

# Amsterdam RAI

## Sustainability Report 2012

**INSPIRING  
PEOPLE**

  
AMSTERDAM RAI

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### INSPIRING PEOPLE



We are proud to present Amsterdam RAI's fifth Sustainability Report, which marks a major milestone for us. It is now five years ago since we made a deliberate decision to give sustainability a prominent place in the company. This foundation has now been strengthened to the point where one of our core values is 'Amsterdam RAI achieves sustainable results.' A great deal has happened in recent years. We have celebrated successes, detected bottlenecks and learned that broad support within the company is an absolute prerequisite for realisation. At the same time, we saw the attention to the issue of sustainability grow exponentially in the world and our own industry. After five years we are taking stock. Are we one of the European leaders in our industry? Perhaps that is for you to judge.

The theme of this report is 'the RAI listens.' In 2012, we started a dialogue with several stakeholder groups. By listening to our customers, partners, suppliers and environment, we will ensure that our sustainability ambitions continue to respond to their needs and perspectives. The report contains several quotes in which stakeholders give their views on the sustainability themes within Amsterdam RAI.

In the following chapters, we reflect upon the achievements of recent years. At the same time, we look ahead. How will

Amsterdam RAI continue to meet its sustainability ambitions? What is certain is that we wish to stay on the same path, following the principles of the UN Global Compact. We are convinced that a good CSR policy adds value and contributes to the success, commercial and otherwise, of companies. To be distinctive within the current 'green wave,' one must have ambition. We have defined ours: 'Amsterdam RAI aims to be one of the visible leaders in the field of sustainability in the conference and event industry in Europe over the next five years.'

This is undoubtedly a challenge. The multitude of initiatives within the RAI and, in particular, the commitment and motivation of its employees to achieve sustainable results, strengthen the Board in its expectation that Amsterdam RAI will continue to play a distinctive role in the exhibition and convention industry in the years ahead. The fact that reputable industry bodies such as UFI and HSMAI recognised our sustainability policy with international awards in 2012 fully underlines this conviction.

I wish you pleasant reading.

**Hans Bakker**  
Managing Director




## Summary

This report provides insight into Amsterdam RAI's CSR policy and the progress it has achieved in the various themes contained within it. The summary below shows the most important results at a glance. Each topic is discussed more thoroughly in the report itself.

Topic	Highlights in 2012	Highlights in the past five years
 CSR policy	<ul style="list-style-type: none"> <li>• Main lines of a new CSR policy</li> <li>• CSR board established to determine CSR ambition level and monitor progress.</li> <li>• Extensive stakeholder consultation</li> <li>• 'Best Sustainable Development Strategy' award and winner of the European HSMAI Award in the category 'Social Responsibility'</li> </ul>	<ul style="list-style-type: none"> <li>• Five-year CSR ambition and policy formulated</li> <li>• Additional core value 'Amsterdam RAI achieves sustainable results'</li> <li>• ISO 14001, gold Green Key and silver Earthcheck certification</li> <li>• Hiring of CSR ambassadors as drivers within the company</li> </ul>
 Employees	<ul style="list-style-type: none"> <li>• Employee satisfaction rating of 7.7</li> <li>• Partnerships with the internship office of the Amsterdam University of Applied Sciences (Hogeschool van Amsterdam) and the vocational secondary school MBO College Zuid</li> <li>• Vitality portal</li> <li>• Further implementation of the new work methods</li> </ul>	<ul style="list-style-type: none"> <li>• Practical translation of CSR for the organisation and employees</li> <li>• Improved CSR awareness among employees</li> <li>• Annual CSR targets per department</li> </ul>
 Energy and climate	<ul style="list-style-type: none"> <li>• Neon lighting on the RAI complex replaced by LED</li> <li>• One combined heat and power (CHP) system fitted and operational</li> <li>• All building wraps lit with LED</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in power consumption was limited: Thanks to reduction measures, energy use rose by 8% compared to 2009, instead of the expected 19%</li> <li>• Better understanding of power consumption and possibilities for reduction, among other things by fitting electricity meters in various rooms</li> <li>• Creation of an energy work group comprising representatives from different departments, who contributed to initiating energy saving measures</li> <li>• Construction of the Elicium</li> <li>• All lighting within Amsterdam RAI was replaced by more economical versions of Greenfox in cooperation with the social workplace Pantar</li> </ul>
 Waste	<ul style="list-style-type: none"> <li>• Structural cooperation with the waste processing plant, including, as the most important targets, an increase in the percentage of waste sorted and implementation of the 'polluter pays' principle</li> <li>• Additional sorting methods (and smaller containers) for different types of waste</li> </ul>	<ul style="list-style-type: none"> <li>• 25% more separation of waste than in 2008</li> <li>• Installation of a 10,000-litre swill tank to convert food waste into biofuel</li> <li>• Deploying EcoCassettes and waste removal by water via MokumMariteam</li> </ul>
 Mobility	<ul style="list-style-type: none"> <li>• Better understanding of the carbon footprint and possible mobility improvements</li> <li>• Acquisition of an electrical company car</li> <li>• Participation in the Greendriver Challenge with the aim of making driving more environmentally sound</li> </ul>	<ul style="list-style-type: none"> <li>• Cooperation with the Dutch railway operator NS to provide special deals that encourage visitors to travel via public transport</li> <li>• Cooperation with Amsterdam's municipal transport company GVB to make travelling within the city by tram, metro or bus easier for visitors and exhibitors</li> <li>• Introduction of slots for freight traffic allowing waiting times to be reduced</li> <li>• Cooperation with Taxicentrale Amsterdam to streamline taxi traffic and limit noise and pollution</li> </ul>

# Summary



Topic	Highlights in 2012	Highlights in the past five years
 Water	<ul style="list-style-type: none"> <li>Research into an alternative water cooling system</li> <li>Research into individual water supply for each stand</li> </ul>	<ul style="list-style-type: none"> <li>Total savings of some 9% were achieved in 2012 with respect to 2008</li> <li>Toilet flushing quantities reduced from eight to six litres</li> <li>Automatic faucets installed</li> </ul>
 Procurement	<ul style="list-style-type: none"> <li>Social Return included in the procurement of security services</li> <li>Organisation of RAllation; a meet &amp; greet platform where suppliers can come together and showcase new products</li> </ul>	<ul style="list-style-type: none"> <li>Agreement for the cleaning and window cleaning industry including arrangements on optimal working conditions</li> <li>Supply of green electricity</li> <li>Contract with the organic catering company Hartverwarmend Amsterdam</li> </ul>
 Social engagement	<ul style="list-style-type: none"> <li>Financial contribution via exhibitions to the charities AMREF and Emma Children's Hospital of the Academic Medical Centre Amsterdam</li> <li>Educational seminar 'Walking for water'</li> <li>Organisation of an open house for neighbourhood residents</li> </ul>	<ul style="list-style-type: none"> <li>Support the charities AMREF and Emma Children's Hospital of the AMC Amsterdam via financial means, know-how, facilities and opportunities for exposure</li> <li>The Kenya Classic, in which ten of our employees covered 350 kilometres to raise funds for AMREF Flying Doctors</li> </ul>





## About this report



Amsterdam RAI publishes a report every year to account for the progress made in terms of its CSR performance. The organogram on page 8 shows the entities referred to in the report. For each substantive topic, Amsterdam RAI deploys committed employees who monitor specific progress in each relevant field and contribute to the preparation of this report.

### **Amsterdam RAI listens**

The contents of the report focus on topics which were already determined in 2008 within the framework of the original sustainability policy. In 2012, these themes were scrutinised as part of an extensive dialogue with the representatives of various stakeholder groups important to. Listening

to its stakeholders allows Amsterdam RAI to continue to focus on the themes most important to them. This report includes a number of quotes which illustrate the vision of our stakeholders on the sustainability topics relevant to Amsterdam RAI.

The results of the stakeholder consultation are also included in the elaboration of Amsterdam RAI's new sustainability policy. This policy is discussed in section Amsterdam RAI follows the directives of the Global Reporting Initiative (GRI) in its reporting, and considers that level B applies to this report. More information on the directives is available on GRI's website ([www.globalreporting.org](http://www.globalreporting.org)). This report is intended primarily for the most stakeholders

(see page 10), as well as, naturally, anyone with an interest in Amsterdam RAI's sustainability policy. Amsterdam RAI warmly invites readers to react to the contents of this report. The relevant contact details are indicated in the colophon.



