



NEOM نيوم

**ENVIRONMENTAL PROCEDURES  
REGENERATIVE DEVELOPMENT**

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## Document History

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## Document Approval

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## 1 Background

The NEOM Environmental Vision has set ambitious goals for Net Positive Outcomes for the Climate, Biodiversity and Environmental Quality. The Vision also sets out to ensure sustainable use of resources, the establishment of a truly circular economy and the engenderment of the most environmentally conscious citizenry on the planet. In combination, these goals aim to not just maintain the current environmental and social capital of NEOM, but to also build capacity into the future. The idea of building environmental and social capital through development is a new and emerging concept worldwide, and is often referred to as Regenerative Development.

NEOM has developed a series of documents that comprise the NEOM Regenerative Development Management System (RDMS), to guide NEOM **Proponents** to plan, design, assess, construct and operate developments in NEOM to achieve economic growth and improve NEOM's environmental and social capital. Central to the RDMS is an Environmental, Social and Sustainability Integrated Assessment Process (IAP) which will help ensure developments meet NEOM's high demands. It is the Environmental and Social Impact Assessment (ESIA) component of the IAP that is the subject of this Procedure for Regenerative Development (the Procedure).

## 2 Purpose

The purpose of the Procedure is to:

- Establish a methodology for integrating sustainable planning and design and environmental and social risk assessment and performance management into a single compliance stream across the NEOM Plan of Work (refer NEOM-NEN-PRC-029)
- Set the key tasks and associated procedures, standards and deliverables required by the NEOM Regenerative Development Management System.

The Procedure is aligned with NEOM-NEN-PRC-029: *NEOM Plan of Work*, which is an Engineering Document that sets out the key execution stages to be applied to all NEOM Development Projects.

This Procedure is owned by the NEOM Chief Environmental Officer.

The Procedure will be reviewed annually, in line with ISO14001 Environmental Management System requirements.

## 3 Scope

This Procedure is intended for use by NEOM **Proponents**, Delivery Teams (Urban Development, Projects, Operations), and the Procurement Department in relation to all Development projects across NEOM. Implementation of the Procedure requires a collaborative approach between all parties and with the NEOM Environment Department (**NEV**).

The procedure is intended to be applied to all NEOM Developments irrespective of scale, complexity or ownership and during all stages in the NEOM Plan of Work (NEOM-NEN-PRC-029).

Tasks and deliverables required by this Procedure have been aligned with the routine deliverables required during each Stage in the NEOM *Plan of Work*.

NEV has attempted to strike a balance in determining the number, timing and requirements of deliverables between efficiency and certainty for **Proponents** and **Delivery Teams**, whilst ensuring sufficient detail and timing to ensure the assessment and approval processes can meet or exceed IFC Performance Standards and KSA General Environmental Regulations (GERs). All users of this Procedure are encouraged to engage **NEV** at the earliest opportunity to enable smooth and efficient implementation.



## 4 Definitions and Abbreviations

Table 1: Table of Abbreviations

Abbreviation	Explanation
<b>BIM</b>	Building Information Model
<b>CESMP</b>	Construction Environment & Social Management Plan
<b>ENVID</b>	Environmental [& Social] Hazard Identification
<b>ESIA</b>	Environmental & Social Impact Assessment
<b>ESMP</b>	Environmental and Social Management Plan
<b>GRC</b>	Gate Review & Approval Committee
<b>IAP</b>	Integrated Assessment Process
<b>IDP</b>	Integrated Development Plan
<b>IFC</b>	Issue for Construction
<b>IFC</b>	International Finance Corporation
<b>MEWA</b>	Ministry of Environment, Water and Agriculture
<b>NEV</b>	NEOM Environment Department
<b>O&amp;M</b>	Operation & Maintenance
<b>PER</b>	Preliminary Environmental Review
<b>POE</b>	Post Occupancy Evaluation
<b>RDMS</b>	Regenerative Development Management System
<b>SEA</b>	Strategic Environmental [& Social] Assessment
<b>SITES</b>	Sustainable Sites Initiative



