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C
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2012 Sustainability Report



Cape Town International Convention Centre

CONTENT

A
B
C
D
E

Section A

Section B

Section C

Section D

Section E

Message from the Chief Executive Officer (CEO)	4
Strategy and Organisational Profile	6
Organisational Profile	7
Sustainability Reporting	14
Sustainability Strategy	18
Impacts, Risks and Opportunities	22
Governance, Commitment and Engagement	26
Governance	27
Stakeholder Engagement	31
Commitment	34
Management Approach	38
Building Our Business	39
Enhancing Our Environment	42
Caring for Our People	48
Performance Indicators	52
Building Our Business	53
Enhancing Our Environment	60
Caring for Our People	78
Looking Ahead	94
Reporting Frameworks	96
Global Reporting Initiative	97
United Nations Global Compact	111

RATING CARD

IMPROVED



DECREASED



EXCELLED



NEEDS WORK



CONSISTENT



we are a green conscious convention centre



MESSAGE FROM THE CEO

A sustainability culture and mindset remains one of the key drivers of the CTICC's performance, and success.

It is my belief that sustainability – in all its facets – can no longer be a secondary consideration for any business wishing to be successful or, indeed, viable for any length of time. For this reason, sustainability is not considered a part of the future success of the CTICC, but is, in fact, integral to that success. As an organisation, the CTICC has moved beyond thinking about sustainability as something we must do. Sustainable is simply what we are. It is the 'green' thread that runs through every aspect of our centre and the glue that binds together every part of our business – from our financial management

and human capital development, to our social upliftment efforts and our unwavering drive to limit our impact on the environment.

Over the past year, the centre continued to make significant strides towards the realisation of its vision to become one of the world's leading environmentally sustainable convention centres. The organisation recognises that it will only achieve this objective, if it manages to fully integrate the principles of economic, social and environmental sustainability into every facet of its strategy and operations.

We are cognisant of the substantial impact that our industry, as a whole, has on resource consumption, specifically with regard to international travel and

long-haul flights. It is, therefore, pivotal that we act in a responsible manner and contribute to reducing our environmental footprint. This has significant prominence in the context of South Africa, where there is a great economic divide between different social classes. The CTICC, therefore, has a responsibility to address these challenges and, through its existence, stimulate economic growth with a positive impact on our local people, planet and prosperity.

This is the second dedicated sustainability report that we have compiled in order to benchmark and assess our performance, in terms of achieving our sustainable objectives. We have extended our initial ten indicators of last year to a total of 20, comparing performance over time and setting new targets for improved development. We believe that we can use these advancements to transform the meetings and events standards in Cape Town, South Africa and the African continent.

The expansion of the CTICC will be undertaken in line with the CTICC's established commitment to integrated sustainability through effective economic, social and environmental advancement. The ultimate aim is to design and build one of the leading green buildings in the world. We have, therefore, been

uncompromising in our sustainability principles and practices, since inception. Our end vision is to have a building that reflects our values of integrity, passion, innovation and excellence.

This sustainability report has already influenced our management team to identify key areas of concern that need to be addressed. Through ongoing monitoring and quarterly reporting, our teams will be more proactive and our management systems more effective.

We recognise the importance of communication with our internal and external stakeholders, and are continually putting measures in place to ensure that feedback from our stakeholders is captured and followed up. We encourage you to engage with us on this report, so that we may continue to improve and benchmark ourselves against international best practice.

We believe that this report will provide a transparent communication framework, on which to build trust, and to encourage dialogue with our stakeholders. We encourage other convention centres to follow our lead and undertake Global Report Initiative (GRI) reporting, in order to raise the global standard of the meetings and events industry on the African continent.

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STRATEGY AND ORGANISATIONAL PROFILE

The percentage of bookings by South African clients

87%

The CTICC's BBBEE status as recognised by Empowerdex

LEVEL 2

The overall CTICC projected emission efficiency improvement from 2010 to 2015

25%

Last year boasted visitors totalling more than

540 000

We believe that sustainability principles and practices should be implemented throughout our organisation as an integral part of what we do and who we are.

GRI 2 ORGANISATIONAL PROFILE

The Cape Town International Convention Centre Company Ltd (Convenco) is the holding company of the Cape Town International Convention Centre (CTICC). Convenco was formed in 1999 through collaboration between the City of Cape Town, the Provincial Government of the Western Cape and the business sector. It is jointly owned by the City of Cape Town (50.2% shareholding), the Provincial Government of the Western Cape (25.1% shareholding), and SunWest International (Pty) Ltd (24.7% shareholding).

The primary objective behind the formation of the holding company was to establish a world-class international convention centre in Cape Town that would provide meeting, convention and exhibition services, and facilities for local and international organisations, and their guests. The CTICC only has one office, in Cape Town, South Africa, set against the stunning backdrop of the iconic Table Mountain.

With the successful achievement of its initial mandate of bringing to fruition the vision of a world-class convention centre in Cape Town, the focus of Convenco has now shifted to overseeing the ongoing growth and development of the centre, and the expansion of its world-class facilities, as well as ensuring that the CTICC continues to advance business tourism to the Western Cape, thereby serving as a key contributor to the Gross Domestic Product (GDP) of South Africa.

The centre's goal is to become the best long-haul international convention centre by 2020, and it already boasts a variety of venues such as the auditoria, ballroom, roof terrace, conference rooms and exhibition halls. These venues are supplemented by the world-class services expected of a top-ranking international convention centre, such as audiovisual and sound equipment, rigging, security, stand construction, freight handling and hotel services. The centre is also equipped and staffed to offer a diverse range of

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cuisine, ranging from formal dinners and gala events, to cocktail parties and informal finger suppers.

Cape Town is a sought-after international leisure and business tourism destination, and the CTICC has played a key role in raising the destination's business proposition, in terms of meetings and events. This convention centre has positioned Cape Town as a competitive global player in the conferencing industry.

Currently, 13% of the events taking place at the CTICC comprise international business. The remaining 87% of events booked at the CTICC comprise local business. The international clients are mostly from Europe (44%), the United States (15%) and the United Kingdom (14%), with a relatively small proportion from the rest of Africa (only four per cent).

The overall event attendance was highest, in respect of events from the United States (35%), the United Kingdom (30%) and Asia (19%). There were fewer attendees from Europe (9%), if one takes into consideration the fact that they hosted most of the events (44%). The potential growth of the Asian and African markets needs to be taken into consideration, in respect of future growth opportunities.

The different types of events hosted at the CTICC include conferences, exhibitions, trade fairs, banquets, film or photo shoots and other special events. Over 500 events were hosted during the last fiscal year, with clients from 18 different countries and more than 540 000 visitors, in total.

CTICC's facilities include two auditoria, with seating for 1 500 and 620 guests, respectively, and a multifunctional ball-room of 2 000 m², which can be divided into larger or smaller configurations, as required. There is also 11 200 m² dedicated exhibition and trade show space, which can be subdivided and configured into six separate venues for smaller exhibitions, banquets or conferences.

Four special and deluxe meeting rooms of varying sizes each accommodate up to 330 delegates, and may be subdivided and configured into a variety of options. The 13 meeting suites vary in size and can accommodate up to 25 delegates each. In addition to these dedicated areas, there are multifunctional areas, such as the Roof Terrace, conservatories, the Gallery and Convention Square.



A total of 140 staff members perform the daily operations, representing the following departments within the company:

- Convenco
- Commercial and Business Development
- Finance
- Human Resources
- Operations

When analysing the resource consumption of the convention centre, it is important to take into consideration the number of events hosted, as well as the number of attendees.

CTICC OPERATIONAL STRUCTURE

Convenco

Chief Executive Officer's Office

Chief Operational Officer's Office

Business Intelligence

Commercial and Business Development

International and National Sales

Event Co-ordination Services

Corporate Communication

Hotel and Travel Services

Marketing Service

Operations

Operational Services

Conference and Exhibition Services

Food & Beverage Services

Banqueting Service

Facilities Management

Finance

Debtors

Creditors

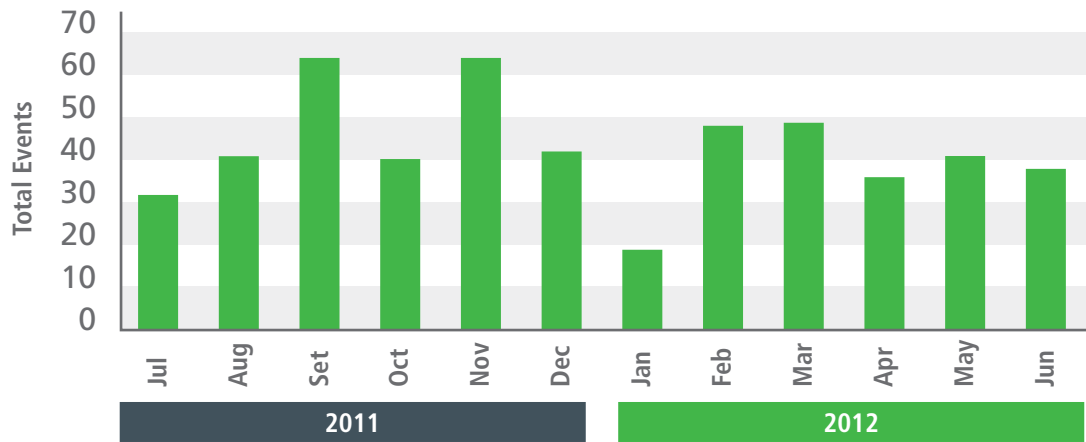
Supply Chain/Procurement

Human Resources

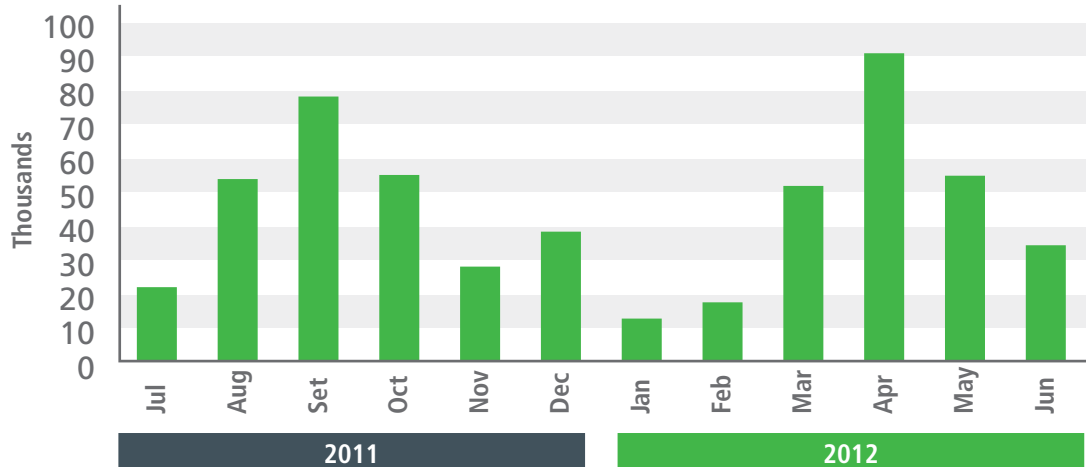
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The graphs below indicate that, during the reporting fiscal year, most events were hosted during September and November. However, these were not large-scale events. Although fewer events were hosted in April, they were large events which required more operational and human resources. In January, the number of events, as well as the attendance, was significantly lower than during the rest of the year.

NUMBER OF EVENTS



NUMBER OF ATTENDEES





During the reporting period, the size, structure and ownership of Conenco did not change, and the capacity of the building remained unchanged. An extension of the CTICC is currently in the design phase, with construction expected to commence in 2013.

Awards

CTICC won the international Gold Winner IMEX/Green Meetings Industry Council (GMIC) Green Supplier Award at the IMEX 2012 in Frankfurt, Germany, in 2011. IMEX is a leading, worldwide exhibition for meetings and incentive travel. The GMIC, which provides international guidance on sustainable event management, gave recognition to the CTICC for its commitment

to sustainability and for joining forces with a local exhibition organiser to host a sustainable exhibition, The Green Expo.

The centre was also shortlisted by the Global Association of the Exhibition Industry (UFI) for the Sustainable Development Award for best sustainability strategy and qualified as a finalist for the following awards:

- Global Association of the Exhibition Industry (UFI) Award – Innovation Category
- Imvelo Award for Responsible Tourism – Best Economic Impact
- Mail & Guardian Green Award – Greening Future Category

GOLD WINNER

CTICC won the international Gold Winner IMEX/Green Meetings Industry Council (GMIC) Green Supplier Award at the IMEX 2012 in Frankfurt, Germany, in 2011.

FINALIST

The centre was also shortlisted by the Global Association of the Exhibition Industry (UFI) for the Sustainable Development Award for best sustainability strategy.

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SUSTAINABILITY REPORTING

This sustainability report is linked to the CTICC's fiscal year, from 1 July 2011 to 30 June 2012, and showcases trends over the last three years. This is the second sustainability report which has been aligned to the framework and reporting standards of the GRI. The objective of this report is to provide a comprehensive overview of the current business policies and practices, and consider recommendations for the way forward.

While the scope and boundaries of the 2012 report do not differ substantially from the previous report, the assessment methods have been refined, in order to fulfil the requirements of a Level B application, where possible.

The centre's dedicated Nurture Our World (NOW) team, which is comprised of management representatives of all core divisions, reviewed the centre's

application for 2012, and explored ways of further advancing its sustainable initiatives and practices.

The aims and objectives of the CTICC, as well as the expectations and interests of its stakeholders, were taken into consideration. It was agreed that the sustainability report should incorporate the triple bottom line and focus on the impact of the CTICC, as well as its contribution towards the local economy, the environment and the people of Cape Town.

Easy access to appropriate information was one of the main considerations in determining material issues, in order to enhance internal reporting systems, in cases where no data was available. Quarterly reporting of relevant indicators was implemented. This is a proactive solution to addressing concerns throughout the year, rather than relying on a single annual review.

It was agreed that the sustainability report should incorporate the triple bottom line and focus on the impact of the CTICC, as well as its contribution towards the local economy, the environment and the people of Cape Town.

The lack of benchmarking with other similar entities was the motivation behind the CTICC wanting to set an example through its own reporting and encouraging other convention centres to do the same. The management team has agreed that external quality assurances should be performed next year to ensure even more vigorous monitoring systems for more accurate reporting.

Although the planning process for the extension of the CTICC has already started, the report only takes into consideration the existing building and related business activities. Determining the scope was a straightforward process, as the convention centre is a single entity with clear boundaries. The GRI content index is included at the end of this document.

GRI reporting guidelines recommend the use of a binary selection tool, known as the decision tree for boundary setting. When applying the decision tree, it was decided to exclude the Marimba Restaurant and Star Car Wash from the performance data. Although they are both based within the CTICC's geographical boundary, they are externally owned and managed.

It was relatively easy to measure and report on the operational management of resources, as the Operations team has good quantitative data at its disposal. The significant increase in electricity costs in South Africa led to the implementation of more accurate electricity metering and sub-metering to encourage energy efficiency. New legislation around waste minimisation



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also encouraged more accurate measurement of both waste-to-landfill and recyclable products, and materials.

Data was collected through existing systems, such as utility accounts and meter readings, and additional data sourced from standard business practices, such as human resource management and travel arrangements. Internal systems were adapted to reflect the GRI-indicator requirements, in alignment with international standards of best practice. Continuous quarterly reviews are recommended, in order to ensure ongoing monitoring and effective management of resources.

While compliance with mandatory Broad Based Black Economic Empowerment (BBBEE) legislation in South Africa already addresses some of the social requirements, more specific monitoring around the actual impact of social initiatives is still needed. The CTICC has been recognised as a Level 2 BBBEE contributor by Empowerdex, an economic empowerment-rating agency.