To place Amsterdam RAI's CSR policy and attendant results in the right context, here is a brief description of the structure of Amsterdam RAI.

### Amsterdam RAI 'Inspiring People'

We believe in the power of connection. The world is full of opportunities to bring people, ideas and visions together. Based in the cosmopolitan city of Amsterdam, we have been connecting different worlds, people and markets for more than a century in the Netherlands and abroad. We link context, content and communities with each other as a facilitating or organising partner. We create the right conditions for inspiring meetings to take place and for different languages to become mutually intelligible in a single thought. This is the synergy which allows for the added value of an enriching experience or a business success. A creative commercial spirit and focus on operational excellence enables us to make the impossible possible for our clients, for the city of Amsterdam and for ourselves. This ambition gives the energy required to do business in a welcoming and sustainable way, and to learn from others. In doing so we connect people both physically and virtually, allowing them to inspire, surprise and enrich each other, always with an open mind and a global perspective. The result is a shared future full of new experiences, opportunities and meaningful moments which truly matter.

### Core values: Amsterdam RAI

- ◆ Inspires
- ◆ Stimulates business
- ◆ Energises
- ◆ For everyone
- ◆ Achieves sustainable results

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### Clients and activities

As an exhibition and conference centre, Amsterdam RAI facilitates the meeting of people, brands, and experiences. Its main activities involve international trade exhibitions and national trade and general

exhibitions, which Amsterdam RAI carries out as organising and facilitating partner. Its own exhibition titles include the Huishoudbeurs and Horecava. In addition, Amsterdam RAI also facilitates exhibitions, conferences and events by third parties,

such as the Woonbeurs and Millionaire Fair, and a wide variety of conferences. The multifunctional conference centre can also be let as a theatre, while the Elicium offers large-scale event and meeting facilities. Amsterdam RAI works with many different

# Profile

types of clients, including organisers, exhibitors and visitors. Organisers are responsible for exhibitions where exhibitors showcase their products and services at stands.

## Structure and Board

This report refers to the company Amsterdam RAI BV, whose activities take place under the responsibility of RAI Holding BV. The shareholders in the holding are the RAI Association (75%) and the City of Amsterdam (25%). A shareholders' meeting takes place every year. The holding has a Supervisory Board and a Statutory Director. The Supervisory Board meets four times a year. Amsterdam RAI has an employees'

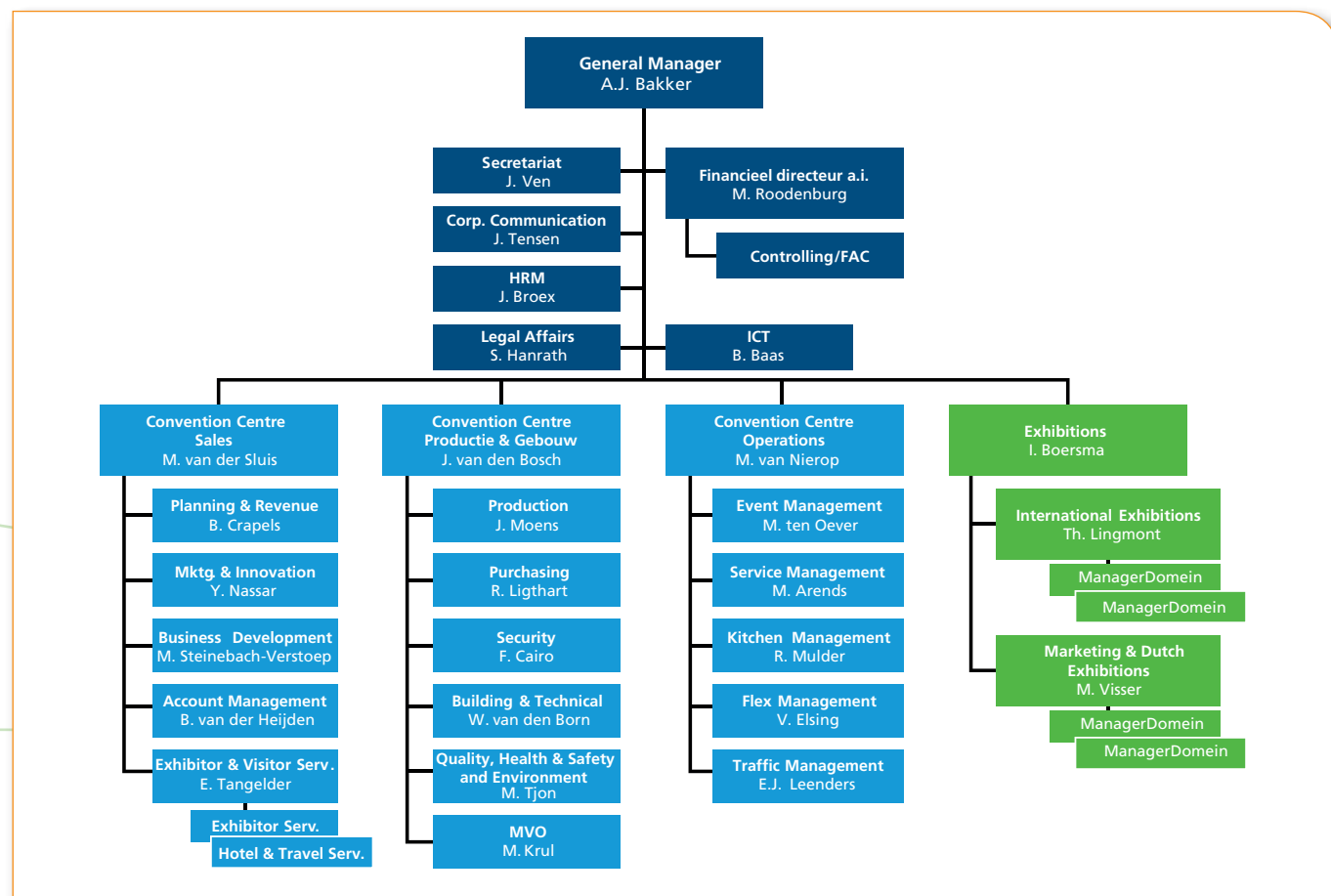
council (ROR), which meets on a monthly basis and makes recommendations to the Board.

## Governance and reward policy

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. The aforementioned documents are available on the website of Amsterdam RAI via the corporate governance page. Another aspect of Amsterdam RAI's policy is its reward plan. All permanent RAI employees receive a fixed salary, and there is also the possibility of a variable

bonus based on various financial and non-financial key performance indicators (KPIs). A positive financial result is a condition in awarding these variable rewards. At least one CSR goal is included on the Business Balance Score Cards (BBSC) which are available both for Amsterdam RAI as a whole and for each division and department.

## Organogram







The foundation of Amsterdam RAI's social responsibility is explained in a CSR policy with an attendant organisational structure. This section explains how Amsterdam RAI organises and implements its CSR policy in practice. The sections following it will focus on the concrete results of the CSR policy.

## 5.1 CSR ambition

Amsterdam RAI formulated its CSR ambition in 2008, and can now look back on the results completed over the past five years.

There has been a great deal of work regarding CSR over the past years. Amsterdam RAI has realised many of its objectives, and made great strides in others. These efforts have not passed unnoticed, and Amsterdam RAI is seen as a leader and an example within the conference and event industry.

The various sections of this report look back on the past five years and explain to

what extent objectives were realised regarding the various CSR themes:

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

While learning from the past is important, looking ahead is even more so. This is why Amsterdam RAI emphasised listening and evaluating over the past year, and mapped the most important lessons learned from the last five years. In addition, 2012 saw an extensive consultation of stakeholders regarding their vision on Amsterdam RAI's

CSR policy (see also page 11). This input contributed to a renewed CSR policy for the coming period. The premises were formulated in 2012, and Amsterdam RAI will flesh out the new policy in 2013. Naturally, Amsterdam RAI's annual reports will continue to report on the progress in this field.



