

INSPIRING
PEOPLE

Amsterdam RAI Sustainability Report 2010



ENTER


AMSTERDAM RAI

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Foreword

How we can make a difference

Amsterdam RAI's CSR activities were mainly focused on implementation in 2010 - strengthening the CSR foundations to ensure that we can realise our ambition for 2013 in a solid and structured way over the coming years.

In 2008 Amsterdam RAI picked up the ambition to become a leader in the field of sustainability within the European conference and event industry by 2013. To reinforce this aim and embed and integrate CSR within our operational management, we officially included CSR into our overall corporate mission statement in late 2010: 'Amsterdam RAI aims for sustainable

results' is now an official core value. Now it is our challenge to determine and realise the next steps. Although the road may not become any easier from here on, it will continue to be a great challenge to ensure that we make a difference!

We are proud of what has been achieved so far, and this report is intended to inform you of our plans regarding sustainability at Amsterdam RAI for the years ahead. Perhaps you will encounter me on one of the four loan bicycles that Amsterdam RAI made available to its employees in 2010. Cycling is the perfect way of travelling through the city on my way to business

meetings; not only do I get to see more of Amsterdam, it also saves considerable time and money. Moreover, taking the bike benefits my health and the environment in Amsterdam. In other words, that is four extra goals met in addition to the eco-friendly goal. This is how one person can truly make a difference!

Kind regards,

Hans Bakker

Chairman of the Board Amsterdam RAI

2. CSR goals and policy

Introduction

As an exhibition and conference centre, Amsterdam RAI facilitates the meeting of people, brands, products, ideas and experiences in order to create added value for organisers, exhibitors and visitors, as well as our personnel, the environment and society. Our business decisions are firmly based on social and ecological aspects as well as economic considerations.

Participation in UN Global Compact

The Global Compact of the United Nations is the largest globally active network organisation in the field of corporate social responsibility (CSR). It was therefore a logical step for Amsterdam RAI to join the over 4,000 companies and government institutions that are already associated with Global Compact, hereby underlining the ten Global Compact principles.

Goals

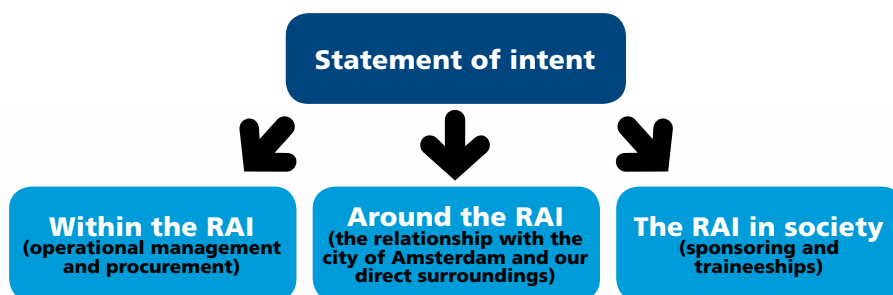
In 2008 Amsterdam RAI translated this starting point into an ambition to become a leader in the field of sustainability within the European conference and event industry by 2013. The RAI aims to become at least as sustainable as our competitors in all relevant aspects, and to excel in some.

CSR as part of our mission

To reinforce this ambition and embed and integrate CSR within our operational management, we officially included CSR into our general corporate mission in late 2010: 'Amsterdam RAI aims for sustainable results' is now an official core value. We will be trying to make this core value concrete and study how we can make it measurable in 2011.

Achieving our goals

We have translated our CSR ambitions into a concrete and practical CSR policy which is divided into three specific policy areas: 'Within the RAI', 'Around the RAI' and 'The RAI in society'. In total we have determined seven relevant CSR themes that are part of at least one of these policies. We chose to focus on 'Within the RAI' during both 2008 and 2009, reflecting a belief that it is best to streamline things internally before continuing a policy externally. Since 2010 we have been increasing our focus on 'Around the RAI'. This mainly includes activities and plans aimed at reducing the environmental impact of mobility (see 'Mobility' section).



CSR themes

Amsterdam RAI focuses on seven main features that we believe represent the most relevant sustainability aspects, and for which we have formulated concrete goals.

- Energy and climate
- Mobility
- Water
- Waste
- Employees
- Procurement
- Social engagement

We chose these sustainability themes based upon an analysis of the relevant issues in our sector and the best interests of our stakeholders. Our approach is largely in line with the system used by Earth Check, which is widely accepted in our industry as one of the major standards in the field of sustainability, and which is fine-tuned specifically for exhibition venues. This is why we believe that the Earth Check programme offers a solid foundation for our own sustainability strategy. Additionally, we can use Earth Check to compare ourselves to our competitors and monitor whether we are still on course to be market leader by 2013.

The results we have achieved in 2010 are discussed in this report (chapter 3). How far have we come in achieving our ambitions? How will we actively take the required next steps in the coming period?

Review and implementation: Internal CSR organisation

Amsterdam RAI's CSR activities were mainly focused on implementation in 2010; strengthening the CSR foundations to ensure that we can realise our ambition for 2013 over the coming years in a solid and structured way.

CSR implementation relies on a Board that is involved with and committed to the CSR policy. At Amsterdam RAI this involvement is expressed in three major measures to implement CSR within the organisation:

- A CSR manager
- An organisation-wide network of CSR ambassadors
- Embedding the CSR in the departmental goals

CSR manager

In late 2010 we appointed a CSR manager who is responsible for accentuating and implementing our CSR policy. Marjolijn Krul supervises the realisation of activities and monitors our goals: See later in this report as she shares her experiences as CSR manager.

An organisation-wide network of CSR ambassadors

Throughout the organisation there is a network of 22 CSR ambassadors who work on keeping CSR 'alive' on the shop floor, suggesting ideas for further improvements and executing the CSR policy together with

the line management. Additionally, the CSR ambassadors regularly place the spotlight on CSR via the CSR blog on the intranet. See page xx where Pim van Houten discusses his role as a CSR ambassador.

Embedding CSR in department goals

Since 2009, the CSR objectives have been included in Business Balance Score Cards (BBSC) - an overview of a department's objectives and the results for which the department is accountable. Prominent inclusion in these objectives ensures that CSR is embedded in the organisation and seen as part of the daily activities. The BBSCs for 2011 were determined in 2010, and all management positions (key functions), a total of 50, now have their own CSR goals. As a result CSR is no longer voluntary.

Further implementation

We are currently focussing on other implementation possibilities. Our goal for 2011 is to establish an environmental management system and achieve ISO 14001 certification. We are also looking at the developments regarding ISO 26000 within the framework of our CSR policy.

Sustainable dialogue with stakeholders

Corporate social responsibility success cannot be achieved in isolation as both internal and external stakeholders are major contributors to our CSR policy. The RAI's stakeholders include clients (visitors, exhibitors, organisers), suppliers, employees, shareholders, the hospitality sector and neighbours. We always strive to find the right balance between the various interests of our stakeholders within our operational management. It is vital to involve stakeholders in the development of our CSR policy so that we work on issues that are relevant to them too.

Step by step we are working towards a more structured stakeholder dialogue focused on our CSR policy and how we account for our CSR in our annual report. We are organising a stakeholder consultation in 2011, and in the meantime regularly



discuss CSR issues with our main stakeholders. The most important subjects discussed are included in this report.

Shareholder City of Amsterdam

The City of Amsterdam is one of our main stakeholders; on the one hand because it is one of the shareholders of Amsterdam RAI, and on the other because the RAI is an important part of the city. Amsterdam council has requested that we focus and report on the following CSR issues:

- Economic situation (see 'Financial' section and our annual report)
- Reward policy (see 'Financial' section and our annual report)
- CO2 emissions (see 'Energy and Climate', and 'Mobility' sections)
- Gender ratio (see 'Employees' section)
- Procurement (see 'Procurement' section)
- Labour participation (see 'Employees' section).

In 2010 Amsterdam RAI realised a remarkable innovation with respect to licensing procedures for events in cooperation with the City of Amsterdam. We became the first private company in the Netherlands to be certified to regulate and enforce event-related licenses in several fields.

Neighbourhood residents

We also actively meet with local residents to gauge their feelings and inform them of the latest developments. The main issue for the residents is how Amsterdam RAI will minimise noise and traffic in the neighbourhood (see 'Mobility' section).

Suppliers

Our dialogue with suppliers is mainly focused on how Amsterdam RAI and its suppliers can realise optimal sustainability in their services (see 'Procurement' section).

Clients

Customer satisfaction among both exhibitors and visitors is assessed after each event that we organise. A survey is sent to the event organisers after all third party events, and sample surveys are conducted among both exhibitors and visitors. The improvement points and best practices that result from these surveys are discussed to ensure that future events benefit from the knowledge gained. We are currently looking at ICT systematics to gain a better insight into the results and considering the inclusion of specific CSR questions in the surveys.

