



Amsterdam RAI

Sustainability Report 2011

INSPIRING
PEOPLE


AMSTERDAM RAI



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By embedding CSR in its mission, Amsterdam RAI aims to achieve its ambition to become a leader in the field of sustainability within the European conference and event industry by 2013. This is supported by the new core value:

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Foreword

'Amsterdam RAI aims for sustainable results'

What do we mean by sustainable results?

To Amsterdam RAI sustainable results mean being profitable in a way that contributes to a sustainable society, and trying to find the right balance in the choices we make. We believe that sustainability adds value to an organisation, widens its client base and stimulates engagement among employees.

In this and other respects Amsterdam RAI can look back on a successful 2011. Over the final quarter of 2011 we received three important certificates: ISO-14001 and recertification for the golden Green Key and silver EarthCheck. These achievements confirm that Amsterdam RAI has embedded its CSR policy and goals in the organisation and operational processes.

Participation in the UN's Global Compact

Since 2008 Amsterdam RAI has been part of the Global Compact Initiative, an international platform where companies, UN organisations, trade unions and civil society commit to align their operations to ten principles in the areas of human rights, labour, the environment and anti-corruption.

Although our aim remains to be a leader in the field of sustainability within the European conference and event industry by 2013, the world has changed since that goal was set in 2008. At the time, Amsterdam RAI was the only exhibition and conference centre

focused on CSR. Now similar organisations also include CSR in their operations. While this is a welcome development, it also means that Amsterdam RAI has to stay sharp in order to realise its ambition. In the coming period we will look into ways to further demonstrate our leading position.

Electric RAI car

At AutoRAI 2011 Amsterdam RAI ordered its first electric car. The purchase of the Opel Ampera is in line with our ambition to increase the level of sustainability across all aspects of our organisation. With four electric charging points in our parking garages, we can regularly use the Ampera for short trips. At the same time the new Opel model also provides an interesting solution for longer distances, and gives many of our employees the opportunity to experience the benefits of electric driving, while providing a 'stylish' mode of transportation for their business meetings.

Sustainability is important, but it should also be fun. And this is what we hope to show you in this dedicated sustainability report.

Hans Bakker
General Director of Amsterdam RAI

Marjolijn Krul (CSR Manager)
and Luc Beyer (Director)

Solid internal foundation for CSR

'The employees of Amsterdam RAI have a practical attitude and are enthusiastic about participating in CSR activities; we often see spontaneous CSR actions. Amsterdam RAI gratefully makes the most of the 'entrepreneurship' and sense of responsibility among its employees, while they in turn appreciate Amsterdam RAI providing a platform for these sustainable activities. Good ideas are welcomed and stimulated to increase a solid basis for CSR within Amsterdam RAI.'

Solid internal basis

The basis for corporate sustainable responsibility within Amsterdam RAI is sound; both among employees and the management and Board. For Amsterdam RAI this is a precondition for the concrete realisation of CSR within the company. Throughout the organisation there is a wide variety of initiatives from employees driven by their personal CSR ambitions, and Amsterdam RAI is proud to make this possible.

Challenge: More focus and measurability

The downside of the many CSR initiatives that are developed throughout the company is the lack of focus. A 'CSR umbrella' could steer the CSR realisation and goals in the right direction. What precisely is the social responsibility of Amsterdam RAI, and what role does it play? There is a need for a concrete answer to this question. Or, what is Amsterdam RAI's vision regarding corporate social responsibility in 2020? In the coming period Amsterdam RAI will try to formulate an answer to these questions, involving its stakeholders wherever possible.

The most sustainable

It is still Amsterdam RAI's core ambition to be the most sustainable player in the exhibition and conference industry, and we have received confirmation that we are doing well from various angles. Our professional CSR approach has been praised by many, including the way we handle waste which was complimented during the EarthCheck audit. Amsterdam RAI still wants to be able to prove more clearly that it is a frontrunner in CSR, and making our CSR ambitions more measurable is therefore high on our CSR agenda.

Saving energy more difficult than expected

An important lesson we have learned over the past years is that it is more difficult to achieve energy savings than we initially thought in 2008. Amsterdam RAI sees that it can only realise the intended savings if consumption is monitored per space. Moreover, it would be smart to link this to a person responsible. More control is required to realise our energy saving ambitions, and Amsterdam RAI is working hard on this issue; for example by appointing a CSR controller in the autumn of 2011. The plans for reducing and monitoring energy consumption will be further rolled out over the coming period.



1. CSR ambitions and policy

1.1 A short profile

Below is a short profile of Amsterdam RAI to help place Amsterdam RAI's CSR policy in the right context.

Clients and activities

With a portfolio full of A-brands, an absolute A-location in Amsterdam, and a history dating back to 1893, Amsterdam RAI is one of the most attractive and innovative conference and exhibition organisations in Europe. In addition to organising 25 RAI-owned exhibition titles, Amsterdam RAI facilitates over 500 events on an annual basis.

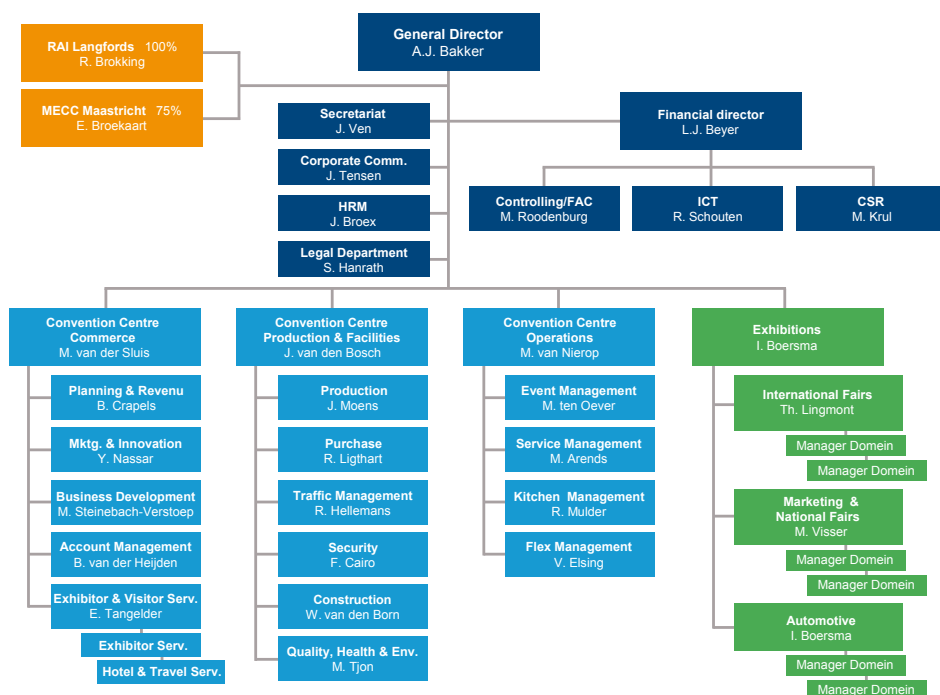
Structure and Board

The activities of Amsterdam RAI take place under the responsibility of RAI Holding B.V. The shareholders are the RAI Association (75%) and the City of Amsterdam (25%). The holding has a Supervisory Board and a statutory Director. The Supervisory Board meets four times a year and there is a shareholder meeting once a year. The Works Council of Amsterdam RAI (ROR) meets on a monthly basis and makes recommendations to the Board. In 2011, for example, the ROR made recommendations regarding relieving the work pressure, aimed at future working conditions and the development of new working methods (*Het Nieuwe Werken*).

Amsterdam RAI is aware of its role in society and the resulting responsibilities to its stakeholders. The latter are described in our core values, business principles and regulations, which are updated on an

annual basis. The aforementioned documents are available on the website of Amsterdam RAI, via the corporate governance page. Another part of the inherent responsibilities of Amsterdam RAI

Organigram



is its reward policy. All RAI employees receive a fixed salary, and there is also the possibility of a variable bonus based on various (financial) KPIs. The total financial results of Amsterdam RAI are of course a major condition in awarding these variable rewards. CSR goals have also been included on the Business Balance Score Cards (BBSC), that are available for Amsterdam RAI as a whole, and per division and department.

1.2 Amsterdam RAI's CSR goals

In 2008 Amsterdam RAI formulated the following CSR goal:

'Amsterdam RAI aims to become a leader in the field of sustainability within the conference and event industry by 2013.'

Although this ambition still stands today, the world has clearly changed since 2008. Other similar organisations are also making headway in the field of sustainability, which is a positive development that allows Amsterdam RAI to exchange knowledge and experience with other exhibition and conference centres, and stimulates the RAI to take its CSR activities to a higher level. Over the coming period, Amsterdam RAI aims to study how CSR can be made more measurable within the organisation and how we can provide a better insight into our sustainability aspects. This will allow us to better monitor our own progress, and demonstrate that Amsterdam RAI is realising its aim to be a frontrunner in this field.



Amsterdam RAI was one of the 25 finalists nominated by Dutch newspaper De Telegraaf for the Green TOP 100; a prize awarded to the greenest company in the Netherlands for which over 150 companies from various sectors had registered. The nomination served as recognition that Amsterdam RAI is indeed a frontrunner in its sustainable initiatives and performance.

1.2.1 CSR themes

The CSR ambitions of Amsterdam RAI have been translated into concrete goals for the most relevant CSR themes within the conference and event sector:

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

The coming period will be focused on enriching our CSR policy, part of which is evaluating the aforementioned themes. Amsterdam RAI will be looking at issues such as the specific sector guidelines of the Global Reporting Initiative for the event industry, and actively discuss CSR with our stakeholders. Other important guidelines such as EarthCheck and Green Key will also continue to play an important role.

1.2.2 CSR implementation

CSR is solidly embedded within Amsterdam RAI, with a CSR manager who monitors sustainability progress and an organisation-wide network of CSR ambassadors who realise the rollout of the various CSR activities. Every year each department includes CSR objectives in its Business Balance Score Cards (BBSC) that were formulated specifically for each department in 2011. As a result of these specific goals, departments and employees are more involved in and feel more responsible for CSR activities, keeping CSR 'alive' on the shop floor.



'Amsterdam RAI aims for sustainable results'

This core value was officially introduced within Amsterdam RAI on National Sustainability Day on 11 November 2011. By including 'sustainability' as an official core value, Amsterdam RAI aims to reinforce its ambition to be the most sustainable event location in Europe by 2013.

With the term 'sustainable results', Amsterdam RAI expresses its intention to be a successful business that contributes to a sustainable society and tries to ensure a good balance in all its choices. Amsterdam RAI believes that sustainability adds value to the organisation, and including it in the company policy will lead to more clients and more engagement among employees, allowing Amsterdam RAI to achieve better financial results.

External recognition

Amsterdam RAI can look back on a successful and sustainable year. In the final quarter of 2011 the RAI acquired no less than three major CSR/environmental certificates, namely an ISO-14001 certification, a golden recertification from Green Key and a silver recertification from EarthCheck. The certifications confirm that Amsterdam RAI has managed to firmly establish its sustainability policy and goals in its organisation and operational processes.

For its future CSR policy, Amsterdam RAI is focusing on various developments, including the possibilities of ISO 26000 and carbon management.