# CSR policy

## 5.2 Renewed CSR ambition

Since 2008, Amsterdam RAI has seen an increasing number of companies in the industry pick up the gauntlet in terms of their CSR policy. This is a positive development, as it lifts the whole sector to a higher level. Amsterdam RAI aims to continue being a leader in this field, and being seen as such, while achieving a visibility that allows it to serve as an example. The more knowledge and experience is exchanged within the industry, the better it is for the individual players. This is why Amsterdam RAI's new CSR ambition is as follows:

*'Amsterdam RAI aims to be one of the visible leaders in the field of sustainability in the conference and event industry in Europe over the next five years.'*

## 5.3 CSR policy areas

Fifteen policy areas have been formulated within the new CSR policy.

### 5.3.1 An owner for each policy area

A major insight developed by Amsterdam RAI over the past years is how important it is to have the involvement of the entire company in CSR. The experts in the different policy areas who are best placed to formulate SMART goals are found in the departments of the company, not at the top. Furthermore, letting the departments set up their own goals increases internal support for CSR.

In the new CSR policy, each policy area has a specific owner, with a pioneering role in formulating concrete goals for its relevant topic. In addition, the owner coordinates

and implements the activities (programme) necessary to realise these goals. In 2013, each owner will develop this further by articulating long-term goals for 2013-2017 and defining projects and activities to reach these goals. Amsterdam RAI will give details of the result in its 2013 report.

### 5.3.2 New: The CSR Board

One component of the new approach will be the appointment of an Amsterdam RAI CSR Board. Each member of the CSR Board will sponsor one or several owners of the abovementioned policy areas.

The CSR Board will meet ten times each year. Its main tasks will be:

- Determining the ambition level for CSR
- Starting CSR projects and directing their implementation
- Monitoring progress and detecting and solving bottlenecks
- Improving internal support
- Reporting

Amsterdam RAI has a CSR Manager whose role is primarily to coordinate and define the general outline of the CSR programme.

### 5.3.3 CSR ambassadors

Over the past five years, Amsterdam RAI has been able to rely on the support of its company-wide network of CSR ambassadors for the deployment of various CSR activities. This role is still vital and the CSR ambassadors are distributed over the various policy areas to support the owners. They remain an important face of CSR within Amsterdam RAI.

## 5.4 Stakeholders

Amsterdam RAI's stakeholders are:

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

Amsterdam RAI strives to take into account the interests of these different partners in its day-to-day operations, and therefore maintains regular lines of communication. There are a number of contact opportunities for each group every year. In 2012, Amsterdam RAI carried out an extensive consultation of stakeholders.

### Amsterdam RAI's CSR policy areas

1. Employees
2. Waste
3. Energy
4. Water
5. Mobility
6. Emissions
7. Certificates
8. Procurement
9. Assortment
10. Catering
11. Cleaning
12. Event content
13. Visibility of CSR activities
14. Social engagement
15. CSR involvement of employees



## Stakeholder consultation

In 2012, Amsterdam RAI discussed its CSR policy with representatives of most stakeholder groups. The objective was to test the current policy and include the interests and expectations of stakeholders in the development of the new CSR policy. Eleven in-depth interviews were held with external stakeholders from the various stakeholder groups. The following topics were discussed:

- Key CSR themes for Amsterdam RAI
- Current CSR performances of Amsterdam RAI
- Definition of leadership position/future CSR ambition of Amsterdam RAI
- Contents of the Sustainability report

Two meetings with voluntary attendance were also organised in which employees could discuss together important CSR themes, current performances, communication regarding CSR and the future ambitions of Amsterdam RAI. The findings of the consultation were integrated in the formulation of this report and into the new sustainability policy.

Amsterdam RAI intends to continue to listen in 2013. The agenda for 2013 includes at least one consultation among organisers, a group of clients that had not been included in 2012, and whose vision Amsterdam RAI wishes to hear as well.

## Amsterdam RAI listens

### Important CSR themes

The stakeholder consultation has shown that corporate social responsibility is crucial in the operations of Amsterdam RAI. Amsterdam RAI's CSR policy themes were found to fit what stakeholders, too, find most important. Catering is an example of a highly relevant topic, which is why this area is now being addressed separately.

### Current CSR performances

The stakeholders were generally pleased with the progress in Energy & Climate, Waste, and Mobility – fields in which Amsterdam RAI was found to be on the cutting edge. Relevant examples mentioned include the availability of green electricity, the near-elimination of generator sets around the building, the removal of waste via an emissions-free boat and the schemes to encourage visitors to take the train. Policy items such as having a CSR Manager are also experienced as very positive by stakeholders. Furthermore, local residents are satisfied with communications regarding the neighbourhood and with the information provided on activities in and around Amsterdam RAI. Of course, concerns were also raised. For instance, certain observers found that some of the lights in and around Amsterdam RAI were unnecessary and that more could be done in the field of sustainable supplier management. The 'grey concrete' appearance of the building has also been brought up as an issue. Amsterdam RAI takes these comments seriously and they are covered in the different sections of this report.

### Amsterdam RAI's ambition levels

Stakeholders encourage Amsterdam RAI to continue to aim for a position as industry leader. They feel that this suits an international exhibition organiser of its calibre, and that it is important in order to be able to set a good example.

### CSR report

The stakeholders are very positive regarding Amsterdam RAI's reporting. They gave a number of different tips to make the report even more reader friendly, such as making it easier to find on Amsterdam RAI's website. The summary table inserted at the beginning of this report is a concrete example of a tip by a stakeholder.





# CSR policy

## Satisfied customers

In order to stay abreast of what is happening among its stakeholders, Amsterdam RAI regularly measures customer satisfaction. The new survey method for measuring customer satisfaction introduced in 2011 was fully implemented in 2012. This method is used within both the Convention Centre and Exhibitions departments, and is based on the Customer Experience Journey concept, i.e., customers' experience and attendant needs/challenges in their relationship with Amsterdam RAI before, during and after an event.

Within the Convention Centre, the customer satisfaction and loyalty of organisers is measured before and after each event. The customer satisfaction and loyalty of exhibitors and visitors is measured after the event for each exhibition that takes place in Amsterdam RAI. The ultimate purpose of this is to improve the results.

To gain more insight into the desires and interests of future visitors, specialised agencies were contracted to carry out surveys on Generations Y and X and the Connected Society. The results will be published in 2013 in the form of a trend report offered to customers and partners. Various master classes with managers and employees will also be organised in 2013 to build on this.

## Management of complaints

Part of the policy regarding customer satisfaction is the careful handling of complaints. Amsterdam RAI implemented a Management Information System (FMIS) in 2012, which allows communications, including those coming from customers, to be handled and monitored by the responsible department at Amsterdam RAI more easily.

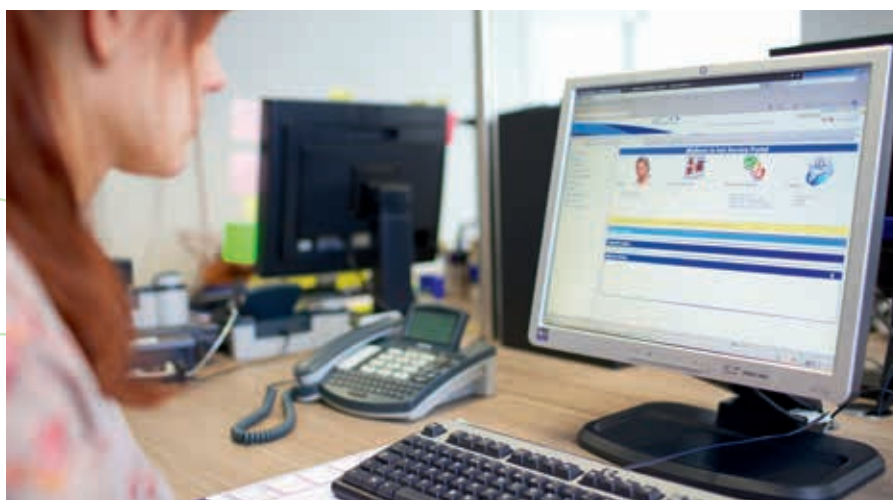
Internal technical communications and communications relevant to facility management have since been integrated

into this new system, as have communications from exhibitors related to events. The first analyses have already led to projects designed to further improve service provision to exhibitors. Communications

from organisers, visitors, local residents and other stakeholders will also be integrated within the system in the future.