Employees

The main source of information about staff opinions is the employee satisfaction survey held in 2010. Issues highlighted included work pressure and efficiency, personal development, the reward system and working conditions. We will obviously study these further in 2011 and more information on the subject is available in the 'Employees' section and our annual social report.

Hospitality sector

With its CSR policy Amsterdam RAI strives to be a role model for our sector. We achieve this by participating in certification programmes such as Green Key and Earth Check, but also by joining various organisations and associations that are relevant to our activities, enabling us to work together to solve social issues within our work areas.

In 2010 Amsterdam RAI and others established a Dutch branch of the Green Meetings Industry Council (GMIC), which aims to offer members an effective green network and education, and ensure a measurable increase in the amount of green accommodation, services and corporate meetings.

Amsterdam RAI is a member of the following organisations:

Trade association / corporate network

- ACC - Amsterdam Convention Circle
- AEO - Association of Event Organisers
- AIPC - the International Association of Congress Centres
- Amsterdam Centre for Service Innovation (AMSI)
- Amsterdamse Kring
- Amsterdam Innovatie Motor (AIM)
- Amsterdams Theateroverleg (OAT MOAT)
- Amsterdam Partners
- ASAE - American Society of Association Executives
- ATCB – Amsterdam Tourism and Convention Board
- Corporate Event Marketing Association (CEMA)
- Centre of European Experience Economy
- City Wide Task force
- CLC VECTA - Centre for Live Communications
- Clusters & Congressen MRA
- Congres- en Vergaderclassificatie
- De Industriële Groote Club
- Dialogues House

- Economic Development Board Amsterdam (table Tourism & Conference)
- Event Branche
- Freelance Event Profs
- Frismakers
- Genootschap voor Eventmanagers
- Golfclub The Dutch
- Green meetings Industry Council
- Het Innovatiediner
- HSMIAI - Hospitality Sales and Marketing Association International
- IAEE
- ICCA - International Congress and Convention Association
- Innovatielab [initiative NBTC, HSMIAI, NHTV]
- Kenniskring Amsterdam
- Leading Centres
- Mobile Monday
- MPI - Meeting Professionals International
- NAP - Nieuw Amsterdams Peil
- NIMA - The Dutch Marketing Institute.
- NNBN
- NBTC – Netherlands Board of Tourism & Conventions
- NBTC New York
- Nederlandse Vereniging Directie-secretarissen
- Online Tuesday
- Platform Innovatie in Marketing (PIM)
- PCMA - Professional Convention Management Association
- SISO - Society of Independent Show Organisers
- Topsport Amsterdam
- UFI - The Global Association of the Exhibition Industry
- Union of International Associations (UIA) [onderzoek]
- UN Global Compact
- Vereniging van Evenementen
- VNO NCW West
- WTC Business Club



CSR manager Marjolijn Krul:

I believe that it is important to be environmentally and socially aware. In my position as CSR manager this can be achieved mainly by creating awareness and stimulating people to think. Social issues have appealed to me since my secondary school days when along with some fellow students I realised a project to see sustainable coffee and snacks sold in the cafeteria.

Inspiring people

'Inspiring People', the slogan of Amsterdam RAI, goes beyond showing our visitors and clients the level of sustainability of the RAI complex and is fully in line with my personal goals. When the function of CSR manager became available this year, I didn't have to think long before applying. After all, I had already been involved in CSR projects in a more indirect way in my previous function at the RAI, and had always been following developments closely.

Coordinating and stimulating

Although there is a lot of support for CSR, people also have to see concrete sustainable results. The challenge of my function is to keep an overview and coordinate the various initiatives, while monitoring and establishing the strategic line. Amsterdam RAI is ambitious and aims to be a leader in the conference and event industry by 2013; this won't happen by itself. It is great to see a relatively small player on the market become a pioneer. We now see other organisations in our sector trying to earn membership of programmes such as Green Key and Earth Check.

Proud of those who take action

What inspires me within Amsterdam RAI is that many employees in the organisation are involved in sustainability in various ways. We like to take action and this is reflected in everything we have done so far in the field of sustainability. This is in stark contrast to some other companies where there is lots of talk about sustainability with few practical results.

Challenge: More structure

The opposite of the slogan 'don't think, do' applies to us. We now need to develop structure, formulate our policy and embed it in the organisation. These are among my foremost tasks as CSR manager in 2011.

In the past years we have laid the foundation for our CSR policy. Now it is our challenge to determine and realise the next steps. Formulating and implementing our policy is one of the main conditions to achieve that. Although the road may not become any easier from now on, it will surely continue to be a great challenge to ensure we make a difference!

3

3. CSR Performance

Our first sustainability report for 2008 showed the five-year goals we formulated for the period 2009-2013. As mentioned, we worked hard during 2010 to strengthen our organisation and implement CSR internally. This is enabling us to take several key steps in the future.

What have we achieved and what was not so successful? Are there new developments that require us to adapt certain issues? This chapter will provide an answer per theme to these questions.

Energy and Climate

Challenge

Achieve a 25 percent reduction in energy consumption per rented square metre compared to reference year 2008.

Situation in late 2010:

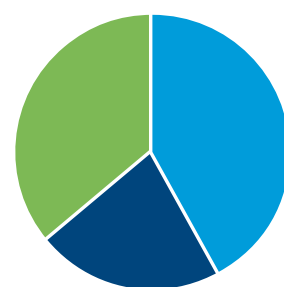
Up to and including 2010 we had achieved a reduction of:

- Electricity: 0.1 percent
- Gas: 3.9 percent.

Current Position

The energy consumption of Amsterdam RAI mainly consists of the electricity consumption for our lighting, office systems, kitchen systems, internal transport and climate systems. We also use natural gas to heat and cool our halls.

All electric power in Amsterdam RAI, including the supply to exhibitors and visitors, is derived from sustainable energy sources ('green power'). The CO₂ emissions are very low as no fossil fuels are used.



- 42% Biomass
- 22% Hydropower
- 36% Wind power

Activities of energy work group

The composition of the energy work group is diverse, from technical services to corporate communication. This ensures a wide range of perspectives and thoughts on solutions that can contribute to reducing energy consumption. In 2010, for example, the work group initiated the following measures:

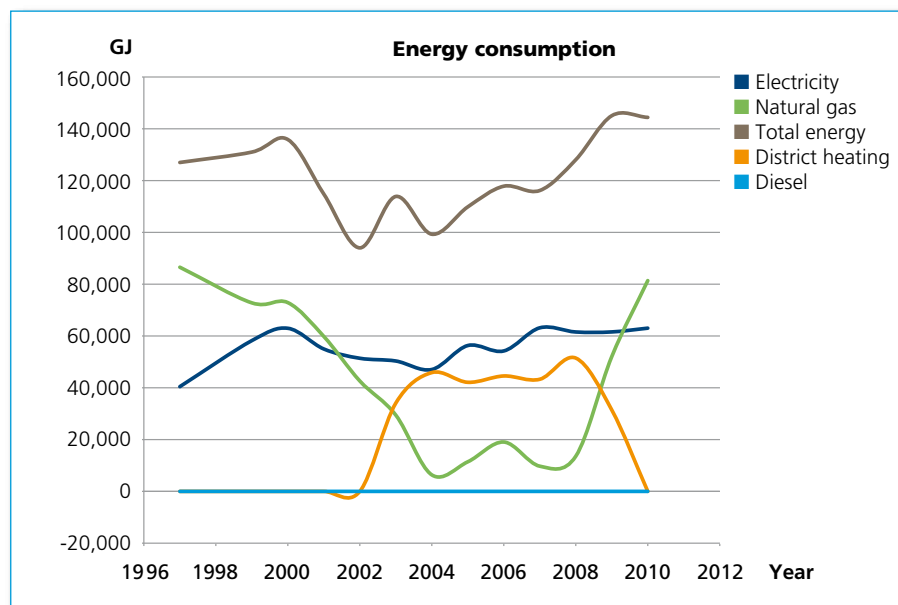
- A test with delivery doors that close automatically to prevent them being unnecessarily open (and therefore cooling or heating the halls)
- Replacing the lighting in the Holland complex and the Amstel Hall with energy-saving fixtures (from 72 Watt to 48 Watt)
- Centralising the employees to reduce movements, so that parts of the building can be closed off exclusively for own use
- Expanding the motion sensors within the office spaces
- Switching off the RAI Live! screens when they are not in use (this was not technically feasible until 2010)
- Refrigeration units are shut off when they are not in use
- Limited supply of night power to prevent unnecessary consumption
- Creating one central reception
- Central incident room equipped to manage lighting centrally

Awareness

In addition to technical solutions we also believe it is important to change behaviour and stimulate people to take note of their energy consumption. This applies to both our own employees and society in general. To achieve this we participated in the 2010 edition of the 'Nacht van de Nacht' (Night of the Night), an national event that takes place in October and aims to increase awareness of light pollution and ways to reduce it. We also participated in 'Earth Hour', an initiative of the World Wildlife Fund in which many millions of people simultaneously turned their lights off for a period of one hour.