ISO-14001

After the ISO-9001 certification earlier in 2011, Amsterdam RAI Convention Centre also acquired the ISO-14001 certificate; a unique performance for an exhibition and conference centre of this size in the Netherlands. The internationally accepted standard for environmental management systems is aimed at complying with environmental legislation and regulations and reducing pollution. In environmental terms, Amsterdam RAI measures up to various international convention centres, including Brisbane (Australia), Helsinki (Finland), Barcelona (Spain) and Kuala Lumpur (Malaysia).



Green Key

Amsterdam RAI has been in possession of the golden Green Key for its convention centre since 2008. This year it achieved no less than 24 optional Green Key points; quite a few more than the required 18 points. Amsterdam RAI even managed to receive the maximum score for the aspects Environmental Management, Water, Food and Beverages and Environmental Awareness.



EarthCheck

In 2011 Amsterdam RAI was recertified for the silver EarthCheck status. During the recertification audit the auditor was especially impressed with our compliance with legislation and regulations, our sense of responsibility with regard to noise and transport emissions, our waste management and energy consumption (and particularly the many changes made to further reduce consumption), and the broad focus on CSR. Amsterdam RAI was also commended for its waste separation processes: 'One of the best operational waste separation processes in the business.'



1.3 Stakeholders

Amsterdam RAI always strives to find the right balance between the various interests of our stakeholders within our operational management. Our main stakeholders are:

- Clients
- Suppliers
- Employees
- Shareholders
- The corporate sector
- Neighbourhood residents.

Throughout the year Amsterdam RAI organises separate occasions to communicate with each stakeholder group in order to keep up-to-date with the latest developments. Within the framework of improving the CSR policy, in 2012 Amsterdam RAI will start a dialogue specifically aimed at the CSR policy and Sustainability Report.

Satisfied clients

In 2011, Amsterdam RAI established new research methods to measure client satisfaction at both the Convention Centre and RAI Exhibitions. Within the former the method is based on the Customer Experience Journey – mapping out client opinions and the requirements and challenges they face in dealing with Amsterdam RAI before, during and after an event. The research comprises a detailed qualitative and quantitative survey among organisers, exhibitors and visitors. The new method is being implemented in 2012 and surveys approval at specific moments. This gives immediate insight into client satisfaction and loyalty from the time an event is booked right through to its completion.

The Touchpoint research method has been implemented within RAI Exhibitions. This

new methodology not only looks at the satisfaction of clients at specific times but also at the relative importance of the individual 'touchpoints' for the overall success of the exhibition. In this way we gain insight into which areas can be augmented for each event – or, in other words, which buttons the exhibition team can press to enhance client satisfaction. Part of these survey results can also be used by the Convention Centre as input for the customer experience journey research. The 'key learnings' are shared between the teams to optimise both systems and connect them as closely as possible to each other.

Networking

Amsterdam RAI is represented in a number of industry networks, such as:

- NBTC – Netherlands Board of Tourism



- & Conventions
- ATCB – Amsterdam Tourism & Convention Board
- UFI - The Global Association of the Exhibition Industry
- GMIC - Green Meetings Industry Council
- ICCA – International Congress & Convention Association.

The complete list is published in appendix 2.

Amsterdam RAI has been a member of the Green Business Club of the Zuidas business district since 2011. The Green Business Club is an impact organisation whose members initiate, stimulate and realise sustainable projects in the Zuidas district. Participation in the Zuidas Green Business Club offers various opportunities such as

sharing best practices, inspiring others with CSR activities, and finding partners to develop and implement CSR activities. Amsterdam RAI is also partner of MVO Nederland (CSR Netherlands). MVO Nederland is the national knowledge and networking organisation for corporate social responsibility and gives access to a growing network of companies and organisation with high ambitions in this field.

Green Meetings Industry Council: Netherlands Chapter

GMIC is a global organisation focused on increasing sustainability within the event industry by means of education and creating a network of sustainable businesses. The Dutch GMIC chapter was established in 2011. It offers some 40 members a platform to share best practices

with sustainable organisations in the sector in order to increase the number of green premises, services and business meetings in a measurable way. Babs Nijdam, who works at Amsterdam RAI, is one of the initiators and currently chairs the organisation. This further demonstrates our leading role with regard to increasing sustainability in the sector.

Participation in UN Global Compact

The Global Compact Initiative is an international platform where companies, UN organisations, trade unions and civil society cooperate to interpret ten principles in the field of human rights, labour conditions, protecting the environment and battling corruption. By participating in Global Compact Amsterdam RAI endorses the ten Global Compact principles.

2. CSR-reporters wanted!

In preparation for this Sustainability Report, we asked our CSR ambassadors for assistance. In 2011 each department within the RAI has included a CSR goal in its departmental goals.

To gain insight into how each department approached this we asked several CSR ambassadors to spend 30 minutes with one or

more managers. The results are summarised in the following short interviews.





Carla Granaada, CSR ambassador and Communication & PR Manager at RAI Exhibitions interviews Annette Kuiper, Exhibition Manager of the Huishoudbeurs, about the partnership with Urgenda

Huishoudbeurs and Urgenda form a great team to increase the exhibition's sustainability

Sustainable business is becoming increasingly important and necessary in today's society, and the Huishoudbeurs exhibition, the largest consumer fair for women in the Netherlands, is very aware of its responsibilities in this respect. Urgenda, an organisation that stimulates sustainability in the Netherlands, has been an important partner of the Huishoudbeurs for some time now.

Making headway in sustainability

Carla Granaada spoke to the Exhibition Manager of the Huishoudbeurs, Annette Kuiper, who is also involved in the 'green aspect' of the largest Dutch consumer exhibition of its kind. "For Huishoudbeurs 2011, we worked with Urgenda to organise the first green pavilion at the exhibition related to sustainability. Over 30 partners and standholders participated and visitors could taste, smell, see and feel how sustainability goes hand in hand with pleasure and developing taste. At the Urgenda Pavilion visitors took part in workshops, watched shows focused on green fashion and children's clothing, tested sustainable detergents and equipment, and tasted delicious and innovative flavours."

"Although we can still achieve a lot more in this field, the Huishoudbeurs is making headway in terms of sustainability together with our partners. And we will continue to work on this issue with enthusiasm and passion!"



Marcel Jongkind, CSR ambassador and Licenses Officer interviews Rik Grooteman, Manager Credit Control

Digital invoicing is more than paper friendly

The idea of digital invoicing has been a long-term goal for Rik Grooteman, Manager Credit Control. The best aspect is that clients receive their invoice right after placing their orders and pay them immediately. Not only is it a CSR goal to use less paper, the process change also makes the lives of our clients much easier and faster as well. The goal to send 25% of all invoices digitally was included in the BBSC of Credit Control in 2011.

Success

And the goal was attained! This was partly the result of sales via the webshop, with 25.5% digital invoices, and the completely digital invoicing process used by RAI Hotel & Travel Service for long-distance visitors. It was interesting to note that Amsterdam RAI clients saw it as a matter of course that they no longer received their invoices on paper. They were actually surprised that it took so long.

"I would like to see all invoices being sent digitally immediately after ordering", adds Rik Grooteman. "Although this is not yet possible, we are working hard to achieve it. The BBSC for 2012 states that the number of digital invoices must be doubled. With the latest update of EBMS this goal has become much more attainable."



Sandra Boelen, CSR ambassador and Planning & Work preparation employee interviews Vincent Elsing, Manager Flex Management

Old clothing gets new destination

Vincent Elsing is responsible for the Hospitality Crew Centre, which hands out the clothing worn by flexi-workers during exhibitions, conferences and other events.

"Our clothing is intensively used and can quickly become worn", says Vincent. "We want to ensure that the old clothing ends up in the right place, which is why I started looking for a partner that also had CSR high on the agenda. We found one in KICI, the largest independent charity clothing collector in the Netherlands. Our clothing without logo has been made suitable for reuse, while clothing with an Amsterdam RAI logo is used to stuff mattresses. The cooperation has gone very smoothly."

The future of clothes

"For 2012 we chose to purchase linens from Max Havelaar," Vincent continues. "They work with natural materials and produce the linens without child labour. We are also entering into a collaboration with Texperium to see whether there are any other options to give our old clothing a new purpose."



Huib Vreeken, CSR ambassador and Chef de Parti interviews Paul Conijn, Culinary Product Specialist at Amsterdam RAI

Sustainable products on a daily basis

"Thanks to the cooperation between Amsterdam RAI and various parties located close to our premises, we can now use sustainable local products on a daily basis", says Paul Conijn, Culinary Product Specialist at Amsterdam RAI.

The Ridammerhoeve, for example, is a children's farm and an organic goat farm in the Amsterdam Forest (Amsterdamse Bos). It milks around 120 goats and has approximately 250 laying hens. "The goat's milk is used to produce cheese and other dairy products such as yoghurt, buttermilk, butter and even goat's milk ice cream", Paul continues. "We are pleased to include these products in our catering range." In addition, the Ridammerhoeve farmers partner with the Landzijde Foundation to enable handicapped people to become full members of society.

Other sustainable suppliers

Amsterdam RAI also uses vegetables and herbs from the Amsterdam nursery Osdorp, which again employs people with a handicap in the production of sustainably cultivated products. "Zuiderzeezilver Waterlandweelde and Kees&Elly, our local cheese suppliers, are other partners that we are glad to work with and who supply nice sustainable products. It is something I am very proud of."



Arno Tromp, CSR ambassador and Controlling employee interviews Nynke Lipsius, SSA Exhibition Manager

NS deal for Safety & Security Amsterdam 2011

An agreement between Amsterdam RAI and Dutch rail company NS enabled visitors to SSA 2011 to travel by train to the RAI from any station in the Netherlands and back for only € 7.50. The goal was for at least 1500 people to use the offer, the equivalent of approximately 15% of the exhibition visitors. The results were excellent with over 3272 visitors taking advantage of the NS deal (around 36% of the total number of visitors).

Easy accessibility by train

"It was challenging to ask this target group to travel by rail", says Nynke Lipsius, Exhibition Manager of SSA. "We thought it would be especially difficult to get installers on the train as they usually come in their van. It turned out that many people were happy to benefit from the NS deal; trade association UNETO-VNI even thought about offering the train passengers something to read!"

While sustainability and the environment were important factors to Amsterdam RAI, the visitors mainly used the special offer due to the easy accessibility of the RAI by train and the parking pressure during busy exhibition days.



