cleaning products.
• Uses electronic purchase orders to reduce paper consumption.

Labour Standards:

• Jumeirah Group expects its suppliers to treat their employees with respect and integrity and, at minimum, in accordance with applicable laws and regulations in countries where they operate. Other specific guidelines are as follows:
  - Child Labour:
    • Suppliers must not employ persons below the age for having completed compulsory schooling or under the age of 15.
  - Hours of Work:
    • The weekly working hours including overtime may not exceed a total of 60 hours except under exceptional circumstances. Local law will be followed if they require less than 60 hours per week.
    • In addition, employees should receive a minimum of one day off per week.
  - Health and Safety:
    • Suppliers must provide a safe and healthy work environment for their employees in compliance with local laws and regulations.
    • In additions, suppliers must take adequate steps to prevent accidents or injury and to minimise exposure to health risks arising out of, associated with, or occurring in the course of work.
    • Where accommodation is provided, it shall be safe, clean and meet the basic needs of employees and provide adequate living space, sanitary facilities and water supply.

Jumeirah green initiatives have received recognition from Green Globe Accreditation.
Category B: Environmental Protection

Strategy and highlights
Jumeirah takes a long-term view towards the sustainable development of the environment in which it operates in businesses. The Group is committed to reducing the effects of climate change brought about by the increased greenhouse gases in the atmosphere. This is achieved through optimising operations as well as the introduction of a comprehensive waste recycling and resource management programmes to mitigate the rising CO2 emission levels.

Examples include the use of energy-saving lights by properties internally and externally, climate control technologies within various areas of hotels and resorts, recycling and reducing waste for paper, cardboard, spent cooking oil, print cartridges, batteries, IT hardware and coat hangers. More information about Jumeirah’s policies and latest initiatives for protecting the environment is available at http://cr.jumeirah.com

Jumeirah is a member of the Hotel Carbon Management Initiative, jointly managed by the World Travel and Tourism Council and International Tourism Partnership, it includes 23 competing hotel brands in 12 regions around the world. Jumeirah’s efforts are shared by Jumeirah’s aquarium team on social media and in the press.

According to the International Union for Conservation of Nature, the hawksbill turtle has seen an 87% decline in population over the last three decades with only an estimated 8,000 nesting females left in the world.

Since 2004, the project has successfully released over 912 record sea turtles and in 2018 over 190 sick or injured sea turtles were treated.

Key performance indicators and highlights continued

Environmental highlights

- Jumeirah Hotels & Resorts in Dubai and Oasis Village colleague accommodation once again participated in the Earth Hour by turning off external and non-essential lights for an hour. Throughout 2017, many of the lights within the hotels were replaced with LED lights that consume less electricity and preserve resources.

- Madinat Jumeirah invested in an on-site industrial tunnel washer to process all laundry, cleaning in house. The capital expenditure work took place over the summer and the first full cycle of operations started in July 2012. After five months of operations, the net savings reached AED 936,842 with a subsequent increase in the cleaning quality.

- During the refurbishment process of Jumeirah Emirates Towers and Jumeirah Beach Hotel, sophisticated energy management systems were implemented along with the other Jumeirah Information Technology brand standards. Through the smart use of interfaces and sensors these systems can save up to 20% of energy consumption in hotel rooms without compromising the guest experience.

- Jumeirah Living World Trade Centre Residence partnered with EcoPure to introduce glass bottles for drinking water in all guest areas; this eliminates over 100,000 plastic bottles per annum. All liquid guest amenities are presented in ceramic containers to reduce the amount of plastic. Non-woven biodegradable packaging is used for all amenity packing to reduce the amount of plastic amounting to the resort.

- Jumeirah Living World Trade Centre Residence introduced paperless meetings concept for its colleagues.

- Jumeirah Dhevanafushi formed teams of 15 to 20 colleagues to spend five hours in the sea every week cleaning the reefs from waste that had accumulated over the years.