A stakeholder review process was undertaken to assess whether all the internal and external stakeholders had been adequately included in communication and feedback structures.

As a state-owned company, the CTICC has a mandate to actively engage with its stakeholders and keep them informed of its successes and challenges. To this end, a number of communication channels are used, which are managed by a dedicated communication team. Means of communication include the annual report, newsletters, press releases and board meetings. Dedicated stakeholder and client engagement sessions are vital for assessing business requirements, and provide opportunity for feedback from stakeholders and clients.

As a state-owned company, the CTICC has a mandate to actively engage with its stakeholders and keep them informed of its successes and challenges.



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GRI
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SUSTAINABILITY STRATEGY

In 2009, the CTICC formalised its sustainability commitment through the implementation of its NOW initiative, which is a public expression of the CTICC's intention to be a leader in environmental awareness. The NOW team was established to drive the implementation of sustainability principles and practices within the CTICC at an operational level.

The NOW team's first task in the new financial year was to review the findings of the 2011 Sustainability Report and consider the most salient issues to be addressed. The objective was to rationalise the centre's internal policies and practices, as well as implement more rigorous monitoring systems for more comprehensive reporting and greater accuracy.

The sustainability strategy focuses on the operational requirements of the CTICC, with specific emphasis on practical implementation and monitoring, while embodying the centre's mission statement, outlined as follows:

- To maximise economic outcomes and job creation
- To focus on innovation and exceeding expectations
- To achieve service excellence through entrenching capability in staff, as well as the need for adherence to the highest standards
- To become a world leader in sustainability initiatives.

During 2010, the CTICC's Board of Directors added a fifth imperative that required the convention centre to ensure that it was a

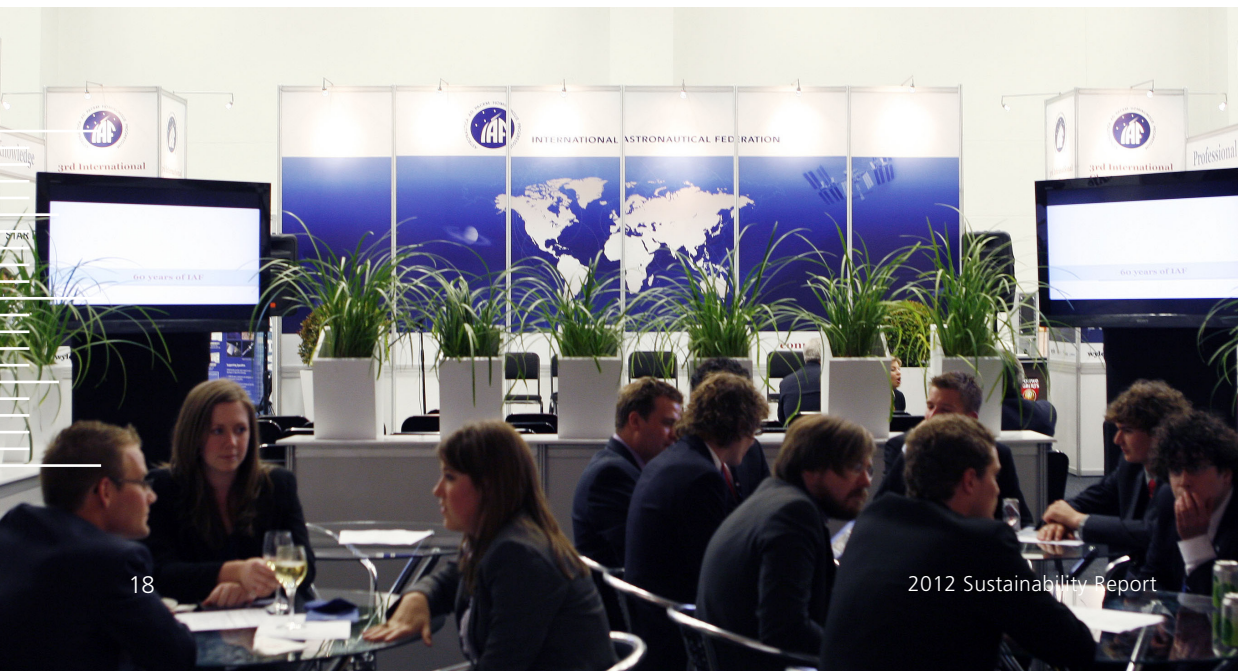
fully self-sufficient organisation. In addition, the CTICC strategy had to encompass the organisational values of passion, integrity, innovation and excellence.

Through the consistent achievement of its financial and non-financial targets, its contribution towards the economy and social upliftment, and its effectiveness in raising the profile of Cape Town and the Western Cape, the CTICC continues to achieve and exceed all these stated objectives.

Sustainability objectives

To attain optimal implementation of the sustainability programme at the CTICC, the NOW team compiled a strategy, based on triple bottom line principles. The following objectives were identified to ensure the successful implementation of the centre's sustainability strategy.

- **Business development:** The development of products and services which address the needs of clients, while also encouraging local economic development
- **Corporate social responsibility (CSR):** The coordination of a CSR programme that includes both social and environmental requirements
- **Eco procurement:** Encouraging the establishment of environmental and social criteria for all procurement, and suppliers
- **Environmental responsibility:** Ensuring that environmental, safety, and health considerations are included in key operations and communications
- **Innovation:** Providing a platform that will encourage all stakeholders, among others, staff, service providers, clients and visitors, to provide feedback and promote innovation
- **International leadership:** Encouraging industry leadership through innovation and good business practice
- **Marketing and brand identity:** Marketing the CTICC as a venue with sustainable business practices
- **Mobility:** Encouraging non-motorised transport, such as walking, cycling, public transport and car-pooling, to reduce the number of single-occupancy vehicles and single occupant trips
- **Monitoring and reporting:** Ensuring the implementation of a clear and comprehensive monitoring system, and providing a transparent sustainability report
- **Operational management:** Ensuring that effective management systems are in force throughout the centre, in order to improve resource management
- **Staff training and awareness:** Integrating sustainability issues in all staff-orientation programmes, and providing ongoing awareness and training programmes about sustainability issues to all staff members





Where practical, these objectives were translated into measurable indicators, which could be reported on, while other objectives, which form part of the ongoing improvement process and narrative feedback, were provided without measurable indicators. The need for both short and long-term objectives was identified.

Sustainability statement

To ensure that these objectives are implemented and entrenched in the daily operations of the CTICC, the sustainability statement was updated to reflect current business practices.

- Catering: Seasonal food that is locally grown and, where possible, organic, is

sourced, wherever possible. We support the Southern African Sustainable Seafood Initiative (SASSI) and the local fishing industry.

- Employees: Appropriate training is offered, as well as the opportunity to interact with management, if employees wish to raise concerns or offer innovative ideas.
- Eco procurement: Preference is given to the procurement of local goods and services, wherever possible.
- Energy efficiency: Energy efficiency is a principal focus, achieved by means of the latest technology, combined with optimal management of energy. The use of natural light and ventilation is encouraged, where practical.

- International access: We strive to provide equal opportunity to people with physical disabilities and comply with international access requirements.
- Mobility: Our premises are central and can be easily reached by means of local public transport, as well as being within walking distance of a range of hotels. Non-motorised transport is encouraged by, among others, providing safe parking for bicycles.
- Monitoring and reporting: Comprehensive monitoring systems are in place and the centre compiles an annual sustainability report.
- Social investment: A corporate social responsibility programme is being implemented to assist with building a

- stronger local community.
- Water conservation: We encourage water conservation by clients and staff, by means of ongoing awareness campaigns and the installation of water-efficient plumbing fixtures. Water-wise and indigenous vegetation has been planted in the convention centre's gardens.
- Waste management: Throughout our operations, effective resource management is implemented by means of an effective waste management system. Where practical, reusable products are used instead of disposable ones, while our recycling programme monitors the centre's efforts to reduce waste to landfill.

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IMPACTS, RISKS AND OPPORTUNITIES

Despite the fact that the CTICC is a relatively small organisation, compared to larger conglomerates, the centre plays a pivotal role in promoting sustainability through its service offerings and interventions.

The international and local recognition received for these initiatives has qualified the CTICC to be a flag-bearer for the sustainability movement in the events industry.

In addition, it is capable of setting the standard, in terms of sustainability, in the meetings and events industry, and the broader hospitality sector. The awards received by the CTICC are not seen as an accolade, but rather as milestones in the transformation of the tourism industry, which President Jacob Zuma has identified as a key growth sector for South Africa.

The section below provides an overview of some of the key impacts of the CTICC on sustainability, as well as the effect on stakeholders and their expectations. Although this is currently not a legal requirement in the South African context, the CTICC has a responsibility to formulate policies that will ensure that these key impacts will receive due consideration.

Air travel

Our vision to be the number one long-haul destination in the world makes air travel an absolute necessity. The organisation is measured against the number of international delegates it attracts. The CTICC measures the induced tourism on an annual basis to assess how many travellers were encouraged to maximise their visit to Cape Town and South Africa.

Electricity consumption

The electricity crisis and rising costs have stifled growth in South Africa and forced the business sector to rethink its operations. The obligation to shift towards higher energy efficiency has not only resulted in energy savings for the CTICC, but also in financial savings.

An investment of over R2 million in a building management system (BMS) will allow every area of the business to be managed effectively, in terms of utility consumption. The CTICC has identified sources of alternative power and encouraged clients to supplement their power for events with renewable generated power. This has reduced pressure on the national grid and resulted in a reduction in consumption of conventionally generated electricity.

Bottled water

Many international clients consider South Africa to be a Third World country with the associated misconception that the water quality is poor. Although bottled water is provided, the CTICC encourages clients to use tap water if, and when, possible.

Waste management

The CTICC provides waste separation at source, as well as back of house. The centre also boasts an on-site waste separation facility to maximise recycling in every area of the business. This practice has been entrenched as standard policy and also forms part of all service level agreements, to ensure compliance by contracted service providers.

Transportation

The CTICC is linked to the local public transport system and encourages delegates to stay within walking distance from the centre. There are, however, numerous parking options available for private vehicles, as private transport is the most common option in the local transport culture.

Event greening

Clients are encouraged to host sustainable events. This includes the provision of organic produce and the use of public transport for delegates attending the conference,

instead of the use of private shuttles and taxis. Delegates are encouraged to stay within walking distance of the CTICC. The use of digital brochures is promoted, and conference bags and delegate badges are collected for reuse and redistribution.

Impact of sustainability trends

As discussed above, some concerns have been included in the centre's performance targets, which are set by the City of Cape Town and measured on a quarterly basis. Other concerns are incorporated in the key performance areas (KPIs) of managers. These KPIs are cascaded to the staff key performance indicators (KPIs), thereby ensuring that they are embedded in the operational structure of the CTICC. Furthermore, indicators have been put in place to measure, monitor and track consumption, in line with company targets.

The City's performance targets

The annual Convento Performance Assessment Report provides a range of indicators with specific targets and feedback on the actual performance.

Performance management agreements

Senior managers sign a performance management agreement, outlining the different KPIs, with specific KPIs that are reviewed quarterly and linked to their performance bonuses.

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This is filtered through the company to different staff members and combined into a monthly update on the Annual Performance Plan for the CTICC, which has specific targets and deadlines.

PESTEL macro-environmental analysis

The CTICC does not exist in isolation, but is intricately connected to the outside world with its constantly changing landscape. The PESTEL analysis tool is used to consider the external operating environments related to the political, economic, social, technological, environmental and legal sectors, as outlined below.

Political

- Political stability or the lack thereof, is a constant factor which has potential impact.
- The legislative environment is a constant consideration and its potential impact is vast.
- A heightened government focus on business tourism or the lack thereof could either enhance the ability to improve business levels, or limit it.

Economic

- Exchange rate fluctuations, e.g. a strengthening Rand, impact conferencing pricing, hotel accommodation, travel and length of stay.

- A shift from the traditional market, e.g. the Eurozone, due to sovereign debt crises or the global recession, could lead to a need to focus on new markets, e.g. African regional events.
- Geopolitical influences could impact exchange rates and, therefore, impact the desirability of the destination and venue.

Social

- Convento must have a commitment to the environment and consider the impact of, among others, climate change, rising sea levels and pollution.
- The change in social interaction and the resultant widening of the social gap require a sustained focus on social media technology and strategy.
- The 'Brain Drain' continues to limit the availability of technical skills.
- Corruption is becoming increasingly prevalent in all facets of society.

Technological

- The speed of technological advancement is challenging.
- The associated cost of keeping abreast with ever-changing technology is a further challenge.
- National infrastructural shortcomings continue to have a negative impact on the availability of technological solutions.

Environmental

- Power resources are limiting grants.
- Long-haul flights have a negative impact on carbon foot printing.
- Water restrictions are an impediment to effective operations.

Legal

- Political uncertainty
- Negative international perception of crime in South Africa
- Policy change and instability
- Municipal Financial Management Act, 2003 (Act 56 of 2003) (MFMA)



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GOVERNANCE, COMMITMENT AND ENGAGEMENT

Net foreign exchange earnings generated

R615 million

Visitor/delegate days

1 243 910

International tourist days

437 571

The number of flagship companies implementing sustainability principles like the CTICC

30

Exhibition and other visitor days

1 030 069

We place strong emphasis on maintaining high standards of financial management, accounting and reporting, to ensure that the centre's affairs are managed in an ethical, transparent and responsible manner, while appropriate risk parameters are taken into consideration.

As a state-owned entity, the CTICC adheres to stringent reporting frameworks, as outlined in the MFMA. The CTICC Board of Directors subscribes to the best practice principles, set out in the King Report on Corporate Governance for South Africa, 2009 (King III).

- GM Fisher, non-executive
- SA Fisher, Director, non-executive, independent
- S Fourie, Director, non-executive
- MA Gierdien, non-executive, independent
- AC Seymour, (CA[SA]), non-executive, independent
- DC Skeate, non-executive, independent
- HJ Taljaard, non-executive, independent

GRI 4.1 GOVERNANCE

Convenco is owned by the City of Cape Town, the Provincial Government of the Western Cape and SunWest International (Pty) Ltd. The Board of Directors comprises a maximum number of 14 directors.

GRI 4.7

The directors of Convenco, as on 30 June 2012, were:

- AM Boraine, Chairman, non-executive, independent
- R Toefy, CEO, executive
- JK Pather, Chief Operations Officer (COO), executive

GRI 4.9

- The board established the following committees to assist with developing strategy and discharging its duties and responsibilities:
- Audit and Risk Committee
- Remuneration Committee
- Nominations Committee
- Expansion Committee
- Social and Ethics Committee

GRI 4.10



The Nominations Committee oversees the process of determining the composition of the board and its committees, in line with the Companies Act, 2008 (Act 71 of 2008) and King III and BBBEE requirements.

A summary of the gender, race and age grouping of the Board of Directors is provided in the table below. It is coincidental that there are currently no women on the board.

The CEO has an open-door policy and, although there are informal structures in place for providing recommendations or direction to the highest governing body, all stakeholders are strongly encouraged to attend the Annual General Meeting.

Remuneration of the Board of Directors, executives and senior managers is aligned with the MFMA. The City Council sets and revises the upper limits of

SURNAME	FIRST NAMES	DATE OF APPOINTMENT											
			Female	Male	African	Coloured	Indian	White	20-30	31-40	41-50	Over 50	
Boraine	Andrew Michael	26 September 2003		X				X				X	
Fisher	Stewart Alan	9 February 2007		X				X				X	
Fisher	Garry Morton	22 November 2011		X				X			X		
Fourie	Solly William	22 November 2011		X		X						X	
Gierdien	Mohamad Ali	17 October 2007		X		X						X	
Pather	Jagandren Krishna	26 August 2011		X			X				X		
Seymour	Ashley Cavel	10 February 2009		X		X					X		
Skeate	Denis Carson	5 July 1999		X				X				X	
Taljaard	Henning Jeremia	5 July 1999		X				X				X	
Toefy	Rashid	1 March 2008		X		X					X		

remuneration of the board, as well as that of the CEO and all staff reporting directly to him.