Table 2: Table of Definitions

Term	Definition
<b>Construction Team</b>	NEOM Directors, Project Managers, Construction managers, Construction Contractors and Suppliers responsible for mobilization, preparatory works, construction, commissioning and post-construction site rectification of the Development.
<b>Delivery Team</b>	Organizational elements that form part of the NEOM organization and target narrow aspects in the development process. For example, Design Team, Planning Team, Construction Team and Operations Team.
<b>Design Team</b>	Project Designers (including architects, interior designers, and landscape designers), Engineering Consultants, <b>Environmental Consultants</b> , Sustainability Consultants, Specialist Consultants, and Sub consultants responsible for the Design Deliverables during Stage 3 for the Development.
<b>Environmental Consultant</b>	Specialized <b>Environmental Consultant</b> selected from NEOM's Environmental Services Framework and engaged by the <b>Proponent</b> to independently review and advise the development process and develop and implement environmental and social risk management documentation and programs through to the end of Construction
<b>Environment Department</b>	NEOM regulatory agency tasked with the delivery of environmental protection and sustainable land use and development.
<b>Investor</b>	
<b>Operations Team</b>	NEOM Directors, Project Managers, Facility Operations managers, Facility Operations Contractors and Suppliers responsible for the start-up, operations, maintenance, ongoing commissioning, shut-down and upgrade of the Development.
<b>Planning Team</b>	Project master-planners, Project Designers (including architects, urban designers and landscape designers), Engineering Consultants, <b>Environmental Consultants</b> , Sustainability Consultants, Specialist Consultants, and Sub consultants responsible for the Planning Deliverables during Stages 1 & 2 of the Development
<b>Proponent</b>	The Proponent is a NEOM entity or a Developer designated by NEOM to accept custody for the planning, designing, constructing or managing and operating a particular asset or a group of assets.
<b>Regenerative Development</b>	A development that regenerates its natural, physical, social and economic capitals to a state beyond sustainability. The terminology implies a state of net positive impact at a future state and requires a holistic approach to nature, implementing systems thinking and true cost accounting i.e. ecosystems services accounting.

## 5 Related NEOM System Documents

The requirements contained in the following documents apply to the extent specified in this procedure.

Table 3 : Table of Engineering Procedures

Document Code	Document Name
<b>NEOM-EN-PRC-004</b>	Initial Asset Brief Procedure
<b>NEOM-EN-PRC-005</b>	Procedure for Design Stages Deliverables



Document Code	Document Name
NEOM-EN-PRC-007	Procedure for Value Engineering
NEOM-EN-PRC-008	Procedure for Document Numbering and Revision
NEOM-EN-PRC-009	Procedure for BIM & GIS
NEOM-EN-PRC-010	Procedure for Drawing and Drafting
NEOM-EN-PRC-021	Procedure for Gate Review and Approval
NEOM-EN-PRC-022	Procedure for Handing Over

Table 4 : Table of Cost Estimation Manual and Procedures

Document Code	Document Name
NEOM-CE-MNL-001	Cost Estimation Policies and Guidelines
NEOM-CE-PRC-001	Cost Estimating Procedure

Table 5: Program, Planning & Control Manual and Procedures

Document Code	Document Name
NEOM-EN-MNL-001	Program, Planning and Control Manual
NEOM-EN-PRC-023	Program Management Procedure
NEOM-EN-PRC-024	Design and Procurement Schedule Management Procedure
NEOM-EN-PRC-025	Construction Planning Management Procedure
NEOM-EN-PRC-026	Key Performance Indicator Procedure
NEOM-EN-PRC-027	Earned Value Management Procedure
NEOM-EN-PRC-028	Risk Management Procedure
NEOM-EN-PRC-029	NEOM Plan of Work

