



SUSTAINABLE MANAGEMENT PLAN 2013-2018

OUR VISION, OUR VALUES

Tourism is still far too often responsible, directly or indirectly, deliberately or otherwise, for activities and practices which are harmful to the environment, as well as to local people.

Through its work for a tourism which is more considerate towards the environment and to mankind, l'Heure Bleue wants to show as many people as possible that another type of tourism is achievable, based on ethical values and respect. And to prove that responsible tourism, which brings pleasure and well-being together without impacting on the quality of services and benefits, exists. It's another type of luxury.

For l'Heure Bleue, the commitment to sustainable development means looking for results, not just financially, but also socially and environmentally: this is what is known as the social responsibility of the business (RSE).

It is interpreted by practices based on ethical values of respect :

- from all parties involved in the business (staff, suppliers, clients, shareholders, competitors) ;
- from the community (local collectives, local people, NGOs) ;
- from the environment.

This social and environmental responsibility has several advantages :

- it improves our commercial and financial performance ;
- it reduces our legal, industrial and economic risks ;
- it reinforces our competitiveness, and improves the quality of our services and client satisfaction.

These problems must be taken into account and integrated into the running and organisation of the site, into our overall practices, and into our services and products, by considering the overall picture of their environmental impact right from their conception, throughout their life cycle.

To put our RSE strategy into operation and translate it into concrete action, l'Heure Bleue has equipped itself with a sustainable management plan, integrating the various sectors of sustainable development (environmental, economic, social), which intends to :

- Define the priorities and set targets for them,
- Plan and organise the actions to be taken and the objectives to attain,
- Evaluate and check their implementation.

L'HEURE BLEUE : AN AMBIANCE EXCLUSIVE TO NOSY BE

"It's more than just an hotel; above all it's an ambiance which you find every day, at nightfall, when the hill brings its freshness and its spring water to our sun-soaked guests.

"L'Heure Bleue is that magical moment when the light fades into a frenzy of colours, and when everyone in Nosy Be meets up over a drink, looking out from the hotel terrace at the most beautiful view on the island.

"A rendezvous appreciated by many big names from the fashion world, who come to discover raffia from Madagascar, l'Heure Bleue gives directly on to Madirokely beach : its atmosphere, smart and bohemian at the same time, is the best interpretation of the 'luxury cool' which can only be found at Nosy Be."

(Taken from www.heurebleue.com)

L'Heure Bleue allows you to find yourself, at your own pace, far from hotels and clubs; to forget about time; and to relax in an environment where nature is all around, and well respected.

Ideally situated, with a view straight from paradise, l'Heure Bleue is the perfect stepping-stone to explore all the wonders of the Nosy Be archipelago, and its hospitable people. Whatever your interests, l'Heure Bleue will help you discover the genuine beauty of this truly heavenly region.

L'Heure Bleue offers these services, in line with its aims:

- Our guests' expectations: relaxation and well-being, safety.
- Our values: quality of service, team spirit and innovation.
- Our ethical principles: loyalty, transparency, rejection of corruption and unfair competition, respect of the individual and local communities (culture, way of life).

PRIORITIES

- 1. Sharing, authenticity and integration**
- 2. Quality, health and safety**
- 3. Support for local communities**
- 4. Responsible resource management**

COMMITMENT TO ACTION

- 1. Our priorities are seen as targets**
- 2. For each target, we plan the steps to achieve it**

1) SHARING, AUTHENTICITY AND INTEGRATION

- **Share the unique experience of Nosy Be**
- **Join in the exploration of marine diversity, with these benefits:**
 - Themed excursions
 - Raising awareness (threatened species, advice...)
- **Be a committed player, protecting and raising awareness of the environment in the region**
- **With our partner Eden Lodge, protect the area (flora and fauna) of the Ampasindava Peninsula, a genuine reserve facing Nosy Be, and participate in the development of the communities which live there (see also : support for local communities)**
 - Association with local partners (associations, NGOs, institutions) for :
 - ✓ scientific cataloguing
 - ✓ socio-economic analysis, and the development of eco-tourism
 - ✓ the joint management of the New Protected Anjanjano Area, organised by Eden Lodge
- **Organising occasional awareness-raising / environmental protection operations around the l'Heure Bleue site.**
 - **operation "clean village / beach"** (once per year / one half-day)
 - Creation of an **Environment Club** for Madirokely schoolchildren
- **Succeed in creating total human and environmental integration.**
 - Prohibit the use of invasive, exogenous plants in gardens, landscaped areas or other holdings
 - Prohibit the exhibiting, selling or marketing of archaeological items / objects
 - Prohibit the sale, consumption, exhibition or marketing of species threatened with extinction and of articles produced from non-sustainable sources
 - Prohibit the keeping of wild animals in captivity within the settlement, apart from on farms which breed wild animals, or which intend to protect or re-introduce them
 - The company will not exploit the intellectual property rights of the local communities, but on the contrary will value them, and help to make their culture and know-how more widely recognized
- **Strengthen our staff's abilities**
 - Give staff a library for their own use
 - Purchase scholastic material and specialist works (dictionaries, English books, French language textbooks ...)
 - Private courses, depending on the opportunities and aims of the partners