Bonuses are linked to performance and the Remuneration Committee determines the CEO's performance bonus. The management team (senior and middle management) receive performance bonuses in October, based on company performance, while the bonuses paid out in February each year are based on individual performance.

Evaluation of the Board of Directors is conducted annually through self-evaluation, based on the King III requirements. The performance of the chairman and members of the various committees is also assessed. The purpose of an internal performance evaluation is to encourage board members to take cognisance of what is expected of them and how best to address any possible

gaps. Board members disclose their other directorships, in writing, on a quarterly basis and disclosure of conflicts of interest is a standard item on the agenda.

The CTICC culture and values encompass the mission and vision of the company. For example, on a monthly basis, recognition is given to staff members, based on how they implemented the values of the company in a practical manner. Regular staff performance reviews also reflect company values, for example, participation in events such as Mandela Day is a performance indicator. On an international level, participation in the United Nations Global Compact (UNGC) is encouraged, with a strong focus on innovation and sustainability.

The centre's approach to corporate governance extends beyond legislative compliance. Good corporate governance is seen as a cornerstone of the

The CEO has an open-door policy and, although there are informal structures in place for providing recommendations or direction to the highest governing body, all stakeholders are strongly encouraged to attend the Annual General Meeting.

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sustainability of the centre, promoted and enabled through the development of a collective governance consciousness, a risk management ethos, and a culture driven by values and ethics.

Compliance with the risk management requirements set out in King III is a priority, and a comprehensive risk-identification and management process is in place to measure the extent of potential risks to the business, in order to implement appropriate risk-mitigating interventions.

The COO is also the Chief Risk Officer responsible for assessing the likelihood and possible impact of different risks within the organisation.

The precautionary principle is used as a tool when making decisions that might pose a risk to the organisation. The objective of this principle is to prevent harm from the outset, rather than managing it after it has occurred. The CTICC has, for example, taken a tough stance on ensuring that the expansion of the centre meets best practice environmental standards, with clear monitoring systems in place.

The board places strong emphasis on maintaining high standards of financial management, accounting and reporting, to ensure that the CTICC's affairs are managed in an ethical, transparent and responsible manner.



STAKEHOLDER ENGAGEMENT

The CTICC prides itself on its integrity and transparency, specifically when engaging with stakeholders. As the centre is a State Owned Company (SOC), stringent reporting is expected, both through formal and informal communication channels.

The following internal and external stakeholder groups were engaged by the organisation over the last year:

- Shareholders and board members
- Clients

- Staff (permanent, temporary and contract)
- Industry role-players, including professional conference organisers; accommodation facilities such as hotels and bed & breakfast establishments; and tourism bodies
- The media

The frequency of meetings with each of the above stakeholders is outlined below:

ATTENDANCE OF SHAREHOLDERS AND BOARD MEMBER MEETINGS

Name of Director	Board	Audit Committee	Remuneration Committee	Nominations Committee	Ethics Committee	Expansion Committee
	6 meetings	5 meetings	4 meetings	2 meetings	1 meeting	4 meetings
AM Boraine	6	1	3	2		4
GM Fisher	3					1
SA Fisher (Dr)	4	2				3
SW Fourie	4	1				1
MA Gierdien	4				1	
S Montsi	2		2			
TM Pasiwe	0	2				
JK Pather	6	5	4			1
LF Platzky (Dr)	1			1		1
BN Roberts	1					1
AC Seymour	6	5	1	2		1
DC Skeate	5	2				
HJ Taljaard	6		4		1	1
R Toefy	6	5	4	2	1	4





Clients

Client customer relationship events are hosted throughout the year. The following events are held regularly.

	Frequency per annum
National	12
International	12

Staff

Four staff meetings are held throughout the year. These take place every quarter.

Industry role-players, media and suppliers:

Nature of Event	Frequency per annum
Press conference	1
Stakeholder Events	2
Media meetings	12

The following external and internal communication platforms are used to engage in two-way dialogue with these stakeholders, and respond to questions and concerns about the company.

External communication platforms:

- CTICC client/stakeholder newsletter
- CTICC website
- Press releases and press conferences
- Media roundtables
- Digital signage in public spaces
- Advertising
- Collaborative marketing platforms
- CTICC Annual Report
- CTICC Sustainability Report
- CTICC stakeholder and client-engagement sessions
- CTICC board meetings
- Participation in local and international industry events, and trade shows.

Internal communication platforms:

- Company intranet
- Staff meetings (various structures)
- Memos
- Departmental meetings
- Key Performance Assessment meetings

The main feedback received from the public and broader stakeholder community over the last year related to the expansion of the convention centre, as this will have a significant influence on Cape Town as a business and leisure destination.



GRI 4.11
GRI 4.13

COMMITMENT

As an industry leader in sustainability, the CTICC subscribes to the following international voluntary codes of practice.

United Nations Global Compact (UNGC)

The CTICC is one of the few convention centres in the world that is a member of the UNGC, a strategic policy initiative for businesses which are committed to aligning their operations and strategies with universally accepted principles in the areas of human rights, labour, the environment and anti-corruption.

Green Meetings Industry Council (GMIC)

The centre is a member of the GMIC, which recognises the CTICC as an industry leader dedicated to sustainability in the meetings and events industry. The GMIC promotes sustainability through education on event-greening and advocacy, as well as spearheading research, policy and standards.

Global Reporting Initiative (GRI)

The CTICC was the first convention centre in the world to align its reporting practices to the GRI framework and submit its report for an application-level check.

International standards

The CTICC was the first convention centre in Africa to have its work processes certified by the International Organisation for Standardisation (ISO), in line with international standards:

- ISO 9001 Quality Management
- ISO 14001 Environmental Management
- OHSAS 18001 Occupational Health and Safety (OHS)

The centre is a member of the GMIC, which recognises the CTICC as an industry leader dedicated to sustainability in the meetings and events industry.

B

Industry associations

The CTICC supports both local and international industry associations, including:

- Meeting Professionals International
- Global Association of the Exhibition Industry
- Proudly South Africa
- Federated Hospitality Association of Southern Africa
- International Association of Congress Centres
- International Association of Exhibitions and Events
- Southern African Association for the Conference Industry
- International Congress and Convention Association
- Exhibition and Event Association of Southern Africa
- Cape Town Tourism
- South African Event Greening Forum

The CTICC was one of the inaugural signatories of the Western Cape Provincial Government's 110% Green Campaign, which was launched by Premier Helen Zille on World Environment Day, on 5 June 2012.

110% Green Campaign

The CTICC was one of the inaugural signatories of the Western Cape Provincial Government's 110% Green Campaign, which was launched by Premier Helen Zille on World Environment Day, on 5 June 2012. The aim of this campaign is to make the Western Cape the green economy hub of South Africa, with the support of the 30 flagship organisations and companies such as the CTICC, which are already implementing sustainability principles.



C

MANAGEMENT APPROACH

The last fiscal financial year the CTICC generated revenues of

R137 million

Number of direct and indirect jobs created

7 082

The venue rental contribution to total revenue

R65 million

By the end of 2015 the CTICC intend to have a overall energy reduction of

25%

The CTICC management team strives to provide a service that demonstrates the values of the business, namely integrity, passion, innovation and excellence. This section provides a brief disclosure on management's approach, including internal policies, organisational responsibility and training.

BUILDING OUR BUSINESS

Economic growth

Since its inception, the CTICC has made a significant impact on contributing to economic growth, and driving job creation in the province and South Africa, as a whole. The CTICC is the only municipal entity that is self-sustained. Over its nine-year history, the centre has made a profit year on year and displayed growth in the areas of both revenue and profit.

During the 2011/2012 financial year, the company generated revenue of R137 million with a profit before tax of almost R11 million. The centre's primary source of income, venue rental, contributed R65 million to the total revenue. Its secondary revenue source,

income from food and beverage, added a further R54 million to the total revenue. Although the purpose of a convention centre is not to make a profit, the CTICC has demonstrated with the current business model that it is a profitable asset.

The value-add of a convention centre is to contribute to the GDP of a city and to create jobs. The CTICC's contribution to the National GDP for 2011/2012 was R2.55 billion, while it facilitated the creation of 7 082 direct and indirect jobs. The centre also generated a positive cash balance year on year.

As a municipal entity, the CTICC is not only governed by the MFMA, but also adheres to the Standards of Generally Recognised Accounting Practice (GRAP). The appropriateness of accounting

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policies and procedures is reviewed continually, along with compliance to GRAP and overall accounting standards.

Customer health and safety

The CTICC received ISO Integrated Management System accreditation in 2009, which is audited annually by external auditors. This system includes Health and Safety, Environment Awareness and Quality Assurance.

A training plan was developed for the new financial year 2012/13 and approved by all relevant senior managers. The custodian of this training plan is the Human Resources Manager. Training interventions planned for next year include courses related to health and safety, fire-fighting, ISO, sustainability, event-greening and other product-related training.

All members of the management team have approved Key Performance Areas, which are assessed twice a year. This is directly linked to remuneration and bonus structures.

Product and service offerings

Product and service offerings are reviewed annually. The management team determines pricing, while the relevant collateral is updated annually.

A price-yielding policy has been implemented, which was approved at board level.

Marketing and communications

A marketing plan is prepared based on budget and senior management interventions. Each department head is responsible for the official process flow document. This is reviewed annually, in accordance with ISO requirements.

All members of the management team have approved Key Performance Areas, which are assessed twice a year. This is directly linked to remuneration and bonus structures.



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ENHANCING OUR ENVIRONMENT Materials

Materials are procured from various suppliers and used to support the delivery of hospitality, and exhibition and event-related services, in accordance with the CTICC's core business operations.

The procurement and use of materials within the organisation take place from component level to delivery to the end customer. It is necessary to broaden this perspective of supply chain management to include design activities, dealing with by-products of manufacture or use and the end-of-life processes of recovery or disposal.

The Operations Department encourages the use of environmentally conscious event-related equipment and strives to implement waste-minimisation practices. Energy conservation and management, sustainable supply chain management and product end-of-life management, as well as reverse logistics, are encouraged.

Energy

The use of electricity is central to the operations and, being a responsible organisation, the CTICC is aligned with international best practice. The centre has set a target of reducing consumption of non-renewable energy by 5% each

year. This target was initiated in 2010 and is set to run until the end of 2015, which will result in an overall energy reduction of 25%.

In terms of electricity, the CTICC has a range of initiatives in place to reduce consumption, including, but not limited to:

- motion sensors and timers on light circuits
- automated control of building operations through a central BMS
- improvement of the sub-metering of individual circuits, with special emphasis on air conditioning
- enhancement of the existing design to achieve a more electrically efficient building by employing multiple initiatives to reduce consumption and costs

Although the key focus area of reducing energy consumption is primarily electricity, the use of fuel for power generators and vehicles is also taken into account. In terms of fuel consumption, the running hours of generators are kept to a minimum and the use of fuel-efficient vehicles is encouraged. Regular maintenance on generators and vehicles ensures that engines run optimally.



This energy-reduction philosophy is entrenched within the CTICC's strategic planning processes and operations, and benefits include mitigating rapidly rising costs, organisational resilience and the associated need to reduce greenhouse gas (GHG) emissions.

Water

The CTICC recognises that water is an increasingly scarce and critical global resource. The centre is committed to being a responsible conservator of water resources through ensuring that water consumption is accurately measured,

monitored and managed, and reported on as a standard business practice.

The CTICC proactively encourages water conservation for business operations. These initiatives include more efficient water consumption through reduced use, increased recycling and a rainwater-harvesting initiative, which is presently under investigation. Through these initiatives, the CTICC strives to minimise the risk of any future water constraints and realises the commercial benefits of effective and efficient water usage.

Energy conservation and management, sustainable supply chain management and product end-of-life management, as well as reverse logistics, are encouraged.



Biodiversity

The CTICC does not have a material impact on biodiversity. This is due to its location within the urban boundaries of the Cape Town CBD and the nature of its business. However, should one of the suppliers, for example, the waste management company, be deemed to have a severely negative impact on an area of high biodiversity value and, therefore, be in breach of the CTICC's own code of ethics, the CTICC would consider an appropriate response and actively distance itself from the company.

Emissions and effluents

The CTICC's reduction of emissions is primarily achieved through its concerted effort to reduce its electricity consumption. Emissions are also reduced by running generators, when absolutely necessary, and using less fuel in vehicles.

Service providers and contractors, who perform work on the centre's air-conditioning and refrigeration systems, are contractually obliged to conduct weekly operation system checks and, when repairs are necessary, to recover and reuse, or to responsibly dispose of the contaminated refrigerant. In line with its non-renewable energy efficiency improvement target, the CTICC has set a 5% GHG emission efficiency improvement target for each year, commencing in 2010 and concluding in 2015, resulting in an overall reduction of 25%. This target is entrenched through strategic planning processes and operations.

The CTICC has initiated and implemented a number of energy-reduction initiatives to reduce GHG emissions. These include establishing the NOW task team, with the role of effectively communicating action, and monitoring and reporting on the developments, and progress made, in terms of sustainability.

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Emissions identified by the CTICC as being released from its premises, due to operational activities, include R22, R134A and R401A, as a result of occasional accidental leaks from the air-conditioning and refrigeration systems, and carbon monoxide, carbon dioxide and methane from the combustion of petrol vehicles, and diesel generators, and from the purchase of electricity. This is appropriate, given the nature of its operations and the sources of the centre's emissions. It is important to note that there are no other significant ozone-depleting substances, such as emission sources, in the centre's operations.

Effluents, beside normal sewage, which are disposed of through the municipal sewage network, emanate primarily from the kitchen (immediately captured in grease traps); the cleaning of equipment; and the cleaning of the plant and vehicles. All cleaning contractors are contracted to use only biodegradable cleaning chemicals and the extracted grease, and waste material, is disposed of through legitimate contractors at certified waste disposal facilities.

Transport is minimal, due to the nature of the business, although records are kept of all flights, both local and international.

More accurate data is needed, in respect of local staff transport, which should be addressed in the near future with more accurate reporting.

Waste

The CTICC strives to achieve synergy between the personal aspirations of its employees, the needs of clients and its responsibility towards the environment, through the provision of responsible, safe and sustainable solutions, with regard to waste management. An Environmental Management Plan (EMP) was introduced and implemented and is monitored at monthly intervals to ensure that waste management objectives are realised.

The CTICC's reduction of emissions is primarily achieved through its concerted effort to reduce its electricity consumption.

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The key elements of the EMP are:

- Adherence to permit requirements
- Waste minimisation, reuse, recycling and target setting
- Waste identification, categorisation, classification and quantification
- Internal and external reporting
- Responsible waste disposal and treatment
- Ensuring safe, effective handling of waste, in compliance with all relevant, prevailing legislation
- Optimal hygiene at CTICC, as far as it relates to the management of waste

Training on the centre's policy and the relevant regulations (OHS Act, 1993 [Act 85 of 1993], ISO 14001, National Environmental Management: Waste Act, 2008 [Act 59 of 2008]) takes place on a quarterly basis, in order to inform CTICC's employees and raise awareness of the importance of the environment.

Monitoring and follow-ups are continuously being carried out by means of internal and external audits. These audits are conducted to ensure compliance with existing environmental certification. On completion of an audit, management holds a debriefing, during which the results are discussed and corrective actions implemented.