Table 6: NEOM Regenerative Development Management System Documents

Document Code	Document Name
NEOM-NEV-FRM-401	Regenerative Development Initiation Form
NEOM-NEV-EMR-401	Employer Requirements for Regenerative Development
NEOM-NEV-FRM-402	Environmental Accord Form
NEOM-NEV-PRC-501	Sustainability Procedure for the Built Environment
NEOM-NEV-PRC-601	Environmental and Social Assessment and Approvals Procedures
NEOM-NEV-PRC-711	Environmental and Social Compliance Assurance Procedures
NEOM-NEV-PRC-712	Environmental and Social Protection Procedures (for construction)
NEOM-NEV-TRP-801	Environmental & Social Training Plan
NEOM-NEV-PRC-801	Environmental & Social Reporting Procedure



## 6 Roles & Responsibilities

There are a number of key user groups of this Procedure. They are noted below along with a high-level description of their respective roles and responsibilities:

- **Proponent** is ultimately accountable for the achievement of Regenerative Development objectives through the full Development cycle.
- **Procurement** is to ensure that all RFPs that are issued to the market, and all signed contracts include relevant Employer Requirements for Regenerative Development.
- **Environmental Consultant**, contracted by the **Proponent** independent of **Delivery Teams**, and is responsible for providing technical advice, risk assessment and management relating to all environmental and social values associated with the development through Stages 1 to 4 (Stage 5 Optional).
- **Delivery Teams** are responsible for Planning, Design, Construction & Operations. Delivery Teams must enforce the requirements of this procedure with their contractors through the relevant set of Employer Requirements. Delivery Teams include:
  - **Planning Team** is responsible for all regional structural plans in Stage 1 and master planning deliverables required during **Stage 2**, including leading the integrated development process, coordinated design gate-review meetings.
  - **Design Team** is responsible for all design and engineering deliverables required during **Stage 3**, including leading the integrated development process, coordinating design gate-review meetings, and developing the set of Regenerative Development Action Plans and Compliance submittals. The **Design Team** may also be active in Stages 1, 4 and 5 in a supporting function.
  - **Construction Team** are responsible for the mobilization, preparatory works, construction, commissioning, and post construction site rectification for each development. While some involvement occurs in Stages 3 and Stage 5, associated with handover from/to the **Design Team** and **Operations Team** respectively, the **Construction Team** is primarily active and responsible for the development during **Stage 4**.
  - **Operations Team** is responsible for the start-up, operations, maintenance, shutdown, and upgrades for each development. While some involvement occurs in Stages 3 and 4, associated with input to the **Design Team** and handover from the **Construction Team** respectively, the **Operations Team** is primarily active and responsible for the development during **Stage 5**.
- **Environment Department** is accountable for the overall environmental, social, and sustainable performance of all developments across NEOM. The Environment Department plays dual roles, being both Regulator and internal Subject Matter Expert (SME) as follows:
  - *As the Regulator*, **NEV** is responsible for timely and rigorous review and approval of critical deliverables. **NEV** approvals are conducted by ensuring each development demonstrates how it will contribute to NEOM's environmental and sustainability goals, objectives, and targets as set out in the NEOM Environment Strategy and remain compliant with all applicable Base Economy regulations and standards, and relevant Technical Standards as set out in the Interim Standard Sustainability Requirements for the Built Environment (NEOM-NEV-STD-501).
  - *As internal SME*, **NEV** provide advice, support, extensions services, training, and education to all users of this procedure. **NEV** may also undertake, lead, or participate in





critical milestones and deliverables such as the collection of baselines data, participation in Design Gate Review Committees and the facilitation of scoping and environmental risk assessment workshops.

## 7 Procedure

The following provides the full set of activities and tasks required under this Procedure. The key steps and requirements are illustrated in Figure 1 Regenerative Development Process Map

### 7.1 Stage 1: Strategic Definition, Business Plan and Regional Structural Plan

The **Proponent** is encouraged to engage the *Director for Sustainable Developments* at the earliest stages of Project Initiation to begin an ongoing dialogue for the development. The **Proponent** shall also ensure that the Director for Sustainable Development is included as a member of the Gateway Review Committee (GRC) for the Development.