- Jumeirah Vittaveli generates hot water using the residual heat of its power generators. Paper and cardboard are incinerated with fallen leaves and branches to produce compost. The resort partnered with EcoPure to introduce glass bottles for drinking water in all guest areas; this eliminates over 100,000 plastic bottles per annum. All liquid guest amenities are presented in ceramic containers to reduce the amount of plastic. Non-woven biodegradable packaging is used for all amenity packing to reduce the amount of plastic amounting to the resort.

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- Jumeirah Living World Trade Centre Residence introduced paperless meetings concept for its colleagues.
Category B: Environmental Protection continued

- Jumeirah Vittaveli aims to protect the natural landscape and cleans the reefs and beaches around the hotel. It has invested in the use of an aerobic sewage plant, which returns no effluent to the ocean. Finally, the resort established an environmental committee to find new ways to address the unique environmental and social needs of its precious habitat.

- Bokashi Composting Programme in Madinat Jumeirah - The term ‘Bokashi’ is a Japanese word that means ‘fermented organic matter.’ Bokashi offers a simple yet effective composting system whereby we are able to recycle all food waste (raw & cooked) using an anaerobic process. In Madinat Jumeirah, cold food waste is used in the compost program to generate organic compost. The Bokashi compost is producing about 70 kg of compost weekly that is then used for the herb garden in Magnolia restaurant and for growing the fruits and vegetables including tomatoes, sweet melons, rock melons, chilies, celery, carrots, broccoli, spring onions, parsley, basil, zucchinis, radish, water melon cucumbers and oregano in Jumeirah Beach Hotel.

- Apartment owners, tenants, hotel guests and colleagues of Jumeirah Living World Trade Centre Residence have joined together to transform their 5-star building into an eco-friendly place to live in. Aside from the unique L-shaped glass configuration of their building that promotes energy saving characteristics, there are also plenty of recycling initiatives in place. Jumeirah Living World Trade Centre Residence is one of the first residence buildings that provide recycling drums for used oil. They are also amongst the pioneers in the field of involving guests and tenants to reduce, reuse and recycle by providing recycling bins on all floors and encouraging proper disposal of cartridge, batteries and unwanted electric items by simply contacting the housekeeping department. Jumeirah Living World Trade Centre Residence is not only the home of luxury living, it is definitely the home of green living.

Jumeirah Properties and as part of their sustainability strategy, monitor their environmental performance through measurement and record keeping of CO₂ emissions. For instance, the below table lists the CO₂ emissions of some of our properties during the year 2012:

<table>
<thead>
<tr>
<th>Jumeirah Property</th>
<th>CO₂ Emissions during 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jumeirah Creekside Hotel (JCH)</td>
<td>21,054,900 kg CO₂</td>
</tr>
<tr>
<td>Madinat Jumeirah (MJ)</td>
<td>46,055,650 kg CO₂</td>
</tr>
<tr>
<td>Jumeirah Beach Hotel (JBH)</td>
<td>26,678,730 kg CO₂</td>
</tr>
<tr>
<td>Jumeirah Living (JL)</td>
<td>10,494,114 kg CO₂</td>
</tr>
<tr>
<td>Jumeirah Dhevanafushi (JD)</td>
<td>3,521,520 kg CO₂</td>
</tr>
</tbody>
</table>

The KPIs are then broken down into CO₂ emission sources, which include the usage of electricity, natural gas, diesel, heated, and/or steam, chilled water system and propane. Each of Jumeirah’s properties will report the CO₂ emissions breakdown based on their usage of resources. The below graph demonstrates the CO₂ emissions trend analysis of Madinat Jumeirah between the years 2009 and 2013. The graph shows significant decrease especially between the years 2012 and 2013.

Jumeirah Properties have been doing their best to reduce their CO₂ emissions demonstrating their commitment to a healthier environment.