## Accessibility for disabled persons

In 2011, Amsterdam RAI carried out a study aiming to improve accessibility for disabled persons. An independent audit was carried out by the agency Projectbureau Toegankelijkheid (PBT) in 2012, which tested the building for NEN-1814 (the Dutch standard for the accessibility of a building or outdoor space to disabled persons) and the International Symbol of Access (ISA). Once this study was completed, a number of improvements were implemented right away. For instance, a tool for reading out loud was built into the new website of Amsterdam RAI, allowing visually impaired users to hear the text on the site. This tool works in both Dutch and English. There is also a separate Accessibility tab where disabled persons can easily find relevant information on wheelchair accessibility for spaces, lifts, lavatories and parking spots. Furthermore, a high-contrast route description for the visually impaired can be downloaded. The number of disabled parking spots will be expanded in cooperation with the municipality. Further actions will be taken in 2013 to allow Amsterdam RAI to fulfil one of its core values – 'Amsterdam RAI is for everyone' – even better, including for disabled persons.





## Representation in the business environment

The ambition to be visible and have a pioneering role goes together with a solid Amsterdam RAI presence in networks relevant to the industry. The networks in which Amsterdam RAI is represented include:

- UFI - The Global Association of the Exhibition Industry
- ICCA – International Congress & Convention Association.
- GMIC - Green Meetings Industry Council
- NBTC – Netherlands Board of Tourism & Conventions
- CLC-Vecta – Centre for Live Communication
- Amsterdam Marketing – Amsterdam Congress Bureau

The complete list of networks can be found in Annex 1.

## 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.

## 5.5 External evaluation

Corporate social responsibility is not something that a company does for profit. Amsterdam RAI believes in this principle because it allows the achievement of good things through the careful consideration of a company's responsibility. Of course, this does not mean that it is not rewarding to be recognised for efforts made. As well as confirming that Amsterdam RAI is on the right path, it is also good for the company's image and visibility.

Amsterdam RAI has had ISO-9001 and ISO-14001 certificates, a gold Green Key and EarthCheck Silver Certification since 2011.





# CSR policy

## Awards in 2012

Amsterdam RAI's CSR policy received two major international awards in 2012.

### Best Sustainable Development Strategy

UFI (the Global Association of the Exhibition Industry) proclaimed Amsterdam RAI winner in the category 'Best Sustainable Development Strategies,' in which it was one of six nominees. All finalists were invited to present their case studies during the UFI Focus Meeting on Sustainable Development, which took place in June 2012 in Hamburg.



## CSR policy declaration

Amsterdam RAI has merged its CSR and environmental policy declarations. The accessibility of the facilities was also integrated in the merged policy declaration to reflect the RAI's ambitions to be open to all.

The policy declaration relevant to CSR and the environment is as follows:

*In the rich history of Amsterdam RAI, business decisions have never been taken on purely economic grounds. The societal implications for the city and region have always been explicitly taken into account when organising and facilitating successful and hospitable events. Amsterdam RAI is committed to sustainable leadership in the congress and events industry in Europe. We strive for a safe, healthy and eco-friendly environment for all visitors to and stakeholders in our convention centre. Ambitious yet realistic targets have been set to reduce environmental impact, which involve all parties connected to the RAI*

This CSR and environmental policy is widely supported within Amsterdam RAI and by an ISO-14001 environmental management system, where continuous efforts to improve the environmental performance is leading.

### Social Responsibility winner

Amsterdam RAI also won in the Social Responsibility category of the European HSMAI Awards. HSMAI is the trade association for sales, marketing & communication professionals in the hospitality industry in Europe. Announcing the winner, the jury stated the following: "From involvement in the workplace to the business decisions being taken, the winner in the Social Responsibility category is clearly focused on making its activities more sustainable and creating a safe, healthy and environmentally friendly environment for all its visitors and stakeholders."

Over the past year, Amsterdam RAI has invested a great deal of energy in involving employees and departments fully in corporate social responsibility. It is rewarding that this is so clearly recognised by important trade associations.

The nomination of Amsterdam RAI's sustainability report 2011 for the European Excellence Award was another bonus. This international award by the European trade magazine Communication Director acknowledges performances in the field of communication and PR.



### Employees



#### A look back on the last five years

Over recent years, Amsterdam RAI has succeeded in translating the abstract concept of corporate social responsibility into practical applications throughout the company. Employees are aware of the importance of CSR for Amsterdam RAI and of the different ways in which they can contribute to it themselves. The formulation of specific CSR goals for each department has strengthened this awareness and contributed to the further development of sustainability within Amsterdam RAI. Social engagement plays a part, as do other measures such as the guest lectures on AMREF given by a number of employees every year in primary schools, or individual contributions such as paperless working, carpooling and smart power consumption. At the same time, the customer always remains in focus, sometimes at the expense of the CSR philosophy. The next step will therefore be to show that CSR and customer focus can mutually reinforce each other.

Employees are of the utmost importance in Amsterdam RAI's operations. The company has a culture in which qualities such as pride in one's work, customer focus, hospitality, international orientation, creativity and passion for virtual applications are central.



*"I have the impression that employees are treated very well. I can tell partly because people stay here and we see the same faces every year."*

**Hellen van Vugt,**  
Babypoint exhibitor.



# Employees

The latest employee survey showed that the average satisfaction is quite high. One of the ways in which this is reflected is the average duration of service of almost ten years (9.8). This is something that Amsterdam RAI is justifiably proud of. When it comes to CSR, the company's HR policy this year focused on the 'new way of working platform' ('het Nieuwe Werken'), diversity, workplace safety, cooperation with education institutes, and vitality.

## The new way of working

Amsterdam RAI has chosen to implement its own version of the Dutch 'new way of working' platform throughout the company. The goal of the programme is to realise a working environment that enables Amsterdam RAI to:

- ▶ Better realise its goals
- ▶ Get the best out of its employees through a more targeted use of their talent and potential
- ▶ Improve customer focus and customer satisfaction

Our motto in this process is: 'Working together on a working environment that works.' The basic idea for the new methods is that they are in line with Amsterdam RAI's aims and that the working strategy and methods reinforce each other. The programme was originally based on four pillars: Flexible working, learning capacity, management & space, and vision on the virtual organisation, the last of which belongs to the virtual strategy.

### Flexible working

To allow employees to familiarise themselves with working independently of time and place, Amsterdam RAI organised a so-called disruption week during which they were challenged to wander off the beaten track, e.g., by working in other departments or not emailing for one day.

Within the Exhibitions division, a new office concept for fully flexible working was

implemented as a pilot project. This was received very positively, as shown by the score for working conditions in the employee satisfaction survey.

### Learning capacity

A Dare2Share programme was set up to promote learning capacity. This programme makes it possible to have a look behind the scenes of other employees' activities in the framework of the so-called 'DiscoverRAI' initiative and facilitate a better use of in-house knowledge potential. For the same purpose, agendas were made available across departments and the use of SharePoint was increased and improved. A plan was also set up to strengthen the versatility of employees so as to make connections and work together across job description and department borders.

### Management & space

The 'new way of working' requires a different leadership style. To allow for suitable leadership development, over the past year managers were made more aware of the importance and effects of management style. Workshops were arranged and a film clip explaining old and new rules of conduct was shown so as to shine more of a spotlight on the new working methods. These measures are the first elements of a conduct adjustment project, which is already showing its first results. There is, for instance, greater dialogue and cooperation between departments, managers and employees, and adjustments to the style of management, as well as more focus on self-reflection.

From 2013, the new way of working will be integrated in the HR assessment and development cycle as well as in the Business Balance Score Card.

### Diversity

Amsterdam RAI considers that the diversity of teams has a positive influence on results. In addition to looking at team composition within departments, the importance of

diversity in control and work groups is emphasised by ensuring that there is always at least one woman and one person from Generation Y (i.e., born after 1980) in each. There are three main considerations regarding generation management within Amsterdam RAI. First, the company must be prepared to accommodate new generations of employees. Second, the generations must be able to cooperate harmoniously. And third, given the greying of the population, senior employees must be deployed in more sustainable ways.