In 2011 we hope to achieve certification for the Elicium from the Dutch Green Building Council, a non-profit organisation that aims to permanently increase the sustainability of built-up areas in the Netherlands. To achieve this, the organisation developed hallmarks for an independent evaluation of buildings (both new and existing) and areas in the field of sustainability. The certification can help us further contribute to a wider awareness within society.

Finally, staff members also address each other about and regularly put the spotlight on our energy consumption.



Figures for the past have been revaluated to enable comparability with 2010.

The total electricity consumption of Amsterdam RAI in 2010 was 17,506 MWh (63,021 GJ), while the total natural gas consumption was 2,571,384 m³ (81,384 GJ). This adds up to a total energy consumption in 2010 of 144,405 GJ.

Electricity

As a result of new measuring and calculation methods, the figures of the previous years were re-evaluated. This was necessary to ensure uniformity, and achieve a clear distinction between our own energy consumption and the energy consumption per rented square metre. Previous calculation methods did not process our own energy consumption and building projects correctly in the total consumption. The report will also distinguish between reductions in our own consumption and a reduction in energy consumption per rented square metre, something which is not fully under the control of Amsterdam RAI. Various factors contribute to the energy consumption for rented space, such as:

- The type of event
- The use of technological tools, which has increased over the years

Our own consumption (consumption without rented square metres), our so-called base load.

In 2010 we realised savings of 4.8 percent compared to 2008, not including the added real estate of 6.55%. This means that the relative reduction in our own consumption is 10.65 percent.

Our total annual consumption is related to the number of rented square metres in the RAI complex. To achieve a solid comparison between the years, we have developed a user index based on our commercial occupation. In 2008 the corrected consumption was 17,096 MWh. In 2010 it was 17,077 MWh, a reduction of 0.1 percent per rented square metre. Until recently the RAI was only focused on reducing its own consumption, but in 2011 we will increase our focus on organisers and exhibitors. Reduction of our own consumption remains a concern.

Heating/cooling

In 2010 we determined an error in the main gas meter. After discussion with the supplier we made an estimation of the correct values for 2009. The increase in gas consumption is partly due to the fact that 2010 was a very cold year (the coldest since 1996). We had also hoped to switch to district heating in 2010, but unfortunately we have not yet come to an agreement regarding the supply conditions. The total consumption with regard to

heating/cooling also depends on the number of rented square metres in the RAI complex, and we therefore applied the same indexation to the data as for electricity. In 2008 there was an indexed total consumption of 66,044 GJ. For 2010 this was 62,493 GJ, a reduction of 3.9 %; not quite as high as we had hoped.

Going forward

In 2011 Amsterdam RAI will partner with an external consultant on a programme to achieve significant savings on the consumption of both electricity and heating/cooling by organisers and exhibitors.

An added challenge is that while technical solutions can help realise considerable savings, reductions also rely on human behaviour. We estimate that of the 25 percent reduction, 18 percent can be achieved with technology, and the other seven percent by changing behaviour. Implementing the core value 'Amsterdam aims for sustainable results' is a good example. The solution should come from both sides.

The main technological measures we will be taking in 2011 to realise the savings are:

LED lighting

The neon contour lighting on the outside of Amsterdam RAI will be replaced with LED lighting. This involves 1,500 lamps per running metre, and we hope to achieve a seven percent reduction on our electricity consumption.

We will also replace the lighting in the conference rooms with LED solutions.

Combined heat and power (CHP) system

Amsterdam RAI is currently preparing for the placement of one or two CHPs. A CHP is a generator that produces electricity plus heat as a by-product, which would result in a 95.2 percent yield when supplying electricity and residual heat (our own 'district heating'). This heat can then be used to warm the halls or be stored in one of our three thermal storage units.

Cooling station in the Nieuwe Meer lake

For the slightly longer term we are looking into the technological possibilities for further reducing our energy consumption. In 2013, for example, the cooling station in the Nieuwe Meer lake will be taken into use. This system cools water using the water in the lake, which means it would no longer be necessary to use natural gas for cooling. The RAI is researching whether it is cost-efficient to connect to the station.

Awareness

We will continue to be actively involved with regards to our responsibilities in increasing awareness. Important challenges include promoting the CO2 calculator and CO2 compensation among our organisers in order to generate further savings.

Mobility

Local resident Selma Tummers

I have been living around the corner from the RAI for over 20 years. For a long time there was an ongoing taxi war going on, with taxis blocking the streets with their engines running. Local residents joined forces and contacted Amsterdam RAI and the police about this unpleasant and chaotic situation. The issue was dealt with quite swiftly and, thanks to the cooperation between the RAI and taxi company TCA, we now have very few problems with taxis driving to and from RAI events. We are very pleased with this solution and confident that the RAI will continue to take into account its location in the middle of a residential area. As neighbours, we will of course also keep our finger on the pulse.

Challenge

- Amsterdam RAI aims to stimulate visitors, exhibitors and employees to use as many other modes of transportation as possible instead of cars.
- Preventing traffic congestion during the first setup days of exhibitions
- Limiting and preventing emissions
- Limiting and preventing traffic problems and sound

Situation in late 2010

- Congestion on exhibition setup and breakdown days ended
- Five percent of visitors use public transport instead of cars; 18 percent of visitors make use of public transport deals
- 20 percent of RAI employees entitled to a lease-car relinquish this right
- No complaints were received from local residents about mobility problems in 2010

would not have attended otherwise. Five percent chose to travel by public transport instead of using their car, and around 18 percent of all visitors took up the public transport special offer.

The scheme will continue in 2011/2012 and be extended to include all RAI-organised events (national and international). The offer will also be extended to third party events after a pilot was held in 2010 during a national trade exhibition. Two third-party events are set to benefit from the public transport deal for 2011.

Buffering large vehicles

Having had very positive experiences with buffering large vehicles, this setup was continued in 2010. During busy exhibitions and on short set-up days, large vehicles are redirected towards a buffer zone where all trucks are registered and can only go on to the RAI when their number is called. This arrangement has ended the problem of large vehicles having to wait around on the RAI premises and improved the flow at the loading docks. (Un)loading is quicker and the capacity of the docks is not exceeded. Moreover, congestion around the RAI is significantly reduced.

Taxi: From pilot project to agreements

To improve visitor satisfaction, reduce neighbourhood complaints and cut down

Amsterdam RAI attracts hundreds of thousands of visitors each year. This visitor flow is generally processed smoothly, except during a few major events for the general public. We make every effort to prevent disruption by promoting public transport options and a number of temporary measures.

Measures and results 2010

Measures and results 2010

Collaboration with NS (Dutch Railways) and GVB (Public Transport City of Amsterdam) The RAI is easily accessible by public transport, which is why we try to encourage as many public event visitors as possible to use the system. We initiated a joint venture with the Dutch national

railway company, NS, and the Amsterdam public transport company, GVB, in 2008. As a result of the positive experiences and reactions, it has been decided to continue with this scheme. In 2010, seven Amsterdam RAI exhibitions benefitted from the special offer of savings on public transport, namely: Horecava, HISWA, Intertraffic, Building Holland, ISSA/Interclean, Art Amsterdam and METS.

Visitor surveys show that client appreciation for the accessibility of Amsterdam RAI has increased overall. The image of Amsterdam RAI and its partners NS and GVB also improved, with 90 percent of visitors seeing the initiative as (very) positive.

These public transport deals also allow Amsterdam RAI to attract between two and six percent more visitors per event who



on the cost of parking attendants, Amsterdam RAI held a pilot project with Taxicentrale Amsterdam (TCA) whereby only TCA taxis were allowed on the RAI grounds to pick up visitors. As a result, monitoring and service have improved and there are fewer cars outside (and thus less CO2 emissions), which also benefits the neighbourhood. Based on these positive results, the collaboration will be continued and the pilot has been replaced by a permanent agreement.

Results: Previously there would be around five complaints from local residents about traffic problems per large event. Since the pilot we haven't received a single complaint.

Pilot registration system

As we have a better insight into when visitors and logistic shipping agents arrive at Amsterdam RAI, we can actively work on improving the distribution of these flows throughout the day to prevent peak traffic build-up and congestion. A pilot project for registration number recognition was started in 2010 in cooperation with Transselect. Visitors could book a parking space for a certain day and time and were identified by means of their registration number. The pilot was successful and will be extended to all garages and loading docks in 2011. We expect the scheme to have positive results, with visitors and suppliers able to reach us quicker and more efficiently. Congestion will also be further reduced.