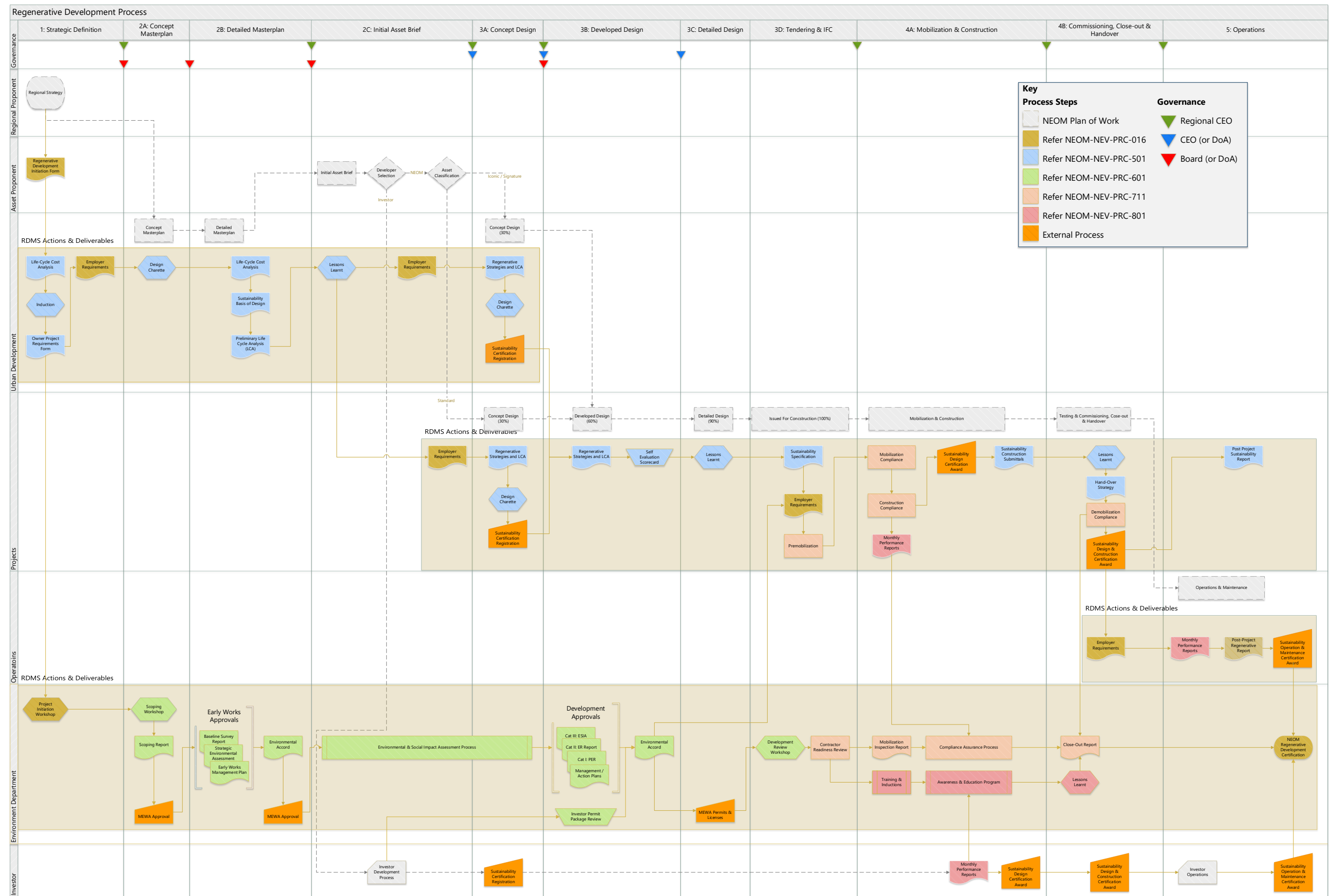
The **Proponent** shall complete and submit a *Regenerative Development Project Initiation Form* (NEOM-NEV-FRM-401) to enable the development to be categorized for potential environmental assessment and approvals in line with the requirements of the Ministry of Environment, Agriculture and Water. The Environment Department will then engage an independent Environmental Consultant to prepare and complete all environmental studies required to support Environmental Permitting for the Development.