Cheryl Heineman, CSR ambassador and employee of the Marketing & Innovation department interviews her co-workers Yvonne Nassar and Michelle Portegies

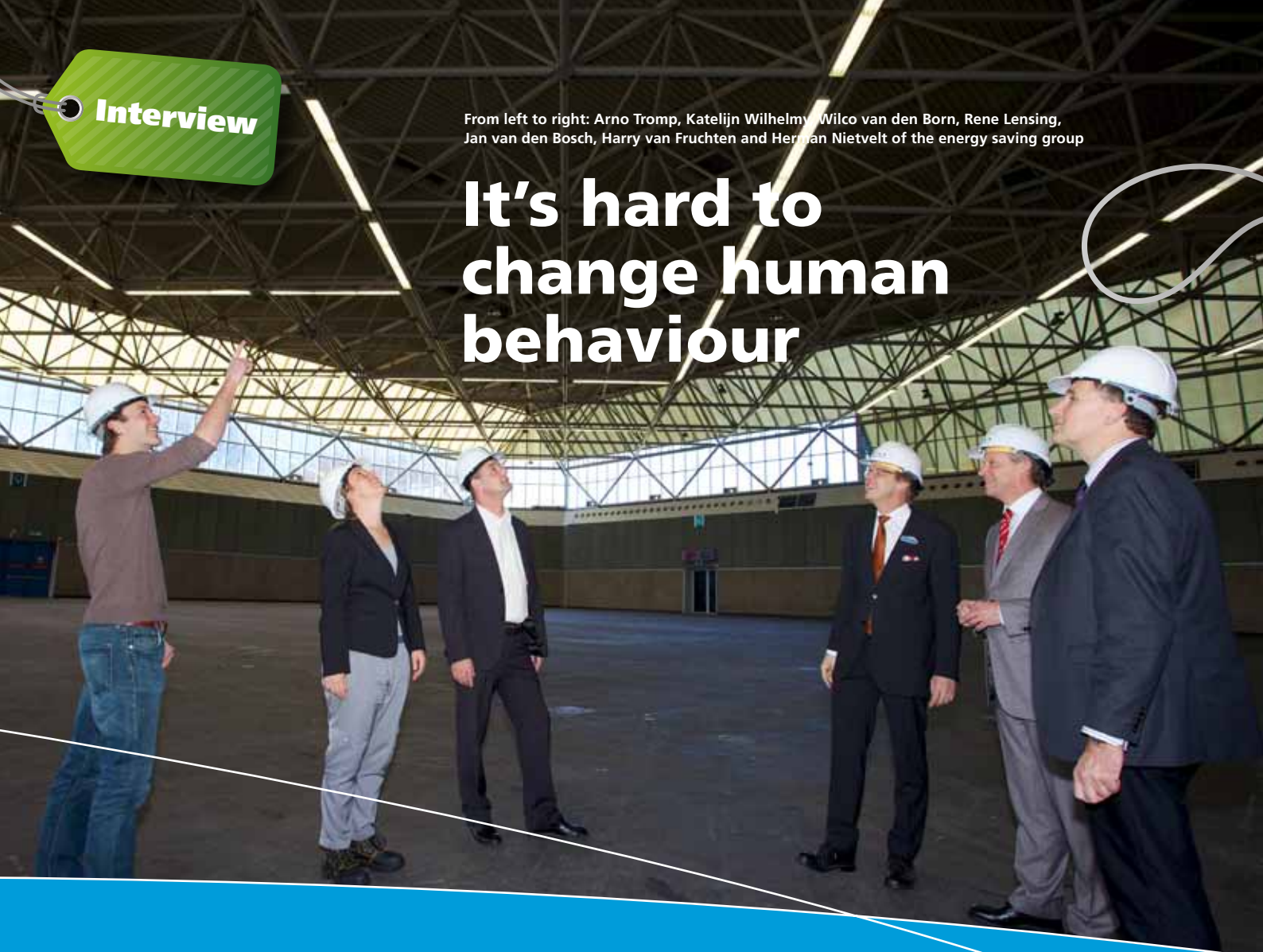
Aiming for 80% of all promotional gifts to be sustainable

'Nice gift!' That is often the first thought, swiftly followed by: 'But what am I going to do with it?' This is exactly the question we asked ourselves. Amsterdam RAI gives stakeholders gifts to establish or strengthen relationships, and the process always includes thinking about whether the gift has added value to the receiver. With this in mind and within the framework of sustainability, we developed the promotional gift plan. This year's goal was to make at least 80% of all new promotional gifts sustainable and we exceeded this target by ten percent. Moreover, in addition to the purchasing of gifts we also included sustainability in the gifting process.

"In the past we distributed goodie bags containing flyers, brochures, pens and the like during (business relation) events", says Yvonne Nassar. "This is no longer the case as information is stored on USB sticks." Michelle Portegies adds: "Interested parties can choose to take one or indicate that they prefer to receive everything by mail. We are very conscious about distributing information and gifts." The Marketing & Innovation department plays a central role in promotional gift management.

So what is the best gift according to Michelle and Yvonne? "The Delft Blue Blond mug, of course."

It's hard to change human behaviour



'Over the past few years Amsterdam RAI has learned various important lessons regarding energy savings; for example that proper measurements are essential for accurately evaluating the results or making changes whenever they are required. Intelligent technical solutions alone are insufficient when trying to achieve high ambitions; human behaviour also plays an essential role. More energy-awareness can result in savings of up to five percent. Unfortunately, in practice it is much more difficult to change human behaviour and habits.'

Economy

Corporate social responsibility recognises that an organisation includes people, the environment and financial feasibility in its decision making process. This also applies to Amsterdam RAI. Major investments in energy-saving technologies can contribute to a substantial energy reduction, but the economic reality does not always allow these investments.

Energy saving TL lighting

One of the main results achieved by Amsterdam RAI is replacing all the TL lighting. Supplier GreenFox has adapted the existing fixtures to make them suitable for t5 lamps, which use far less energy than the regular TL lighting previously used by Amsterdam RAI. Amsterdam aldermen Andree van Es and Maarten van Poelgeest both came to

inspect the energy-saving method. An added benefit of our cooperation with GreenFox is that they outsource activities to a sheltered workshop. This way both Amsterdam RAI and GreenFox contribute to the labour participation of this group, which offers in turn both environmental and social benefits!

Replacing TL fixtures in figures:

7,593	Fixtures
10,935	TL lamps
2,531	Man hours for sheltered workshop
719	Tons of CO ₂ reduction a year

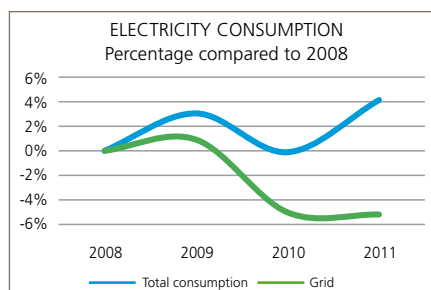
3. CSR performance

In 2008 Amsterdam RAI determined seven main themes, formulating specific goals for each as we aimed to become a frontrunner in the conference and event industry. This chapter examines the results of four years of CSR policy.

3.1 Energy and climate

3.1.1 Goals and results

Amsterdam RAI's goal is to achieve a 25 percent reduction in energy consumption per rented square metre in 2013 compared to the reference year 2008. By late 2011 we had achieved the following:



Amsterdam RAI purchases green power generated by hydropower for its electricity consumption.

The exact energy consumption figures are listed in appendix 1. Unfortunately Amsterdam RAI is not yet on course, which can be attributed to several reasons.

Electricity

Amsterdam RAI distinguishes between three types of electricity users; the RAI itself, organisers and exhibitors. The RAI is experiencing a reduction in its own electricity consumption, something we have a major influence on and in which our efforts are translated into direct results. Despite our hard work and investments, the total electricity consumption increased, however; partly due to a higher commercial occupancy and a record year of consumed electricity by organisers and exhibitors. Amsterdam RAI has little influence on the electricity consumption of organisers and exhibitors. Exhibitors have been using more electricity over recent years due to the increased use of TV screens, computers and other electronic devices. Overall, even when weighed against occupancy (indexation), consumption increased by four percent. Without including purchased electricity, consumption dropped by five percent. In this respect Amsterdam RAI is falling behind on its goals. To stay on track, Amsterdam RAI would have had to realise savings of 15 percent compared to 2008.

The main reasons for the shortfall in energy reduction are:

- The investment in replacing neon lighting by LED lighting has been postponed to the summer of 2012 due to technical issues. This also applies to the planned switching off of the 750 RAI live screens whenever Amsterdam RAI is closed.
- Replacing the TL lighting in the halls and parking garages started in late 2011 and will continue until early 2012. The results thereof are therefore not yet clear.

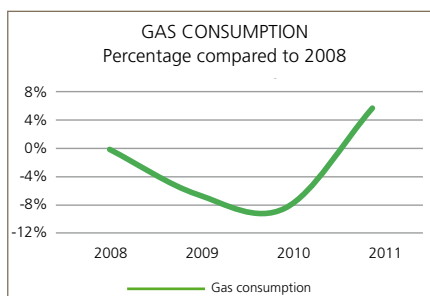
In 2011 Amsterdam RAI again participated in Earth Hour, an initiative of the World Wildlife Fund in which many millions of people worldwide simultaneously turned off their lights for a period of one hour on Saturday 26 March at 20.30 to show their support for the environment. As a sustainable convention centre, Amsterdam RAI contributed to this special event by switching off various light sources (blue neon contour lighting, the advertising tower and outside lighting of the halls).



'We see Amsterdam RAI as a decisive, pragmatic organisation with a warm approach towards our working method. As one of the frontrunners in embracing our methods, it played an important part in the establishment of GreenFox.'

Gas

Due to all our power saving efforts and a reasonably mild winter, the overall gas consumption was less than in 2010. Nevertheless, Amsterdam RAI has not achieved its intended savings in terms of percentage. An important reason for this is that Amsterdam RAI had the highest commercial occupancy rate in years (almost 5% higher than in 2010).



3.1.2 Energy reductions in 2012 and beyond

Amsterdam RAI will continue its efforts to further reduce energy consumption through various measures and activities.

Energy work group

The composition of the energy work group is diverse, with representatives from various departments within Amsterdam RAI. This ensures a wide range of perspectives and thoughts on solutions that can contribute to reducing energy consumption.

Combined heat and power (CHP) system

Amsterdam RAI is currently preparing for the placement of one CHP and looking into the possibility of a second CHP. The investment in a CHP had already been planned but was postponed due to objections lodged against the licenses by the building inspectors (welstands-commissie). Realisation is now planned for September 2012 and the project involves an investment of approximately € 1,300,000. A CHP is a generator that produces electricity plus heat as a by-product which results in a yield on residual heat of 95 percent. This heat can then be used to warm the halls or be stored in one of our three thermal storage units for later use.

Day and continuous power

In 2011 Amsterdam RAI started providing day and continuous power to its clients. Day power is shut down at night to prevent electrical equipment from consuming unnecessary energy. When clients require power during the night, they can choose to purchase continuous power. By implementing higher costs for continuous power than for day power, Amsterdam RAI stimulates its clients to use day power wherever possible.

Replacing neon lighting by LEDs

In the third quarter of 2012 Amsterdam RAI will be replacing the neon contour lighting

on the outside, a total of 1,500 running metres, by LED lighting. This is expected to result in 7 percent savings on the electricity consumption. The lighting in the conference rooms will also be replaced by LEDs.

Cooling station in the Nieuwe Meer lake

The cooling station in the Nieuwe Meer lake is expected to begin operations in 2014/2015. The system cools water using the water in the lake, which means it will no longer be necessary to use natural gas for cooling. The RAI is researching whether it is cost-efficient to connect to the station.