Preparing for the future: Electric charging points

The city of Amsterdam aims to stimulate the use of electric vehicles in order to minimise CO2 emissions. To ensure that there are sufficient charging points for electric vehicles and to prepare us for the future, Amsterdam RAI installed a total of four charging points in the parking garages, two in P1 and two in P7. We are also researching whether we can expand or replace our own fleet with electric cars.

Reducing the traffic flows of RAI employees

Giving up the lease car

Employees who are entitled to a lease-car but decide to relinquish this right receive a personal financial allowance. In 2010 20 percent of these RAI employees made use of this option.

By bike

Amsterdam RAI stimulates the use of bicycles among RAI employees. We have four loan bikes for our personnel and also give employees who live within a distance of ten kilometres from Amsterdam RAI the option to participate in an attractive lease bike plan.

In the past year we also invested in improving the infrastructure for cyclists. New bicycle racks have been designed that do not damage bikes and the number of racks has been increased to accommodate more bicycles.

How to proceed

We have successfully met many of the challenges we identified in 2008, so now it is time to raise the CSR bar and see what else we can achieve. Within the framework of our environmental policy plan for the period 2010-2014 we have formulated the following goals:

- Realising a reduction of relative emissions (CO2, DME and NOX) by at least 15 percent within five years compared to reference year 2008
- Realising feasibility studies that demonstrably reduce congestion around the RAI
- Realising feasibility studies that demonstrably reduce emissions related to traffic congestion around the RAI
- Developing realistic ambitions and choices regarding the reduction of emissions and the improvement of congestion.

The short term goals in the BBSC for the Traffic Management department for 2011 are:

- Cleaner shuttle buses: We will start using shuttle buses with cleaner engines for the transport of visitors to and from external parking areas
- Emission research: In 2011 we will perform research into the current emissions from the traffic flows of Amsterdam RAI employees, visitors and suppliers as well as third parties. The goal is to develop a model that can provide insight into these emissions so we can start aiming for a 15 percent reduction compared to 2008.



Water

Challenge

Reduce water consumption by 25 percent per rented square metre compared to reference year 2008

Situation in late 2010

By 2010 we had achieved a reduction of 6.7 percent

Reducing water consumption is a constant point of interest for Amsterdam RAI. The consumption of drinking water is mainly determined by sanitary and kitchen installations. The cooling towers are also supplied with tap water.

Consumption index based on commercial occupation	2008	2009	2010	Percentage 2010 compared to 2008
Consumption (m ³)	68,891	64,328	64,291	93,3%

Measures and results 2010

Since 2008 we have realised various savings by means of quick wins:

- Reducing the flushing speed from eight to six litres
- Installing automatic taps.

In the field of preventing legionella bacteria we have increased the pipe flush frequency in response to changing regulations.

Although this higher flushing frequency has a negative impact on our water consumption, we are still on the right track. So far we have achieved a 6.7 percent reduction for the entire RAI, including our own consumption.

Going forward

Reducing water consumption continues to be a challenge. Despite various technical solutions, we have not yet achieved our goal. But that does not mean we are going to stop trying. We will study, for example, whether it is possible to install a grey water system that collects rain water and uses it, for instance, to flush the toilets.

Preventing legionella

An alternative method will become available in mid-2012 which will considerably reduce flushing and help reduce the water consumption at Amsterdam RAI.

Waste

Challenge

- 25 percent waste reduction compared to 2007
- Waste separation rate that is at least 25 percent higher than 2007

Situation in late 2010

- Total waste in 2010 is 80.7 percent of the amount in 2007
- Waste separation rate with regard to 2007 is 45 percent

As our core business involves a large number of waste flows, we naturally feel responsible for limiting these where possible. The largest waste flow occurs during the setup and breakdown of events.

Measures and results 2010

Various measures have been taken in recent years to help us limit waste flows:

- Waste and the waste depot are managed by ICOVA BV, a waste processing company that has corporate social responsibility high on its agenda.
- The appointment of environmental inspectors who ensure that standbuilders comply with waste agreements.

These agreements include that waste is properly separated before it is delivered to the specified containers and that the parties responsible pay for their waste. This results in a clean hall floor after the event.

- GCA, currently Amsterdam RAI's permanent cleaning company, is stimulated to separate waste.
- Amsterdam RAI's waste separation programme includes paper, plastic, wood, glass, metal and swill.
- The swill system converts catering waste into biogas.
- Plastic is collected in 1000 litre bags and collected with our used paper. It is then separated from the paper and recycled by ICOVA.
- The Elicium is a paperless office to minimise waste.
- In addition to the waste containers, we also replaced the 25 m3 paper containers with their 34 m3 equivalent in order to reduce the number of transport movements.
- All paper waste is pressed in our own press to reduce the paper volume for transport.

After a reduction in 2009 the total waste of the company excluding building waste increased slightly in 2010. Nevertheless, the amount of waste in 2010 is still only 80.7 percent of the waste in 2007. This is partly due to the fact that there was a relatively small amount of waste in 2009 when standbuilders/holders took back a lot of their waste to save costs (financial crisis).

In 2010 Amsterdam RAI aimed to achieve a five percent waste separation increase compared to 2009. In 2009 around 44 percent of waste was separated, and in 2010 this had 'only' risen to 45 percent. It seems that our cleaners require more direction when it comes to waste separation. Moreover, there were fewer setup/breakdown days. This increased the pressure on waste separation as it reduced the time available to get everything in and out of the halls: Correct waste separation requires time and attention on the floor. Moreover, fast waste delivery in a short period mean less time available at the depot for further separation.

Event waste separation				
	2007 (%)	2008 (%)	2009 (%)	2010 (%)
Other waste	81	69	51	51
Paper	2	12	21	16
Glass	0	0	1	0
Plastic	0	0	5	4
Wood	17	19	13	19
Carpet	0	0	9	10
Total %	100	100	100	100

Total company waste and waste separation percentages					
	Total company waste (excl. construction)	Company waste percentage (excl. construction) compared to reference year 2007	Waste per rented square metre	Waste per visitor	Waste separation percentage
	kg		(kg/m ²)	(kg/ visitor)	(%)
2004	2,509,220	59.7%	5.9	1.7	25%
2005	3,145,034	74.8%	6.8	1.6	23%
2006	3,174,450	75.5%	6.4	2.1	31%
2007	4,205,213	100.0%	8.2	2.2	35%
2008	3,918,740	93.2%	7.4	2.8	39%
2009	2,670,819	63.5%	6.7	1.5	44%
2010	3,395,232	80.7%	7.3	2.5	45%

Going forward

We will continue all the measures we have already taken and take various extra measures to realise our goals:

Procurement

ICOVA and Amsterdam RAI have developed a plan of approach in which the entire waste chain will be in the hands of ICOVA instead of the three parties currently in the chain. In

March 2011 we took our first steps in expanding the chain, a process that consists of three stages. First ICOVA takes over the internal waste transport, then the transport between the delivery doors and the depot (outside the hall). Finally, ICOVA will (partly) take over the input and management of the environmental inspectors and the transport in the halls.

Developing a waste plan per organiser

We will internally develop a Plan of Approach for each event that lists the action points per event stage (setup, furnishing, exhibition days, etc.). We also believe that organisers can contribute to the optimal separation and reduction of waste on the exhibition floor. In this framework we aim to develop a waste plan that can be distributed among organisers, listing what they should communicate to exhibitors and standbuilders and which measures they can take to help the RAI guarantee an increase in waste separation and reduction. This will lower the organisers' costs and allow them to contribute to a greener event.

'Environmentally aware Amsterdam RAI' (ongoing)

The offices of Amsterdam RAI work as environmentally aware as possible. The Elicium is virtually paperless, the printers are automatically set to double-sided printing, paper is separated from other waste, and confidential documents are shredded and collected with the paper waste.

Mokum Mariteam: Cargo through the Canal'

Cargo through the Canal (Vracht door de Gracht) is an efficient and environmentally friendly transport system for the inner city of Amsterdam that uses the existing infrastructure of the canals. It is currently still not possible to use this to transport our waste as the 12-ton weight of the IP press containers cannot be transported by the electric vessels. The vessels can carry press cassettes, however. We are currently looking into the possibility of having other waste flows transported by Mokum Mariteam, such as wooden pallets.



