EAHM Sustainability Management Plan
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Purpose

➢ The purpose of the Sustainability Management Plan is 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 and safety issues.

➢ To demonstrate management commitment to comply with the environmental laws and regulations in 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 by effectively practicing Reduce, Reuse and Recycle wherever possible;

➢ 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 acceptable standard at The Emirates Academy of Hospitality Management.
Scope
The Scope of the Sustainability Management Plan covers all activities at The Emirates Academy of Hospitality Management and its integration with all colleagues, faculty, students, customers, business partners, owners, other stakeholders and the environment at large.

References
- Green Globe Certification Standard & Guide to Certification
- Jumeirah Health, Safety and Environment Policy
- EAHM Environmental Policy
- EAHM Staff Handbook
- EAHM Student Handbook

Definitions, Terms, & Abbreviations

<table>
<thead>
<tr>
<th>SMP</th>
<th>Sustainability Management Plan</th>
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<tbody>
<tr>
<td>HSE</td>
<td>Health, Safety and Environment</td>
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<tr>
<td>Sustainable Development</td>
<td>Development that meets the needs of the present without compromising the ability of future generations to meet their own needs</td>
</tr>
<tr>
<td>Environment</td>
<td>Surroundings in which the organization operates, including air, water, land and natural resources, flora and fauna, humans and their interrelation</td>
</tr>
<tr>
<td>Environmental Aspect</td>
<td>Elements of an organization’s activities or products or services that can interact with the environment</td>
</tr>
<tr>
<td>Environmental Impact</td>
<td>Any change to the environment whether adverse or beneficial, wholly, or partially resulting from organization’s environmental aspects</td>
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<tr>
<td>P&amp;P</td>
<td>Policies and Procedures</td>
</tr>
<tr>
<td>UAE</td>
<td>United Arab Emirates</td>
</tr>
<tr>
<td>SBU</td>
<td>Strategic Business Unit</td>
</tr>
<tr>
<td>SSU</td>
<td>Strategic Support Unit</td>
</tr>
<tr>
<td>G&amp;C</td>
<td>Group &amp; Corporate</td>
</tr>
<tr>
<td>EAHM</td>
<td>The Emirates Academy of Hospitality Management</td>
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<tr>
<td>SIS</td>
<td>Student Information System</td>
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About EAHM

The Emirates Academy of Hospitality Management (EAHM) specializes in providing business management degrees with a hospitality focus and aims to become one of the world’s leading hospitality management schools. Located in Dubai, a city that is globally recognized for its hospitality and tourism industry, EAHM is situated in the heart of this hospitality haven right opposite sister properties such as the Burj Al Arab, the world’s most luxurious hotel; Madinat Jumeirah, Dubai’s Arabian Five Star Resort, Wild Wadi Water Park and the multi-award winning Jumeirah Beach Hotel.

As an integral part of the Jumeirah Group which manages numerous luxury hotel properties, students are able to gain first-hand experience through internships and building relationships with people in the industry. EAHM also works closely with other international hotel chains and this enables graduates of EAHM to be well placed for their future careers and also to be consistently sought after by the hospitality industry.

EAHM works in academic association with Ecole hôtelière de Lausanne (EHL) in Switzerland, one of the oldest and most respected hospitality school in the world and this association ensures the quality of all the study programs offered. In addition, EAHM is licensed and accredited by the Ministry of Higher Education and Scientific Research in the United Arab Emirates, the Institute of Hospitality in the United Kingdom and THE-ICE (The International Centre of Excellence in Tourism and Hospitality Education) in Australia. These international accreditations of the study programs further add to the employability of graduates from EAHM.

With internationally recognized study programs, highly respected Faculty members drawn from all over the world, state of the art infrastructure, modern facilities, strong partnerships within the hospitality industry and the close proximity of EAHM to some of the best hotels in the world, EAHM truly is, at The Heart of Hospitality.

EAHM provides an abundance of exciting career opportunities for its graduates and is poised to become one of the world’s leading hospitality management schools.