Measurability

Achieving further energy savings requires more measuring. Since 2011 exhibitors are being provided with their own electricity meters so that they bear the costs for the energy they consume. Amsterdam RAI hopes this will lead to a more conscious (and reduced) energy consumption. Amsterdam RAI will also develop a plan with its organisers to further reduce energy consumption.

Another 'measurement method' is placing electricity meters in the various spaces within Amsterdam RAI to gain insight into where energy consumption is highest and enable more specific investments in reducing energy consumption.

Reassessment of 2008 goals

Together with external experts, Amsterdam RAI has started reassessing the report composed in 2008 on energy-saving possibilities within Amsterdam RAI. This includes evaluating what has already been realised and what issues have yet to be tackled. It also includes researching whether new technological energy-saving measures have become available since 2008. The conclusions of the final report will be available in mid-2012, and will form the foundation for a new action plan for the coming years.

Examples of solutions from the energy work group:

- Creating extra doors and realising a test with speed doors to prevent the unnecessary escape of heat or cold air.
- More efficient systems settings.
- Using energy-saving lighting within the RAI's operational management.
- Using energy-saving alternatives in the product range, such as low-energy light bulbs.
- Performing a feasibility study into the (partial) usage of biogas, for example generated from manure.

toilet

douche

Wilco van den Born
Manager Bouw &
Techniek



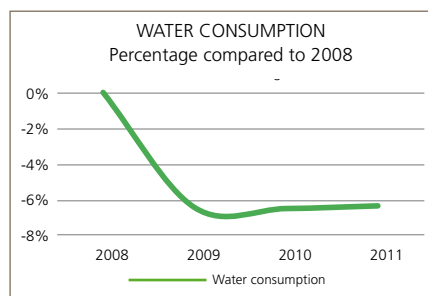
75% reduction in water consumption when washing hands?

3.2 Water

The consumption of drinking water at Amsterdam RAI is mainly determined by sanitary and kitchen installations. The cooling towers are also supplied with tap water.

3.2.1 Goals and results

Amsterdam RAI aims to reduce water consumption by 25 percent per rented square metre by 2013 compared to reference year 2008. In late 2011 Amsterdam RAI had achieved the following:



The intended savings of 15 percent have yet to be realised. The total water consumption in 2011 was slightly higher than in 2010 as a result of the higher commercial occupancy rate. Additionally, Amsterdam RAI decided to prohibit the use of electric coolers in the halls to save energy and use water coolers instead, which results in a lower energy consumption but a higher water consumption. Amsterdam RAI is also legally required to flush systems regularly to prevent legionella.

3.2.2 Water savings in 2012 and beyond

There are several measures planned to achieve the intended 25 percent reduction in water consumption by 2013:

- A test with a new water filter and foaming soap, which is expected to reduce water consumption while washing hands by 75 percent.
- Amsterdam RAI is looking into an alternative for water cooling. If it is found, water cooling in the halls will be prohibited.
- Amsterdam RAI is looking into a new method for managing the risk of legionella that would minimise water consumption.
- In the planned new construction, Amsterdam RAI will be using a grey-water system in which rain water is collected via the roof and then used for watering all the plants within Amsterdam RAI.

Josieke Moens
(Production Manager)

A leading European player in waste separation

'Amsterdam RAI is a European frontrunner in the field of waste separation. Our final challenge was finding an end product for our carpet waste, which we succeeded in doing in 2011. Carpet waste is now used as a combustion product in the cement industry. An added benefit is that the price of processing carpets has gone down. EarthCheck was impressed with the waste separation processes at Amsterdam RAI; this was a considerable compliment!'

Mokum Mariteam

A major highlight regarding waste in 2011 was the first shipment of waste from Amsterdam RAI by Mokum Mariteam over water, a sustainable alternative for road transport that transfers waste using the Amsterdam canal system. The first haul was a success, but there is still room for some improvement, such as combining multiple types of cargo to ensure that the vessel is loaded at all times. This requires cooperation with multiple parties. To continue shipping cargo via the canals it is important to Amsterdam RAI that the vessel is full both when coming in and when leaving. This could be achieved, for example, if it were to supply goods and take out waste on the way back.

Continuing our efforts

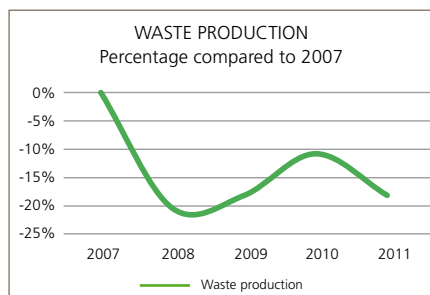
Amsterdam RAI has made substantial progress with its waste policy and has become a true frontrunner in this field. It is important, however, that Amsterdam RAI continues to look into possible improvements. Similar to energy consumption, an important aspect herein is human behaviour. How can Amsterdam convince organisers and exhibitors of the importance of waste reduction and proper waste separation?

3.3 Waste

3.3.1 Goals and results

The waste goal of Amsterdam RAI is to achieve 25 percent more waste separation and reduction in 2013 compared to 2007. Amsterdam RAI aims to increase its waste separation and achieve a waste reduction by five percent per year.

The situation in late 2011 is as follows:



Amsterdam RAI is making good progress which regard to waste reduction. In 2011 we achieved a fall of 19 percent, only one percent less than the intended 20 percent. The waste separation goal for residual waste as a proportion of total waste is to achieve a reduction of 25 percent. In reference year 2007 the percentage was 81%, which means that it is our final goal to achieve a percentage of 60% residual waste. In 2011, the residual waste percentage was 48%, which means that this ambition has already been surpassed.

3.3.2 Measures to promote waste separation

Aligning the waste chain

In 2011 Amsterdam RAI started a pilot project with its waste collector and cleaning supplier. One of the goals is to improve the alignment between these two parties and Amsterdam RAI, and achieve a more efficient use of personnel and equipment. The main change in the waste process was outsourcing the set-up and breakdown processes to waste-processing company ICOVA, which has now taken over the internal waste transport and the transport on the exhibition floor. Additionally, ICOVA employees were used as environmental inspectors to support exhibitors and inform them of their responsibilities. Moreover, the tasks of the environmental inspectors have increased. These changes have led to a number of improvements, including a more efficient organisation of transport that has reduced the number of staff and transport equipment needed. The waste separation percentage has improved due to increased supervision by the environmental inspectors who ensure that exhibitors clean up their waste and deposit it in the proper containers. An added bonus is that a clean exhibition floor increases safety in the halls.

Pilot goals:

1. Improving the ratio between waste charged to the organiser vs. the exhibitor (at least 5 percent)
2. Further reducing the residual waste percentage (at least 5 percent)
3. More efficient use of personnel and equipment

Charging exhibitors

In 2011 Amsterdam RAI started a pilot project in which it charges the costs for residual waste to the exhibitors in favour of the organisers. This measure ensures

that exhibitors separate their waste flows more carefully to achieve cost benefits. The Huishoudbeurs 2012 will be the final pilot. As a result of the positive experiences, Amsterdam RAI aims to implement the measure in 2012.

Plan of approach for large events

In the autumn of 2011, Amsterdam RAI started developing an individual plan of approach for large exhibitions together with its cleaning supplier and waste collector. The plan indicates how waste flows should be processed per stage of the specific event (set-up, furnishing, event and breakdown). This includes, for example, deciding what separation equipment is available, who has what task, and the specific characteristics of the event. These dedicated plans of approach will allow Amsterdam RAI to improve the waste process management and achieve its waste goals.

Waste reduction

Although we have managed to reduce waste at Amsterdam RAI compared to last year, there are still several outstanding issues. In practice it seems that Amsterdam RAI only has a limited influence on the total amount of waste, and that there are various other factors at play:

- The economic situation: A less positive economic situation means that standholders in particular will take away their own waste for reuse.
- The type of exhibition: A large conference results in relatively little waste because the lack of individual stands.
- The level of CSR awareness: How do exhibitors, organisers and suppliers use materials?
- The presence of environmental inspectors who ensure that waste costs are passed on to the waste producer (exhibitor). As a result, exhibitors often choose to take away their own waste.



Most trajectories within Amsterdam RAI these past few years were about 'increasing sustainability'. The increased focus on CSR, the quality policy and the safety policy are examples of issues that we have actively supported within Amsterdam RAI. This includes reducing the number of transport kilometres (CO₂ reduction), considerably improving waste separation, implementing technical innovations and realising logistic innovations via transport over water.

The last item is a CSR dilemma. Although exhibitors taking away their own waste results in a waste reduction for Amsterdam RAI, we have no influence on its eventual processing. Amsterdam RAI guarantees the proper processing of the various waste flows.

3.3.3 More sustainable waste transport

In September Amsterdam RAI signed for sustainable goods transport via the water organised by Mokum Mariteam with 'Cargo through the Canal' (*Vracht door de Gracht*) an efficient and environmentally friendly transport system for the inner city of Amsterdam that uses the existing the canals.

Amsterdam RAI is one of the first to use this sustainable initiative. Including the collection of return cargo, each full Mokum Mariteam vessel replaces five to six city trucks, while the vessels are powered by silent and clean electric engines. In this project Amsterdam RAI works with ICOVA, one of the initiators of Mokum Mariteam. ICOVA's press cassette system, the Ecocassette that compresses company waste to increase the maximum transport volume, ensures an optimal yield for the return trip.

3.3.4 Waste policy in 2012 and beyond

Amsterdam RAI has already taken major steps forward with regard to waste separation and reduction. The main challenge now is to continue on this positive path. Additionally, Amsterdam RAI is working on optimising the waste chain and researching how it can place waste responsibility with the organisers. It is also looking into possibilities of using waste for new end products. For example, in 2012 frying fat will be collected separately and used by ICOVA to produce bio-fuel.

Other waste initiatives in 2011

- Confidential documents are no longer collected and processed individually but directly shredded in the offices and compressed with the regular paper flow to reduce transport movements and processing costs.
- Instead of using open containers, Amsterdam RAI has placed two 'Ecocassettes', a closed and more hygienic waste system that compresses more waste and reduces transport movements.

What does ICOVA do with waste from Amsterdam RAI?

Residual waste

The ICOPOWER® system helps process waste and residual products. A mechanical separation of the waste produces a (secondary) source of energy with precise combustion characteristics, the ICOPOWER® energy pellet, which is used to replace primary fuels such as coal.

Wood

Wood waste is used in the production of chipboard.

Paper/plastic

Old paper is recycled as new paper and old plastic is used to produce film.

Glass

ICOVA supplies glass waste to producers that use it to make new glass.

Metal

Old metals are melted and used as a raw material for new metals and sheet metal.

Chemical and hazardous waste

Chemical waste is collected in special containers at Amsterdam RAI. These containers are collected and processed by the Van Vliet Groep, a sister company of ICOVA, and then disposed of in the proper way.

Amsterdam RAI has various chemical and hazardous waste flows:

- Cleaning products
- Contaminated waste water
- Waste oil
- Paint residue
- Printer toners
- Contaminated packaging
- Nickel-cadmium batteries
- Gas discharge lamps
- Spray cans

The waste and recycling percentages are available in appendix 1.