The **Planning or Design Team** shall submit for **NEOM Environment Department** approval an initial Life-cycle Cost Analysis in line with *NEOM Cost Estimation Procedures* (NEOM-NEN-PRC-001), the **Planning or Design Team** shall participate in a Regenerative Development Induction workshop with the Environment Department. The **Planning or Design Team** shall also prepare and submit the *NEOM Owner Project Requirements Form* (NEOM-NEV-PRC-501\_FRM-01) to the NEOM Environment Department, in line with the *NEOM Sustainability Procedure for the Built Environment* (NEOM-NEV-PRC-501).

Prior to contracting Planning, Design, Construction or Operations Services for the Development, the Proponent shall agree with the Environment Department the set of Employer Requirements to be issued during tendering. The *NEOM Employer Requirements for Regenerative Development* (NEOM-NEV-EMR-401) sets out the expected conditions to be attached to NEOM development contracts but can be modified with agreement with the Environment Department.

The **Planning, Design, Construction and Operations Teams** shall ensure the agreed Employer Requirements are included in the tender package for relevant consultants or contractors.

Figure 1 Regenerative Development Process Map





## 7.2 Stage 2: Master Planning & Technical Brief

### During Stage 2A:

The **Planning Team** is encouraged to engage the **NEOM Environment Department** to fully understand the applicable requirements for the Development.

The **Planning or Design Team** shall participate in a Design Charrette and prepare and submit all other deliverables required by *NEOM Sustainability Procedure for the Built Environment* (NEOM-NEV-PRC-501). The **Environmental Consultant** shall facilitate an Environmental scoping workshop and prepare a subsequent scoping study that will be approved by the NEOM Environment Department before being submitted to Kingdom of Saudi Arabia Ministry for Environment, Water and Agriculture (**MEWA**) by **NEOM Government Affairs** Department.

To support the **Environmental Consultant**, the **Planning Team** shall provide all requested project information as and where required, shall participate in one or more Scoping Workshops.

### During Stage 2B:

The **Planning or Design Team** shall update and submit for **NEOM Environment Department** approval, the Life Cycle Cost Analysis submitted during Stage 1. The **Planning Team** shall prepare and submit for **NEOM Environment Department** approval the Sustainability Basis of Design Form, appended to the *NEOM Sustainability Procedure for the Built Environment* NEOM-NEV-PRC-501\_FRM02).

Should the development require critical Early Works to be executed to support accelerated project schedules, the Proponent may request in writing for the **Environmental Consultant** to prepare the relevant studies and plans required to obtain **MEWA** Environmental approvals.

The **Environmental Consultant** shall submit the set of studies and reports to be approved by the **NEOM Environment Department**.

If approved, the Proponent shall enter into an Environmental Accord with the NEOM Environment Department which will set out the agreed set of conditions to be applied to subsequent stages of the development in line with *Environmental and Social Risk and Opportunities Assessment for Development Projects* (NEOM-NEV-PRC-602). The approved set of documents and Environmental Accord shall be submitted to **MEWA** for approval by NEOM Government Affairs Department.

### During Stage 2C

Planning Team shall prepare and submit all deliverables required by (NEOM-NEV-PRC-501) and participate in a Lessons Learned workshop with the Environment Department regarding the Planning Process.

The Planning Team shall also prepare and submit the Initial Asset Brief to the **NEOM Environment Department** for approval as required by *NEOM Initial Asset Brief Procedure* (NEOM-NEN-PRC-004).

The Environmental Consultant shall undertake all studies and reports required to obtain full development approvals and environmental permits from MEWA in line with *Environmental and Social Risk and Opportunities Assessment for Development Projects* (NEOM-NEV-PRC-602).

Should a development be transferred to a third-party Investor, the Investor shall ensure the Planning and Design of the Development obtains third-party sustainability certification in line with the requirements of Interim Standard Sustainability Requirements for the Built Environment (NEOM-NEV-STD-501).