**EAHM Vision**

To be a world leader in facilitating university level learning, scholarship and research in the fields of Tourism and Hospitality Management.

**EAHM Mission**

To provide application oriented university level education to meet the industry’s and the community’s need for talented, skilled and professional hospitality managers.

**EAHM Aim**

To become the world’s leading hospitality management institution providing university level education and professional development for the tourism, hospitality and related service industries.
EAHM Sustainability Management Plan

The Jumeirah Group Vision

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

Since its inception in 2001, EAHM has been incorporating sustainable 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 EAHM is defined as “carrying out its business in line with our company’s Guiding Principles of Teamwork, 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 Academy, which will benefit its colleagues, faculty, students, customers, business partners, owners, other stakeholders and the environment at large. Therefore, in 2015 we took up the challenge to obtain Green Globe certification.

Green Globe is the global certification for sustainable travel and tourism. The Green Globe Certification offers the world’s most recognized and longest running program allowing us, as the first university in the world to be certified, 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, support local entrepreneurs, respect local communities, implement a policy against commercial exploitation, equitable hiring, employee protection and last but not least, that our business does not jeopardize the provision of basic services, such as water, energy, or sanitation to neighboring communities.

III. Quality – any activity that can sustain itself economically through creating competitive advantages within the industry with inspired service that not only meets, but exceeds our students’ and customers’ expectations; it continues to contribute to the economic well-being of the surrounding community through local ownership, employment, buying local products, etc. A sustainable university should benefit its colleagues, staff, students, customers, business partners, owners, and other stakeholders.

IV. Health & Safety – EAHM complies with all established health and safety regulations, and ensures that both student and staff protection instruments are in place.
**A. Sustainable Management**

**A.1 Implement a Sustainability Management Plan**

EAHM shall establish and maintain the SMP complying with the requirements included in this section. There are a number of elements that make up the SMP. These elements are shown in below figure:

- EAHM shall formulate Policies & Procedures that:
  - Are appropriate to the nature and scale of the organization’s activities.
  - Are aligned with the four key SMP areas i.e. Sustainable Management, Social and Economic, Cultural Heritage, and Environmental.
  - Include a commitment to continuous improvement of the SMP.
  - Include a commitment to comply with current applicable requirements and legislations set by the Dubai Municipality and regulations as per UAE Law.
  - Provide a framework for setting and reviewing SMP objectives and targets.
  - Are documented, implemented, maintained and communicated to all colleagues.
  - Are available to all interested parties.
  - Are reviewed periodically to remain relevant and appropriate to the organization of SMP.

**A.2 Legal Compliance**

EAHM is licensed according to UAE law and in compliance with all relevant local legislations and regulations, including health, safety, labor, environmental aspects and academic aspects and insurance policies and other students and colleagues protective equipment are up to date and in order.
A.3 Employee Training
Jumeirah Group as a company practices a long chain of Human Resources activities that contribute to the success of the business. Building on this success, in 2004, Jumeirah Group became a member of Dubai Holding - a collection of leading Dubai-based businesses and projects - in line with a new phase of growth and development for the Group.

Employee hiring, training, annual appraisal and performance review in EAHM is in line with Jumeirah’s HR policies, competencies and competency models.

EAHM aims to train and develop colleagues in order to enhance their performance and to develop them professionally and personally. This process and its defined controls are applicable throughout the company.

Training directly links to performance management, rewards and recognition as well as succession planning.

EAHM is committed to training its students and colleagues on environmental concerns focused on where they live and work. Programs include recycling programs, active participation on charities and complete awareness on Health, Safety & Environment issues.

A.4 Customer Satisfaction
At EAHM our customers are our registered students from the undergraduate, postgraduate, and training programs. Their satisfaction is our primary concern as the courses and degrees they complete have a significant impact on their lives and careers. Their level of satisfaction is monitored and known through our course evaluations, annual satisfaction surveys, and graduate surveys. The feedback is collected and analyzed via our Institutional Effectiveness Research Program and the findings are used for continuous improvement.