Roelof Hellemans
(Manager Traffic Management)

Increasing sustainability through cleaner modes of transport

‘By stimulating employees and visitors to use cleaner modes of transport when coming to the RAI we can achieve major headway with regard to sustainability. One possibility is reducing parking costs for green vehicles, for example. The main question is: How can Amsterdam RAI reach individual clients in order to stimulate them to make the right transport choice?’

On-time information

Amsterdam RAI is currently working with its stakeholders the Department of Waterways and Public Works (Rijkswaterstaat), the City of Amsterdam, the Amsterdam Department of Infrastructure, Traffic and Transportation (DIVV) and the Amsterdam South district council to provide visitors with up-to-date information. This means that they are informed about the traffic situation on the road on their way to Amsterdam RAI and stimulated to divert to other parking areas and take shuttle buses from there to the RAI complex. The system does not yet function optimally, however, and there are still many improvements to be made. Correct

information about the route to Amsterdam RAI can prevent congestion and deviations and thus reduce CO2 emissions.

Buffering large vehicles

A major step taken by Amsterdam RAI in 2011 is the partnership agreement with D.B. Schenker. Part of this agreement is the buffering of goods transport, in which every truck driver has a predetermined time for approaching Amsterdam RAI. This results in a better organisation and less congestion and waiting times, which benefits the environment as well as the drivers.



3.4 Mobility

3.4.1 Goals and results

Amsterdam RAI's mobility policy has several main goals:

- Preventing traffic congestion during the first set-up days of exhibitions
- Stimulating the use of other modes of transportation instead of cars
- Limiting and preventing emissions
- Limiting and preventing traffic problems and sounds.

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 taking various temporary measures. Amsterdam RAI also tries to stimulate the use of public transport. These efforts have had good results: We have received very few complaints about traffic problems from neighbourhood residents and there is hardly any congestion during the setup days. In these efforts the RAI cooperates with several parties.

Partnership with logistic services provider

Amsterdam RAI has signed a partnership agreement, in which D.B. Schenker has been appointed as the logistic services provider in the exhibition and conference centre Amsterdam RAI. Embedding sustainability in the logistics process is an important aspect of the agreement. One of the ways to stimulate the sustainability is the introduction of buffer times to reduce waiting times for goods transport. This means that trucks can only (un)load goods at predetermined times, resulting in less congestion and reduced CO2 emissions and traffic problems in the neighbourhood. Schenker is also actively working on the use of more sustainable modes of transportation, such as electric trucks and the use of soot filters. Trucks without soot filters are prohibited access to the halls of Amsterdam RAI.

Collaboration with transport company Connexxion

In addition to the logistic transport, Amsterdam RAI also stimulates sustainability in passenger transport. It has agreed to a best effort obligation with service provider Connexxion with regard to expanding the use of electric shuttle buses in the long term in order to reduce emissions, odour and noise pollution around Amsterdam RAI.

Collaboration with Dutch railway company NS

The public transport deal allows visitor to travel to the RAI at reduced costs with a combination ticket for the exhibition and public transport. In 2011 the public transport deal was available for 13 exhibitions. Visitor surveys show that client appreciation for the accessibility of Amsterdam RAI has increased overall, 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 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.

3.4.2 Mobility policy in 2012 and beyond

The Greendriver Challenge

In December Amsterdam RAI started a competition for lease-car owners with 60 people participants. The Greendriver Challenge is a drive-style competition that helps organisations increase the sustainability of their fleet and realise attractive fuel savings. The participants compete individually and in teams as well as against other organisations. The winner wins the title of 'Greendriver Champion' and is given the possibility drive a Tesla Roadster electric sports car for a day. The competitive element, the weekly updates and practical tips create awareness among the participants and stimulates them to drive sustainably and reduce CO2 emissions. The Greendriver Challenge runs until April 2012.

Future of the public transport deal

Amsterdam RAI aims to continue offering visitors alternative modes of transportation instead of the car, which is why the collaboration with Dutch railway company NS will be continued in 2012. The successful public transport deals will be offered during both RAI-organised exhibitions and events organised by third parties (national and international). Several issues have arisen as a result of the implementation of the public transport chip card, however, making the future of the public transport deals unclear.

Parking pressure

Amsterdam RAI uses external parking areas during peak times. The availability of these areas will decline in the future, however, partly as a result of less available parking space in the Zuidas district. This will

increase the RAI's challenge to stimulate the use of alternative modes of transportation, especially during large exhibitions or events.

Amsterdam RAI can reduce parking pressure

On the other hand, Amsterdam RAI's parking facilities also create opportunities to relieve the parking pressure in Amsterdam's city centre at quieter times. Amsterdam RAI offers great connections to the centre that will be further enhanced after the finalisation of the North-South metro line, and it therefore sees a clear opportunity to relieve the parking pressure in the city centre by making available its parking facilities at specific times.



Jules Broex
Manager HRM

CSR starts with the individual

'In the past few years Amsterdam RAI has succeeded in translating the CSR philosophy to the individual level. As a result everyone has started to contribute to the RAI's CSR policy within their field of focus. CSR starts with the individual, and Amsterdam RAI is trying to increase this awareness through a continuous emphasis on how simple changes in behaviour can make a great difference. These are things like switching off lights and computers, printing less, and carpooling. By underlining these examples everyone is starting to see that CSR is not just an organisational issue, but that every individual has his or her own responsibility as well.'

Generation management

The success of Amsterdam RAI is largely dependent on good and motivated employees. Demographic developments are reducing the availability of staff, which is why Amsterdam RAI works hard on making its personnel policy future-proof. There are already various possibilities for working indepen-

dent of time and place, and there is a strong focus on diversity. One of our main focal points for the coming period is vitality. The sustainable utilisation of employees is essential to offset the reducing availability.

3.5 Employees

Goals and results

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. The ongoing success of Amsterdam RAI is largely dependent on the expertise, creativity and efforts of its employees, in which the level of hospitality and the creative development of exhibition concepts are essential aspects. After various changes in the organisational structure in previous years, 2011 was focused on embedding these changes and ensuring the optimal functioning of the new teams. The new departments within the Convention Centre and Exhibitions divisions, for example, were supported with regard to personal and leadership development.

In 2011 the emphasis regarding the personnel policy was on creating CSR awareness, new work methods (Het Nieuwe Werken), diversity, the results of the 2010 employee satisfaction survey, and safety at work.

CSR awareness

Over the past few years the employment of CSR ambassadors helped Amsterdam RAI succeed in translating CSR to an individual level, allowing individual employees to realise how they can each contribute to the RAI's CSR policy. In principle, every employee can be appointed a CSR goal, which is included in the evaluation and development cycle. Additionally, the link to two charities and the awareness activities involved also contribute to a greater CSR awareness.

New work methods (Het Nieuwe Werken)

An important part of Amsterdam RAI's strategy is 'to create added value per square metre'. In line with this goal, last year the RAI focused among other things on the ambitions of its employees and the way they want to organise their work in

order to optimally contribute to the goals of Amsterdam RAI. This subject was further developed within the 'new work methods' project. The starting point for these new work methods is that they are in line with the strategy of Amsterdam RAI and that the strategy and work methods strengthen each other. The goal is to create a work environment within Amsterdam RAI that has a good balance between operational excellence and creativity. To achieve this ambition, the RAI started a programme in 2011 focused on the following themes: Steering & space, Flexible working, Learning capacity, and Vision on the virtual organisation.

With regard to Steering & space we developed a clear definition of the desired management style and started a related programme focused on behavioural change. Within the framework of Dare2Share we are working to create an environment which improves cooperation and the learning capacity within the entire RAI, based on knowledge exchange and sharing experiences. The theme Vision on the virtual organisation has been included in the ongoing strategic course, in which the challenge is to connect physical meetings to the virtual world. The Exhibition division recently started a pilot for a new office concept that enables fully flexible working.

Diversity

Amsterdam RAI believes it's important that the management team and Board have a more well-balanced gender ratio. To achieve 20 percent women in management and the Board by 2014, Amsterdam RAI

signed the 'Talent to the Top' charter in 2009, and started a leadership trajectory for potential female top managers in 2010. In 2011 Marieke Visser was appointed as Director Marketing and National Fairs within the Exhibitions division. The participation of various female managers in Board and management meetings further strengthened diversity at the top. The diversity policy further included the standard presence of at least one person from the so-called Y generation (born after 1980) in the work and project groups and steering committees to ensure a more well-balanced age ratio.

Employee satisfaction

In 2011 Amsterdam RAI started working on the results of the satisfaction survey that was held among employees in 2010. The main focus was on work pressure and efficiency, personal development, the reward system and working conditions. Additionally all employees contributed to the aspect of 'From outside in', an inspiring trajectory aimed at translating best practices from other organisations into concrete solutions within Amsterdam RAI wherever possible.

'Safe and hospitable RAI'

Amsterdam RAI Convention Centre is one of Europe's busiest convention centres. During the exhibition season the RAI is a non-stop business where a wide diversity of (international) people and equipment is moved in and out of the buildings in quick succession. The logistics involved in the set-up and breakdown of events are especially dynamic. During these periods, standbuilders and suppliers as well as





organisers, exhibitors and RAI employees have to find their way in a complex working environment. All safety regulations must be followed in order to prevent accidents or incidents. Obviously, these regulations must be in compliance with Dutch legislation and regulations, in which the halls are considered a construction site. As Amsterdam RAI we are responsible for safety within the RAI complex, which means that it is up to us to lay down explicitly clear safety regulations that can be understood and complied with by everyone.

In September 2011, Amsterdam RAI started a new approach regarding Safety at Work during the set-up and breakdown of events, partly at the request of its organisers and exhibitors. In addition to increasing safety awareness, Amsterdam RAI has implemented new regulations as per 1 January 2012 specifically focused on access, the wearing of safety shoes and helmets, smoking, the use of alcohol and drugs, emergency exits,

fire extinguishing equipment, working at heights, transport, young people, and materials and tools.

Our goal is to create a 'safe and hospitable RAI' and ensure a safe and responsible working environment while respecting all individual interests.

Employees in figures

In late 2011 the number of permanent employees expressed in FTEs was 398.0 (2010: 383.0). For the coming years we expect a stable or slightly increasing number of permanent employees. The growth of international events will result in more indirect employment. In appendix 3 a few abbreviations were used:

- Holding:
Board and staff departments
- CC Commercial:
Convention Centre Commercial

- CC Production:
Convention Centre Production & Building
- CC Operations:
Convention Centre Operations

Personnel policy in 2012 and beyond

Preparing for the new strategy

In 2012 Amsterdam RAI will start preparing the organisation for the new strategy, which is focused on the following ambition:

'Amsterdam RAI creates the connection between high quality communities and aims to be a frontrunner in the sector that actively transforms the international exhibition and conference business.'

Creating a link between virtual and physical meetings plays an important part within this ambition. The new strategic



**INSPIRING
PEOPLE**

programmes will also be translated into business and communication plans in 2012, after which Amsterdam RAI will make a start with the implementation thereof.