2) QUALITY, HEALTH AND SAFETY

- **Reinvent another idea of luxury**
- **Become, before 2018, the benchmark for hotels in Nosy Be and this part of the Indian Ocean**
 - Make l'Heure Bleue known to, and recognised by, several targets (the general public, tourism professionals, tourism / sustainable development)
 - ✓ Setting up and regularly updating our Facebook page, with a target of 40,000 'Likes' before 2018
 - ✓ Creation of a list of specialized media and regular distribution of information with news of the site and its commitments in sustainable development
 - ✓ Monitoring technological innovations and best practice in responsible tourism on Madagascar, as well as in other regions / countries, depending on the themes discussed
 - ✓ Sharing our experience (informal exchanges, contributions, site visits, exchanges of good practice, etc)
 - ✓
- **Quality : the drive for excellence of services and its proposed delivery**
 - Produce every year, apart from regular exchanges, an appraisal of each service (improvements, setting objectives) according to customer feedback
 - Develop tools such as Lean Sigma to improve the quality of inspections and services
- **Obtain an international ecologically-responsible label**
- Become the first hotel on Nosy Be to receive the Green Globe Label, label for excellence in eco-responsibility for tourism professionals, involving more than 300 eco-responsible criteria.
- Improve our performance by at least 5% every year.
- **Guarantee health and safety for everyone**
Provide management of all health problems for our clients, staff and their families :

Clients :

- Pharmacy available for non-urgent care, and first aid kits (in the hotel and during excursions)
- Informative notice on health issues in every lodge
- Every lodge and bungalow has a mosquito screen and an anti-mosquito diffuser of natural incense (to prevent malaria)
- Medical emergency procedures are in place.
- Training of five employees (including the director and the manager) in emergency healthcare (first aid training) – which also covers staff - and the organisation of annual follow-up training to reinforce these skills, and keep the knowledge up to date.
- Security : wardens on site round the clock, equipment for staff at risk (masks, gloves..) available at our 24 hour reception desk.

Personnel

- A solidarity fund to cover health costs for the staff and their families
- Prevention
 - ✓ Annual awareness training for all staff (food, STD, malaria...) with a local partner
 - ✓ Provision of informative, educational documents in Malagasy for the staff
 - ✓ Regular information about vaccination campaigns, health warnings
 - ✓ Cyclone procedures
 - ✓ Hygiene and safety procedures (kitchen), weekly inspection of water filtration
 - ✓ Safety equipment (gloves, masks...) for all technical personnel and gardeners
 - ✓ Tank to contain dangerous products

3. SUPPORT FOR LOCAL COMMUNITIES

- **Participate in the millenium objectives for development (OMD)**
- **Fight against poverty**
 - Maintain local employment at 70%, and national employment at more than 90%, of our staff
 - Salaries 30% above local averages
- **Economic development**
 - Extend the consumption of local products : by 2018, 100% of all sea foods purchased, and 80% of all purchases, will be produced locally on Nosy Be.
 - Participate in projects aiming to encourage economic activities less harmful to the environment (the Tamana Medio Association for improved recycling of waste on Nosy Be ...)
- **Health**
 - Improve access to healthcare of the local population.
- **Develop relevant, local, durable partnerships**
- Two partnerships by the end of 2018 with locally based groups (NGOs, associations...) to set up and maintain projects initiated within the local communities, to reassure them of the best possible relevance and durability.

4) PRACTISE RESPONSIBLE RESOURCE MANAGEMENT

- **Maximise responsible purchasing**
- By 2018, use 90% local, seasonal produce, or produce from responsible agricultural sources.
 - Creation of a dedicated l'Heure Bleue area for local craft products (cottage industry)
- By 2018, use 100% of produce from livestock farming and fishing from sustainable sources.
- By 2018, use 90% of maintenance products and materials from sustainable sources.
- **To use renewable energy and reduce carbon emissions**
- From 2013, the electricity consumed by the hotel's lighting is to be from renewable sources, with a neutral carbon footprint by 2018.
 - participate in a carbon offset programme
 - reduce our diesel consumption (generator)
- **Manage water resources**
- Install water-saving systems, including watering, to cut consumption by half during the dry season
 - install a drip system
- **Adopt good sorting and recycling practices**
- Reduce our non-organic waste by 20%
- Recycle 90% of our organic waste into compost
- Reduce the non-recyclable waste taken to the waste disposal centre on Nosy Be by 20%

SCOREBOARD : OUR 10 PRINCIPAL INDICATORS

Monitoring and assessment of l'Heure Bleue's eco-responsible operations, through the annual publication of 'l'Heure Bleue's sustainable development scoreboard'

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| Management of energy consumption : |
| Diesel consumption (monthly, annual and variations) |
| Petrol consumption (monthly, annual and variations) |
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| Management of water consumption : |
| Water consumption (monthly, annual and variations) |
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| Management of waste products and recycling |
| Consumption of waste products (monthly, annual and variations) : production of non-organic waste, recycling of organic waste as compost, non-recyclable waste. |
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| Management of responsible purchasing |
| Percentage of local and seasonal products, or sourced from responsible agriculture |
| Percentage of products from livestock farming and fishing, from sustainable sources |
| Percentage of maintenance products and materials from sustainable sources |
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| Client satisfaction, information and awareness raising |
| Client appreciation of l'Heure Bleue (satisfaction questionnaire) |
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| Support for local communities |
| Percentage of local personnel and jobs |
| Level (%) of l'Heure Bleue salaries compared to local rates |