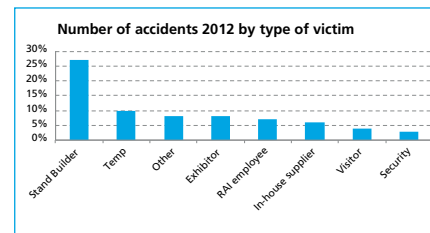
In 2007, Amsterdam RAI formulated an ambition to get more women into top positions. In 2008, a strategy was elaborated to achieve a level of twenty per cent of women in management over a period of five to seven years. This ambition and objective were reinforced by the company's signing of the national charter 'Talent to the top' in 2009.

Since 2010, a great deal of attention has been paid to developing talent in general

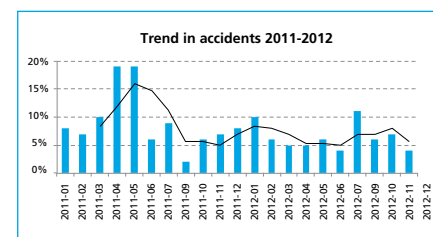
## Characteristics of Generation Y

Generation Y, also known as 'generation Einstein,' followed on from Generation X. People belonging to Generation Y grew up in a time of swift technological progress and economic prosperity. They cannot imagine life without the internet. The younger ones among them grew up during the rise of Google. People from Generation Y work together easily, like to co-create, have little time for hierarchies, and are eager to learn and develop.

# Employees



*Accidents: People involved in registered occupational accidents at Amsterdam RAI that resulted in physical or psychological injuries..*



(both men and women). A programme for leadership development was also started, with the aim of preparing employees – women in particular – for management positions in time.

One woman was named as director in 2011 and joined board meetings in 2012. This has brought the percentage of women in management to twenty. The general ratio of men to women within Amsterdam RAI is well balanced, with 48.5 per cent of the employees being men and 51.5 per cent women. This and other figures relevant to personnel are available in Annex 2.

## Safe and hospitable RAI

With 629 events in 2012, Amsterdam RAI remains one of the busiest convention centres in Europe. High occupancy causes more tension between exhibition planning and the organisation of exhibitions, conferences and events. It is very important that safety continues to be guaranteed in this context. In 2012, Amsterdam RAI introduced new guidelines for safety at work, thereby taking a major step forward in improving safety during events, especially regarding setup and breakdown. Everyone with a presence on the exhibition floor at Amsterdam RAI must respect the safety rules. To ensure this, various information sessions were held with suppliers and

industry partners, and the policy was shared with colleagues in the Netherlands and abroad. During setup and breakdown periods, Amsterdam RAI is only accessible with a valid badge provided after online registration.

Its policy for safety at work places Amsterdam RAI in the vanguard of the European event industry. The policy is explained in a manual which is shared with employees as well as suppliers, clients and partners from the industry. The manual can be accessed by anyone in Dutch and English on the RAI's website and is therefore also available to other companies in the industry. In this way, Amsterdam RAI contributes to improved safety throughout the industry. Safety is a topic which should be in focus everywhere and not subject to competition.

## Results of the safety policy

Enforcement of the safety policy is a challenge as the industry is not yet used to it. The first results are, however, already becoming visible. An improved culture of safety can be observed in the setup and breakdown of exhibitions, as reflected in the increased use of safety helmets and safety shoes, among other things. There is a growing realisation among the parties involved that safety prescriptions must be observed to avoid accidents and incidents.

The accident analysis shows that most accidents resulted from the use of transport carts. Forty new carts for transporting refrigerated food from the production kitchen to the banqueting and public catering sites were purchased for the RAI facilities in 2012. The old carts were too high and too easily overloaded, and often could not easily be pushed over carpet or on ramps. The new carts are lower, allowing the people who operate them to always have a good line of sight. They are also lighter and have a protective border on the bottom to prevent accidents. The carts have been custom adapted to the working conditions at Amsterdam RAI.

## Cooperation with training institutes

It is important for study programmes to be properly connected to the relevant field of work. In practice, students often have inaccurate expectations of the activities relevant to exhibitions. To partly remedy this, an Experience Day was held in 2012 together with the trade association Meeting Professional International (MPI) and Saxion Hospitality Business School. Amsterdam RAI entered a partnership with the Amsterdam University of Applied Sciences (Hogeschool van Amsterdam), enabling Amsterdam RAI to improve its visibility among students by offering





# Employees

traineeships. For instance, an agreement was made with the Online Enterprise professorship to create capacity to guide graduates wishing to carry out research in Amsterdam RAI.

May 2012 marked the beginning of a partnership between Amsterdam RAI and the vocational secondary school MBO College Zuid (ROC), which was established across the street from Amsterdam RAI in 2012. Students from the Organising & Event Support programme are following a subject called RAI hospitality, which consists of training courses, a tour, a student assessment and a practical internship lasting two days.

## Influx of young technicians

In 2008, the 'Leermeestergezel' project was started to stimulate the influx of young technicians so as to achieve a balanced composition within the Technical Service team. This is also a way for Amsterdam RAI to maintain valuable knowledge and experience within the team by stimulating knowledge transfer between generations. The project has been very successful in the past years and will be continued next year.

## Vitality

Amsterdam RAI aims to promote the vitality of its employees so that everyone can be fit and full of energy at work. The vitality programme 'RAI Vitaal' was developed to initiate, facilitate and promote campaigns among employees. Different tools, workshops and campaigns will be offered under the auspices of this programme in 2013, helping to improve employees' health & fitness, promote job satisfaction & work-life balance, and prevent stress and absenteeism.

Employees can take an online test on the RAI Vitaal portal to calculate their own vitality and be inspired to improve health and fitness in their life and work. The effects of this on vitality within Amsterdam RAI and the extent to which it motivates employees to live and work in a healthier way will be studied during the course of 2013.

## Short preview

A socially responsible HR policy will remain an essential component in Amsterdam RAI's ambition to be the ideal employer in the future. The focus on socially conscious entrepreneurship, the linking of customers with social developments and the role played in this by employees are all expected to become increasingly important.



*"The importance of vitality as a concept for dealing with the greying population in a timely way will increase in the future. Offering apprenticeships and internships is a way to ensure sufficient new blood in the company. Amsterdam RAI is already approaching this in a good way, and I see youthful talent appearing at all levels. Suppliers can contribute to this by sharing their experience and knowledge with the new generations. This can include lectures and presentations on often complex topics."*

Ronald Koene,  
supplier Mansveld Expotech  
Amsterdam.



**INSPIRING  
PEOPLE**

## A look back on the last five years

### Results

Amsterdam RAI aims to reduce energy consumption per rented square metre by 25 per cent in 2013 compared to the reference year 2008. Power consumption has not decreased in the last four years – rather, it has increased by eight per cent. Amsterdam RAI has taken many energy saving measures to prevent consumption from rising further. Without these measures, power consumption would have increased by nineteen per cent instead of the current eight. The increasing energy use is due, among other things, to the expansion of the facilities (the total real estate volume increased by six per cent compared to 2008), the use of pavilions in the forecourt, higher occupancy, the expansion of technical systems, and exponentially rising electricity consumption by exhibitors.

Over the past five years, Amsterdam RAI has gained progressively more insight into its power consumption and is therefore better equipped to act on this and implement measures in the exact places where the largest savings can be realised. For instance, electricity meters were fitted in different spaces at Amsterdam

RAI's facilities and in-house concession holders and suppliers were given their own electricity meter. Also a new distribution box was fitted in which all consumer circuits are measured. The energy work group, which includes representatives of different departments within Amsterdam RAI, also contributed to energy saving initiatives. One of the major developments over the past five years was the completion of the Elicium, an energy-efficient office & conference building. The Elicium has a GSHP, highly effective insulation, a climate regulating façade and lighting sensors.

### Obstacles

It is difficult to affect the energy use of organisers and exhibitors. Exhibitors are, for instance, making use of more and more electrical equipment and lighting, while organisers are requesting increasing levels of comfort in the halls in terms of temperature. The focus of Amsterdam RAI has, therefore, been more on its own power consumption, as this is a field in which it has more influence.