Vitality

Besides continuing the individual CSR goals and the Diversity action plan in 2012, Amsterdam RAI aims to focus on vitality, or the sustainable deployment of employees. With current developments on the labour market such as the continuous ageing of the population, it is essential that 'older' employees can remain active within Amsterdam RAI. Amsterdam RAI hopes to stimulate this in the coming years by developing the issue of 'generation management'. This involves an age-aware personnel policy, focused on improving the vitality of the employees and monitoring the age ratio within the various divisions, while maintaining Amsterdam RAI's ambitions for diversified teams and departments.

Aligning with education

In view of labour market developments, Amsterdam RAI also wants to ensure sufficiently qualified labour potential in the future. To address this issue in a timely fashion, Amsterdam RAI will actively seek partnerships with educational institutes, both to ensure that the level and nature of education is in line with the practical situation, and to introduce students to the sphere of activities of Amsterdam RAI at an early stage.

Katlijn Wilhelmy
(Communication Manager)

Creating internal awareness for charities continues to be a challenge

'In late October ten RAI employees travelled to Kenya together with some 90 other mountain bikers to participate in the Kenya Classic for AMREF Flying Doctors. Six days to bike 350 kilometres in the shadow of the Kilimanjaro. AMREF Flying Doctors is one of the two charities I have dedicated myself to since I started working at Amsterdam RAI. This difficult physical and mental challenge was an opportunity for me to see what we actually achieve in Africa: Creating a better health for everyone. A great many colleagues were involved in the preparations and the event, and the project contributed hugely to the awareness among RAI employees. And, of course, it resulted in a great contribution to AMREF Flying Doctors.'

Focus

Amsterdam RAI's charity policy is clearly focused on two specific charities, but an increased focus within CSR within the organisation would be a positive development. Amsterdam RAI does a lot of good things within the framework of CSR but it is still quite fragmented.

Charities and the future

In the past Amsterdam RAI has worked hard to create a substantial internal awareness regarding charities. Our next challenge is to structurally embed the charities within the organisation and the (inter)national exhibitions organised by Amsterdam RAI.

3.6 Social engagement

3.6.1 Goals and results

Since 2005 Amsterdam RAI has been supporting two charities, AMREF Flying Doctors and the Emma Children's Hospital foundation, by making an annual donation of € 5000. Amsterdam RAI also values its relationship with the neighbourhood and therefore supports various local initiatives as well.

A major goal for 2011 was to develop a future plan to structurally embed the charities within the internal organisation and the (inter)national exhibitions organised by Amsterdam RAI. The first steps to achieve this have been taken, and the RAI employees have become more clearly aware of the charities, especially as a result of activities related to the Kenya Classic and the inspirational sessions in Emma's Children's Hospital.

Activities in 2011

Emma Children's Hospital

Amsterdam RAI has enjoyed a loyal and intensive relationship with Emma Children's Hospital since 2005, which has so far resulted in donations of over € 100,000 as a contribution to the 'metamorphosis' of the hospital. This 'metamorphosis' is an innovation and renovation process in which care and accommodations are aligned with the various stages in child development to ensure that children are as comfortable as possible despite their illness and treatment.

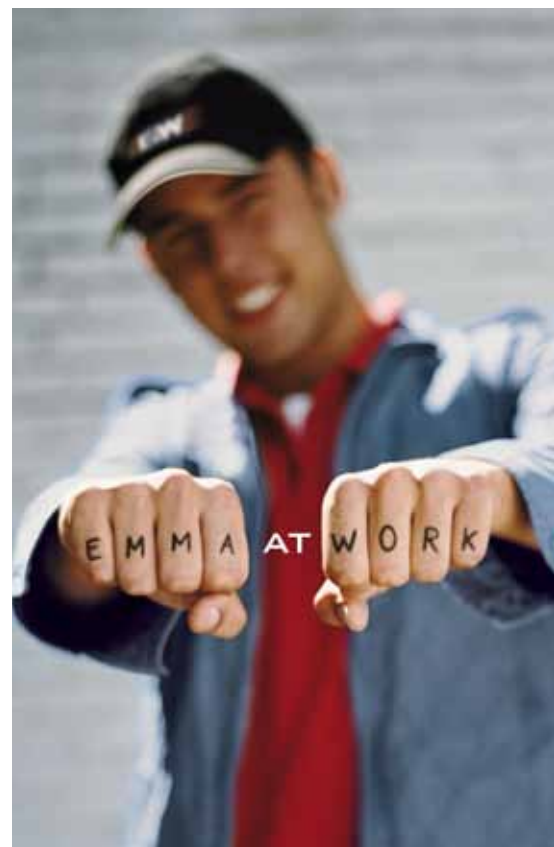
The partnership has become increasingly close. This past summer Emma Children's Hospital hosted inspiration sessions for the members of the national exhibition teams. These led to the idea of an 'action box' that supports (inter)national exhibition teams in developing actions to benefit AMREF Flying Doctors and Emma Children's Hospital. The

Emma Kinderziekenhuis AMC:
Emma Children's Hospital is aware of how special it is to have all these donations from Amsterdam RAI. The RAI is a company that has a sense of engagement and makes an effort to change the psycho-social circumstances of (chronically) ill children. It's not something you see every day and at Emma Children's Hospital we see this very much as a social partnership.

standard inclusion of the charities in the exhibition plans will enhance awareness and lead to more donations. The 'action box' therefore also contributes to the new core value: 'Amsterdam RAI aims for sustainable results'.

Emma at work

In 2011 Amsterdam RAI started a partnership with Emma at Work. The foundation established by Emma Children's Hospital in 2006 is a non-profit employment agency for young people with a chronic physical disease or handicap, helping them find holiday or secondary jobs or a permanent position. In addition to medical care Emma at Work provides social care to youngsters who have often fallen behind their peers. Amsterdam RAI believes it is important to give these young people the chance to gain work experience, and in 2011, it employed several, for instance in the catering department and as receptionist.



Emma@work:
Amsterdam RAI is very important to us. At Emma at Work we see what can be achieved when an employer is open to young people like these. The RAI sets a great example for other employers.

The partnership has positive results for both parties. Based on our experience with joint activities in recent years and on our mutual expertise and quality, we are happy to continue this collaboration to realise a joint goal: Better living conditions and better health in Africa.

AMREF Flying Doctors

Established in 1957 in Kenya as 'Flying Doctors', AMREF has developed into the largest African health organisation. Its goal is to structurally improve the health of vulnerable communities in Africa and help them escape poverty. In the Netherlands AMREF Flying Doctors is active in fund-raising and ensuring responsible use of these funds for AMREF's work in Africa. The organisation also forms a basis for and attracts attention to improving health in Africa. Indicated as an 'institution for general benefit' (ANBI), it has the CBF hallmark and ISO certification.

Over the years, Amsterdam RAI has contributed its knowledge and tools to various fundraising activities for AMREF Flying Doctors. In addition to financial contributions this involved space, technology and personnel which helped keep the organisation's spending in the Netherlands to a minimum. The financial contributions from Amsterdam RAI went to the AMREF programme 'Better health and living conditions in Mtwara' (Tanzania). With this project, which runs until April 2012, Amsterdam RAI supports a water and sanitation project in Mtwara, a region in the southeast of Tanzania by helping install 51 wells.

Local engagement

Amsterdam RAI borders on a popular residential area in Amsterdam. We believe that a good relationship with the 'neighbours' is of great importance, and therefore listen to the local residents and try to prevent any form of inconvenience.

Neighbourhood watch

The immediate surroundings are very important for any organisation that organises and facilitates exhibitions, conferences and other events, as it experiences the direct results of any traffic movements. Over the past few years, Amsterdam RAI has worked hard to reduce the number of traffic movements and the



Kenya Classic

A unique and successful project organised for the first time this year was the Kenya Classic. The Kenya Classic is a physical and mental challenge in which the participants cycle some 350 kilometres in six days over the wide savannah. The Kenya Classic took place in October and allowed ten RAI employees to see AMREF's work with their own eyes. All participants contributed at least € 5,000 in sponsor money for AMREF and paid their own travel and accommodation costs. It resulted in numerous fun fundraising initiatives which raised a total amount of € 85,000. The website www.raifietstvooramref.nl followed the ten cyclists before and during the event.

In addition to this sports event, Godson Maro, programme manager for AMREF in Tanzania, held a lecture for the international exhibition teams to increase the awareness of AMREF's work among RAI employees.

associated noise pollution, traffic congestion and emissions. More details are available in the 'Mobility' section. In addition to the traffic movements, the neighbourhood can also experience problems as a result of poor parking by visitors to the RAI. In order to

prevent this, Amsterdam RAI employs neighbourhood watches during the busiest events who ensure that visitors park in the right areas and not in parking spaces assigned to residents.

Europaplein 50 years

This year Amsterdam RAI has been located on the Europaplein for exactly 50 years. On 14 November, the Board of the RAI and the Board of the local public transport company GVB christened the 'RAI tram' at the Europaplein stop. The anniversary tram drove through the city for a period of six weeks to thank the city of Amsterdam and its residents for 50 years of success at the Europaplein location. The tram depicted some of the most special moments of the past half century.

3.6.2 Social engagement in 2012 and beyond

The plans for the future formulate several key aspects for structurally embedding the charities within the internal organisation and (inter)national exhibitions organised by Amsterdam RAI:

1. Achieving continuity in the partnership with the charities until 2013.
2. Increasing employee engagement regarding the two current charities.
3. Developing coordinating actions and implementing them in RAI.

In addition to the issues listed above, Amsterdam RAI wants new initiatives to be stimulated and supported whenever they strengthen the core value 'Amsterdam RAI aims for sustainable results'.

Moreover, Amsterdam RAI has appointed several concrete activities for the Board, Management team and managers, employees and exhibition teams that are also aimed at structurally embedding the charities within the organisation.

Other initiatives for social engagement in 2011

- The Horecava exhibition raised an amount of € 6,100 for the Emma Children's Hospital via the sale of several paintings. The AutoRAI raised an amount of around € 20,000.
- Every international exhibition has an 'Innovation Award' that is presented to the most innovative products and services in the sector. This year the cheque for the proceeds of the registration fees for the Innovation Award, worth € 5,000, was donated to AMREF Flying Doctors. It was presented during the Aquatech in November.
- For the AMREF Flying Doctors fundraising dinner in June, the African Experience, the RAI offered the use of a beautiful room in the Elicium and personnel, free of charge. Amsterdam RAI additionally sponsored two tables and purchased auction items. The proceeds, € 160,450, were for AMREF's programmes to improve the health of young women in Africa.
- After the introduction of a new clothing line for (temporary) operational employees, the clothing from the old line was prepared for reuse and donated to a restaurant in Slovenia that is run by disabled people.
- The activities involving the North/South metro line around and under the Europaplein were a good reason to do some work on the square itself. It was entirely redesigned and repaved, the fencing has been removed and the RAI has once again become a neighbour to the local residents. The Zuidas business district, Dienst Noord/Zuidlijn and Amsterdam RAI decided to organise festivities for the neighbourhood to celebrate the reopening of the square. This event took place on 15 May 2011.
- Each year Amsterdam RAI offers the use of its flag masts to an annual outdoor art exhibition in the Amsterdam South district, 'ARTZuid'.
- Amsterdam RAI offered the use of its parking garages to the Ronald MacDonald Children's Foundation Gala in the Okura hotel.