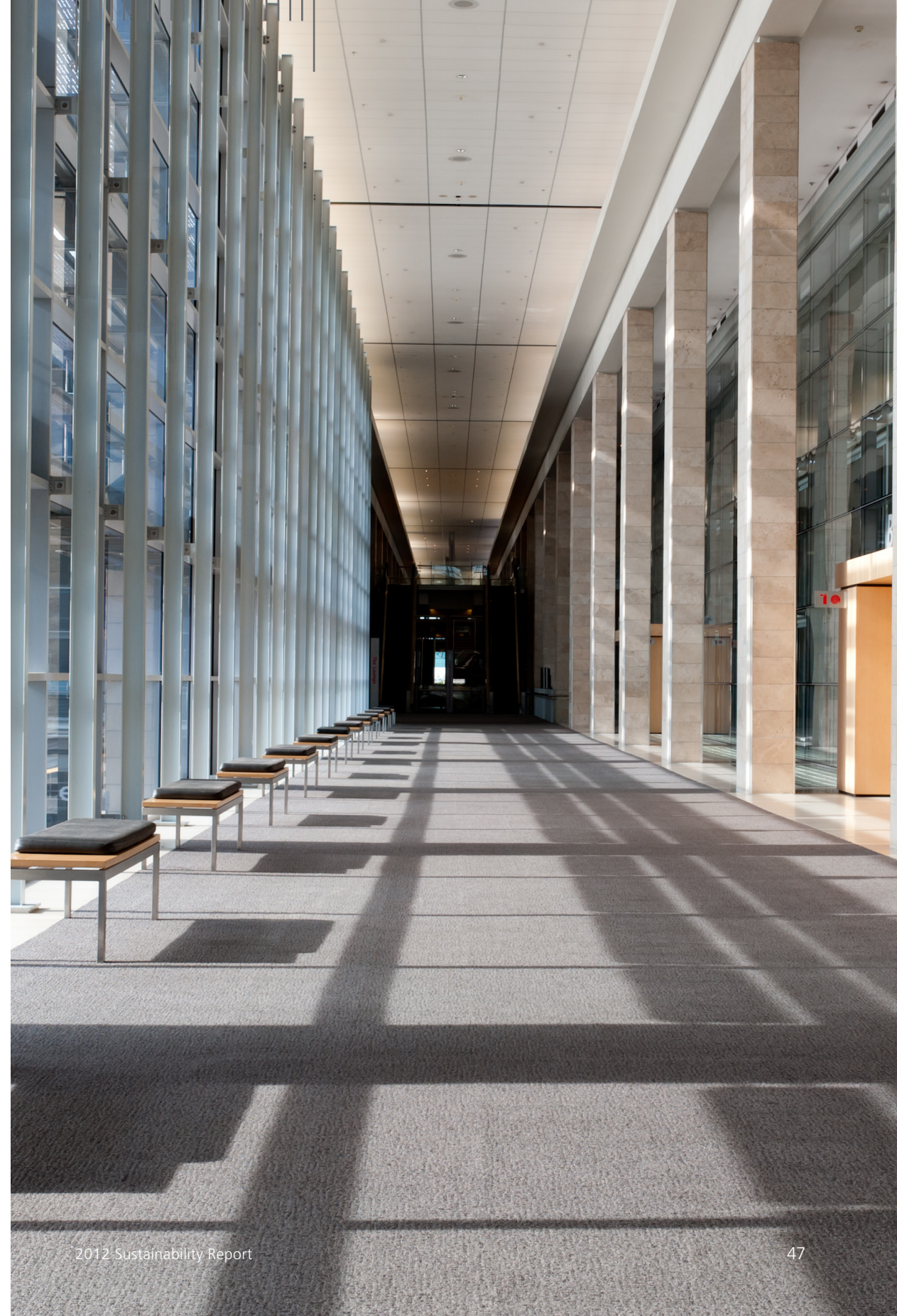
Products and services

The CTICC recognises the potential environmental impact of its operations. Through its NOW initiatives, the centre, therefore, aims to assist, reward and provide leading solutions to clients when hosting their events. The CTICC works closely with its suppliers, service providers, contractors and clients to ensure that the centre's sustainability objectives are met. In this way, the CTICC's competitive position is strengthened.

Energy, and emission efficiencies and waste product disposal are some of the core aspects being addressed. The CTICC has contracted the services of a number of sustainability specialists to provide advice and guidance on the latest sustainability technologies. This information is shared with the centre's suppliers, service providers and contractors.

Compliance

The requirement to obey the law and protect the environment is entrenched in the CTICC's values, code of ethics and code of conduct. CTICC's view of sustainability goes beyond the obligation of a responsible corporate organisation and encompasses embedding sustainable business practices to ensure future profitability.



C

CARING FOR OUR PEOPLE

The South African Constitution has been credited as one of the most progressive in the world. Therefore, it is only appropriate that, in keeping with international best practice, the spirit of the Constitution is carried through CTICC's policies and procedures, to ensure that the human rights of all the centre's employees and suppliers are protected.

Employment

CTICC's human resources policies and procedures are currently being reviewed. These policies include, but are not limited to the following:

- Employment equity
- Conditions of employment
- Disciplinary procedure and code
- Rewards and recognition (including employee benefits)
- Procurement policies (financial policies)
- Security policy
- Health and safety

The CTICC is an organisation that fosters learning and development, which is achieved through various training courses and initiatives.

Policies and procedures

As the CTICC makes use of various suppliers, it is important that its policies and procedures are readily available. These policies may be obtained from the Human Resources Department and are posted on the staff intranet. The Board of Directors approves all policies and procedures before they are communicated to staff. Once this process has been completed, a complete booklet with all the policies will be distributed to all employees. This will be done in conjunction with information sessions to ensure that all stakeholders understand the implementation of these policies.

Training and education

The CTICC is an organisation that fosters learning and development, which is achieved through various training courses and initiatives. Employees can realise their personal growth potential and positively contribute to the organisation's skills pool by



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participating in, among others, on-the-job-training, an employee job shadow and exchange programme, various short courses and undergraduate diploma/degree courses. One of the postgraduate programmes is the event management course, which is offered by the University of Cape Town's Graduate School of Business.

All training is accessible to all employees. Service providers wishing to provide a training service to the CTICC are required to submit customised proposals that meet the centre's needs. These proposals also include quotations, in line with stringent procurement policies, as prescribed by the MFMA. As the CTICC is a multicultural organisation, it is important that service providers are cognisant of the cultural diversity within the organisation and that the different needs and backgrounds are taken into consideration during the training process.

Occupational health and safety

OHS training, ISO 14001, 18001 and 9001, as well as hazard analysis and critical control points training is provided to all staff. The CTICC also runs a successful internship programme, where students from local, national and international institutions spend between six to twelve months gaining practical experience.

Assessment of performance

Being a performance-driven organisation, the centre realises the importance of evaluating and amending its performance management system, which incorporates clear and measurable goals. These goals are set annually and evaluated quarterly. The KPAs identified are measured and incorporated into individual, departmental and organisational line items. Line managers allocate scores, based on general attitude and work ethic in discretionary line items, for each staff member. All line items take into account the goals set by the stakeholders, which are filtered down to all staff.

The CTICC has committed itself to ensuring that the equivalent of 5% of its salary costs is allocated towards learning and development initiatives.



The leadership team's KPAs are in line with items related to training, and managers are required to ensure that a minimum of 25% of all staff learning and development courses take place during the year. The CTICC has also committed itself to ensuring that the equivalent of 5% of its salary costs is allocated towards learning and development initiatives.

Diversity and equal opportunity

The CTICC complies with Broad Based Black Economic Empowerment (BBBEE) legislation in South Africa, which makes provision for equal opportunities, with a focus on skills development and preferential procurement. Equal opportunities and remuneration are provided for women and men, while no form of discrimination is tolerated.



D

PERFORMANCE INDICATORS

Contribution to National GDP

R2,55 billion

The amount of diesel used for testing and use of generators

2,2 kilolitres

Secure on-site parking bays for visitors

1 400

Electricity consumption increase in June due to manual operations mode

15,08%

Amount of CTICC goods and services procured locally

75%

Our aim is to ensure maximum resource management through the implementation of effective monitoring and management systems throughout the CTICC. Furthermore, we aim to ensure that environmental, safety, and health considerations are included in the key operations and communications of the CTICC.

The CTICC promotes triple bottom line accounting, which includes economic development, environmental protection and social development. The NOW team reviewed the CTICC's sustainability strategy and identified the most relevant issues to be reported. This section provides an overview of the performance of the CTICC during the year under review, based on the GRI core indicators.

BUILDING OUR BUSINESS

Business development

'We aim to develop products and services which address the needs of our clients, while also encouraging local economic development.'

One of the objectives of the CTICC is to maximise economic spin-offs and job creation. During the fiscal year 2011-2012,

the CTICC contributed R2.55 billion to the national GDP and R902 million to the Western Cape Gross Geographic Product (GGP). As a direct result of the existence and operations of the CTICC, 3 103 people were employed in the Western Cape and a further 3 979 indirectly across the country. In each of the macroeconomic contributions, delegate expenditure accounted for between 53% and 64% of the contribution, and induced tourism by a further 30%. This expenditure included accommodation, meals, travel expenses, tours and souvenirs, but excluded international air travel.¹

Visitor days comprised the major component of the macroeconomic contribution by the CTICC. In 2012, there were 1.13 million visitor days, comprised of delegates and visitors to the CTICC,

¹ Extract from the CTICC Economic Impact Report 2012 by Barry Standish and Anthony Botting, Strategic Economic Solutions



Since its inception, the CTICC has made cumulative contributions of R19.4 billion to the national economy and R6.8 billion to the Western Cape GGP.

of which 381 000 (34%) were visitors from other countries. It is estimated that induced tourism added a further 449 000 international visitor days. Projections for the next five years indicate that visitor numbers will increase to 1.72 million over the next five years.

Since its inception, the CTICC has made cumulative contributions of R19.4 billion to the national economy and R6.8 billion to the Western Cape GGP. It is expected that the centre will contribute a further R20.8 billion over the next five years. A total of 2 688 direct jobs were generated by the centre during construction and about 2 300 during the first three years of operation.

International leadership and innovation

We aim to encourage industry leadership through innovation and good business

practice. We strive to provide a platform that will encourage all stakeholders, such as staff, service providers, customers and visitors, to provide feedback and encourage innovation. We provide staff with the opportunity to interact with management, if they have any concerns or innovative ideas.

The Innovation Programme encourages staff members to offer innovative ideas and suggestions around the operational management of the CTICC. Senior management and a selected staff team take these ideas into consideration, and vote for their possible implementation. Incentives are also provided, such as the opportunity to have lunch with the CEO, in order to become well acquainted with the leadership team and discuss the implementation of the suggested ideas.

EC6

Building the local economy

We strive to support the procurement of local goods and services, whenever possible, because we are Proudly South African.

As a 'Proudly South African' trademark company, the CTICC strives to support the development of the local economy, and encourage the procurement of local goods and services, wherever possible. Preferential procurement is also reflected through compliance with the MFMA, which requires procurement scoring, based on BBBEE. It is estimated that about 75% of the CTICC's goods and services are procured locally.

There are numerous economic benefits to hosting successful conventions and exhibitions, the first of which is due to the expenses incurred by organising and running such events. This includes spending by organisers, exhibitors, delegates to conventions and visitors attending exhibitions. This spending was

calculated, based on surveys undertaken by the CTICC to determine overall exhibitor spending patterns.²

The second economic benefit is due to expenses incurred by delegates outside conventions or exhibitions on, for example, accommodation, travel, sightseeing, meals and souvenirs. Typically, this spending is determined by means of general spending surveys of delegates attending a range of conventions hosted at the CTICC. There are, however, two potential types of spending that are unlikely to be identified through such surveys:

- Anecdotal evidence suggests that many delegates from other countries on the continent make large purchases of consumer durables.
- Some international delegates return as tourists with their families. Some of these tourists, in turn, become regular visitors to South Africa. These trends have been quantified, using survey results from a range of conventions hosted at the CTICC.

² Extract from the CTICC Economic Impact Report 2012 by Barry Standish and Anthony Boting, Strategic Economic Solutions



There may be additional benefits from some specific types of events:

- **Business-to-business benefits.** Business-to-business conventions and exhibitions are a key meeting place, where agreements may be reached on a wide range of different types of potential business issues. These may be orders, co-operation agreements or foreign direct investment. In turn, the deals may be closed between businesspeople from the Western Cape, other provinces or other countries.
- **SMME business development.** Small business development is a key component of poverty alleviation policies. SMMEs offer economic empowerment as a way out of poverty, which is far more efficient than reliance on handouts.

PR6

Marketing and brand identity

We aim to market the CTICC as a venue with sustainable business practices. Our values are innovation, passion, integrity and excellence, which are encouraged through continuous improvement.

As a state-owned entity, the CTICC needs to adhere to stringent reporting frameworks, as outlined in the MFMA. Therefore, the CTICC subscribes to rigorous reporting directives throughout

The CTICC prides itself on integrity and transparency, and reviews its compliance with these standards or codes on a regular basis.

all formal and informal communication with its stakeholders, suppliers and the public. The CTICC prides itself on integrity and transparency, and reviews its compliance with these standards or codes on a regular basis.

All marketing collateral is currently printed on Sappi Triple Green paper, with an ongoing shift towards more electronic collateral, and the use of the Internet and e-mail to communicate with clients.

Customer service excellence

We value the feedback of our clients and conduct regular surveys regarding their experience of the centre and its service delivery.

An independent customer experience specialist company performs a quarterly

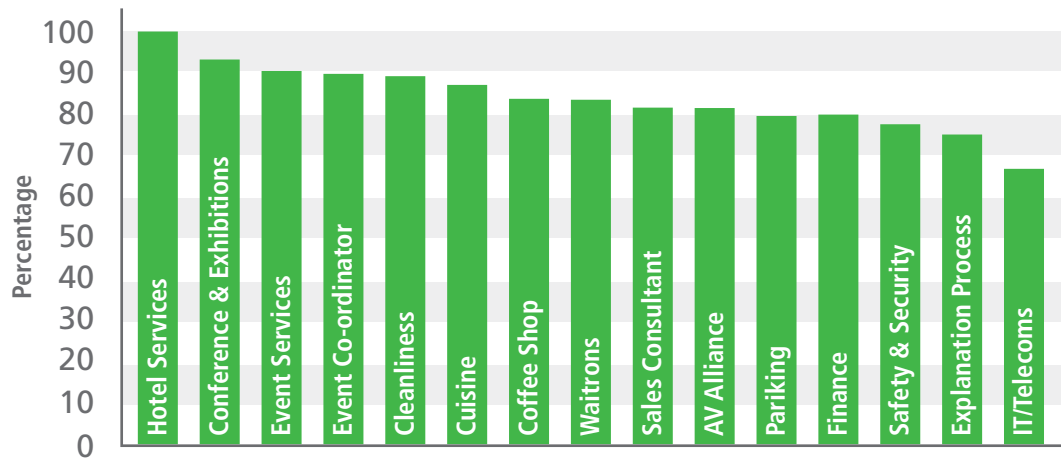
D

review of customer satisfaction, based on specific questionnaires sent out to clients. The data is analysed and compiled in a quarterly report with graphs, indicating trends and frequently made comments.

Fifteen different indicators are provided. Most of the positive feedback is on the hotel services, conference and exhibition

services, event service managers, event coordinators and cleanliness of the venue. Less positive comments recently related to finance, parking, safety and security, the explanation of the servicing process and IT or telecommunications. The graph below provides a percentage score for each of the different indicators.