CSR Ambassador Pim van Houten:

My function as CSR Ambassador

I believe that companies should take into account social and economic aspects as well as making a profit, and this was my motivation for applying to be a CSR ambassador. I am the Senior Communication & PR Manager at the RAI, and as CSR ambassador involved in both internal and external communications. To place the spotlight on sustainability externally we organise activities during exhibitions and encourage stands to highlight the subject. This varies from the Huishoudbeurs (sustainable detergent) to the AutoRAI (electric transport). The entire network of ambassadors has been set the task of generating attention for sustainability and all the associated activities internally. The creation of a solid foundation is a crucial part.

Network of CSR ambassadors

A network of CSR ambassadors was established in 2009, consisting of RAI employee volunteers. We meet once every six weeks to review progress and discuss chances and opportunities. Sustainable initiatives are handed to us and we are the first to learn about the status of a project. Colleagues are always welcome to submit ideas or suggestions, either in person or via e-mail. I am one of the few team members with a communication background. The network consists of employees in various functions such as caterers, technicians and people like me from RAI Exhibitions. Our chairman is a member of the Board and thus the contact point to take issues to and realise at the highest level. The results we have booked so far are very diverse; from waste reduction to organising work placements for students.

The goal

I absolutely recommend other companies to establish a similar team of CSR ambassadors. It can secure sustainability in a certain policy and vision, and stimulate colleagues to become enthusiastic about ideas and initiatives. CSR ambassadors are present in all segments of the organisation and thus actively involved in the implementation of ideas. It is fair to say that we have come a long way at Amsterdam RAI and I am proud of our achievements to date. There is, nevertheless, much still to achieve as we strive for an even more sustainable world!

Employees

Challenges

- Amsterdam RAI aims to be the best and most innovative employer in the exhibition and event sector for top quality people who are proud to work here.
- 20 percent women in management and the Board in 2014

Situation in 2010

- The employee satisfaction survey 2010 shows that employees are exceptionally proud of and feel involved with the RAI. The average scores in this respect are far above the national average.
- There are still no women at the highest level of the company in 2010

The ongoing success of Amsterdam RAI is largely dependent on the expertise, hospitality and commitment of its employees. This is why our personnel policy is so important to us. For a detailed overview we refer you to the annual social report. The section below contains some of the highlights.

The tables below include a number of abbreviations:

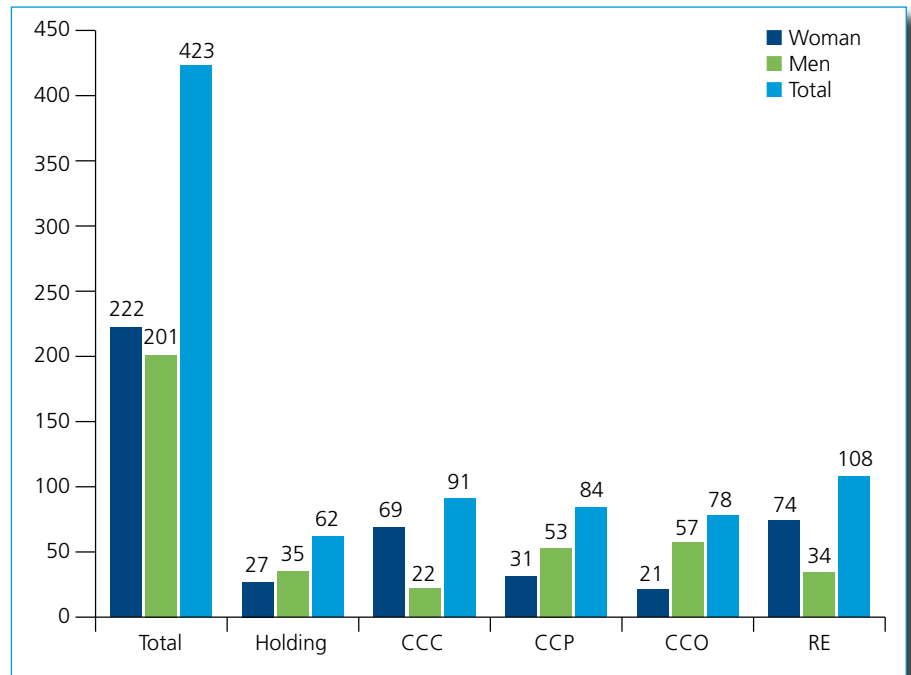
- **Holding:** Board and staff departments
- **CCC:** Convention Centre Commercial
- **CCP:** Convention Centre Production & Building
- **CCO:** Convention Centre Operations
- **RE:** RAI Exhibitions

Measures and results 2010

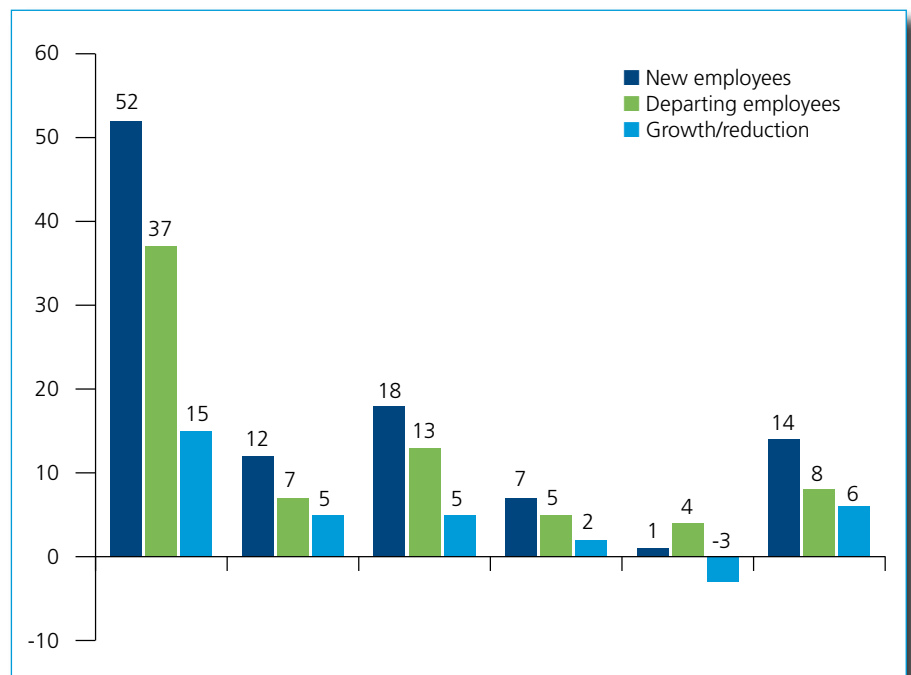
Our employees

After the crisis year 2009 yielded only 37 job vacancies, the number grew considerably in 2010. Up to and including December, 74 vacancies were placed of which 65 were filled. The total number of employees in 2010 rose from 408 to 423.

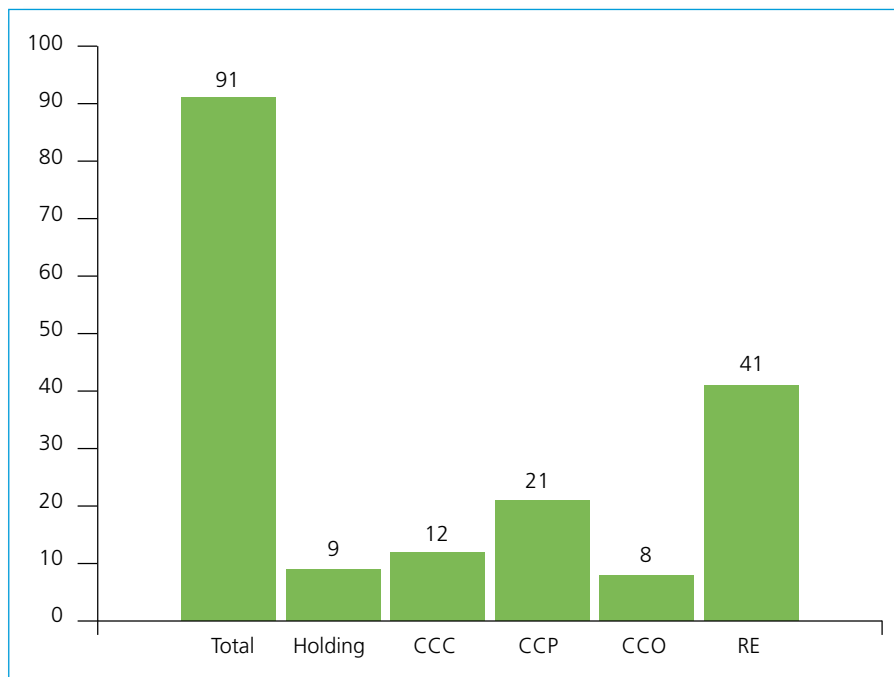
Number of employees at the end of 2010



Influx and outflow 2010



Number of work placements in 2010



Amsterdam RAI has a customised employment conditions plan and does not fall within the scope of a collective CAO (Central Labour Agreement). As of 1 July 2010, RAI Catering BV is no longer a separate part of the organisation, and its employees are now subject to the same CAO as the other employees of Amsterdam RAI.