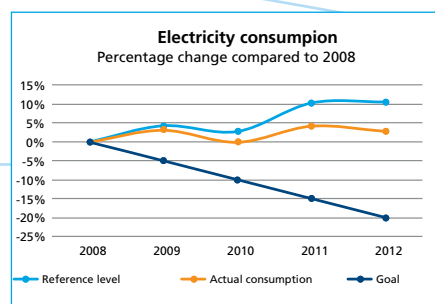
# Energy & climate

## Electrical consumption

Amsterdam RAI distinguishes three different types of electrical consumers: Itself, organisers and exhibitors. Total power use has decreased somewhat compared to 2011. It increased by 2.8 per cent compared to 2008.

Amsterdam RAI focuses on the most easily managed energy savings in its own fixed consumption. The electricity consumption by exhibitors (some 25% of the total) was found to be difficult to manage, as technological developments allow an increasing number of electronic devices such as laptops and special lighting effects to be used. Although such devices are becoming increasingly economical, this type of consumption has increased by 46% since 2008.

The number of technical systems has increased and some have been replaced so as to satisfy the more demanding customer expectations, regulations and required infrastructure. In 2012, for instance, the cooling in the Main Equipment Rooms was replaced and enlarged, the air treatment in the renovated foyers was replaced, and the measuring and control systems were expanded. Despite these changes, absolute energy consumption in 2012 was somewhat lower than in 2011. This was possible because there was also a lot of focus on reduction measures, which prevented a rise of around five per cent. The most important measures are summarised in the sidebar.



## Energy saving measures 2012

- All lighting in Amsterdam RAI apart from in the technical spaces has been replaced by more economical versions of Greenfox. Amsterdam RAI took this step despite the long ROI period of six years and decreasing electricity prices.
- Neon outlines have been replaced by LED, realising savings of around three per cent on the RAI's own consumption.
- Fitting electricity meters throughout the facility has made it possible to see where the RAI's own consumption is particularly high and to take targeted action to lower power consumption. For instance, air handling units were found to often have been left running unnecessarily.
- Lighting on building wraps was changed from TL or halogen to LED. This allowed for savings of 75%.
- The K awning was equipped with LED lighting.
- In 2012, various meters were added for concession holders and suppliers' storage areas/offices so that these partners can be more aware of their energy consumption.
- The Elicium uplighters, Elicium awning, Grand Café green wall and P7 pathway are all now lit with economical lighting solutions.
- CSR elements, such as the compulsory provision of sustainable fittings to stand holders, have been added to contracts with preferred suppliers such as Mansveld Expotech.

## Heating, cooling and gas

Gas consumption has increased sharply compared to the reference year 2008. This is partly due to the operation of the combined heat and power (CHP) system and partly thanks to higher occupancy and more degree days<sup>2</sup> compared to 2008. One combined heat and power (CHP) system was fitted in 2012 and became operational in the last quarter. A CHP is a generator which generates electricity from gas while providing heat as a by-product. The heat can be used to heat or cool down a building. The option to install a second CHP was examined and found to be unprofitable due to the low price of electricity. If the cost of gas stays constant,

the low price of electricity will probably also have consequences for the existing CHP in 2014 and 2015.

Another reason for the increasing consumption of gas is the growing demand by organisers. Organisers increasingly require higher comfort levels in terms of temperature in the halls. Other relevant developments include higher occupancy compared to 2008, a higher number of degree days and the deployment of mobile cooling for the pavilions.

<sup>2</sup> A degree day is a unit for measuring changes in temperature. A degree day is given relative to a reference temperature, usually stated as the level at which heating is no longer necessary (typically eighteen degrees Celsius).





## ENERGY SAVINGS

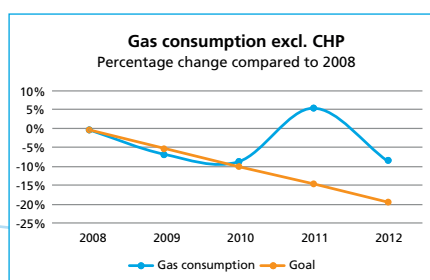
AMSTERDAM RAI



Even so, once the CHP consumption was deducted and an allowance made for occupancy and degree days, consumption was found to have dropped by 8.6 per cent. This is the result of the following measures:

- Two goods entrances were fitted with electrical operation so as to allow them to be closed more simply and frequently. This avoids draughts and reduces heat and cold losses.
- The business centre façade was insulated.
- A number of roll-up doors were installed in the halls. These are doors which open and close automatically, preventing draughts and reducing heat and cold losses.
- Various measuring and control mechanisms were adapted so as to improve the yield and efficiency of the CHP system.

The figures relevant to power consumption can be found in Annex 3.



### Municipal heating

Amsterdam RAI is in negotiations with the Dutch energy company Nuon to connect to the municipal heating network in 2013. This would give the RAI the advantage of making it far less dependent on gas supplies. It would also promote sustainability, as net energy consumption would be lower after allowing for residual heat. The discussions are likely to have a positive outcome.

### Energy work group

The energy work group has introduced many initiatives in 2012 to save on both electricity and gas consumption. Several studies are conducted every year and the results/feasibility discussed in the energy work group. There is also a critical overview of consumption figures every two weeks aimed at detecting notable elements and studying them for reduction possibilities. Funding has been made available for this in 2013, and the focus will be on so-called 'creeping consumption,' which will be counteracted by installing automated doors and setting unused systems on standby or deploying them more efficiently.

### Short preview

Research will be carried out in 2013 into a new type of climate system which allows better mixing of air and can heat spaces using less gas. Another study will look into the possibility to centralise cooling, thereby reducing losses.

A so-called green screen will be installed

for event managers in the so as to improve awareness of current electricity consumption. This will allow issues such as lighting that has been left on unnecessarily to be detected.

A study is looking into whether grey water (rainwater) can be stored for later spraying on the roof for cooling in case of high temperatures in the summer. Around four million litres of water can be stored in the garage. Another study aims to determine whether sun panels with a total capacity of 250 kWh or more could be installed on the flat roofs. While this seems feasible in terms of carrying capacity, the economic aspect of the decision will depend partly on new technological developments.

Construction of the Scheldeplein building will start in October. Amsterdam RAI has high sustainability ambitions for this new complex, which will feature Breeam Excellent<sup>3</sup> sun panels on the roof, a greenhouse for urban farming, light reflection by means of mirrors in the building, and a new GSHP. The next annual report will give more details about this.

<sup>3</sup> BREEAM-NL is an assessment method for determining the sustainability performance of buildings. The system uses qualitative weighting of criteria and gives a mark from one to five stars for new buildings (Pass, Good, Very Good, Excellent or Outstanding).



### INSPIRING PEOPLE

## A look back on the last five years

Amsterdam RAI is a leader in waste sorting in the European conference and event industry. Substantial efforts have been made over the past years related to the sorting, sustainable transportation and reuse of waste. An example is the agreement with a waste treatment plant to increase the percentage of waste sorted and implement a 'polluter-pays' principle. Other highlights included the installation of a 10,000-litre swill tank to convert swill to biofuel and the deployment of EcoCassettes, a system with which waste is compressed for removal by MokumMariteam. Another key consideration is the fact that awareness of and attention for waste-related issues among both employees and clients has increased in the past few years.

While there are several challenges remaining, Amsterdam RAI is proud of the results achieved so far. The goal to sort 25 per cent more waste than in 2008 has been reached. The goal to produce 25 per cent less waste was not realised, however. A reduction of 17 per cent was achieved but Amsterdam RAI could exercise only minimal influence on this.



*"There is a lot of attention for waste sorting and energy use, which is very positive!"*

Ronald Koene,  
supplier Mansveld  
Expotech Amsterdam.



## Cooperation with the waste treatment plant

2011 saw the first pilot project with Amsterdam RAI's waste collector (Icova) and cleaning service provider (GCA). The pilot aimed to shift waste processing activities from the cleaning company to the waste collector. One of the pillars of this pilot was to achieve a clearer distribution of activities between these two partners and Amsterdam RAI, thereby realising a more efficient deployment of personnel and means. The most important goal is to further improve waste sorting and shift the cost of the produced waste onto the polluter. After a number of successful pilot projects, a new partnership was officially started on 1 October 2012. The waste collector has had responsibility for waste management within Amsterdam RAI ever since.