SERVICE EXCELLENCE FEEDBACK



The resulting client satisfaction index is updated quarterly, and provides valuable insight into ways in which the CTICC might enhance service delivery and produce consistently excellent guest experiences. The feedback also includes a summary of the respondents interviewed. The average

service-level target of 75% across the entire CTICC for the previous two years was met and exceeded, with an average of 81% for the year under review. It is recommended that some additional indicators related to sustainability be included in the questionnaire, in future.



D

ENHANCING OUR ENVIRONMENT

Energy efficiency

We focus on energy efficiency through providing the latest technology, combined with optimal management of energy requirements. Where practical, we encourage the use of natural light and ventilation.

The main energy source used at the CTICC is grid electricity from the City of Cape Town, with diesel generators as backup. It is notable that, while most large kitchen facilities use gas, the CTICC kitchen is located underground and, for safety reasons, uses only grid electricity, as opposed to gas. Based on the utility bills for the reporting period, a total of 11,03 GWh of electricity was used.

The operations team has been working on the installation of an updated BMS that would allow for advanced management and metering of electricity consumption. To build a new BMS, the old system had to be effectively decommissioned and the building placed in manual operations mode. The new system is, therefore, currently being built while normal service is still being delivered. This is proving to be a challenging process, due to the fact that the contractors are only able to install equipment during periods when the venues are vacant. There has been an increase in

electricity consumption since April (April: 12.87%; May: 17.3% and June: 15.08%), due to the fact that the building had to be placed in manual operations mode.

It is anticipated that the new BMS will be in place by the end of the 2012 calendar year. Once fully operational, this system will significantly address the power consumption challenges and reduce overall consumption, while providing enhanced monitoring capability.

The following standard operating procedures encourage energy efficiency:

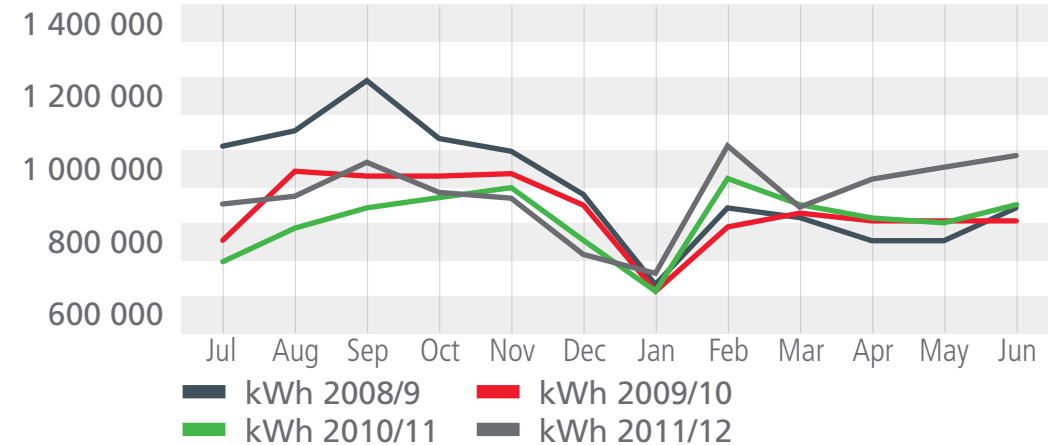
- Ongoing monitoring and maintenance
- The centralised management of heating, ventilation and air conditioning (HVAC), and lights in various venues
- Setting of HVAC to suit seasonal conditions
- Staggered start-up times of equipment to reduce KVA
- Lights being set to 50% during build-up and strike, with only ventilation, instead of full air conditioning
- Use of natural light, where possible
- The inclusion of stipulations on energy efficiency in procurement specifications



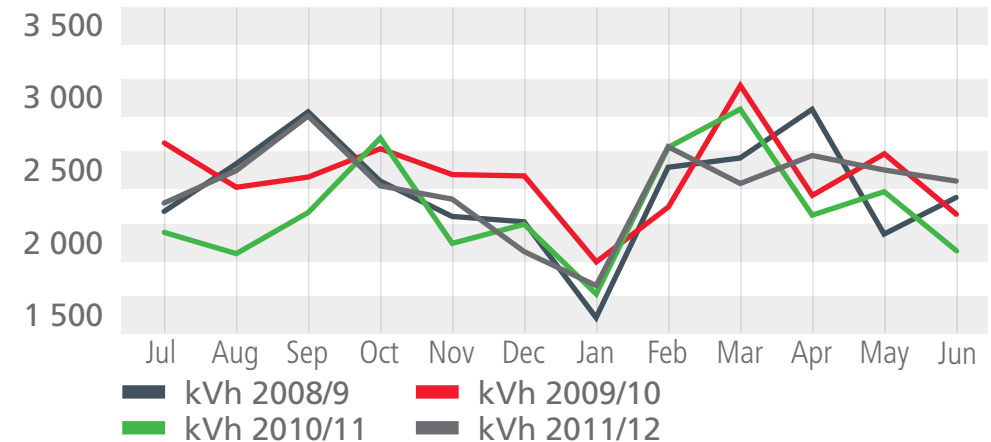
The following measures have been introduced to enhance energy efficiency:

- Proximity sensors on escalators, so that they only work when needed
- Electrical metering installed in halls to allow accurate billing of client usage
- The optimisation of cooling of the IT-server room and server virtualisation, which is 50% complete
- The trial installation of sensor lighting in some of the restrooms.
- Energy-efficient audiovisual and lighting equipment installed by preferred contractors

ENERGY CONSUMPTION (kWh)



ENERGY REQUIREMENT (kVA)





The energy consumption graphs for 2008 to 2012 reflect that the amount of energy required is influenced by delegate participation, with September and May being the busiest months at the CTICC. The overall consumption pattern for electricity usage was on a par with previous years, with the usual drop in January. There was, however, an increase from March 2012, when building management had to be executed manually, during installation

and commissioning of the new BMS. It is anticipated that energy consumption will drop, as soon as the BMS and energy-efficient light retrofits have been implemented.

When considering the energy savings over the past year, the main focus is lighting retrofits and the replacement of hot-water cylinders.

The total amount of GHG emissions prevented, due to the retrofit of the lights and hot-water cylinder, was, therefore, calculated at 67.89 ton CO₂eq.

Over the past year, the CTICC used a total of 2.2 kilolitres of diesel for testing and to fuel the generators. This amounted to 1 965 tonne (metric) and 85 gigajoules. In addition, a total of 1 908 kilolitres of petrol were used for vehicles. This amounted to 1 688 metric

tonne and 74 gigajoules. No energy was produced on site or exported outside the reporting boundary.

The total amount of direct energy consumption by primary energy source (diesel and petrol) was 160 gigajoules. The indirect energy consumption by primary source (electricity) was 11.03 gigawatt hours, which, when converted, amount to 39 708 gigajoules.

Case Study – Energy Efficiency

With the continuous increase in electricity costs, the CTICC has made a concerted effort to improve energy efficiency. At macro-level, this will be achieved through the replacement of the BMS, which will ensure more accurate management and monitoring of resources, including electricity for lights, ventilation and air conditioning.

Below is a summary of the calculations for the savings related to the retrofit of the hot-water cylinders and the ongoing upgrade of the lighting.

Lighting

The CTICC has a total of about 2 000 down lights, of which 90% were replaced with more energy-efficient units over the last six years, as part of the maintenance programme. An average of 300 lights are changed per year and, in the last year, the 50-watt down lights were replaced with 35-watt units.

The impact of switching to more energy-efficient lighting is that, if there are 300 lights of 50 watts each, burning 14 hours a day, 210 kWh/day will be required. However, if these lights were replaced with 35-watt units, only 147 kWh/ day will be required. Replacing the 50-watt lights with 35-watt lights will result in a saving of 63 kWh per day, which is, on average, a 1 935-kWh saving per month. Over a period of six months, this will result in a saving of 11 718 MWh. Over six months, this saving would equate to a saving of 11.53 ton of CO₂eq.

If 300 lights were replaced with 8-watt LED lamps, instead of the 35-watt lamps, it would provide an estimated saving of 32 810 MWh over six months. The CTICC is currently exploring options for a major lighting retrofit, in order to further reduce its energy consumption.

Hot-water cylinders

During the fiscal year 2011-2012, two large hot-water cylinders were replaced with smaller units. The initial hot-water cylinders of 5 000 litres each were replaced with cylinders with a capacity of 4 600 litres each.

The initial two hot-water cylinders had elements of 81 kW each, which would have required about 648 kWh per day, based on a four-hour work cycle. These new hot-water cylinders, which also require a four-hour work cycle, have 60-kWh elements and would require an estimated 480 kWh per day. This is a calculated saving of 168 kWh per day or 5 208 kWh per month.

Savings are based on a total of 11 months, because the first re-placements were done in October 2011 and the second, in May 2012. Calculations were done for the period August 2011 to end June 2012. Based on the calculation of 5 208 kWh per month and an 11-month saving, it is estimated that 57 288 MWh of electricity was saved, which relates to a saving of 56.36 tons of CO₂eq during this period.

The total amount of GHG emissions prevented, due to the retrofit of lights and hot-water cylinder was 67.89 ton of CO₂eq.



D

EN8

Water conservation

We encourage our clients and staff to save water through the provision of efficient taps and ongoing awareness.

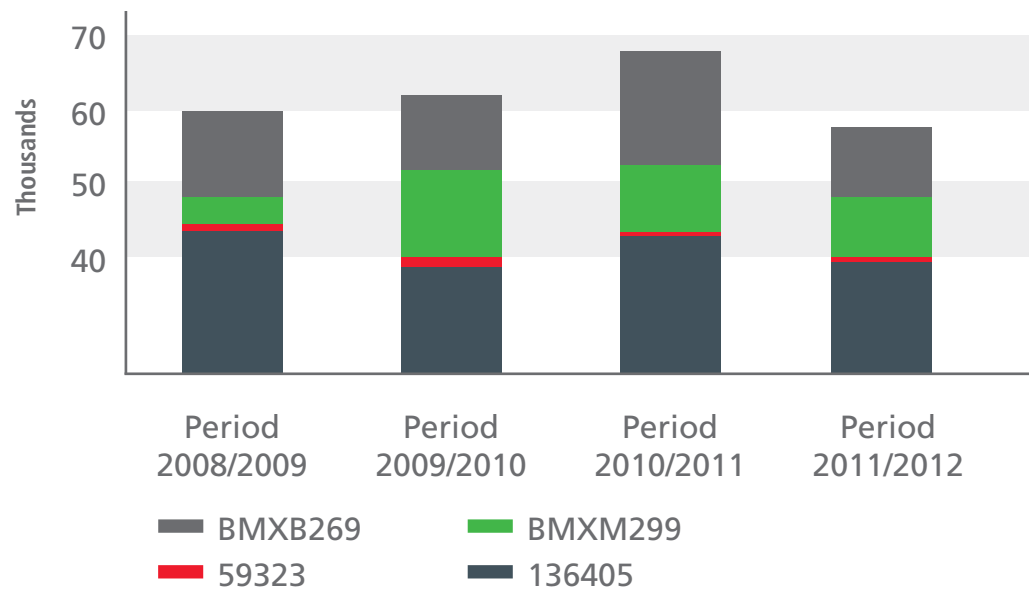
Water consumption at the CTICC is relatively low, and water is mainly used in the kitchens and restrooms. The ongoing management and maintenance plan aims to ensure that any leaks are detected and fixed, as soon as possible. The two high-capacity conveyor-driven dishwashers in the kitchens save time, water and energy, while the main hot-water pipes are insulated to reduce loss of heat.

The graphs below indicate the water consumption by the CTICC for the last four years, reflecting the four different metering points. It should be noted that water consumption has dropped, compared to previous years.

- Meter 136405: situated in front of the coffee shop and servicing the main building
- Meter 59323: situated in front of the coffee shop and used for irrigation
- BMXM200: situated on the corner of Coen Steytler Avenue and Long Street
- BMXB299: situated on Convention Square at the metered taxi parking



ANNUAL WATER CONSUMPTION BY THE WHOLE CENTRE



Proximity sensor taps were installed in the public restrooms, as part of the continuous improvement programme. The toilets in public areas all have dual flush systems and several urinals are waterless. The showers in the staff restrooms will be replaced with water-efficient showerheads.

All laundry, such as uniforms and table linen, is collected and laundered by an outsourced contractor. A cleaning service contractor provides in-house cleaning services in public areas and back of house. Eco-friendly cleaning products are used, where possible. Material Safety Data Sheets (MSDS) are clearly posted on the wall in the chemical storeroom.

The landscaping team endeavours to promote or replace certain plant species with more water-wise vegetation. Much

of the vegetation currently on site is not water wise, because the current plant palette is being maintained. However, when there are any requests for new plants or trees, whether indoors, outdoors or potted, only water-wise plants are suggested and selected. Only organic pesticides, fungicides and fertilisers are used for both indoor and outdoor plants.

The plants are predominantly on drip irrigation, although several potted plants at the entrance and indoors are watered by hand. Although potable water is used for watering plants, the irrigation system is switched off manually during the winter rainfall season. Indoor garden areas, such as the Atrium, are on a timer switch and watered three times a week.

D

EN22

Waste reduction

Throughout our operations, we encourage effective resource management through our waste management system. Where practical, we prefer to have reusable, instead of disposable products, while our recycling programme monitors our efforts to reduce waste to landfill.

Reusable products are actively being preferred over disposable ones, where possible, with a specific focus on items where large quantities are required. Reusable sleeves are used to cover food trolleys, instead of plastic wrap that

cannot be reused or recycled. Reusable plates and glasses are provided, instead of disposable items.

Recycling:

On-site recycling is a critical aspect of the waste management process at the CTICC, with separation into different receptacles for plastic, paper, cardboard, glass, metals, other recyclable items and waste to landfill. This waste is measured, prior to being collected, and the service provider provides a weigh bill. The recyclable items are sold to appropriate recyclers, while the waste to landfill is delivered to a municipally approved and operated landfill site.



The statistics related to recyclables are similar to those of the previous year, with a total of 103 tons of waste recycled, according to the categories outlined in the graph above. Although clearly marked bins were provided back of house, subsequent to the previous sustainability report, recent inspection showed that a better bin type and location would be more beneficial. More details are also required related to the different types of waste, the bins in which they should be placed and why there is a differentiation. It is essential to ensure that employees are familiar with the different recycling requirements.

Additional recycling bins have been placed in public areas to allow for separation at source, although the waste collected in these bins is minimal, in comparison to the overall centre.

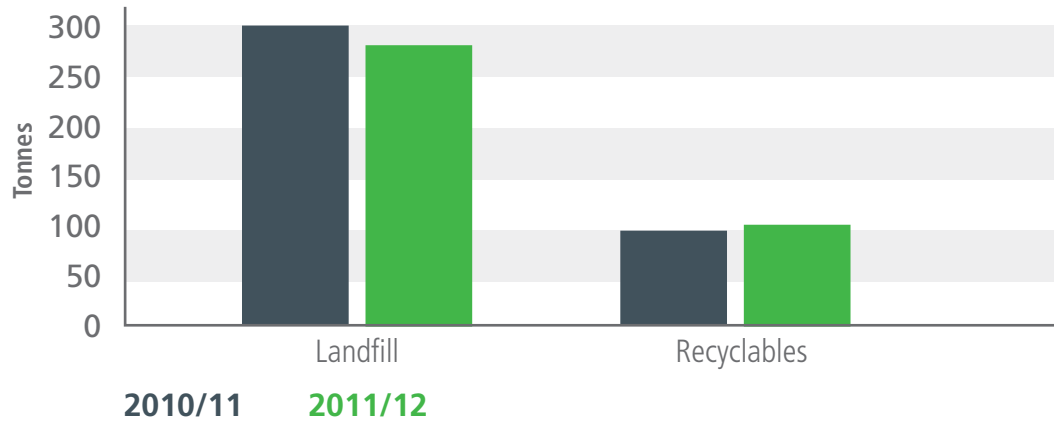
Non-hazardous waste to landfill:
There was a slight reduction in the ratio of recyclables versus waste to landfill, which is good, with a total of 281.3 tons of non-hazardous waste sent to landfill. Most of the non-hazardous waste to landfill is food waste or contaminated recyclables from the kitchen, such as oil-saturated paper.