Diversity

In 2009 Amsterdam RAI signed the 'Talent to the Top' charter aimed at realising a balanced gender ratio in board and management teams. Our concrete goal is that 20 percent of the board and management team should consist of women within five years. The number of women within Amsterdam RAI increased from 212 to 223 in 2010, while the ratio between the men and women employed remained stable at 52 percent female. The percentage of women in the sub top did increase from 31 percent to 33 percent, but no women were appointed to the senior management or board.

In cooperation with an external coaching bureau, the RAI started a trajectory for potential female senior managers in 2010 focused on leadership. A practical result was the invitation for several female managers to tag along with one of the Directors under the pretext of 'walk a mile in my shoes'. In addition, selection procedures now include team composition as part of the discussion between recruiter and manager. This has helped enhance awareness among management of the importance of a more balanced gender ratio.

To further stimulate diversity we agreed in 2010 that the composition of all steering committees and work groups should be diversified; not only in terms of the gender ratio but also regarding age. They should always include a member from the so-called Y generation (born after 1980).

Labour participation

In 2009 the Technical Department collaborated with HR to introduce a traineeship programme aimed at maintaining the inflow of young technical staff within the department while retaining the more experienced employees.

A key part of this programme is offering learning/working places to BBL students from intermediate vocational education (MBO). BBL is a learning track in which students work four days a week and go to school for one day. In late 2010 there were three students active within the Technical Department's programme. The goal is that the BBL trajectories eventually lead to a permanent contract.

At Amsterdam RAI it is also possible to continue work after the age of 65 under certain conditions. One employee used this opportunity in 2010.



New work methods ('Het Nieuwe Werken')

In 2010 an external specialist held a survey among employees about new working methods (Het Nieuwe Werken). It resulted in a few major points of interest that we are currently focusing on, including the need for more flexibility and greater personal responsibility, and a desire for more advanced ICT support. We have now gained our first experiences. Under certain conditions it has become possible to work from home with the support of specific preconditions such as the Flexible Virtual Desktop, giving employees access to their work computers and content from any location.

Employee satisfaction

A satisfaction survey among employees in 2010 had a high response rate of 78 percent. The general satisfaction among employees remained similar to 2007 with a very high mark of 7.2. The involvement of Amsterdam RAI employees is particularly impressive with a score of 8.5. The survey also showed that employees enjoy working for the RAI. Both employee pride and involvement scored way above the national average.

There were, of course, also areas that require our attention, namely work pressure and efficiency, personal development, the remuneration system and working conditions. These points will be tackled, and with our employees we will create an organisation in which everyone feels that they are treated well and take pleasure in coming to work.

Going forward

Although the employee satisfaction survey shows that our personal policy is bearing fruit, we will continue to look for further ways to improve the organisation. For 2011 this includes the following plans:

- Employee development: Plans have been drawn up per department and employee; the central training offer will be expanded and workshops on HR aspects will be organised specifically for managerial positions
- Reorientation on the remuneration policy
- Recruitment: To attract new employees Amsterdam RAI will position itself even more as an employer brand; we are also looking into the use of social media to that effect
- Researching the possibility of attracting BBL students from higher vocational education (HBO).

Procurement

Challenge

Amsterdam RAI's initial goal is for 25 percent of our supplied products and services to be 'green'.

Situation in late 2010

- The percentage is difficult to determine due to the lack of measuring tools.

Amsterdam RAI aims to encourage sustainability both in the uplink (procurement) and downlink (delivery) of the chain. This includes three specific elements: Sustainable purchasing, stimulating sustainable consumption among visitors, exhibitors and organisers, and setting an example within the sector and society in a broader sense.

Measures and results 2010

Procurement

Amsterdam RAI's procurement policy is based on sustainability as well as more obvious factors such as price and quality. Fair employment conditions, environmental policy, codes of conduct and certification programmes all play a role in the procurement and outsourcing processes. Amsterdam RAI encourages suppliers to make explicit recommendations for sustainable alternatives to their products or services. For the first time in 2010 Amsterdam RAI stopped working with specific suppliers based on the sustainability aspects in the tender procedure.

Procurement examples

- Our Key Performance Indicator for promotional gifts is that they have to be at least 80 percent sustainable.
- 80 percent of the paper products used at Amsterdam RAI is FSC approved. The suppliers of the remaining part are not yet (sufficiently) capable of supplying paper with an FSC hallmark.
- In consultation with Amsterdam RAI, our preferred supplier Mansveld Expotech invested in smaller energy-saving power distribution boxes on the exhibition floor and added energy-saving lighting to its range.

With respect to our target of being 25 percent sustainable in our procurement, it has proven difficult to define exactly what sustainable procurement is. When is a product or service sustainable and how can it be included in the process of achieving our goal? In the coming year we will study how we can better define this goal in a measurable way.

Sustainable procurement initiative = Sustainable Products Initiative

The idea was born in 2010 to start a contest among suppliers on our website. In 2011 they will be able to offer sustainable products and services, while a professional jury determines which is the most innovative. In addition to an award for this product/service, there will also be an incentive prize for the most sustainable innovation by a start-up company.

The winners are announced on 1 July 2011 during the Sustainable Amsterdam (Amsterdam Duurzaam) event. The winning products are promoted in the webshop and in mailings from Exhibitor Services for one year, free of charge. The webshop is open for around 100 exhibitions and the products used at RAI-organised exhibitions whenever possible.

Stimulating sustainability

In addition to our own purchases, we strive to provide clients with the opportunity to acquire sustainable products and services.

CO2 Calculator

In order to give event organisers an insight into energy consumption, Amsterdam RAI and the GreenBalance Group developed the Event CO2 Calculator during 2009. As of late 2010, this online tool allows event organisers to calculate CO2 emissions both in terms of the energy consumption of the actual event and the associated use of transportation and hotel stays by visitors.

Events can be made carbon-neutral by compensating for all the energy consumed. This involves purchasing CO2 rights derived from sustainable energy generation. We are currently researching how we can further highlight the Calculator and CO2 compensation, and stimulate organisers to use the option.

Elise's eco-friendly step-by-step plan

Elise's eco-friendly step-by-step plan is a tool developed to help organisers and exhibitors make their event as sustainable as possible. The development of the tool started in 2009 and was finalised in April 2010. The plan consists of a six-step checklist for organising events in a greener way and includes tips on such issues as:

1. Location
2. Transport
3. Catering
4. Organisation
5. Communication
6. Measurability

Communication and awareness

In practice it has proven very difficult to stimulate clients (exhibitors and organisers) to take responsibility with regards to sustainability. One of the main reasons is that the exhibition sector is a relatively traditional sector where sustainability is not always (specifically) present on the agenda.

We see it as our duty to change the situation, mainly by entering into a dialogue with organisers, and by using the

RAI website and our various newsletters. This includes, for example, our Business Newsletter which incorporates a CSR topic in each edition and is sent to our clients, prospects and main relations four times a year; a total of 1,300 addresses in the Netherlands and the UK.

Sustainable example

By consciously choosing to take a leading position we hope to set an example both within our branch and to society in general. Although our efforts are difficult to measure, we see the media attention for the RAI's sustainability policy and the regular invitations to share our experiences as clear signs that our approach is highly valued.



We have also made a clear choice to include CSR in all our publications, such as the Event Newsletter which is sent to 300,000 interested parties in the last week of every month.

Going forward

Our BBSC for procurement includes the following goals for 2011:

- Realising the award for the most sustainable product (sustainable procurement initiative)
- Developing an indicator that allows us to compare standard procurement with sustainable procurement.

In the period 2010-2014, the RAI aims to improve the 'sustainability chain' by realising an average of five feasibility studies that demonstrably improve the sustainability chain around Amsterdam RAI.

Social engagement

Amsterdam RAI and its employees have been supporting AMREF Flying Doctors and the Emma Children's Hospital foundation in a constructive and inspiring partnership since 2005.

In addition to a philanthropic approach, the partnership is also based on sound business reasons:

- Strengthening the RAI's image as a socially engaged company
- Developing fundraising as a competence
- Generating pride among employees and other stakeholders.

Measures and results 2010

In early 2010 we extended the contract with both organisations and agreed to donate at least €5000 a year. This annual donation is above and beyond the fundraising activities organised within Amsterdam RAI.



Our support of AMREF Flying Doctors mainly attracts attention at international exhibitions, and we have raised around 100,000 euros since 2005. The Emma Children's Hospital is primarily highlighted during national events, and has raised a similar amount since 2005.