In addition, due to the length of the programs, and the fact that many students are away from their families, friends, and home countries, the Student Support Officer at EAHM offers counselor services to students whenever needed. Furthermore, the faculty at EAHM have a welcoming open-door policy for all students seeking academic help.

A.5 Accuracy of Promotional Material
All communication regarding promotional material at EAHM goes through the Marketing team and is in line with Jumeirah Group guiding principles, local regulations and cultural norms. As above, any dissatisfaction from our students is collected through our Institutional Effectiveness Research Program.

A.6 Local Zoning, Design and Construction
The design and concept of EAHM is centered on the traditional building style of the UAE to match the culture and climate of the Dubai and the UAE. During construction, every effort was made to include as much existing fauna into the design. This is primarily seen by the incorporation of mature trees in the courtyard and other parts of the property.

The campus buildings have the following:

- 10 classrooms
- 2 lecture theatres
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 are energy efficient.

A.7 Interpretation

Students at EAHM are well informed about the local environment, local culture and heritage of the UAE. Every new student participates in the Student Orientation where they are thoroughly informed about the environmental initiatives at EAHM as well they are made aware of details on UAE culture and religion and how to respect its people while they embark on their studies at EAHM.

During orientation, students are also taken on field trips to the Sheikh Mohammed Centre for Cultural Understanding and a Desert Safari Trip. Students also have access to the EAHM Student Handbook and Arrival Guide which provides details on experiencing the various cultural features that Dubai and the UAE have to offer.

Additionally, the EAHM Student Council hosts various events throughout the year focused on broadening the cultural experience for students. The EAHM Courses offered to students also endeavor to inform them on the cultural aspects of the UAE; in particular the Culture Diversity Course has a graded component requiring students to visit cultural sites within the UAE.

A.8 Communication Strategy

External Communication is handled by the Marketing Department at EAHM and is in line with Jumeirah Group guiding principles, local regulations and cultural norms.

Internal communication to our students utilizes several platforms including electronic formats: SIS (intranet), Moodle (academic learning platform), official academy email accounts and social media (Facebook and Instagram). Printed material is also used for communicating information primarily via posted material on the various notice boards around campus.

Material communicated to students range from social events and activities being hosted, to academic related matters, and job postings and career opportunities. All health, safety, and environmental initiatives EAHM is a part of are also communicated via the above mentioned platforms.
A.9 Health and Safety
At EAHM, 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 of health and safety issues while working and guests are made aware of hazards by using appropriate signage and other form of communication. Purchase and operating policies for all mechanisms, equipment and facilities insist that they be as environmentally friendly as possible: with low emission and consuming minimum energy. We have an experienced team of technicians who maintain the facilities, so that we constantly check on them to ensure they are in a 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, and audits are conducted to ensure compliance to the Food Safety Management System. All food handling staff and students who register for any food and beverage courses must undergo a mandatory basic food hygiene course in food handling.

B. Social and Economic

B.1 Community Development
The Emirates Academy of Hospitality Management is more than just a University it is also a largely residential community of academics, support staff, administrative staff and students. Throughout the year there are a series of events and activities which are designed to develop and foster this sense of community and all Faculty and staff are highly encouraged to participate. As with all community based activities, the more you engage with them the greater the benefit to the community as a whole.

Additionally, the Student Council at EAHM is heavily involved in various community focused events and activities. The below list highlights some of their efforts:

- National Day Celebrations
- Movie Nights
- Chinese New Year Celebrations
- Tours of hotel properties around the city
- Participation in the Dubai Standard Chartered Marathon
- EAHM Olympic Games
- Participation in Earth Hour
- Healthy Lifestyle Awareness Initiative
- Charity drives for the Dubai Autism Centre
- Participation in DHA Blood Donation Drives

B.2 Local Employment
Supporting a robust companywide National Development program, EAHM proactively supports the recruitment and development of UAE nationals within the UAE at various positions across its operations, with a view that such UAE nationals will be supported, mentored and guided to grow and move into leadership positions across the company.