There is, however, room for improvement regarding the overall reduction of waste, and the diversion of waste from landfill to recycling and composting. This could be achieved through greater staff education initiatives and clear signage on bins, as well as investigations into the option of composting food waste.



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WASTE VS RECYCLABLES



Hazardous waste:

Comprehensive systems and processes are in place for the disposal of hazardous waste, although the volume and type are not significant, as this is not a manufacturing process:

- Grease traps are regularly serviced, while residual grease (totalling 4 506 litres) has been treated as hazardous waste.
- A fluorescent lamp crusher is used on site to crush and store spent fluorescent lamps, prior to safe disposal as hazardous waste, while controlling the release of hazardous mercury vapour emissions. A total of 476 litres of crushed fluorescent tubes were disposed of as hazardous waste.
- Hazardous chemical substances are stored, as stipulated in

the MSDS. The respective MSDS requirements are strictly adhered to in the handling and disposal of these substances. A series of universal spill kits are provided for oil, water, coolants and solvents. Waste-management and cleaning staff have been trained in the deployment of these kits.

- Electronic waste, including computers, LCD/CRT screens, office equipment, mobile phones and printer cartridges, are segregated from the normal waste stream and safely disposed of as hazardous waste. Disposal procedures for assets such as computers are complicated, due to compulsory compliance with regulations for disposal of government assets.



Auxiliary waste:

Surplus food that can still be consumed is either sent to the staff kitchen or collected by Foodbank South Africa for redistribution to those in need. Appropriate regulations and guidelines are carefully observed in this context.

Clients presenting exhibitions or trade shows may request a skip for bulk waste removal. CTICC does not have control over the actual waste content, although the skip is taken away and sorted off site by the CTICC waste service provider. Due to the fact that the CTICC is the sole food supplier, and carefully controls

food distribution and food waste, the waste collected in the skips is usually not contaminated with food and has high-grade recyclable content.

Used cooking oil (around 45 kg) was collected by an appointed service provider and used for the production of biofuel.

A recycling campaign was launched during National Recycling Week, with the focus on encouraging the recycling of plastic bottles and paper in the administration block.

D

EC6

Eco procurement

We aim to encourage the inclusion of environmental and social criteria in all procurement, and supplier requirements. We give preference to the procurement of local goods and services, whenever possible.

The largest operational expenditure by the CTICC is the procurement of food and beverages, which is done through service-level agreements. The procurement of local³ goods and services is the first option, whenever possible. This ensures that the client receives the freshest food available, while the local economy is being supported and food miles are reduced.

The following initiatives are aimed at encouraging eco procurement principles:

- Menus are designed to cater for local and seasonal preferences, through non-specific recipes.
- Procurement preference is given to local organic food, whenever possible.
- Seafood suppliers are all required to participate in the SASSI Retailer & Supplier Participation Scheme, which was developed to engage key strategic role-players in driving the required transformation in fisheries.
- Freshwater fish, such as trout, is sourced from local farmers.

³ Local is firstly Cape Town, then Western Cape an South Africa, followed by Africa

Transport

EN29

Our premises can be easily reached by local public transport, and are within walking distance of a range of hotels. Non-motorised transport is encouraged by, among others, providing safe parking for bicycles.

Car hire and parking:

The City of Cape Town boasts a plethora of car-hire companies and services, with vehicles to suit every taste, preference and budget. There are 1 400 secure on-site parking bays for visitors, with additional overflow parking available, if required.

Public transport:

Cape Town's sophisticated bus transport system, the MyCiTi shuttle service, offers efficient and safe public transport across the city. The CTICC is located on one of the MyCiTi routes, which runs from the airport to the nearby Civic Centre station and, from there, to the Waterfront. A rail system connects the city centre with the rest of the region and the greater Western Cape, with the Cape Town Central Station conveniently situated in the heart of the city.

The Green Cab Company is Cape Town's first eco-friendly transport service, offering shuttles and tours to the tourism industry. The petrol vehicles were converted to run



D

on Liquefied Petroleum Gas, while the diesel vehicles use a blend consisting of 50% biodiesel, which is significantly less harmful to the environment than regular fuels. In the year under review, Green Cab transferred staff and clients some 519 km. This number is significantly lower than the 8 171 km of the previous year. The reduction does not, however, reflect a reduction in kilometres driven, but only that alternative transport was used. There was no indication whether this alternative transport offset the reduction in kilometres.

Non-motorised transport:

The centralised and compact nature of the city means that walking is often the transport mode of choice for visitors. The popular and frequently visited tourist attractions and destinations in Cape Town, including the CTICC, are all within walking distance from each other, allowing visitors the opportunity to explore the Cape Town city centre by foot.

Given the temperate climate and abundance of safe routes around the city, bicycles are fast becoming a very popular mode of transport for visitors. As part of its commitment to minimising its carbon footprint, the CTICC encourages the use of bicycles and provides secure bicycle parking, which is currently being upgraded.

CTICC vehicles:

During the year under review, the CTICC owned a small petrol pick-up truck and an electronic forklift. The cherry picker was decommissioned, while the motorcycle has not been operational for the last year.

Staff transport:

While many of the staff members use their own vehicles or public transport to travel to work, outsourced staff transport is also provided for permanent and temporary staff members, who need to work late and rely on public transport. Ten different routes are serviced, with 13 people in each of the mini-bus taxis. It is recommended that a survey be done to obtain more accurate statistics, because the transport between home and office may have a significant impact on the overall carbon footprint of the company.

Staff flights:

The CTICC accumulated 120 local short-haul flights and 10 international short-haul flights, as well as 42 long-haul flights over a period of 357 travel days. More details about the environmental impact of these flights are indicated in the section on GHG emissions.



EN16 GHG emissions

As a leader in our field, we aim to measure and manage our GHG emissions in a proactive manner, as well as encouraging our clients and suppliers to do the same.

An overall calculation was made of GHG emissions, based on the GHG Protocol and using the financial control approach. Direct GHG emissions (scope 1) from sources owned or controlled by the CTICC are minimal. Only emissions resulting from the operation of the petrol vehicle (a small pick-up truck) and diesel generators are considered here.

The indirect GHG emissions (scope 2), associated with the generation of purchased electricity used by the CTICC, can be calculated, based on the electricity consumption figures. These emissions physically occur at the facility where the energy is generated.

According to the property utility records, a total of 11.03 GWh of electricity was used during the year under review. Based on the conversion factors provided by Eskom (June 2009), an estimated amount of 10 851.09 tonnes of CO₂eq was generated through electricity consumption, which is slightly higher than the 10 195.42 tonnes of CO₂eq generated during the previous year. The upgrade of the BMS will assist in the reduction of the electricity consumption and, consequently, of the carbon footprint of the centre.

Other indirect GHG emissions (scope 3) from sources not controlled by the CTICC, such as transport of participants to the venue, are more difficult to determine. However, comprehensive records are kept of local and international business travel by staff. The number of short-haul flights undertaken by staff doubled from the



previous year, from 32 to 64 return trips, with travel days increasing from 75 to 148 for local travel. International travel increased from 22 to 28 return long-haul flights, plus 33 additional international short-haul trips. The international travel days increased from 185 to 266.

The actual number of people travelling locally increased from 18 to 26, while the number of people travelling internationally increased to 12. This is due to a strong focus on encouraging staff to travel and visit other convention centres, in order to raise the benchmark,

in terms of international standards of best practice, in a practical way.

Green Cabs provided airport and local transfers, which totalled 519 km. However, the carbon emissions (138 kg CO₂eq) were calculated and offset by Green Cabs, as part of their service. It should be noted that, although the number of flights increased, the use of Green Cabs was reduced, which led to an increase in carbon emissions related to airport transfers for CTICC staff. These transfers were not accounted for.

In terms of the GHG Protocol, the table below provides a breakdown of the three different scopes (as defined by the GHG

Protocol), with a total of 10 926.62 ton CO₂eq for the period under review, compared to a total of 10 195.42 ton

CO₂eq for the previous fiscal year. The largest contributor to the carbon footprint (99%) is electricity usage.

Scope 1		
Petrol usage – vehicle	1 908 litres	4,29 ton CO ₂ eq
Diesel usage – generator	2 221 litres	5,94 ton CO ₂ eq
Scope 2		
Electricity usage	11 030 MWh	10 851,09 ton CO ₂ eq
Scope 3		
Flights – short haul (local)	161 820 km	14,96 ton CO ₂ eq
Flights – short haul (international)	33 000 km	3,05 ton CO ₂ eq
Flights – long haul (international)	572 254 km	47,28 ton CO ₂ eq
Total		
Total estimated carbon emission equivalent		10 926,62 ton CO ₂ eq

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CARING FOR OUR PEOPLE

Workforce composition and employment equity

LA1
LA2
EC7

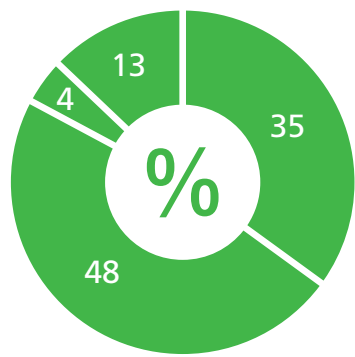
We are an equal-opportunity company that meets world-class standards with a local flair. The management team have an open-door policy and innovation is encouraged.

During the 2011/2012 fiscal year, the CTICC contributed directly to the creation of 3 103 jobs in the province and, indirectly, to a further 3 979 jobs throughout South Africa.

The CTICC employs a total of 140 staff members, including ten temporary staff members and interns. The centre continues to embrace and encourage diversity across the organisation. Different ethnic groups and both genders are equally represented, as the graph below indicates. The majority of staff members are hired from the local community in and around Cape Town and come from historically disadvantaged groups.

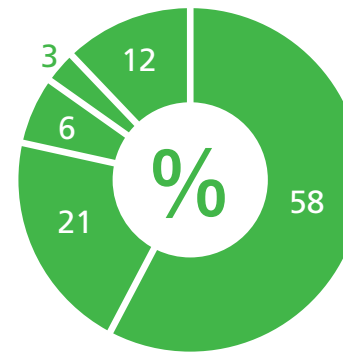


The graph below depicts staff representation in each of the different departments.



STAFF ETHNIC GROUPS

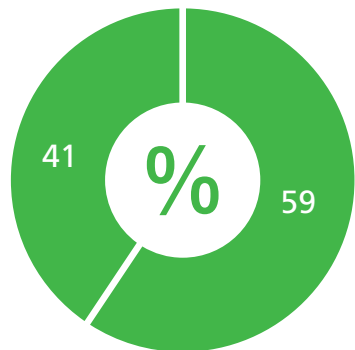
- 35% African
- 48% Coloured
- 4% Indian
- 13% White



DEPARTMENTS

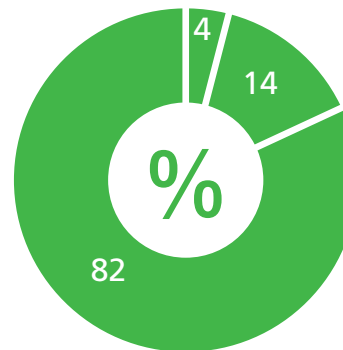
- 58% Operations
- 21% Commercial
- 6% Departmental
- 3% HR
- 12% Finance

The majority of staff members are skilled or semi-skilled and are categorised as general staff, as indicated below. Some 14% of staff members occupy middle management positions, with only 4% representing senior managers or executive staff members.



STAFF GENDER

- 59% Female
- 41% Male



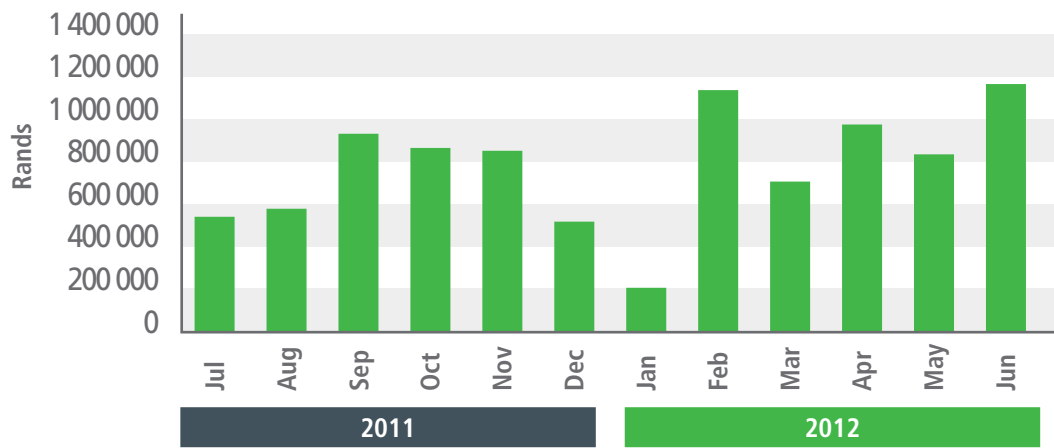
STAFF LEVELS

- 4% Senior Management
- 14% Middle Management
- 82% General Staff

D

The ratio between permanent and contract staff fluctuates continually, depending on the nature and size of events at the convention centre. The graph below provides an overview of the costs associated with event-related staff and also reflects the venue occupancy.

STAFFING COST FOR EVENTS



LA2

New employees and staff turnover: During the reporting period, a total of 42 new staff members were appointed. The demographics are as follows:

- Sixty-four per cent females and 36% males
- Fifty per cent African, 40% coloureds and 10% whites
- Fifty per cent of these staff members fall within the 20-30 age bracket
- One person (2%) falls in the over 40 age bracket
- The remaining staff members fall within the age bracket between 31 and 40.

- During the same period, 12 staff members resigned. The majority of these members fell within the coloured male category, in the 31-40 age bracket.

Employee wellness and injury rate

Employees at the CTICC have access to facilities that promote their continuous growth and development. The CTICC resource centre is one such example, where employees have the opportunity to advance their knowledge of computers and utilise the Internet facilities during their free time.

LA7





This facility is made available at no cost to the employee and informal training is provided on site, when required.

Staff members also have the privilege of utilising the services of the on-site clinic during working hours, from 08:00 to 17:00. All injuries and accidents are recorded by the medic and forwarded to the Safety, Health, Environment and Quality officer for record purposes. Events that attract more than 2 000 people must, however, deploy their own medical staff.

The employee injury rate was determined from data collected between December 2011 and July 2012, over a period of 195 000 hours. The injury rate for female staff was 3.07 and for male staff, 5.12. No occupational diseases were recorded and there were no fatalities. Reporting and recording of incidents, accidents and diseases are in accordance with the OHSAS 18001:2007.

Discovery Health and Virgin Active hosted a staff wellness day at the CTICC on 23 February 2012. This gave staff the opportunity to have their blood pressure, cholesterol and blood glucose levels checked, and have a weight assessment done, at no cost.

A CTICC soccer team has also been established to encourage healthy living. The CTICC team competes in friendly matches against other venues such as the Cape Grace Hotel, which they beat during a recent soccer match. Staff members are encouraged to participate and support the team during matches.

Operational committees

The CTICC has established three committees, comprised of only trained members, who have current certificates of competence. Members have all signed an appointment letter, in accordance with the OHSAS 18001:2007. The total percentage of the workforce represented in these committees is 25%.