CO₂ EMISSIONS

Jumeirah Group
The following is a list of highlights from Jumeirah’s Community Highlights:

**United Arab Emirates**
- Jumeirah Hotels and Resorts in Dubai in partnership with the Emirates Marine Environmental Group introduced a traditional pearl diving activity for hotel guests. The activity offers a chance to learn about and experience the original ancient pearl diving traditions that were once the main source of income for inhabitants of the region.
- Jumeirah Hotels and Resorts in Dubai volunteered to convert a room in Senses into a small library. Senses is the first non-profit specialised residential centre in Dubai, which offers care to children with special needs and their families. Books were donated by Jumeirah colleagues.
- Jumeirah at Etihad Towers partnered with Sheikh Khalifa Medical City to support a blood donation campaign.
- Jumeirah Beach Hotel hosted a group of children from Dar Zayed, a centre that provides lifelong care and shelter for children who were orphaned at an early age in the United Arab Emirates.
- Madinat Jumeirah received a Certificate of Appreciation from the United Nations World Food Programme for its continuous support and commitment. In April, Mina AlSalam hosted a successful fundraising event that generated a remarkable amount of donations, enough to feed close to 88,000 children.
- Madinat Jumeirah organised a visit to the Children’s Cancer Ward in Dubai Hospital to wish the young patients a speedy recovery and present a selection of books, gifts and toys, which had been donated by the resort’s employees.
- Jumeirah Emirates Towers held regular Farmers’ Markets where local farmers and artisans from the region, sell fresh and organic vegetables, herbs and dairy products.
- Jumeirah Emirates Towers is a proud host and official partner of The Global Gift Gala 2013. The event, part of the Global Gift Foundation, is an international fundraising initiative that brings together organisations, resources and celebrities to help transform lives.
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**Maldives**
- Jumeirah Dhevanafushi connected to the local islands to share Maldivian culture and cuisine. Every Saturday two Maldivian ladies join the resort chef and help to prepare authentic local dishes. The kitchen team is happy to gain more knowledge in Maldivian cuisine and the ladies are amused to cook food in an industrial kitchen.
- Jumeirah Vittaveli raised funds and also provided internship opportunities for the Education and Training Centre for Children (ETCC), located on the nearby Maafushi Island. The ETCC is a shelter for children aged 9-18 years, focusing on providing primary education and vocational training for orphans and homeless children who have been neglected with little or no education at all.
- Jumeirah Vittaveli hosted students from the Maldives Faculty of Tourism and Hospitality and offered insights into luxury resort operations.
- Jumeirah Vittaveli offers financial and non-financial support to the Education and Training Centre for Children and the Maafushi School through an apprenticeship award initiative, a children’s art sale at the hotel, and the Jumeirah Award of Excellence, which recognizes outstanding academic achievement.

**Key performance indicators and highlights continued**
**Senses Residential and Day Care for Special Needs**

Senses Residential and Day Care for Special Needs is the first non-profit residential care facility in the United Arab Emirates. Senses accepts children with mild to severe and profound cases including multi-disability cases: Physical disabilities, Cerebral palsy, Mental retardation, Down syndrome, Autism spectrum disorder and Disabled orphans.

Mission: To expand Senses School and offer excellence in the rehabilitation and education of children with special needs. Senses School’s outstanding medical care unit offers bespoke therapeutic and educational services, undertaken with the highest level of efficiency and quality standards.

*“While we try to teach our children all about life, our children teach us what life is all about.”*  
Angela Schwindt

Senses School witnessed a remarkable development in all its units and sections with an increase of students enrolled of more than 50% compared to 2009.

The centre combines full-time residential care home, day care centre and respite care home that offers safety, comfort and an engaging environment for children and young adults with severe learning and physical disadvantages.

**Jumeirah Foundation**

The Jumeirah Foundation is our way of giving back to those in need. A charitable non-profit organisation, the Jumeirah Foundation was established to support a number of welfare and educational programmes for underprivileged communities.

The Jumeirah Foundation is our way of giving back to those in need. Their mission is clear and simple and forms the fundamental grounding of every project we proudly support.

We do what we do. Safe and reliable healthcare and consistent access to education are not necessities; they are basic human rights that we believe must be available for all.