Should the development require environmental approvals from **MEWA**, the Investor shall be responsible for procuring and preparing relevant environmental assessment studies and reports as required to obtain environmental permits from **MEWA** and in compliance with *Environmental and Social Risk and Opportunities Assessment for Development Projects* (NEOM-NEV-PRC-602).

The Investor shall submit the relevant studies and reports to **NEOM Environment Department** for approval and submission to MEWA. The **Planning, Design** and **Construction Teams** shall support



the **Environmental Consultant** by providing project relevant information required in the preparation of relevant studies and reports.

### 7.3 Stage 3: Design Stages & Tendering

#### During Stage 3A

The **Design Team** shall prepare and submit for **NEOM Environment Department** approval the Regenerative Development Strategies and the **Design Team** shall participate in a Design Charrette and prepare and submit to the NEOM Environment Department for approval, all other deliverables required by *NEOM Sustainability Procedure for the Built Environment* (NEOM-NEV-PRC-501).

The **Design Team** shall provide the approved masterplans, early Concept Design drawings and associated information to support the Environmental Consultant in the preparation of studies and reports required to obtain Environmental Permits from **MEWA**.

The **Environmental Consultant** shall finalize studies required to support Environmental Permit application to **MEWA**.

#### During Stage 3B

The **Design Team** shall update and submit for **NEOM Environment Department** approval the Regenerative Development Strategies submitted during Stage 3A and self-evaluation scorecard required by *NEOM Sustainability Procedure for the Built Environment* (NEOM-NEV-PRC-501). The **Design Team** shall provide the approved Concept Design and the Construction Team shall provide confirmed execution planning information to support the Environmental Consultant in the preparation of studies and reports required to obtain Environmental Permits from **MEWA**.

The **Environmental Consultant** shall prepare and submit for **NEOM Environment Department** approval the studies and reports required to obtain a full Development approval, in line with the requirements of *Environmental and Social Risk and Opportunities Assessment for Development Projects* (NEOM-NEV-PRC-601).

If approved, the **Proponent** shall enter into an Environmental Accord with the **NEOM Environment Department** which will set out the agreed set of conditions to be applied to subsequent stages of the development in line with *Environmental and Social Risk and Opportunities Assessment for Development Projects* (NEOM-NEV-PRC-601). The approved set of documents and Environmental Accord shall be submitted to **MEWA** for approval by **NEOM Government Affairs Department**.

#### During Stage 3C

The **Design Team** shall prepare and submit all deliverables required by (NEOM-NEV-PRC-501) and participate in a Lessons Learned workshop with the Environment Department regarding the Design Process.

The **Construction Team** shall ensure the Sustainability Specification shall be referenced and appended to the Employer Requirements for the Contractor.

#### During Stage 3D

The **Design Team** shall prepare Sustainability Specification for the Development as required by *NEOM Sustainability Procedure for the Built Environment* (NEOM-NEV-PRC-501) for **NEOM Environment Department** approval.

The **NEOM Environment Department** will facilitate a development review workshop with **Design and Construction Teams**, to ensure all relevant documents and permits are in place prior to tendering.



The **Construction Team** will ensure the Employer Requirements, Sustainability Specification and Environmental Accord, along with all associated documentation, are issued to the Contractor. The Contractor shall be required to sign undertakings required by **MEWA** as a condition of the Environmental Permit

The **Construction Team** shall follow the Pre-mobilization process described in the *NEOM Environmental and Social Compliance Assurance Procedures* (NEOM-NEV-PRC-711) and *NEOM Environmental and Social Protection Procedures (for construction)* (NEOM-NEV-PRC-712). This shall include ensuring the Contractor prepares and submits for **NEOM Environment Department** approval all documents and deliverables required under the Employer Requirements.

The **NEOM Environment Department** will review the Contractor's readiness for construction.