The element of local employment is supported by:

- Equal employment opportunity policy
B.3 Fair Trade
Fair trade within EAHM 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 Support Local Entrepreneurs
Jumeirah Supply Chain & Logistics are actively working with SME (Sheik Mohammed Entrepreneurs, also known as Sheik Mohammed Bin Rashid Establishment for Young Business Leaders) to increase their participation in the supplier base to levels more reflective of the diverse local business community.

In addition, the programs offered at EAHM aim to develop our students to become business leaders and business owners in our community. Graduates from EAHM have been employed by around 100 companies worldwide and lead exciting entrepreneurial careers in a variety of industries. Furthermore, EAHM offers training courses such as the Professional Hospitality and Restaurant Management Certificate that offers support and guidance from hospitality professionals for local entrepreneurs to develop their own restaurant concepts and businesses and eventually apply for government funding with the business plans offered in the course.

B.5 Respect Local Communities
As stated earlier UAE is predominantly a Muslim country and as such students and colleagues are made aware of the local culture. Information on the culture is provided through multimedia or through handbooks provided to students and staff.

B.6 Exploitation
EAHM is in strict compliance with the UAE Federal Law no 8, for 1980 on the Regulation of Labor relations. Hence, appropriate policies are in place to prevent the employment of children, sexual harassment, and exploitation. The elimination 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
EAHM 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. The Academy adheres to all local laws and regulations concerning labor laws, and offers conditions and wages that are superior to the minimum requirements.

EAHM adheres to Jumeirah Global Recruit & Select Colleagues Policy whereby recruitment and selection standards are supported by tools and assessment centers that are designed to ensure that there is consistency and equity in place to achieve equitable hiring within the company.
The main purpose of Jumeirah’s policy is to ensure:

- Consistency, transparency & effectiveness in the recruitment of all colleagues across the Company – applying to both internal and external candidates.
- That the Company hires the best available candidates for each vacancy, whilst encouraging an ethos of personal development and promoting from within the organization.
- That the selection is guided by The Company's hallmarks, guiding principles and relevant competency requirements.
- That our recruitment process delivers a candidate experience that complements our company brand, hallmarks and guiding principles.
- That our positive action programs are robust and create meaningful employment opportunities in relevant operating regions.

EAHM employs 53 colleagues and currently has 18 different nationalities in the team. Below is a snapshot of EAHM manning statistics representing certain demographic data which allows a healthy mix of working environment.

**Figure 1: Female to Male Ratio of Colleagues at EAHM**

![Female to Male Ratio](image)

**Figure 2: Nationalities of Colleagues at EAHM**

![Nationalities](image)
D.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 the colleague. Overtime is paid for hours worked beyond the established work in accordance with the UAE Labour law. Week hours and working hours do not exceed the legal maximum time established by the labour law.

Colleagues are provided with uniforms, duty meals, transportation, and accommodation. In addition, key persons within the organization are provided with business telephones.

To further enforce colleague protection, Jumeirah Group has established a confidential reporting service called “Careline”.

D.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 a positive influence in the community.

C. Cultural Heritage
EAHM orients its colleagues and students with the UAE’s culture and idiosyncrasies through the following main ways:

- Jumeirah Orientation – Session for newly joined colleagues that provides detailed information about the company by colleagues from different areas in the company. It is designed to embed knowledge of the local culture especially in with the one hour segment that focuses entirely on the UAE.

- EAHM Induction – Orientation session at The Academy that further orients new colleagues on the culture in UAE.

- Student Orientation – Week long orientation session for new students introducing them to the culture and customs of UAE. In addition, students pay a visit to the Jumeira Mosque and the Sheikh Mohammed Centre for Cultural Understanding.

- Student Activities – throughout the academic year, various cultural events and activities are organized by the Student Council further engaging students within the UAE culture.

- EAHM Academic Courses – courses within the undergraduate and postgraduate programs consistently incorporate specific examples from the UAE in the material. In particular, the Cultural Diversity course has a compulsory component that involves students visiting cultural and historical sites in the city.