The Jumeirah Foundation focuses on these two key pillars as the most effective drivers of change in any community.

It is the aim of the Jumeirah Foundation to improve, sustain and positively benefit and promote change for the community at large.

Within these two pillars, each project we fund will address a local or national need for these fundamental human rights, which will provide long-term benefits and prolific change for the community at large.

The Jumeirah Foundation does not launch charities or aid relief. Rather, the foundation adopts established charities, support groups or aid efforts and imparts its extensive reach, man power and expertise to further these hard working causes.

**Arts and Education**

Jumeirah maintained its longstanding commitment to support the international arts community through its engagement with various cultural events. Art Dubai 2013 continued its story of success in Madinat Jumeirah while Pera Palace Hotel Jumeirah Istanbul invited the Musica Mundana Chamber Music Society from New York to perform their Orient Express concert in honour of the hotel’s 115th birthday celebrations.

In Dubai, Jumeirah Creekside Hotel continued to be at the avant garde of the modern art scene. The hotel’s current collection comprises 462 works by 81 contemporary artists representing 21 countries in the Middle East and spanning various media platforms. Jumeirah was also the official sponsor of the Dubai International Film Festival.

In the educational sector, Jumeirah contributed to numerous programmes which provide children with opportunities to achieve their academic potential. And a team of UAE Jumeirah employees and their friends from Dubai took used laptops to Nepal and provided training sessions on computer basics, Internet and Microsoft Word to more than 20 children in the Nepal Children’s Home.

Jumeirah invests in to engage with international higher education institutions and hosts student groups in Dubai from around the whole world. Being recognised as an industry leader in the Middle East, the company organizes workshops for students attended by the top management of Jumeirah on topics such as the global value of travel and tourism, strategic planning in hospitality, international expansion and doing business abroad, human resources, talent management and others.

**Our core focus areas are:**

- Hospitals, clinics, rehabilitation and therapy centres
- Programmes to support patients and their families
- Disaster relief
- Promoting literacy youth development and local schools
- Scholarships with the Emirates Academy of Hospitality Management

**Projects we fund**

Jumeirah Foundation’s key focus lies in two areas: healthcare and education.

Within these two pillars, each project we fund will address a local or national need for these fundamental human rights, which will provide long-term benefits and prolific change for the community at large.

**What we do:**

Safe and reliable healthcare and consistent access to education are not necessities; they are basic human rights that we believe must be available for all.

The Jumeirah Foundation focuses on these two key pillars as the most effective drivers of change in any community.

It is the aim of the Jumeirah Foundation to improve, sustain and positively change lives by focusing on education and health—which we have termed the ‘basics of wellbeing’—to strengthen communities now and in the future.

**Key performance indicators and highlights continued**

**Category C: Community Welfare continued**

**United Kingdom**

- Jumeirah Carlton Tower and Jumeirah Lowndes Hotel supported fundraising for the ‘Household Cavalry Foundation’ and the ‘Cystic Fibrosis Trust’ charities in London.
- Grosvenor House Apartments by Jumeirah Living raised funds for CLIC Sargent, UK’s leading career charity.
- Jumeirah Jockeys, a team of colleagues from Jumeirah’s hotels in London, took part in a charity bicycle ride in support of the British Heart Foundation (BHF). The team helped raise almost AED 15,000 for the BHF an organisation which provides pioneering research, vital prevention activity and quality care and support for people living with heart problems.

**New York, USA**

- Jumeirah Group and City Parks, a New York City organisation, hosted a junior golf clinic where 50 junior golfers, aged 10 to 17, had the opportunity of a lifetime to receive coaching from the world number one golfer Rory McIlroy.
- Jumeirah’s Global Sales Office Americas volunteered to support the victims of Hurricane Sandy and New York Cares.

**Frankfurt, Germany**

- Jumeirah Frankfurt supported JP Morgan Corporate Challenge, the world’s biggest corporate run. The event raised EUR 247,000 that was donated to the German Sports Aid Foundation.