The three committees are as follows:

- First Aid
- Fire-fighting
- Health and safety

The teams are comprised of representatives from all departments within the organisation. The health and safety committee team meet every three months, in accordance with the OHSAS 18001:2007.

LA6

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LA6

Employee relations forum

Towards the end of the reporting period, an employee relations forum (labour council) was established under the umbrella of the South Africa Commercial, Catering and Allied Workers Union, with representation from CTICC employees, elected by and representing their peers.

The purpose and objectives of the forum are to ensure that the employees of the CTICC have a representative body of the entire workforce. This council advocates collective action, in order to enhance employees' bargaining power, in respect of working conditions, conditions of employment and wages. They represent and act in the interests of all employees, in respect of matters related to employment conditions.

The employee relations forum is comprised of six staff members: four females and two males. The ethnic groups are represented as follows: four coloureds, one African and one white. Their ages range across the different age groups.

HR1

Human rights

The CTICC is committed to entrenching and promoting respect for human rights and freedom in every facet of its business operations, as stipulated in the Constitution of the Republic of South Africa, as well as the Universal Declaration of Human Rights.

HR2

Extensive policies and procedures ensure the fulfilment of this commitment, and the protection of human rights of all CTICC employees and suppliers. These include:

- Conditions of employment
- Business practices and procedures
- Security, including health and safety
- Employee rights and disciplinary code
- Employee benefits
- Financial policies, including supply chain management

Skills development, training and awareness

We aim to integrate sustainability issues with all staff orientation programmes. In addition, we provide ongoing, appropriate training and awareness programmes to all staff members.

Staff training is available to all staff members, either on an individual level or in groups. A total of 94 staff members participated in training programmes over the past year, with a total of 1 556 hours of training.

The following internal training initiatives were hosted during the year under review:

- Employee relations for all levels of management
- Fire-fighting and first aid
- Frontline etiquette for the receptionist team

LA10

LA8



- Negotiation and presentation skills for the sales team, event coordinators and event services managers
- Associate in Management for selected senior staff members

The CTICC sponsored 47 staff members to participate in short courses, workshop-based training and diplomas in purchasing management, Microsoft management, event management, hospitality and corporate governance, as well as ISO and secretarial courses.

Through the training interventions offered by the Experience Academy, the CTICC is not only developing its existing talent and attracting the best new employees, but is also positioning

itself to make a significant contribution towards the hospitality and events talent pool throughout the Western Cape, and further afield.

In addition to the internship programme, the CTICC is also involved in a learnership programme through the Department of Tourism and the Networks group. Students from the Mitchells Plain School of Skills, Eziko Cooking School and False Bay College's Khayelitsha campus receive practical, on-the-job training while completing a certificate course in hospitality management. Participation in these programmes allows students to gain useful practical experience and helps increase their future employability.



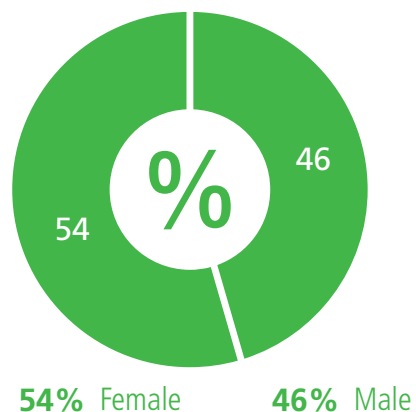
Training initiatives implemented over the past year laid the foundation for the CTICC to be recognised as a centre for training excellence. These initiatives include:

- Improvement of the training application process to assist employees with motivations for their involvement in training and job-rotation opportunities
- Enhancement of the centre's recognition and reward policy to include opportunities for further development, and training
- Updating of all employment, training and development policies to align with international best practice
- Employee relations training for management and human resources staff, to equip them for managing issues related to employees
- Two sessions of focused training

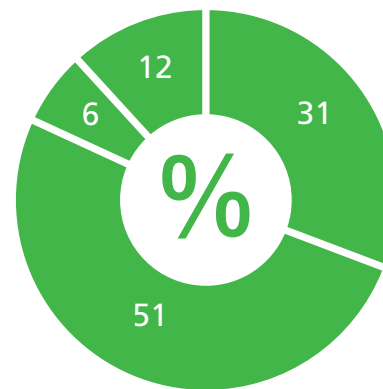
of the leadership team in experience economy – aimed at equipping them to drive the embedding of a customer experience and care culture throughout the organisation

The following graphs provide a breakdown of staff training per gender, ethnic group, management level and function.

STAFF TRAINED PER GENDER

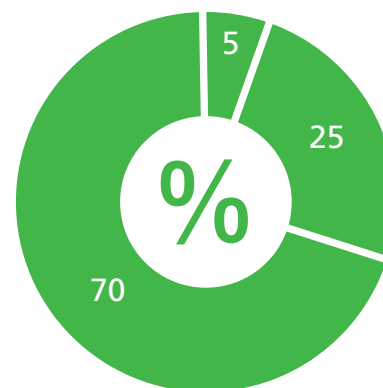


54% Female 46% Male



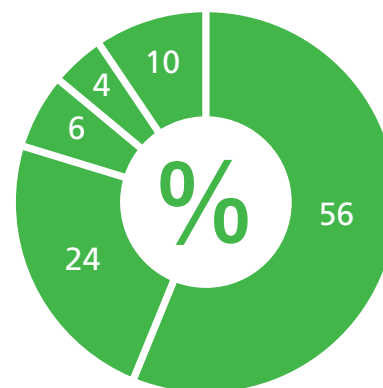
STAFF TRAINED PER ETHNIC GROUP

31% African
51% Coloured
6% Indian
12% White



STAFF TRAINED PER MANAGEMENT LEVEL

5% Senior Management
25% Middle Management
70% General Staff



STAFF TRAINED PER DEPARTMENT

56% Operations
24% Commercial
6% Departmental
4% Human Resources
10% Finance

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HR8

The training of security officers aligns with the CTICC human rights policy, and its commitment to the fair and sustainable employment of personnel, as well as the maintenance of good relationships between management and staff.

All security staff members are contracted through an external service provider, and are trained in the relevant CTICC policies and procedures. Currently, there are 67 security officials employed

on site with a minimum requirement of Grade C, in accordance with the Private Security Industry Regulatory Authority of South Africa.

Although there is currently no specific emphasis on human rights policies, it is proposed that staff training be reviewed to include this. During the reporting period, an informal session was held with staff about HIV Aids. However, no formal training sessions were held related to other serious diseases.

Case Study - People Development

'My dream is to have my own events company someday' – Zano

Zanoxolo Filifili, more affectionately known as Zano, was born in Middledrift, in the Eastern Cape, where he attended school and matriculated in 1997, at Gama High School. Being raised among five sisters made him realise from an early age that, in order to succeed, it was important to grab every opportunity with both hands.

His passion for the hospitality industry stems from working in restaurants, while completing his studies at the Russell Road College in Port Elizabeth. He saw his stint at the restaurant as an opportunity to meet people and gain experience, while funding his studies. Zano's passion is learning and he taught himself to drive a car by sitting in the front seat of the taxis and observing how the taxi drivers drove.

In 2001, he moved to Cape Town and, to his dismay, discovered that he would be requested to conform and remove his dreadlocks, should he wish to be



employed as a parking warden. Not one to let any obstacle stand in his way, he enthusiastically took on the job and was excited when the CTICC opened its doors a year later, providing new job opportunities.

Zano started his career at the CTICC as a Parking Warden, when the centre was opened in 2003. Within a year he was promoted to Parking Controller. His dedication to service excellence and passion for learning resulted in him quickly moving up the ranks and, in 2006, he assumed the position of Office Assistant. A year later, he was promoted to Conference and Exhibition Services Assistant. Zano embodies the centre's core values of passion, integrity, innovation and excellence. By demonstrating these traits, he was recently promoted to Conference and Exhibition Services Manager.

Besides his passion for his work, Zano is an keen soccer fan and is actively involved in the CTICC soccer team. He also serves as a staff representative on the CTICC Labour Council. He has twice gained recognition for his dedication: when he clinched the Employee of the Month title in 2009 and, again, in 2012.

Movies are his secret passion and he is an avid fan of action and Bollywood movies. His favourite actor is Jet Li in the film, Bodyguard from Beijing, which he has seen more than 20 times. He knows the dialogue off by heart.

CTICC COMMUNITY PARTNERS



Abalimi Bezekhaya Harvest of Hope



Foundation for Alcohol Related Research



Mitchells Plain School of Skills



The Haven Night Shelter Welfare Organisation

S01

Corporate social responsibility

We aim to coordinate a CSR programme that includes both social and environmental requirements, to assist with building a stronger local community.

On a corporate level, the CTICC teamed up with Table Mountain National Parks, on Mandela Day 2011, to plant 38 trees in the Tokai plantation forest, thereby offsetting its carbon footprint related to flights. The shade tree-planting project forms part of the management framework for Tokai and Cecilia plantations, towards the fulfilment of their vision for the rehabilitation and recreational use of these areas, once mature pine trees have been systematically harvested.

The CSR guidelines were reviewed, in line with the strategic objective to coordinate a programme incorporating both social and environmental requirements. It was agreed that the following four categories of community engagement should be implemented as part of the CSR programme.

- Primary community partners: The CTICC selects four organisations annually, as part of its primary CSR programme. These organisations need to provide motivation for their involvement, as well as annual feedback on the benefits to their community.
- Organisational: A variety of different organisations receive ongoing or ad hoc support, as part of the organisational activities at the CTICC. This could include donations such as computers, leftover food or reusable items after an event, such as carpets or wood. It could also include the procurement of goods or services from organisations benefiting a specific community, for example, purchasing baskets as corporate gifts from a non-profit organisation.
- Community connection: The aim is to provide a link back to the local community through staff members, who make suggestions about local community initiatives that need support in a certain way. The CTICC links up with a partner to support these initiatives,

such as working with a supplier to paint a school or providing a music system for an old-age home. The centre engages with the community through different initiatives on a quarterly basis.

- Urgent: Where there is an urgent need, this can be motivated and support provided, as required. This relates to local disasters or tragic events.

Criteria:

The following criteria are used to assist with the selection of primary organisations for the CTICC corporate social responsibility programme:

- The aims and objectives of the NOW strategy should be supported.
- There should be a link to the needs of CTICC stakeholders, namely staff, clients and suppliers.
- Benefit should be added to the broader community and not only to an individual.
- Opportunities should be provided for public relations or raising awareness.
- A mix of social and environmental initiatives should be incorporated.

- The activity should have a long-term impact, such as education or awareness-raising.

Community partners:

The following four community partners were identified and a needs analysis performed to determine how the CTICC could best assist them:

- Mitchells Plain School of Skills
- Harvest of Hope at Abalimi Bezekhaya
- Foundation for Alcohol-related Research
- The Haven Night Shelter Welfare Organisation

International access

We strive to provide equal opportunity to people with physical disabilities and to comply with international access requirements.

The CTICC disability access facilities have been formally passed by the disability desk of the City of Cape Town. The centre is disabled friendly, with wheelchair access that is compliant with international standards, and designated drop-off points

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and parking bays, as well as toilets for the physically challenged and elevators with Braille characters. Professional sign language personnel are available, on request, for hearing-impaired audiences, as are a range of other amenities, conveyances and professional services, to accommodate and cater for disabled guests.

Anti-corruption

We strive to prevent extortion, bribery and corruption among our employees and directors.

As a municipal entity, the CTICC must comply with the MFMA.

In compliance with this legislation, the CTICC has a comprehensive supply chain management policy that ensures that all contracts or business agreements are awarded by means of a fair, equitable, transparent, competitive and cost-effective process. The CTICC's code of conduct serves to prevent extortion, bribery, and corruption among its employees and directors.

Compliance with all relevant legislation, codes and policies is closely monitored, with any exceptions or irregularities being reported directly to the Audit Committee and the board. The CTICC is also subject to an annual audit by the

Auditor-General of the Republic of South Africa and submits an audit report to National Treasury.

Local community engagement

The convention centre is actively involved in advancing professional cookery. All students need to complete one month of in-service training at the False Bay College, before they can qualify for the National Certificate Vocational, and National Diploma: Hospitality and Catering Services.

The training programmes are aimed at preparing students for employment within the hospitality industry and include the following training:

- Food preparation and cooking (bread, fruit and vegetables)
- Knife skills
- Food menu – setting tables, serving food to customers and customer service
- Menu planning, recipes and costing of recipes
- Basic entrepreneurial skills such as marketing and costing
- Communication

Students are admitted on a quarterly basis with a six-week rotation to equip them with valuable skills and experience.

S01



In addition, the CTICC manages its own successful internship programme. This includes eight six-month internships offered to students from the Durban University of Technology; five one-year internships to students in the Western Cape; and one international internship to a student from Stenden University in Amsterdam.

The training programmes are aimed at preparing students for employment within the hospitality industry

D

LOOKING AHEAD

The following has been incorporated into the action plan for the year ahead.

Energy

With the continuous increase in electricity costs, it is essential that energy efficiency is a constant focus of attention. The following measures are currently being implemented, planned or investigated:

- Completion of the installation of the new BMS, to allow for better management, daily monitoring and sub-metering
- An extensive retrofit, to allow for more energy-efficient lights throughout the centre
- The purchase of renewable energy certificates (RECs) for the administration block, as well as offering RECs as an option to clients
- More efficient and accurate billing through the internal organic network
- Manual intervention of heater banks for the air-handling unit
- The installation of boiler cylinder cut-off sensors
- The replacement of carbon monoxide (CO) sensors in the parking garages, which were not functioning optimally

Water

The shortage of accurate water metering is currently being investigated to assess the best way of collecting data and how best to implement water conservation projects.

Waste

The overall waste management process can be enhanced. The following initiatives are recommended:

- A waste audit should be performed in each of the key areas to determine the different types of waste generated, and ensure that the bins and signage are appropriate for each key area, i.e. there are different requirements in each of the different kitchens.
- Staff members should receive training on waste minimisation and recycling. This needs to be included in their weekly programme to ensure constant awareness.
- Cardboard waste should be reduced through the use of reusable crates or pallets, which may be returned to suppliers through reverse logistics.
- Organic waste to landfill needs to be reduced through advanced separation techniques and through the implementation of a composting solution.



Transport

- The CTICC needs to explore ways to make the venue more accessible for non-motorised transport.
- More accurate statistics are required on staff transport to and from work.

Eco procurement

- The CTICC is currently busy evaluating the City of Cape Town's Green Procurement Strategy to determine how this could also be incorporated into the existing legislation of the CTICC.
- The CTICC will be joining the SASSI Restaurant Participation Scheme, thereby becoming more proactive, in terms of phasing out unsustainable seafood practices and promoting sustainable choices through educating customers on sustainable options.

Carbon footprint

Relevant systems have been implemented for continuous monitoring of the different factors impacting on the centre's carbon footprint, so that accurate measurements may be made. The centre's strong focus on energy-efficient retrofits will assist with reducing the carbon footprint, while innovative ways will be explored for offsetting it.

Closure

The CTICC strives to continuously improve its service and deliver a world-class conference facility, in line with international best practice. This includes ongoing monitoring, and evaluation of the processes and practices that are in place, and constantly seeking new opportunities for improvement. It is proposed that the next sustainability report is externally audited to allow for a B+ reporting level.

E

REPORTING FRAMEWORKS

The number of people employed directly since establishment

3 103

Electricity used during the year in review

11,03 GWh

The amount of local short-haul flights required

120

Average service review last year

82%

Electricity is the largest contributor to the CTICC carbon footprint

99%

GLOBAL REPORTING INITIATIVE

The following GRI indicator table is based on the guidelines for sustainability reporting, as issued by the GRI. This is the CTICC's second Sustainability Report, based on the GRI Framework, and we are confident that this report will meet the requirements for an application level B. Wherever possible, we have attempted to exceed the requirements, and will endeavour to further enhance and extend our reporting initiatives in the future.