Historical and archaeological artifacts are not sold, traded or displayed at EAHM. The business complies with laws, standards and regulations concerning the protection of historical sites and cultural heritage.
D. Environmental

In line with the Jumeirah Sustainable Development Policy, the use of environmentally preferable purchasing helps EAHM “buy green” and in doing so stimulates market demand for green products and services.

Environmentally preferable means "products or services that have a lesser or reduced effect on human health and the environment when compared with competing products or services that serve the same purpose." This comparison applies to raw materials, manufacturing, packaging, distribution, use, reuse, operation, maintenance, and disposal.

In compliance with Jumeirah Environmentally Preferable Purchasing Statement, at EAHM preference is given to Dishwashing and Cleaning products that are European Eco Label and Biodegradable.

Black and gray waste water is managed by the city in a non-polluting way, and does not affect the public’s health. This is mandatory as per Dubai Municipality requirement.

We minimize our output of printed matter, and prefer to communicate to our students and colleagues through our website, outlook access, social media, and SIS.

Our suppliers often bring their products in crates and cases, which are reused and taken back. In addition, EAHM further makes an effort to reduce our carbon footprint by using 4Corners, the premier supplier in the UAE offering a sustainable and environmentally friendly "One Stop Shop” approach to delivering products.

Refrigerator and freezer temperatures are measured and monitored on a constant basis by the Food and Beverage Coordinator. Energy efficient equipment is purchased wherever available and only used when needed. Various linens that are meant to be discarded are being recycled as cleaning cloths.

During its construction, EAHM made a considerable effort to preserve the natural surroundings which is evident with the presence of various mature trees. A primary example of this is the architectural design of the Phase 2 building on campus which has preserved an existing tree on the property by creating a multipurpose courtyard surrounded by the building.

Native plants or low water plants are used in landscaping to minimize water consumption in the outdoor garden areas.

EAHM recycles above and beyond the national requirements. We have asked for specific glass, cardboard and paper recycle bins, and encourage students to help us with our recycling by placing recycle bins throughout the campus and library facilities. We attempt to produce as little waste as possible, and nothing is thrown out, that can be used again.

Energy Conservation at EAHM

At EAHM we always try to work towards a greener Dubai and we strive to implement innovative technologies where possible and that are best for our students, the environment and also important for all colleagues working towards greener Dubai. The following is a list of current and ongoing projects

- Installation of motion sensors in all bathrooms on campus
- Campus-wide computer shut down policy
  - All computers, printers, projectors, IT equipment are to be shut down at the end of the working day unless there is a valid reason to keep them running (i.e. requirement for leaving processors running over night)

- Ongoing replacement of existing light bulbs to LED lighting technology
  - Some of the benefits of LED Lighting include: long life; energy efficiency; ecologically friendly; durable quality; zero UV emissions; design flexibility; operational in extremely cold or hot temperatures; light dispersement; instant lighting & frequent switching; low-voltage

### Comparison of Various Light Bulbs

<table>
<thead>
<tr>
<th></th>
<th>LED</th>
<th>CFL</th>
<th>Traditional</th>
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<tbody>
<tr>
<td>Average Life Span (in hours)</td>
<td>50,000</td>
<td>8,000</td>
<td>1,200</td>
</tr>
<tr>
<td>How Long Bulb Will Last if Run 24/7 (estimate)</td>
<td>5.7 yrs</td>
<td>333 days</td>
<td>50 days</td>
</tr>
<tr>
<td>How Long Bulb Will Last if Run 8 hrs per day</td>
<td>17.1 yrs</td>
<td>2.7 yrs</td>
<td>150 days</td>
</tr>
<tr>
<td>Cost to Operate 30 bulbs/yr.</td>
<td>$32/yr</td>
<td>$76/yr</td>
<td>$328/yr</td>
</tr>
<tr>
<td>Starting Cost Per Bulb</td>
<td>$12</td>
<td>$8</td>
<td>$2</td>
</tr>
</tbody>
</table>

- Installation of solar hot water heating system on the campus roof with a total capacity of 900 liters to supply the premises with hot water

### Solar Panels on the EAHM Roof