**Grosvenor House Apartments by Jumeirah Living**

- Raised funds for CLIC Sargent, UK’s leading cancer charity.
- Supported the ‘Household Cavalry Foundation’ and the ‘Cystic Fibrosis Trust’.

**Jumeirah Carlton Tower and Jumeirah Lowndes Hotel**

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**Jumeirah Foundation**

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**Jumeirah’s Global Sales Office Americas**

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**Jumeirah Group and City Parks, a New York City organisation**

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Key performance indicators and highlights continued

Category D: Workers Welfare

Human Resources Strategy

The Jumeirah Group HR strategy provides global support for its existing businesses and regional office networks as well as those under development. It is an integral part of the overall business strategy and plays a significant role in helping to enable Jumeirah’s successful growth plans through fully engaged colleagues.

The strategy drives global best practice HR standards and Centres of Excellence throughout the organization allowing consideration of local practices and requirements, whilst also ensuring overall company standards remain consistent, competitive and innovative.

Jumeirah Group HR function has identified the following strategic principles & priorities:

✓ Attract, Retain & Retire Talents: Attract, grow & retain talented people with a great attitude, great skills and a passion for customer service.
✓ Embed the Jumeirah Culture: Embed our unique culture through our hallmark, our leadership culture & our transparent approach to communication. We always seek ways to involve our colleagues in improving how we do business.
✓ Thoughtful & Generous Recognition: Our colleagues make the difference and deserve heartfelt recognition.
✓ Empowering colleagues and instilling accountability - Place decision-making & accountability as close to the customer as possible.
✓ Compelling Rewards - Reward high performance and incentivise colleagues to achieve our challenging targets.
✓ Leverage Technology & Metrics: Define the roadmap and standards required for utilisation of HR technology across the company and how this will evolve, driving efficiency across the globe.
✓ Customer focused, trusted business advice - Deploy a Transparent and measurable suite of HR services & best practice tools.
✓ Global consistency - Deploy a global framework for HR knowledge management - ensuring robust HR processes, policies, standards, systems & business metrics - helping to effectively manage risk. Optimize performance of HR Shared Services operations to add value & reduce costs.

KPI: HR PERFORMANCE

The following table shows key performance indicators for Jumeirah Group for 2012:

**Key performance indicators help monitor the effectiveness of Jumeirah Group’s HR strategy**

<table>
<thead>
<tr>
<th>SBU</th>
<th>Local hires</th>
<th>Employment types percentages</th>
<th>Workforce by nationality</th>
<th>Workforce by gender</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Full-time</td>
<td>Part-time</td>
<td>Casual</td>
</tr>
<tr>
<td>Jumeirah at Etihad Towers</td>
<td>7%</td>
<td>100%</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Jumeirah Beach Hotel</td>
<td>5%</td>
<td>94.6%</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Jumeirah Creekside Hotel</td>
<td>100%</td>
<td>100%</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Jumeirah Dhevanafushi</td>
<td>50.62%</td>
<td>95%</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Jumeirah Frankfurt</td>
<td>100%</td>
<td>98.2%</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

Jumeirah properties also monitor the hours of training given by year to our employees by employee category, to ensure that our HR strategy is properly implemented and keeps on improving performance. The following table illustrates the hours of training given by some of our properties during the year 2012:

<table>
<thead>
<tr>
<th>SBU</th>
<th>Hours of training</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Executive</td>
</tr>
<tr>
<td>Jumeirah at Etihad Towers</td>
<td>460</td>
</tr>
<tr>
<td>Jumeirah Beach Hotel</td>
<td>192</td>
</tr>
<tr>
<td>Jumeirah Creekside Hotel</td>
<td>-</td>
</tr>
<tr>
<td>Jumeirah Carlton Tower</td>
<td>148</td>
</tr>
<tr>
<td>Jumeirah Lowndes Hotel</td>
<td>36</td>
</tr>
</tbody>
</table>

**KPI: H&S INCIDENTS BY REGION**

The following table shows the number of H&S incidents that occurred during 2012 in three of Jumeirah’s hotels in the UAE and the UK.