Examples from 2010:



AMREF Flying Doctors participates in the annual 'Walk for Water', a sponsor walk for junior school pupils in which thousands of students from around the Netherlands collect money for AMREF by walking six kilometres carrying six litres of water on their backs. Prior to the walk the children can attend lessons on the relevance of clean water. Amsterdam RAI supports this initiative and registered ten employees from the RAI to act as guest teachers in the past year.

For the Emma Children's Hospital we organised sponsor activities during two exhibitions. At the Huishoudbeurs visitors were encouraged to dive into a large ball pit filled with prizes. At the HISWA the traditional opening of the watersports season was reinforced when the visitors, exhibitors and children from Amsterdam schools symbolically released 12,000 small boats into a large pool. The boats were then used during the exhibition to raise money for the Emma Children's Hospital.



Going forward

Our main challenge is getting exhibition teams to develop their own initiatives and work out fundraising possibilities. We have noticed that the engagement with our two charities is modest and that employees are not (sufficiently) enthusiastic about the charities. In 2011 we will therefore initiate a study focused on:

"How can Amsterdam RAI profile itself both internally and externally as an organisation that is consciously engaged with its charities?"

One of the activities that will contribute to our goal is participation and involvement in the Kenya Classic, a bicycle event for AMREF Flying Doctors that will take place in southern Kenya from 22 to 29 October 2011. Ten Amsterdam RAI staff members will take part in the event.

External recognition for our CSR performance

Amsterdam RAI is regularly assessed by external organisations. The results of these surveys allow us to see how far we have come in our goal to be leader in the field of sustainability.

Silver status Earth Check

In 2010 Amsterdam RAI again received the prestigious silver status from Earth Check (previously Green Globe). Silver status underlines a company's leading position in the European MICE (Meetings, Incentives, Conventions & Exhibitions) sector in the field of sustainable business. We hope to become eligible for the golden status in coming years.

Green Key

Amsterdam RAI has been in possession of the golden Green Key for its convention centre since 2008. The Green Key is the international hallmark for businesses in the tourism and recreational industry. All Green Key companies are subject to an annual inspection to ensure that their status remains valid. Amsterdam RAI retained its golden status in 2010.

Inspiring others

Our ambitions and performances in the area of sustainability have not gone unnoticed. The media attention given to our performance and our presentations to various parties help us profile Amsterdam RAI as a sustainable organisation. We also hope to be a source of inspiration for other organisations within the framework of our slogan 'Inspiring People'

Amsterdam RAI financials

Financial results are also a part of corporate social responsibility at Amsterdam RAI. A solid financial situation is essential both to our corporate continuity and our ability to invest in sustainable solutions that improve our CSR performance.

In 2010 Amsterdam RAI achieved a net turnover of €125.0 million, 15.5 percent higher than the €108.2 million in 2009. This increase is mainly due to the success of (RAI-organised) international exhibitions and events that took place in 2010. The operating profit also increased to €11.6 million (2009: €4.4 million). After the deduction of interest charges and taxes, the net profits were calculated at €5.7 million (2009: €0.2 million).

Over the past year the RAI was in use for international events over half of the time, 201 days to be exact. The RAI complex accommodated 590 events, attracting around 1.4 million visitors.

The fast post-recession recovery of Amsterdam RAI can mainly be attributed to our international focus and activities. Three RAI organised international trade exhibi-

tions (Intertraffic, ISSA/INTERCLEAN and METS) were well attended. In addition, 2010 saw various recurring international events organised by third parties and the successful acquisition of a number of one-off international 'mega events'. These were key contributors to the high results in 2010. Within the framework of our multi-year planning we are back at the level set before the financial crisis.

Expectations

To achieve positive results it is crucial that Amsterdam RAI attracts sufficient large one-off international events organised by third parties in addition to its own events and recurring events from third parties. Attracting these 'travelling mega events' requires intensive and continuous marketing by Amsterdam RAI and its business partners.

In 2011 Amsterdam RAI is continuing this trend with events such as the 25th Gastech Conference and Exhibition, the Offshore Energy, the 14th World Conference on Lung Cancer and the European Respiratory Society (ERS). Due to the larger share of national exhibitions on the 2011 agenda and the declining trend of visitors to these events, the expectations for 2011 are slightly lower than the previous year. The success of the AutoRAI will also have a considerable impact on the final results.

For a complete insight into our financial results we invite you to read our financial report: [link](#)

Profile

Our market and services

Our clients can be divided into three groups: Organisers, exhibitors and visitors. The Exhibitions department is responsible for the organisation and development of the RAI's own exhibition titles, dividing our activities into international trade exhibitions and national trade and commercial exhibitions. In addition to our own titles, Amsterdam RAI facilitates and accommodates events by third parties, including exhibitions, conferences, corporate events and other niche events that are organised in the halls and conference centre. The multifunctional conference centre is also available as the 'RAI Theatre' for productions. The conference rooms on the third, fourth and fifth floor of our Elicium building facilitate the national conference market, while the ballroom provides opportunities for large-scale parties and (gala) dinners.

Our structure

The activities of Amsterdam RAI BV are the responsibility of RAI Holding BV, with as shareholders the RAI Association (75%), a trade association for manufacturers and importers of road transport products, and the City of Amsterdam (25%). Amsterdam

RAI has a Supervisory Board, while Hans Bakker (CEO) and Luc Beyer (CFO) are responsible for the day-to-day management.

Meetings

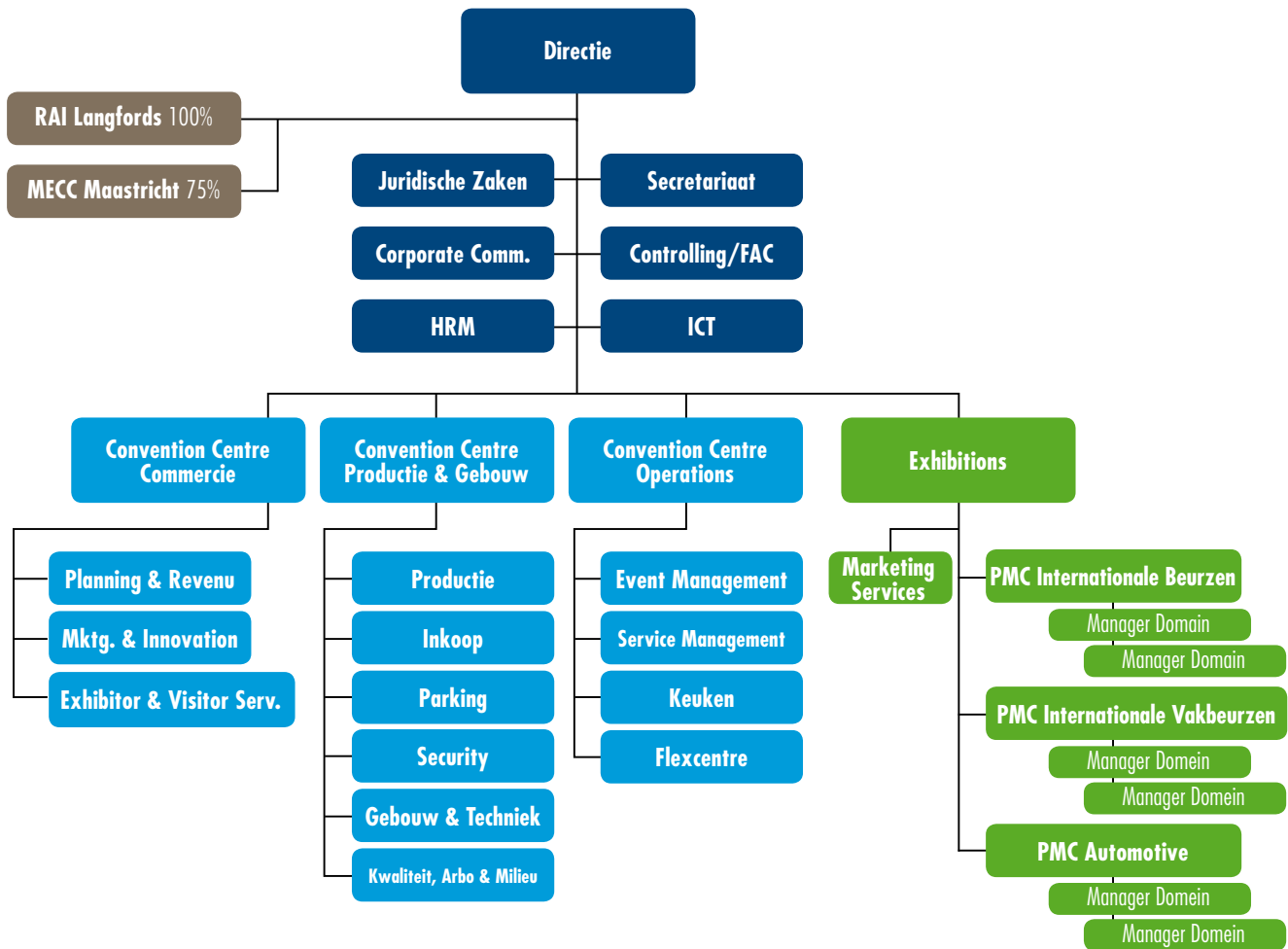
A shareholder meeting is held every year. The Supervisory Board meets four times a year, and makes recommendations for and

participates at the highest management level. It also determines the profiles for and recruits the members of the Board.