The new partnership also has consequences for Amsterdam RAI's internal organisation. The outsourcing of the entire work package led to the closure of the Environmental Service Management department and the planning & work preparation branch of the Planning department on 1 October.

## Polluter pays

The waste management policy within Amsterdam RAI is based on the polluter-pays principle. This means that organisers, exhibitors, concession holders and in-house suppliers are charged for the amount of waste they produce. Residual waste is the most expensive category, and delivering pre-sorted waste provides cost savings for clients. The waste collector facilitates this by supplying sorting trays, bags and boxes. This has the added value of limiting the formation of rubbish deposits, i.e., piles of residual waste in the halls where clients and suppliers dump excess rubbish. It is often impossible to trace where such deposits originate. In addition to the allocation problem, rubbish deposits also represent logistical obstacles and a safety risk in the halls.

## Important changes:

- The outsourcing of the exhibition setup and breakdown process to the waste collection company Icova. As soon as the setup or breakdown begins, this is the only partner in charge of waste management. The result is a cleaner, and therefore more accessible, exhibition floor, speeding up the setup and breakdown.
- The deployment of Icova employees as environmental controllers to guide exhibitors and point out their responsibilities with respect to waste sorting. By passing on the cost of waste to the exhibitor, waste streams are sorted better, and Amsterdam RAI promotes the polluter-pays principle. The organisers benefit from having less and better sorted waste, reducing their costs.
- The establishment of an Icova office within the Amsterdam RAI complex.
- The transfer of all administrative tasks.
- The acquisition of new electrical rolling equipment.

## Action plan for exhibitions

An action plan is set up for exhibitions charting what needs to be done with the waste flows for each phase of the relevant event (setup, organisation, event, breakdown). This describes the type of waste, the roster of environmental controllers and the sorting means offered. The specificities of the event are also identified. A targeted action plan for each exhibition allows the waste process to be managed better. This has, for instance, led to the offering of additional sorting methods such as oil drums for used grease, channels for the collection of biodegradable waste and sorting methods for chemical waste.

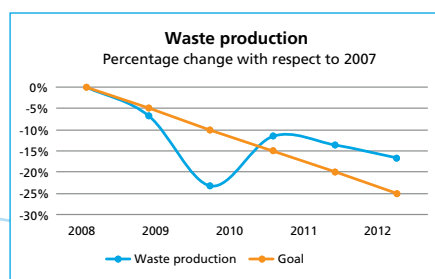
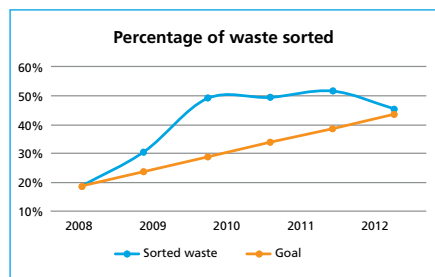
## Waste sorting

As almost all the available time and attention were swallowed up by the outsourcing of the full responsibility for waste, the operational attention faltered somewhat during part of 2012. This is reflected in lower percentages of waste

sorting. The ten largest exhibitions, which account for some 65 per cent of the total waste, had an average of 49 per cent of residual waste. In 2011, this percentage was 43. Icova is now responsible for the goal to sort more waste each year than the previous. The sorting figures for the period from 2013 until 2017 will be determined in the new multiannual sustainability policy. Amsterdam RAI is confident that the upward trend in waste sorting will continue.

Amsterdam RAI aims to set a good example and is looking into how it can contribute to reducing the volume of waste and increase the sorting figures at its own exhibitions. For instance, Amsterdam RAI is trying to improve awareness among exhibitors and visitors regarding waste. Another example is the expansion of the number of small sorting methods for all types of waste, as a response to the higher number of smaller stands which do not require large contain-





ners caused by the economic situation. This has made it worthwhile to also sort smaller amounts of waste.

Figures regarding the volume of waste, recycling percentages and an overview of what ultimately happens with the waste can be found in Annex 4.

## Waste reduction

The goal to reduce total waste by 25 per cent with respect to 2008 was not achieved. There was, however, a three per cent reduction in 2012 compared to 2011. From 1 October, stand builders will be called to account more regarding their waste production.

There are different factors which influence the amount of waste produced, over many of which the company has no influence. For instance, the current global economic situation leads to stand builders and exhibitors reusing materials more often. This is a positive development for the amount of waste. At the same time, we are also seeing that we sometimes lose control over the waste processing. Stand holders and exhibitors normally pay Amsterdam RAI for a responsible processing of waste, but the deteriorating economic situation has led them to take away their rubbish more often than before. While this appears to result in a reduction, in practice it means Amsterdam RAI can no longer guarantee the responsible processing of waste.



*"Dealing with waste requires thinking in terms of supply chains. It starts with prevention – how can you encourage clients to deal with waste at an early stage? This is something that Amsterdam RAI and Icova could work on more."*

**Cor Gerritsen,**  
supplier Icova.

## More advantages from the new partnership

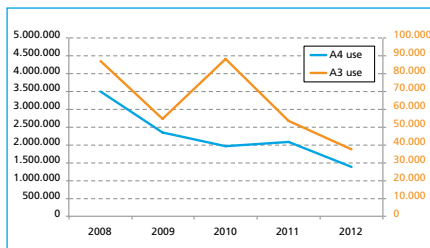
In addition to the abovementioned points, other advantages have also come to light. The setup and breakdown of exhibitions is faster and the halls are cleaner before the initial and final cleaning. Furthermore, there is now detailed information on the waste produced by organisers and exhibitors, which allows agreements regarding waste to be clearer.

## Paper consumption

Paper consumed for printing decreased again in 2012. Wherever possible, printing within Amsterdam RAI is carried out in black and white on double-sided paper. The company aims to reduce printing further through the use of tablets and the new pull printing feature, which requires a RAI badge to pick up printed sheets. This allows duplicate or incorrect printing tasks to be cancelled easily. Eighty-gram FSC paper was



used until the end of 2012. The multifunctional pull printing devices can, however, also use 75-gram paper. In 2013, this thinner paper will be used for printing whenever possible. Its lighter weight will allow 6.3 per cent savings in paper purchasing and reduce waste. High-quality printing will still use 80-gram or thicker paper, however. The new printers feature a meter which shows how much paper, CO<sub>2</sub> and water is saved with the new methods.



## Short preview

Different agreements have been made with the waste collector regarding key performance indicators (KPIs). These have led to new insights for Amsterdam RAI. For instance, it has become clear that Amsterdam RAI needs to make better agreements with its concession holders and in-house suppliers with respect to waste. The experiences with this new work method will contribute to better waste management for 2013 and beyond.

While continuing its current waste policy, Amsterdam RAI aims to add a number of new products in the coming year, such as a paint depot, a PET bottle collection centre and new waste bins which allow rubbish to be sorted during the exhibitions. Furthermore, Amsterdam RAI aims to discuss a pilot project with organisers regarding communication with exhibitors and visitors to stimulate waste sorting and improve the awareness of organisers. The web shop for exhibitors will also provide better information with regard to waste sorting systems, including a focus on the smaller new methods.

## Discarded clothing from the Hospitality Crew Centre

Amsterdam RAI's Hospitality Crew Centre (HCC) provides temps with appropriate uniforms for their activities at various events. All discarded clothing from the HCC has, since 2012, been collected by Icova for donating or destroying. Icova periodically reports how much clothing was donated and how much was destroyed. Icova deals with organisations such as the Salvation Army and ReShare. ReShare sells the donated clothes in its own second-hand clothing shops at social prices. The money raised this way finances various projects by the Salvation Army in the Netherlands and abroad, and the Salvation Army also sometimes supports local environmental projects. The collected clothing is also used in supplies which are distributed to people affected by disasters and crises.

ReShare determines whether old clothing can be reused. When this is not the case, the clothing is destroyed by Icova. The non-viable but reusable textiles are then defibrated, i.e., broken into loose fibres. New products can be made with these fibres, such as felt for the automotive or construction industry, luggage straps, or thread for the making of new clothes.