**HEALTH & SAFETY**

Jumeirah Group regards Health and Safety as an essential element to the success of the Company. It is Jumeirah’s policy to take every reasonable and practical step to provide and maintain a safe and healthy environment for all colleagues, contractors and third parties to work in.

We have HSE committees in each of our properties which convene monthly to discuss matters related to guest and colleague’s health, safety and security.

All colleagues are represented by their functional department heads and all departments including Security, housekeeping, engineering are members of the committee.

Effective health and safety practices are encouraged through training, supervision and appropriate equipment.

The HSE is part of our core training.

Appropriate job specific courses are licensed and permits provided for positions such as buggy drivers, lifeguards and chefs.

Internal monthly food hygiene audits are carried out in colleague food and beverage areas and colleague facilities are audited annually by Dubai Municipality. Audit reports are used to identify areas for improvement and colleague satisfaction measured through COS.

Jumeirah also seeks to ensure that the Health & Safety of the public, visitors, customers, contractors and vendors is not jeopardized at any time while using the Company’s premises and facilities. We provide 24 hour access to medical services and our dedicated clinics attend to over 8000 colleagues, 500 guests and 300 contractors.

Our paramedics conduct First Aid Training and also conduct health awareness training which is preventative medical education for our colleagues, teaching them about a variety of medical topics from choosing to live a healthy lifestyle to preventative health long-term diseases such as hypertension, diabetes and heart disease.

Additional emergency equipment has also been installed in the Oasis Village clinic to allow a quicker and higher level of response to emergencies and to bring the clinic in line with local and international standards. We also have instituted free health checks at all SBU’s and Group level.

We organize regular team building outdoor activities.

We are working on more flexible working hours solutions to suit colleagues and business requirements.

**DIVERSITY AND EQUAL OPPORTUNITY**

As an equal opportunity employer Jumeirah actively promotes a working environment, which is free from discrimination and where all colleagues are treated with dignity, courtesy and respect in line with our Hallmarks and Key Principles. The over 120 nationalities that make up Jumeirah give us a unique opportunity to learn, to understand and to value our differences.

Jumeirah will not tolerate discrimination on any basis, including discrimination based on race, colour, nationality, age, disability or religion. This includes equal treatment with regards to compensation, working conditions, discipline, benefits, and equal access to opportunities for advancement, training, transfer and promotions.

We also expect our guests, community members, suppliers, contractors and their employees to be treated by our colleagues with respect and courtesy.

**HUMAN RIGHTS AND LABOUR PRACTICES**

We respect fundamental human rights as defined in the United Nations Universal Declaration of Human Rights (UNUDHR) and the International Labour Organisation (ILO) core labour standards and seek to protect and promote, within our sphere of influence, those fundamental rights.

We have well designed and practiced human resources policies in place covering all aspects of employment and the Code of Business Conduct and Ethics policy and the Equal Employment Opportunity policy.

We seeks to enhance our HR policies, while enabling localisation of host country practices in order to enhance operational effectiveness and efficiency; embrace national differences and meet legal obligations in the host country.
KEY PERFORMANCE INDICATORS AND HIGHLIGHTS CONTINUED

CATEGORY E: RESOURCE CONSERVATION

As part of our sustainability strategy and our commitment to reduce resource consumption of our properties and their consequent environmental pollution, KPIs for resource consumption have been assigned for reporting and monitoring.

KPI: RESOURCE CONSUMPTION

Water, electricity, gas and fuel consumption are four KPIs that all Jumeirah Properties are keeping track of. The following table illustrates the resource consumption KPIs of some of our properties in 2012 and the graph illustrates the performance of one of our exemplary properties: Madinat Jumeirah over the past 5 years.