G3.1 Content Index - GRI Application Level B			
	Application Level B	GRI-checked	Not Assured
STANDARD DISCLOSURES PART I: Profile Disclosures			
REPORT FULLY ON THE BELOW SELECTION OF PROFILE DISCLOSURES OR PROVIDE A REASON FOR OMISSION			
1. Strategy and Analysis			
Profile Disclosure	Description	Reported	Cross-reference/ Direct answer
1.1	Statement from the most senior decision-maker of the organization.	Fully	4-5
1.2	Description of key impacts, risks, and opportunities.	Fully	
2. Organizational Profile			
Profile Disclosure	Description	Reported	Cross-reference/ Direct answer
2.1	Name of the organization.	Fully	7
2.2	Primary brands, products, and/or services.	Fully	7-8
2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.	Fully	9
2.4	Location of organization's headquarters.	Fully	7



G3.1 Content Index - GRI Application Level B (continued)			
	Application Level B	GRI-checked	Not Assured
STANDARD DISCLOSURES PART I: Profile Disclosures (continued)			
REPORT FULLY ON THE BELOW SELECTION OF PROFILE DISCLOSURES OR PROVIDE A REASON FOR OMISSION (continued)			
2. Organizational Profile (continued)			
Profile Disclosure	Description	Reported	Cross-reference/ Direct answer
2.5	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	Fully	7
2.6	Nature of ownership and legal form.	Fully	27
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	Fully	8
2.8	Scale of the reporting organization.	Fully	9
2.9	Significant changes during the reporting period regarding size, structure, or ownership.	Fully	14
2.10	Awards received in the reporting period.	Fully	12-13
3. Report Parameters			
Profile Disclosure	Description	Reported	Cross-reference/ Direct answer
3.1	Reporting period (e.g., fiscal/calendar year) for information provided.	Fully	14
3.2	Date of most recent previous report (if any).	Fully	14
3.3	Reporting cycle (annual, biennial, etc.)	Fully	14

G3.1 Content Index - GRI Application Level B (continued)			
	Application Level B	GRI-checked	Not Assured
STANDARD DISCLOSURES PART I: Profile Disclosures (continued)			
REPORT FULLY ON THE BELOW SELECTION OF PROFILE DISCLOSURES OR PROVIDE A REASON FOR OMISSION (continued)			
3. Report Parameters (continued)			
Profile Disclosure	Description	Reported	Cross-reference/ Direct answer
3.4	Contact point for questions regarding the report or its contents.	Fully	108
3.5	Process for defining report content.	Fully	18-21
3.6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance.	Fully	18-22
3.7	State any specific limitations on the scope or boundary of the report (see completeness principle for explanation of scope).	Fully	18-23
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.	Fully	No joint ventures, subsidiaries, etc
3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report. Explain any decisions not to apply, or to substantially diverge from, the GRI Indicator Protocols.	Partially	52-93



G3.1 Content Index - GRI Application Level B (continued)			
	Application Level B	GRI-checked	Not Assured
STANDARD DISCLOSURES PART I: Profile Disclosures (continued)			
REPORT FULLY ON THE BELOW SELECTION OF PROFILE DISCLOSURES OR PROVIDE A REASON FOR OMISSION (continued)			
3. Report Parameters (continued)			
Profile Disclosure	Description	Reported	Cross-reference/ Direct answer
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods).	Fully	No restatements
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	Fully	14
3.12	Table identifying the location of the Standard Disclosures in the report.	Fully	97-110
3.13	Policy and current practice with regard to seeking external assurance for the report.	Fully	15
4. Governance, Commitments, and Engagement			
Profile Disclosure	Description	Reported	Cross-reference/ Direct answer
4.1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.	Fully	27-30
4.2	Indicate whether the Chair of the highest governance body is also an executive officer.	Fully	27-30

G3.1 Content Index - GRI Application Level B (continued)			
	Application Level B	GRI-checked	Not Assured
STANDARD DISCLOSURES PART I: Profile Disclosures (continued)			
REPORT FULLY ON THE BELOW SELECTION OF PROFILE DISCLOSURES OR PROVIDE A REASON FOR OMISSION (continued)			
4. Governance, Commitments, and Engagement (continued)			
Profile Disclosure	Description	Reported	Cross-reference/ Direct answer
4.3	For organizations that have a unitary board structure, state the number and gender of members of the highest governance body that are independent and/or non-executive members.	Fully	27-30
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	Fully	27-30
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organization's performance (including social and environmental performance).	Fully	27-30
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.	Fully	27-30
4.7	Process for determining the composition, qualifications, and expertise of the members of the highest governance body and its committees, including any consideration of gender and other indicators of diversity.	Fully	27-30
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.	Fully	18 27-30



G3.1 Content Index - GRI Application Level B (continued)			
	Application Level B	GRI-checked	Not Assured
STANDARD DISCLOSURES PART I: Profile Disclosures (continued)			
REPORT FULLY ON THE BELOW SELECTION OF PROFILE DISCLOSURES OR PROVIDE A REASON FOR OMISSION (continued)			
4. Governance, Commitments, and Engagement (continued)			
Profile Disclosure	Description	Reported	Cross-reference/ Direct answer
4.9	Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles.	Fully	27-30
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.	Fully	27-30
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization.	Partially	30
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.	Fully	34-36
4.13	Memberships in associations (such as industry associations) and/or national/international advocacy organizations in which the organization: * Has positions in governance bodies; * Participates in projects or committees; * Provides substantive funding beyond routine membership dues; or * Views membership as strategic.	Fully	36

G3.1 Content Index - GRI Application Level B (continued)			
	Application Level B	GRI-checked	Not Assured
STANDARD DISCLOSURES PART I: Profile Disclosures (continued)			
REPORT FULLY ON THE BELOW SELECTION OF PROFILE DISCLOSURES OR PROVIDE A REASON FOR OMISSION (continued)			
4. Governance, Commitments, and Engagement (continued)			
Profile Disclosure	Description	Reported	Cross-reference/ Direct answer
4.14	List of stakeholder groups engaged by the organization.	Fully	31-33
4.15	Basis for identification and selection of stakeholders with whom to engage.	Fully	31-33
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	Fully	31-33
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.	Fully	31-33




G3.1 Content Index - GRI Application Level B (continued)

	Application Level B	GRI-checked	Not Assured
STANDARD DISCLOSURES PART II: Disclosures on Management Approach (DMAs)			
REPORT ON THE DISCLOSURES ON MANAGEMENT APPROACH FOR EACH CATEGORY. YOU SHOULD BE ABLE TO DISCLOSE THIS INFORMATION ON THE ASPECT LEVEL FOR EACH PERFORMANCE INDICATOR THAT YOU HAVE REPORTED FULLY ON.			
G3.1 DMAs	Description	Reported	Cross-reference/ Direct answer
DMA EC	Disclosure on Management Approach EC		
Aspects	Economic performance	Fully	39-40
	Market presence	Partially	39-40
	Indirect economic impacts	Fully	39-40
DMA EN	Disclosure on Management Approach EN		
Aspects	Materials	Fully	42-46
	Energy	Fully	42-46
	Water	Fully	42-46
	Biodiversity	Fully	42-46
	Emissions, effluents and waste	Fully	42-46
	Products and services	Fully	42-46
	Compliance	Fully	42-46
	Transport	Partially	42-46
	Overall	Partially	42-46
DMA LA	Disclosure on Management Approach LA		
Aspects	Employment	Fully	48-51
	Labor/management relations	Fully	48-51
	Occupational health and safety	Fully	48-51
	Training and education	Fully	48-51
	Diversity and equal opportunity	Fully	48-51
	Equal remuneration for women and men	Partially	48-51

G3.1 Content Index - GRI Application Level B (continued)

	Application Level B	GRI-checked	Not Assured
STANDARD DISCLOSURES PART II: Disclosures on Management Approach (continued)			
REPORT ON THE DISCLOSURES ON MANAGEMENT APPROACH FOR EACH CATEGORY. YOU SHOULD BE ABLE TO DISCLOSE THIS INFORMATION ON THE ASPECT LEVEL FOR EACH PERFORMANCE INDICATOR THAT YOU HAVE REPORTED FULLY ON. (continued)			
G3.1 DMAs	Description	Reported	Cross-reference/ Direct answer
DMA HR	Disclosure on Management Approach HR		
Aspects	Investment and procurement practices	Partially	48-51
	Non-discrimination	Partially	48-51
	Freedom of association and collective bargaining	Not	
	Child labor	Not	
	Prevention of forced and compulsory labor	Not	
	Security practices	Not	
	Indigenous rights	Not	
	Assessment	Partially	48-51
Remediation	Not		
DMA SO	Disclosure on Management Approach SO		
Aspects	Local communities	Not	
	Corruption	Not	
	Public policy	Fully	48-51
	Anti-competitive behavior	Not	
	Compliance	Not	
DMA PR	Disclosure on Management Approach PR		
Aspects	Customer health and safety	Fully	48-51
	Product and service labelling	Fully	48-51
	Marketing communications	Fully	48-51
	Customer privacy	Not	
	Compliance	Partially	48-51



G3.1 Content Index - GRI Application Level B (continued)			
Application Level B		GRI-checked	Not Assured
STANDARD DISCLOSURES PART III: Performance Indicators			
REPORT FULLY ON AT LEAST 20 CORE OR ADDITIONAL PERFORMANCE INDICATORS - AT LEAST 1 FROM EACH CATEGORY (ECONOMIC, ENVIRONMENT, LABOR PRACTICES & DECENT WORK, HUMAN RIGHTS, SOCIETY, PRODUCT RESPONSIBILITY)			
Economic			
Performance Indicator	Description	Reported	Cross-reference/ Direct answer
Economic performance			
EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	Partially	CTICC Annual Report 2012
Market presence			
EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.	Fully	55 and 72
EC7	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation.	Fully	28 and 78-79
Indirect economic impacts			
EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts.	Fully	53

G3.1 Content Index - GRI Application Level B (continued)			
Application Level B		GRI-checked	Not Assured
STANDARD DISCLOSURES PART III: Performance Indicators (continued)			
REPORT FULLY ON AT LEAST 20 CORE OR ADDITIONAL PERFORMANCE INDICATORS - AT LEAST 1 FROM EACH CATEGORY (ECONOMIC, ENVIRONMENT, LABOR PRACTICES & DECENT WORK, HUMAN RIGHTS, SOCIETY, PRODUCT RESPONSIBILITY) (continued)			
Environmental			
Performance Indicator	Description	Reported	Cross-reference/ Direct answer
Energy			
EN3	Direct energy consumption by primary energy source.	Fully	60
EN4	Indirect energy consumption by primary source.	Fully	60
EN5	Energy saved due to conservation and efficiency improvements.	Fully	60
Water			
EN8	Total water withdrawal by source.	Fully	66
Emissions, effluents and waste			
EN16	Total direct and indirect greenhouse gas emissions by weight.	Fully	75
EN20	NOx, SOx, and other significant air emissions by type and weight.	Partially	45
EN22	Total weight of waste by type and disposal method.	Fully	68
Transport			
EN29	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.	Fully	72



G3.1 Content Index - GRI Application Level B (continued)			
Application Level B		GRI-checked	Not Assured
STANDARD DISCLOSURES PART III: Performance Indicators (continued)			
REPORT FULLY ON AT LEAST 20 CORE OR ADDITIONAL PERFORMANCE INDICATORS - AT LEAST 1 FROM EACH CATEGORY (ECONOMIC, ENVIRONMENT, LABOR PRACTICES & DECENT WORK, HUMAN RIGHTS, SOCIETY, PRODUCT RESPONSIBILITY) (continued)			
Social: Labor Practices and Decent Work			
Performance Indicator	Description	Reported	Cross-reference/ Direct answer
Employment			
LA1	Total workforce by employment type, employment contract, and region, broken down by gender.	Fully	78-80
LA2	Total number and rate of new employee hires and employee turnover by age group, gender, and region.	Fully	78-80
Labor/management relations			
LA4	Percentage of employees covered by collective bargaining agreements.	Partially	84
Occupational health and safety			
LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs.	Fully	83-84
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region and by gender.	Fully	80
LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.	Fully	84-88

G3.1 Content Index - GRI Application Level B (continued)			
Application Level B		GRI-checked	Not Assured
STANDARD DISCLOSURES PART III: Performance Indicators (continued)			
REPORT FULLY ON AT LEAST 20 CORE OR ADDITIONAL PERFORMANCE INDICATORS - AT LEAST 1 FROM EACH CATEGORY (ECONOMIC, ENVIRONMENT, LABOR PRACTICES & DECENT WORK, HUMAN RIGHTS, SOCIETY, PRODUCT RESPONSIBILITY) (continued)			
Social: Labor Practices and Decent Work (continued)			
Performance Indicator	Description	Reported	Cross-reference/ Direct answer
Training and education			
LA10	Average hours of training per year per employee by gender, and by employee category.	Fully	84-88
Diversity and equal opportunity			
LA13	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity.	Partially	28-29
Social: Human Rights			
Performance Indicator	Description	Reported	Cross-reference/ Direct answer
Investment and procurement practices			
HR1	Percentage and total number of significant investment agreements and contracts that include clauses incorporating human rights concerns, or that have undergone human rights screening.	Partially	84-88
HR2	Percentage of significant suppliers, contractors and other business partners that have undergone human rights screening, and actions taken.	Partially	84-88



G3.1 Content Index - GRI Application Level B (continued)			
Application Level B		GRI-checked	Not Assured
STANDARD DISCLOSURES PART III: Performance Indicators (continued)			
REPORT FULLY ON AT LEAST 20 CORE OR ADDITIONAL PERFORMANCE INDICATORS - AT LEAST 1 FROM EACH CATEGORY (ECONOMIC, ENVIRONMENT, LABOR PRACTICES & DECENT WORK, HUMAN RIGHTS, SOCIETY, PRODUCT RESPONSIBILITY) (continued)			
Social: Human Rights (continued)			
Performance Indicator	Description	Reported	Cross-reference/ Direct answer
Freedom of association and collective bargaining			
HR5	Operations and significant suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and actions taken to support these rights.	Partially	84
Security practices			
HR8	Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations.	Fully	88
Social: Society			
Performance Indicator	Description	Reported	Cross-reference/ Direct answer
Local communities			
SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programs.	Fully	90-91
Social: Product Responsibility			
Performance Indicator	Description	Reported	Cross-reference/ Direct answer
Marketing communications			
PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.	Fully	57

UNITED NATIONS GLOBAL COMPACT

The following table outlines the specific pages of this report that contain information on the CTICC's Communication on Progress (COP) made over the last year, in terms of the key principles contained in the UNGC.

UNGC Principle	Page(s) of report covering CTICC's COP
Business should support and respect the protection of internationally proclaimed human rights.	48, 78
Business should ensure that it is not complicit in human rights abuses.	48, 78
Business should uphold freedom of association and effective recognition of the right to collective bargaining.	83-84
Business should support the elimination of all forms of forced and compulsory labour.	48,78
Business should support the effective abolition of child labour.	48
Business should support the elimination of discrimination, in respect of employment and occupation.	48
Business should support a precautionary approach to environmental challenges.	39
Business should undertake initiatives to promote greater environmental responsibility.	94
Business should encourage the development and diffusion of environmentally friendly technologies.	52-93
Business should work against corruption in all forms, including extortion and bribery.	48,78
Business should support and respect the protection of internationally proclaimed human rights.	48



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we are a green conscious convention centre