**Mobilization shall not commence until MEWA has issued the Environment Permit and the NEOM Environment Department has approved the Contractor's Readiness to Execute.**

#### 7.4 Stage 4: Construction, Handing-Over & Close-out

The **Construction Team** shall prepare for **NEOM Environment Department** approval, the Sustainability Construction Submittals as required by *NEOM Sustainability Procedure for the Built Environment* (NEOM-NEV-PRC-501). **Construction Team** shall participate in a Lessons Learned workshop with the Environment Department regarding the Construction Process.

The **Construction Team** shall execute the Work in compliance with all associated Environmental Permits from MEWA as well as all requirements of the *NEOM Environmental and Social Compliance Assurance Procedures* (NEOM-NEV-PRC-711) and *NEOM Environmental and Social Protection Procedures (for construction)* (NEOM-NEV-PRC-712). The **Construction Team** shall ensure that all personnel and visitors to the Work Site have received the relevant NEOM Environmental & Social Induction and/or Training in line with *NEOM Environmental and Social Training Plan* (NEOM-NEV-TRP-801), prior to commencement of work.

The NEOM Environment Department shall undertake a Mobilization Inspection, with the Construction Team prior to the commencement of construction to ensure that all environmental controls and training required to establish the work site have been completed.

**Construction shall not commence until the NEOM Environment Department has conducted a Mobilization Inspection and Issued its Approval in writing.**

During Construction, **The NEOM Environment Department and/or its Environmental Consultant** shall undertake compliance assurance and environmental monitoring of the Work site which will be used to provide feedback regarding environmental and social performance. The Construction Team shall manage the contractor to ensure its performance meets or exceeds relevant KPIs and Targets.

The **Construction Team** shall report on its Contractors Environmental & Social Performance in compliance with the *NEOM Environmental & Social Reporting Procedure* (NEOM-NEV-PRC-801).

During Commissioning, the **Construction Team** shall permit the **NEOM Environment Department's** independent commissioning agent to observe commissioning in line with the requirements of *Sustainability Procedure for the Built Environment* (NEOM-NEV-PRC-501).

Prior to Demobilization from the Site, the **NEOM Environment Department** shall complete a close-out and demobilization inspection of the Work in line with the *NEOM Environmental and Social Compliance*



*Assurance Procedures* (NEOM-NEV-PRC-711) and *NEOM Environmental and Social Protection Procedures (for construction)* (NEOM-NEV-PRC-712).

The **Construction Team and Contractor** shall also participate in a Lessons Learnt workshop facilitated by the **NEOM Environment Department** that reviews all Mobilization, Construction, Commissioning and Hand-over and Demobilization activities for the Development.

**The Contractor shall not Demobilize until the NEOM Environment Department has conducted a Demobilization Inspection and Issued its Approval in writing.**

The **Operations Team** shall issue the NEOM Employer Requirements to all operations contractors.

## 7.5 Stage 5: Operation & Maintenance

**The Operator shall not commence Operations until the facility has been issued an Environment License from MEWA.**

The **Operations Team** shall operate the facility in line with its Environmental License and all other conditions of approval.

The **Operations Team** shall monitor the performance of the facility for 12 months. The **Operations Team** shall provide the relevant monitoring data and prepare and submit a post-Project Regenerative Development report to the NEOM Environment Department as required by *Sustainability Procedure for the Built Environment* (NEOM-NEV-PRC-501).

Subject to the performance data reported by the **Operations Team** demonstrating achievement of all project specific environmental and social performance objectives, the **NEOM Environment Department** shall issue a NEOM Regenerative Development Certificate to the Facility.

## 8 Deliverables

The Manual identifies the key actions required by the NEOM Regenerative Development Management System. However, in all cases identified actions and their associated deliverables are clearly set out in corresponding and subsequent procedures. As such there are no Deliverables Specific to this Manual.

Preparation and submission of a referenced Deliverables to be submitted to the **NEOM Environment Department** for review and approval, should either follow the requirements of the referenced procedures or otherwise align with the *NEOM Plan of Work* (NEOM-EN-PRC-029) and *Procedure for Gate Review and Approval* (NEOM-EN-PRC-021).