<table>
<thead>
<tr>
<th>Property</th>
<th>Water Consumption (US Gal)</th>
<th>Electricity Consumption (kwh)</th>
<th>Gas Consumption (m³)</th>
<th>Fuel Consumption (t)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jumeirah at Etihad Towers</td>
<td>9,268,184</td>
<td>22,712,811</td>
<td>1,889,293</td>
<td>–</td>
</tr>
<tr>
<td>Jumeirah Beach Hotel</td>
<td>117,021,619</td>
<td>519,163,499</td>
<td>346,713</td>
<td>–</td>
</tr>
<tr>
<td>Jumeirah Creekside Hotel</td>
<td>609,917,830</td>
<td>1,817,514,730</td>
<td>89,664</td>
<td>516,116</td>
</tr>
<tr>
<td>Jumeirah Living - Dubai</td>
<td>15,672,593</td>
<td>11,234,000</td>
<td>–</td>
<td>–</td>
</tr>
</tbody>
</table>

Graphs showing water and electricity consumption over the years for Madinat Jumeirah.
The following charts will also demonstrate electricity and water consumption in Jumeirah Beach Hotel between the years 2013 and 2014.

### Key Performance Indicators and Highlights

**KPI: Waste Disposal and Recycling**

Jumeirah properties also track generated waste amounts and their recycling rates. The table below lists the amount of waste generated by disposal method in some of our properties during the year 2012.

<table>
<thead>
<tr>
<th>SBU</th>
<th>Waste sent to landfill</th>
<th>Water sent to composting site</th>
<th>Waste sent to municipal incinerator</th>
<th>Overall recycling</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jumeirah at Etihad Towers</td>
<td>1,157,681</td>
<td>-</td>
<td>-</td>
<td>41,831</td>
</tr>
<tr>
<td>Jumeirah Frankfurt</td>
<td>75112.4</td>
<td>1910.136</td>
<td>75112.4</td>
<td>39691.08</td>
</tr>
<tr>
<td>Jumeirah Beach Hotel</td>
<td>6500 tons</td>
<td>-</td>
<td>-</td>
<td>185 tons</td>
</tr>
</tbody>
</table>

Jumeirah properties have started to improve their recycling rates with the increase of corresponding recycling plants in the market. For instance, Jumeirah Creekside Hotel recycled 25.96 tons of waste in 2013 (cardboard, paper, plastic, metal, glass and oil) while in 2014 until October only they were able to recycle 44.85 tons.

The graph below illustrates Madinat Jumeirah’s recycling rates from the year 2010 until 2013.
The following table illustrates the sustainability awards and certificates that Jumeirah Properties have collated over the past 5 years. This demonstrates our commitment to contributing to a better community by conserving natural resources and giving back to our customers.

<table>
<thead>
<tr>
<th>SBU</th>
<th>Certifications</th>
<th>Awards</th>
</tr>
</thead>
<tbody>
<tr>
<td>Madinat Jumeirah</td>
<td></td>
<td>Best 5-star Hotel by Dubai Municipality Food Safety Awards 2012</td>
</tr>
<tr>
<td></td>
<td></td>
<td>EEG Emirates Environment Group’s Waste Management Awards – ‘Winner for Mobile Recycling Campaign’</td>
</tr>
<tr>
<td>Jumeirah at Etihad Towers</td>
<td>EHSMS Abu Dhabi – Center of Waste Management – ‘NADAFA ’ 2012</td>
<td></td>
</tr>
<tr>
<td>Jumeirah Living World Trade Centre Residences</td>
<td>Green Globe 2014</td>
<td></td>
</tr>
<tr>
<td>Jumeirah Canton Tower - UK</td>
<td>Climate Change Levy Exemption Certificate due to electricity demand being fulfilled from renewable sources – 2013</td>
<td></td>
</tr>
<tr>
<td>Jumeirah Lowndes Hotel - UK</td>
<td>Climate Change Levy Exemption Certificate due to electricity contact being fulfilled from renewable sources</td>
<td></td>
</tr>
<tr>
<td>Jumeirah Beach Hotel</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
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