Rien Ligthart
(Purchasing Manager)

Taking responsibility in the purchasing chain

Amsterdam RAI took a major step in sustainable purchasing when it signed a contract with one of our biggest suppliers, the cleaning and window-washing sector. By signing the Covenant for the Cleaning and Window-washing Sector, we established that the supplier and Amsterdam RAI will jointly ensure good working conditions for the cleaning employees. This is something Amsterdam RAI is proud of.

Step by step

Amsterdam RAI is very aware of its responsibility in the purchasing chain. As a client, Amsterdam RAI can stimulate its suppliers to be more sustainable. This is something that takes time, however. The purchasing organisation of Amsterdam RAI is still young and in development, and this also applies to the procurement policy. In collaboration with the suppliers it has to be determined where in the chain we can achieve greater sustainability. This means that Amsterdam RAI will have to gain a thorough insight into the chain (Supply Chain Management) and the relationship with its suppliers (Supplier Relationship Management). This may require changes in the current purchasing organisation. Amsterdam RAI will further research this subject in 2012, and the results will be translated into a solid procurement policy and plan of approach.

3.7 Procurement

Goals and results

Procurement

In 2008 Amsterdam RAI formulated the following goal with regard to procurement: Amsterdam RAI aims for 25 percent of its supplied products and services to be 'green'. Whether Amsterdam RAI is on track is currently hard to determine. In practice it turns out to be difficult to define 'green products and services'. In 2011 Amsterdam RAI therefore started to further define procurement with the intention of making it more measurable.

There are many initiatives that contribute to procurement within Amsterdam RAI. These are mainly individual initiatives, however, on the article or goods group level. A major example is signing the Covenant for the Cleaning and Window-washing Sector which includes agreements on good working conditions for the cleaning staff. Further professionalization is needed to develop a structure, draw up frameworks and make procurement more measurable. The latter is essential to monitor our progress and change course when needed.

Some of the first steps were taken in 2011. This was achieved by making several analyses about how Amsterdam RAI makes its purchases and tenders and what criteria are applied when choosing suppliers. The results will be drawn up in the procurement policy that will be developed over the coming period. In 2012, Amsterdam RAI aims to test whether the criteria of the government, as published on pianoo.nl, can be followed and applied within its procurement policy. A selection has been made from the products group of NL Agency that comply with Amsterdam RAI's procurement policy. The criteria as listed for the selected product groups are a good starting point and can be made sufficiently concrete and measurable.

The impact on Amsterdam RAI regarding availability, quality and costs will be determined per goods group. Only then



can the RAI make the right choices and develop a realistic growth scenario for procurement.

Stimulating exhibitors

In addition to procurement, Amsterdam RAI aims to stimulate its exhibitors to become more sustainable in their operations and purchases. Several initiatives have been realised.

Sustainable product contest

In 2011 Amsterdam RAI organised a contest in which suppliers could register a sustainable product that would be used by exhibitors during events. Around 100 companies registered, and eventually a professional jury, which included The Netherlands Society for Nature and Environment, selected three products. Laarhoven design won first prize with its sustainable banner, the Roll-up 1 Green. The production of the sustainable banner from Laarhoven saves 80 percent energy, almost completely eliminates harmful substances, and the prints on the banners can be replaced. Cedric Rachmad of Laarhoven design says: "We are proud to be Amsterdam RAI's most sustainable supplier. It is in line with our philosophy to always aim for a sustainable relationship with our clients and partners."

Sustainable products in the exhibitor webshop

Amsterdam RAI offers exhibitors the opportunity to include sustainability when purchasing products for the exhibition floor. There is a sustainable product available in every category, recognisable by a green check mark on the website. Examples include electricity, food and coffee. Sustainability is discussed as a theme with all suppliers to see whether it is included in the webshop.

Procurement in 2012 and beyond

As no formal procurement policy has been established to date it is too early to determine concrete goals for 2012 and beyond. The goal for the coming period is to realise a solid procurement policy.

At the AutoRAI outside RAI General Director Hans Bakker of Amsterdam RAI (r) and Ids Boersma, Director RAI Exhibitions (l) have symbolically received the key of the Opel Ampera of Director Freddy De Mulder of Opel Netherlands (m).



Martin van Nierop, Director Convention Centre Operations (l) and Walter Seib, (r) CEO La Place during AutoRAI 2011 on Tuesday 12 April 2011.

Other procurement examples

- Since 1 April 2011 Tierra Intenso from Lavazza is the standard coffee of Amsterdam RAI, making the RAI the first convention centre in Europe to serve the 100% sustainable coffee to its visitors. Tierra Intenso is certified by the Rainforest Alliance, an international organisation that promotes sustainable business in tourism and agriculture.
- We also performed a test with coffee cups made from bagasse (a residual product of sugarcane production) during the AutoRAI. Amsterdam RAI has approved the use of the cups, but there were a lot of complaints from guests and users about the design and taste. It has therefore been decided with the supplier to look for another model.
- The range of dishwashing products for the professional dishwashers was recently changed to the Johnson Pure Eco product range.
- We have started to replace long-life milk with organic milk from Friesland Foods bearing the EKO label.
- Amsterdam RAI ordered its first electric car – the Opel Ampera – during AutoRAI 2011. This will be used as a pool car in the Amsterdam RAI fleet.
- In April 2011 Amsterdam RAI entered into a long-term cooperation agreement with La Place Express. La Place uses organic ingredients from local producers as preferred products.

4. Financial

Amsterdam aims for sustainable results, which means that it aims to be profitable in a way that contributes to a sustainable society. In its choices, Amsterdam RAI looks for a balance between financial, social and ecological aspects. This chapter provides a short overview of the financial results of Amsterdam RAI in 2011. A detailed financial report is available in the annual report of 2011.

Activities in 2011

In 2011 the RAI complex hosted 595 events that attracted nearly 1.6 million visitors

(2010: 1.4 million). Of these visitors approximately 700,000 people visited events organised by Amsterdam RAI, while 900,000 visited events organised by third parties. The total number of exhibitors in 2011 was 16,453 (2010: 15,688).

Financial results

In 2011 RAI Holding B.V. achieved a net turnover of € 133.9 million, 7.1% more than the € 125.0 million in 2010. The increase is partly due to the biennial AutoRAI event that took place last year and the success of international exhibitions and

conferences organised by Amsterdam RAI and third parties. Over the past year the Convention Centre of Amsterdam RAI was in use for international events on 264 days. The operating profit was € 8.3 million (2010: € 11.6 million). After the deduction of interest charges and taxes the net profits were calculated at € 3.4 million (2010: € 5.7 million).

Key financial data in millions of euros over the past 4 years

	2011	2010	2009	2008
Turnover	133.9	125.0	108.2	123.5
Operating profits*)	8.3	11.6	4.4	10.9
Net profits*)	3.4	5.7	0.2	5.3

*) including profit on sale of participating interests

Amsterdam RAI activities	2011	2010	2009	2008
International exhibitions and conferences	47	48	36	50
Visitors	306,382	291,146	197,575	308,529

National exhibitions and conferences	59	57	60	53
Visitors	1,057,815	773,728	1,015,544	752,298

Stage shows	83	85	159	89
Visitors	81,986	84,645	198,755	108,092

Other events	406	400	318	281
Visitors	140,375	235,700	421,867	211,495

Total number of events in RAI complex	595	590	573	473
Total number of visitors in RAI complex	1,586,558	1,385,219	1,833,741	1,380,414



5. About this report

The Sustainability Report 2011 is the fourth report on the CSR activities of Amsterdam RAI. The CSR subjects in the report were determined in 2008 based on developments in the event sector, issues relevant to our stakeholders and the themes from EarthCheck (formerly Green Globe) and Green Key.

The themes were determined for a period of five years and will be re-examined and updated where necessary in 2013, in which Amsterdam RAI will also include the recently published GRI sector appendix for the event industry.

The report gives a good impression of what Amsterdam RAI is working on and the challenges it faces with regard to corporate social responsibility. It discusses the CSR policy, performance, developments and prospects of Amsterdam RAI. To ensure a

clear and transparent communication to the outside world, the Sustainability Report was drawn up in accordance with the GRI guidelines, level B.

In 2012 Amsterdam RAI will involve its stakeholders more closely in determining relevant CSR themes and goals and how Amsterdam RAI reports on these issues.

This report is intended for all stakeholders and other interested parties within, around

and outside of Amsterdam RAI. Amsterdam RAI invites its stakeholders to respond to the included activities and goals, and is eager to enter into a dialogue with them in order to include their expectations in our realisation of corporate social responsibility. The contact details of Amsterdam RAI are listed in the colophon.

6. GRI Tabel

	Indicator	Page
1	Strategy and analysis	
1.1	Statement from the most senior decision maker of the organisation about the relevance of sustainability to the organisation and its strategy.	p. 3
1.2	Description of key impacts, risks, and opportunities.	p. 3-4, 6
2	Organisational profile	
2.1	Name of the organisation.	p. 5
2.2	Primary brands, products and/or services.	p. 5
2.3	Operational structure of the organisation, including main divisions, operating companies, subsidiaries and joint ventures.	p. 5
2.4	Location of organisation's headquarters.	p. 44
2.5	"Number of countries where the organisation operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report."	Amsterdam RAI is only active in the Netherlands.
2.6	Nature of ownership and legal form.	p. 5
2.7	Markets served (including geographical breakdown, sectors served and types of customers/beneficiaries).	p. 5
2.8	Scale of the reporting organisation.	p. 34, 43
2.9	Significant changes during the reporting period regarding size, structure or ownership.	N/A
2.10	Awards received in the reporting period.	p. 7
3	Report parameters	
	Report profile	
3.1	Reporting period for information provided.	p. 35
3.2	Date of most recent previous report.	p. 35
3.3	Reporting cycle (annual, biennial, etc.).	p. 35
3.4	Contact point for questions regarding the report or its contents.	p. 44
	Report scope and boundary	
3.5	Process for defining report content, including relevance, priority and stakeholders.	p. 35
3.6	Scope of the report (e.g. countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers).	p. 35
3.7	State any specific limitations on the scope or boundary of the report.	N/A
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 bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report.	Indicated for quantitative data where necessary.
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement.	N/A

	Indicator	Page
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	N/A
3.12	Table of contents	p. 2
3.13	Policy and current practice with regard to seeking external assurance for the report.	Amsterdam RAI did not seek external assurance.
4	Governance, commitments and engagement	
	Governance	
4.1	Governance structure of the organisation, including committees under the highest governance body.	p. 5-6
4.2	Indicate whether the Chair of the highest governance body is also an executive officer.	p. 5-6
4.3	For organisations 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.	p. 5-6
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	p. 5-6
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organisation's performance (including social and environmental performance).	p. 6
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.	p. 5
4.7	Process for determining the composition, qualifications, and expertise of the members of the highest governance body and its committees.	p. 5-6
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.	p. 5-7
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.	p. 5-6, 9
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.	p. 5-6
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organisation.	p. 6-7
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organisation subscribes or endorses.	p. 3, 9
4.13	Memberships in associations (such as industry associations) and/or national/international advocacy organisations.	p. 8-9, 42
	Stakeholder engagement	
4.14	List of stakeholder groups engaged by the organisation.	p. 8-9
4.15	Basis for identification and selection of stakeholders with whom to engage.	p. 8-9, 35
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	p. 8-9, 35
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.	p. 3, 8-9, 35
5	Management approach and performance indicators	
	Economic performance	
	DMA Economic aspects	p. 34, RAI Holding BV Annual Report 2011