Amsterdam RAI has an employees' council (ROR) that meets once a month and makes recommendations to the Board. Eight Amsterdam RAI employees sit on a health and safety (Arbo) committee.



Organisatieschema Amsterdam RAI B.V.



Remuneration

All employees receive a fixed salary, with variable bonuses are paid based on various key performance indicators (KPIs). The latter also depends on the financial results of the company.

Each year, a Business Balance Score Card is established for the entire RAI as well as per division and department. These agreements are monitored four times a year and must be fulfilled by the end of the year. The agreements in the BBSCs are approved

by the Supervisory Board. In 2011 we will reanalyse our remuneration system, partly in response to the results of the employee satisfaction survey.

Corporate Governance

Amsterdam RAI is fully aware of its social role and the responsibilities to all parties that emanate from this. This fact has been documented in various key values, business principles and regulations, which are updated on an annual basis. The major

ones are:

- Executive Board regulations
- Supervisory Board regulations
- Whistle-blower regulations
- Harassment Protocol
- Statutes

For the contents of these regulations we refer you to our website: <http://www.rai.nl/nl/rai/organisatie/Paginas/Corporate-Governance.aspx>

About this report

This third sustainability report is about Amsterdam RAI BV and covers our activities during 2010. We also try to give an impression of the intended developments at Amsterdam RAI in the field of sustainability for the coming years. This report is intended for everyone who is interested in our organisation, its activities and the issue

of sustainability, allowing stakeholders to monitor our progress. We are very interested in our stakeholders' reaction to this report and invite you to contact us with any remarks, questions and suggestions. Our contact details are listed in the colophon.

GRI TABEL

The indicator table is based on the guidelines for sustainability reporting issued by the Global Reporting Initiative (GRI). In our opinion the B-level of the GRI G3-guidelines apply to this report. We aim to further improve our reporting level to A in the years ahead, whereby the planned stakeholder dialogue is of major importance to determining our material subjects. Another point of interest is making our performance more measurable.

Indicator	Locatie in het verslag
1. Strategy and analysis	
1.1 Statement from the most senior decision-maker of the organisation	Foreword
1.2 Description of key impacts, risks, and opportunities	Foreword, CSR themes, sustainable dialogue with stakeholders
2. Organisational profile	
2.1 Name of the organisation	Our structure
2.2 Primary brands, products and/or services	Our structure
2.3 Operational structure of the organisation	Our structure
2.4 Location of the organisation's headquarters	Our structure
2.5 Number of countries in which the organisation operates	Our structure
2.6 Ownership structure and legal form	Our structure
2.7 Markets served (including geographic breakdown, sectors served and types of customers/beneficiaries)	Our structure
2.8 Scale of the reporting organisation.	Employees, Amsterdam RAI financials
2.9 Significant changes during the reporting period related to size, structure or ownership	N/A
2.10 Awards received in the reporting period	External recognition for our CSR performance
3. Report parameters	
Report profile	
3.1 Reporting period (i.e. fiscal year/calendar year) for information provided	About this report
3.2 Date of the most recent report (if any)	About this report
3.3 Reporting cycle (annual, biennial, etc.)	About this report
3.4 Contact point for questions regarding the report or its contents	Colophon
Report Scope and Boundary	
3.5 Process for defining report content	CSR themes, Sustainable dialogue with stakeholders
3.6 Boundary of the report	About this report
3.7 Any possible limitations to the scope or boundary of the report	N/A

Indicator	Locatie in het verslag
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 organisations	N/A
3.9 Data measurement techniques and the basis of calculations, including assumptions and techniques underlying estimates applied to the compilation of the indicators and other information in the report	Where applicable noted in quantitative data
3.10 Explanation of the effect of any re-statements of information provided in earlier reports	N/A
3.11 Significant changes with regard to previous reporting periods	N/A
GRI Content Index	
3.12 GRI Table	GRI Table
Assurance	
3.13 Policy and current practice with regard to seeking external assurance for the report	External assurance only on the annual financial report
4. Governance, Commitments and Engagement	
Governance	
4.1 Governance structure of the organisation	Our structure
4.2 Indicate whether the chairman of the governance body is also an executive officer	Our structure
4.3 For organisations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members	Our structure
4.4 Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body	Our structure
4.5 Linkage between remuneration for members of the highest governance body, senior managers, and executives, and the organisation's performance (including social and environment related performances)	Our structure
4.6 Processes in place for the highest governance body to ensure conflicts of interest are avoided	Corporate governance
4.7 Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organisation's strategy on economic, environmental, and social topics	Our structure, Corporate governance
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	Procurement, Corporate governance

Indicator	Locatie in het verslag
4.9 Procedures of the highest governance body for overseeing the organisation'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	Our structure, Corporate governance
4.10 Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental and social performance	Remuneration
Commitments to External Initiatives	
4.11 Toelichting over de toepassing van het voorzorgsprincipe door de verslaggevende organisatie	MVO-thema's
4.12 Extern ontwikkelde economische, milieugerelateerde en sociale handvesten, principes of andere initiatieven die de organisatie onderschrijft	Global Compact
4.13 Lidmaatschap van verenigingen (zoals brancheverenigingen) en/of nationale/internationale belangenorganisaties	Duurzame dialoog met stakeholders
Stakeholder engagement	
4.14 List of stakeholder groups engaged by the organisation	Sustainable dialogue with stakeholders
4.15 Basis for identification and selection of stakeholders with whom to engage	Sustainable dialogue with stakeholders
4.16 Approaches to stakeholder engagement, including frequency	Sustainable dialogue with stakeholders
4.17 Key topics and concerns that have been raised through stakeholder engagement, and how the organisation has responded to those key topics and concerns, including through its reporting	Sustainable dialogue with stakeholders
Performance indicators	
Economic performance indicators	
DMA EC information on management approach	Review and implementation: Internal CSR organisation, Amsterdam RAI financials, financial report
EC1 Generated and distributed direct economic values	Amsterdam RAI financials, financial report
EC9 Significant indirect economic impacts and the scope thereof	Amsterdam RAI financials, financial report
Environmental performance indicators	
DMA EN Information on management approach	CSR themes, Review and implementation: Internal CSR organisation, Energy and climate, Water, Waste, Procurement
EN3 Direct energy consumption by primary energy source	Energy and climate
EN4 Indirect energy consumption by primary energy source	Energy and climate
EN5 Energy saved due to savings and efficiency improvements	Energy and climate
EN6 Initiatives to provide energy-efficient or renewable energy-based products and services, and reductions in energy requirements as a result of these initiatives	Energy and climate
EN7 Initiatives to reduce indirect energy consumption and reductions achieved	Energy and climate

Performance indicators	
EN8 Total water withdrawal by source	Water
EN22 Total weight of waste by type and disposal method	Waste
EN26 Initiatives to mitigate impacts of products and services, and extent of impact mitigation	Energy and climate, CO2 calculator
EN29 Significant environmental impacts of transporting products, goods, materials and members of the workforce	Mobility
Social performance indicators: Working conditions	
DMA LA Information on management approach	Review and implementation: Internal CSR organisation, Employees
LA1 Total workforce by employment type, employment contract and region	Employees
LA2 Total number and rate of employee turnover by age group, gender and region	Employees
LA4 Percentage of employees covered by collective labour agreements	All employees are subject to Amsterdam RAI's own labour agreements (arbo) package
LA5 Minimum notice period(s) regarding operational changes, including whether it is specified in collective agreements	1 month for employees and 2 months for employers
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 programmes	Our structure
LA7 Rates of injury, occupational diseases, lost days and absenteeism, and number of work-related fatalities by region	Employees
Social performance indicators: Human Rights	
DMA HR Information on management approach	Review and implementation: Internal CSR organisation, Global Compact, Procurement
HR2 Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken	Procurement
Social performance indicators: Impact on society	
DMA SO Information on management approach	Review and implementation: Internal CSR organisation
Social performance indicators: Product responsibility	
DMA PR Information on management approach	Social engagement
PR5 Practices related to customer satisfaction, including results of surveys measuring customer satisfaction	Sustainable dialogue with stakeholders

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**INSPIRING
PEOPLE**

BACK TO START