	Indicator	Page
EC1	Direct economic value generated.	p. 34, RAI Holding BV Annual Report 2011
EC4	Significant financial assistance received from government.	Amsterdam RAI does not receive financial assistance from the government.
	Environmental performance	
	DMA Environmental aspects	p. 14-23
	Energy	
EN3	Direct energy consumption by primary energy source.	p. 16, 40
EN4	Indirect energy consumption by primary source.	p. 15, 40
EN5	Energy saved due to conservation and efficiency improvements. Additional indicator.	p. 15-17
EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives. Additional indicator.	p. 15-17
EN7	Initiatives to reduce indirect energy consumption and reductions achieved. Additional indicator.	p. 15-17
	Water	
EN8	Total water withdrawal by source.	p. 17
EN9	Water sources significantly affected by withdrawal of water.	N/A Amsterdam does not withdraw water from water sources that could have a significant environmental impact.
	Biodiversity	
EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.	N/A Amsterdam RAI does not own or lease a location or land that is in or adjacent to protected areas and areas of high biodiversity value.
	Emissions, effluents and waste	
EN22	Total weight of waste by type and disposal method.	p. 18-20, 40-41
	Compliance	
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	Amsterdam RAI is compliant and did not receive any fines or sanctions for non-compliance with environmental laws and regulations.
	Transport	
EN29	Significant environmental impacts of transporting products and other goods and materials used for the organisation's operations, and transporting members of the workforce.	p. 22-23
	Social performance indicators: Labour conditions	
	DMA Labour practices and decent work	p. 24-27
LA1	Total workforce by employment type, employment contract and region, broken down by gender.	p. 43. Amsterdam RAI only reports on its permanent employees.
LA2	Total number and rate of new employee hires and employee turnover by age group, gender, and region.	p. 43
	Labour/management relations	



	Indicator	Page
LA4	Percentage of employees covered by collective bargaining agreements.	Amsterdam RAI does not work with a collective bargaining agreement. All employees are subject to the personnel regulations.
LA5	Minimum notice period(s) regarding operational changes, including whether it is specified in collective agreements.	The legal notice period for the employer depends on the length of service. Employees have a notice period of one month.
	Occupational health and safety	
LA7	Rates of injury, occupational diseases, lost days and absenteeism, and number of workrelated fatalities by region and by gender.	p. 26, 43
	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.	p. 25
	Equal remuneration for women and men	
LA14	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation.	Women and men are treated equally, including in level of salary.
	Social performance indicators: Human rights	
	DMA Human rights	p. 32-33
	Social performance indicators: Society	
	DMA performance in society and community	p. 28-31
SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programs.	p. 28-31
	Compliance	
SO8	Monetary value of significant fines and total number of non-monetary sanctions for noncompliance with laws and regulations.	Amsterdam RAI is compliant and did not receive fines or sanctions for non-compliance with laws and regulations.
	Social performance indicators: Product responsibility	
	DMA Product responsibility	N/A Amsterdam RAI does not produce tangible products.
	Compliance	
PR9	Monetary value of significant fines for noncompliance with laws and regulations concerning the provision and use of products and services.	N/A Amsterdam RAI does not produce tangible products.



Appendix 1: Environmental figures

Electricity

Year		2008	2009	2010	2011
Total consumption (mWh)		17,096	17,103	17,506	18,682
Grid consumption (mWh)		13,984	13,699	13,616	13,911
Index commercial occupancy		100	94	105	110
Percentage compared to 2008					
Total consumption		0.0%	3.1%	-0.1%	4.1%
Grid		0.0%	0.9%	-5.0%	-5.2%

Natural gas

Year		2008	2009	2010	2011
Consumption (GJ)		68,491	63,486	81,384	72,747
Index degree days		100	102	127	95
Index commercial occupancy		100	94	105	110
Percentage compared to 2008					
Natural gas consumption		0.0%	-6.7%	-8.8%	6.1%

Water

Year		2008	2009	2010	2011
Consumption (m³)		68,891	62,449	65,908	67,572
Index commercial occupancy		100	94	105	110
Percentage compared to 2008					
Water Consumption		0.0%	-6.6%	-6.7%	-6.5%

Event waste in volume (m³)

Year	2007	2008	2009	2010	2011
Residual waste	22,439	14,021	12,085	14,028	13,280
Paper	527	2,443	5,086	4,566	6,416
Glass	7	35	119	111	50
Plastic	-	81	1,079	1,111	901
Wood	4,638	3,653	3,095	5,242	4,295
Carpet	0	0	2,247	2,688	2,517
Total	27,611	20,233	23,711	27,746	27,459

Event waste separation

Residual waste	81%	69%	51%	51%	48%
Separated waste	19%	31%	49%	49%	52%

Waste reduction					
Year	2007	2008	2009	2010	2011
Production (*1000 kg)	4,226	3,442	2,673	3,433	3,521
Index commercial occupancy	100	103	78	91	102
Percentage compared to 2008					
Waste production	0%	-21%	-19%	-11%	-19%

Waste recycling percentage AMSTERDAM RAI, 2011			
	(Amount in tons)	Reuse, Recycling, Incinerated	Dump
A-quality building and construction waste	168.585	99.1%	0.9%
Clean rubble	358.26	100.0%	0.0%
Asphalt containing tar	20.53	100.0%	0.0%
A-quality waste wood	798.18	100.0%	0.0%
B-quality waste wood	27.12	100.0%	0.0%
Iron (ferro metals)	55.8	100.0%	0.0%
B-quality industrial waste (separable)	1814.02	98.7%	1.3%
G-quality industrial waste (carpet)	327.91	100.0%	0.0%
Swill	113.17	100.0%	0.0%
Paper/cardboard	287.64	100.0%	0.0%
Archive/confidential	0.92	100,0%	0.0%
Polluted plate glass	1.92	94,7%	5.3%
Mixed glass	20.94	100,0%	0.0%
Green/garden waste	6.2	100,0%	0.0%
Cleaning products, basic, liquid	0.054	75,0%	25.0%
Waste water, grey, black	0.274	100,0%	0.0%
Waste oil cat. II (synthetic)	0.07	100,0%	0.0%
Paint residue in plastic/steel packaging	0.613	100,0%	0.0%
Paint/printer cartridges	0.169	70,0%	30.0%
Polluted packaging, mixed	0.006	100,0%	0.0%
Gas discharge lamps	0.686	98.0%	2.0%
Recycling percentage 2011	99.4%		

Clarification of the environmental figures with index

Energy and water

An index was used for the figures presented in the sustainability and environmental report that allows us to compare consumption to previous years. It takes into account the occupancy and total surface area of Amsterdam RAI. It is a logical development that more energy was used as a result of the construction of the Elicium and the letting increase. More energy is used during an event than when no event takes place.

The indexed consumption ensures that these extra surfaces and occupancy are adjusted to allow us to compare this year to the previous years.

As gas consumption depends on the weather (the colder the weather, the more heating is required, resulting in a higher gas consumption), we also take into account the average temperature on a day by means of degree days.

Waste

Waste from events is measured in volume

of containers. We are aiming to use fewer residual waste containers and more separated waste flows such as plastic, wood and carpet.

The amount of waste depends on a number of factors. Most waste comes from exhibitors, which means that the number of exhibitors is a factor, but the economic situation also plays a part. There is a clear relationship between economically difficult times and clients who do not want to pay for waste processing and thus remove their own waste.

Appendix 2

Corporate Network

Trade Association/ Corporate Network	
ACC	HSMAI
Association of Event Organisers (AEO)	International Association of Exhibitions & Events (IAEE)
Association International of Congress Centres (AIPC)	International Congress & Convention Association (ICCA)
Amsterdam Centre for Service Innovation (AMSI)	Innovatielab [initiatief NBTC, HSMAI, NHTV]
Amsterdamse Kring	Kenniskring Amsterdam [voorbereidingscie]
Amsterdam Innovatie Motor (AIM)	Leading Centres of Europe
Amsterdams Theateroverleg (OAT MOAT)	Mobile Monday
Amsterdam Partners	Meeting Professionals International (MPI)
ASAE (Centre of Association Leadership)	Nieuw Amsterdams Peil (NAP)
ATCB	NIMA
Corporate Event Marketing Association (CEMA)	NNBN
Centre of European Experience Economy	NBTC
City Wide Task force	NBTC New York
CLC VECTA	Nederlandse Vereniging Directiesecretaresses
Clusters & Congressen MRA	Online Tuesday
Congres- en Vergaderclassificatie	Platform Innovatie in Marketing (PIM)
De Industriële Groote Club	Professional Convention Management Association (PCMA)
Dialogues House [innovatienetwerk]	Society of Independent Show Organisers (SISO)
Event Branche	Topsport Amsterdam
Freelance Event Profs	UFI
Frismakers [innovatieplatform]	Union of International Associations (UIA) [onderzoek]
Genootschap voor Eventmanagers	United Nations Global Compact
Golfclub The Dutch	Vereniging van Evenementen
Green meetings Industry Council (GMIC)	WTC Business Club
Het Innovatiediner	Ronde Hoep

Appendix 3

Employees and industrial incidents

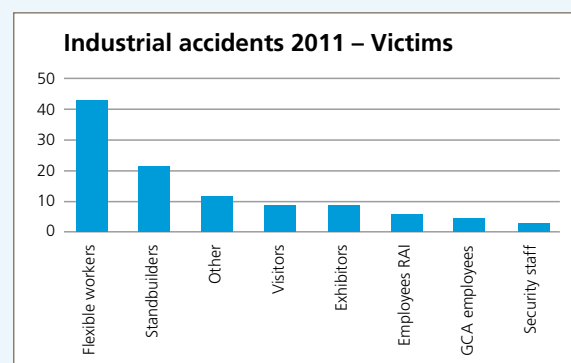
Age ratio						
Age category						
Row labels	up to 25	26 - 35	36 - 45	46 - 55	56 +	Total
CC Commercial	8%	48%	28%	13%	2%	99%
CC Operations	1%	22%	28%	27%	21%	99%
CC Production	8%	24%	23%	22%	22%	99%
Exhibitions	1%	36%	43%	15%	5%	100%
Holding	10%	26%	31%	23%	10%	100%
Total	5%	32%	31%	20%	12%	100%

Number of employees		
	Number of people	Number of FTEs
Number of employees on 1-1-11	422	384.16
Number of employees on 31-12-11	438	402.09
New employees 2011	56	53
Departing employees 2011	37	32.07

Gender ratio			
Division	Male	Female	Total
CC Commercial	25.77%	74.23%	100.00%
CC Operations	70.59%	29.41%	100.00%
CC Production	64.65%	35.35%	100.00%
Exhibitions	32.23%	67.77%	100.00%
Holding	54.79%	45.21%	100.00%
Total	48.00%	52.00%	100.00%

Accidents

Total number of accidents in 2011: 107



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