## A look back on the last five years

Hundreds of events take place at Amsterdam RAI every year. The huge amount of transport traffic by clients and suppliers that this generates has to be properly managed. Important steps were made over recent years to improve traffic flow and limit noise and pollution. Crucial components of this were partnerships with the Dutch railway operator NS, Amsterdam's municipal transport company GVB and the central Amsterdam taxi organisation. Another success was the introduction of buffering and slots for freight traffic designed to decrease waiting times. The latter has also led to fewer lorries getting stuck in traffic jams around the building.

Our efforts have improved traffic flow and reduced traffic-related disruption, especially for local residents. Less traffic and fewer traffic jams have also helped reduce air pollution, which is very important in a busy city such as Amsterdam.

**INSPIRING  
PEOPLE**



*"The RAI is certainly working hard to control and reduce traffic flows. It also stimulates visitors to use public transport via a combined train and admission ticket, which is a very good initiative."*

Goof van der Peijl,  
association of local  
residents and retailers  
(Scheldestraat).





The mobility policy of Amsterdam RAI has several main objectives:

- Preventing traffic congestion on exhibition setup days
- Stimulating the use of other modes of transportation instead of cars
- Limiting and preventing emissions
- Limiting and preventing traffic problems and noise

A number of activities have contributed to these objectives in 2012:

## Congestion on setup days

When there is insufficient space to let incoming lorries into the work decks, a buffer terrain is set up at an external location. This approach ensures that there are no trucks waiting on the access roads around Amsterdam RAI.

## Alternatives to car transport

### Partnership with NS

Amsterdam RAI aims to continue offering visitors alternatives to car transport. In 2012, a public transport deal was implemented for thirteen Amsterdam RAI exhibitions, offering special train travel rates to visitors with RAI admission tickets.

### Partnership with GVB

Amsterdam RAI has had a partnership with Amsterdam's municipal transport company GVB since 2008. This facilitates ad hoc agreements regarding the transport of exhibitors and visitors on GVB trams, buses and metros. In concrete terms, GVB deploys extra personnel and equipment during large events, making it easy to travel by tram, metro or bus in the city. In 2012, such agreements were made for five major events.

According to calculations, more than 40,000 visitors used a bus, tram or metro to reach Amsterdam RAI. Furthermore, visitors and exhibitors during other events also increasingly appear to choose local transport, helping further reduce traffic congestion around Amsterdam RAI.

## Mobility and climate

### CO2 footprint

In 2011, a team of students from one of Wageningen University's master programmes were commissioned by the RAI's Traffic Management department to carry out a study into Amsterdam RAI's CO2 emissions. The emissions goals were examined and a model was developed to measure the CO2 produced by visitors, exhibitors, suppliers and employees. The share of international visitors coming to Amsterdam RAI by air or international road transport was also taken into account.



### Electrical transport

For a number of years, Amsterdam RAI has had four charging stations for electrical cars in its garages. Their use is free of charge, allowing Amsterdam RAI to make a contribution to promoting electrical car use in the Netherlands. Since the beginning of 2012, Amsterdam RAI has had its own electrical car, an Opel Ampera used by employees for commuting. Amsterdam RAI aims to expand the number of charging stations in 2013. The feasibility and desirability of charging stations for scooters and e-bikes is also currently being analysed.

### Greendriver Challenge

In 2012, Amsterdam RAI took part in the Greendriver Challenge, a competition for lease car drivers. This contest allows companies to make their vehicle fleet more sustainable while also realising considerable fuel savings. The Challenge lasted for four months, during which forty participants competed individually, in teams and against other participating companies.



*"Despite what the signposts say, cars often come to Amsterdam RAI only to be turned away because there are no parking spots. This situation could be improved by ensuing visitors know more about the alternative car parks and commuting services."*

**Marleen Munniksma,**  
Friends of the Beatrixpark  
Association.

The competitive element, the weekly updates and the practical tips improves awareness among participants and stimulates them to drive in a more economical way. The Greendriver Challenge thereby decreases overall CO2 emissions. The almost 700 participants in this competition managed to reduce consumption and CO2 emissions by fourteen per cent without any technological intervention.



# Mobility



## Limiting and preventing disruption and noise

### Parking

Municipal initiatives have been reducing the number of parking spots outside Amsterdam RAI for years. Five hundred parking places were eliminated in the immediate vicinity in 2012.

Until now, this was compensated for by other car parks made available by Amsterdam RAI. Amsterdam RAI has advanced plans to build a new parking garage next to the complex for a thousand cars, which will help reduce unnecessary traffic movements by visitors.

Although Amsterdam RAI strives to inform visitors about the parking options in advance via Digital Route Information Panels (DRIP) and Twitter, they still often spontaneously decide to take the risk to drive to Amsterdam RAI. It has been difficult to have any influence over this tendency.

### Taxis

Since 2010, Amsterdam RAI only admits taxis from TCA (Taxicentrale Amsterdam) to its grounds to pick up visitors. TCA uses a coordinator to guide the taxi traffic properly, ensuring that local residents experience less disruption from waiting taxis.

A partnership with TAXI-E was considered in 2012. This electrical taxi company is very environmentally friendly. Using fully electrical taxis would allow Amsterdam RAI to contribute to a cleaner Amsterdam. It would also fit with the policy of the City of Amsterdam to reduce fine particle and CO<sub>2</sub> emissions. The next annual report will provide more information on a possible future partnership with TAXI-E.

### Short preview

Cooperation with Amsterdam's municipal transport company GVB will continue in 2013. Agreements will continue to be made on additional deployment of GVB

personnel and equipment for Amsterdam RAI's own exhibitions and exhibitions organised by third parties.

Cooperation with NS will also continue in 2013, and the successful OV (public transport) deal will be offered during twelve of Amsterdam RAI's own exhibitions focusing on both the Dutch and international markets. Exhibitions by third parties will not be covered this year. The most important reason for this is the current economic recession. The OV e-ticket deal (electronic alternative to a paper ticket) will remain until 2014, which means that the partnership will continue again in the following year. The introduction of the public transport smart card means that the continuation of the OV deal in the medium term is uncertain at this time, as it is not possible to link an OV deal to an OV-card as an e-ticket.

A carpool project will be started in 2013, with employees encouraged to drive together in order to further reduce traffic movements. Another measure to further improve traffic flow around the RAI will be to tweet information to visitors to busy exhibitions, who can then decide in advance whether to take the car or public transport to Amsterdam RAI. This also allows parking information to be provided. A pilot project was during the Huishoudbeurs 2013.

In the framework of mobility and climate, Amsterdam RAI aims to look at how the number of suppliers using electrical vehicles or vessels can be increased. Another goal is to have quantitative insight into the results regarding climate, traffic movements and traffic jams around Amsterdam RAI. Making the situation and activities simpler to measure would make it easier to take action to lessen any social impact.





## A look back on the last five years

The goal for water consumption is to achieve a reduction of 25 per cent per rented m<sup>2</sup> by the end of 2013 compared to the reference year 2008. Total savings of around nine per cent had been achieved by 2012, which is below the target of twenty per cent. An important reason for this are the regulations regarding legionella, which have made many water-saving measures difficult as they would contradict the relevant legionella legislation. Measures which did considerably reduce consumption in recent years are the change of the flushing volume of toilets from eight to six litres and the fitting of automatic faucets. Other potential reductions in water consumption which do not conflict with legionella legislation will also be considered in the year ahead.

*The amount of water saved would be enough to flood more than 10,000 m<sup>2</sup> of the huge Europa Hall to a depth of 78 cm*

will be required to fit and then remove the pipes. This measure will be examined for feasibility and compliance with legionella legislation in 2013.

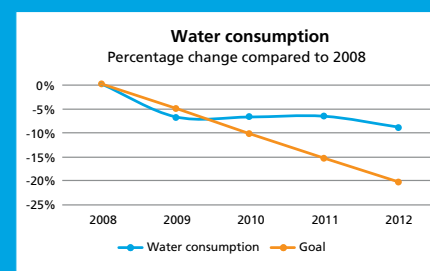
## Short preview

The possibility to collect grey water for watering the green spaces around Amsterdam RAI will be considered in 2013. If the water is clean enough, it will also be used for applications such as cleaning the garages. The next sustainability report will look more extensively into grey water collection possibilities.

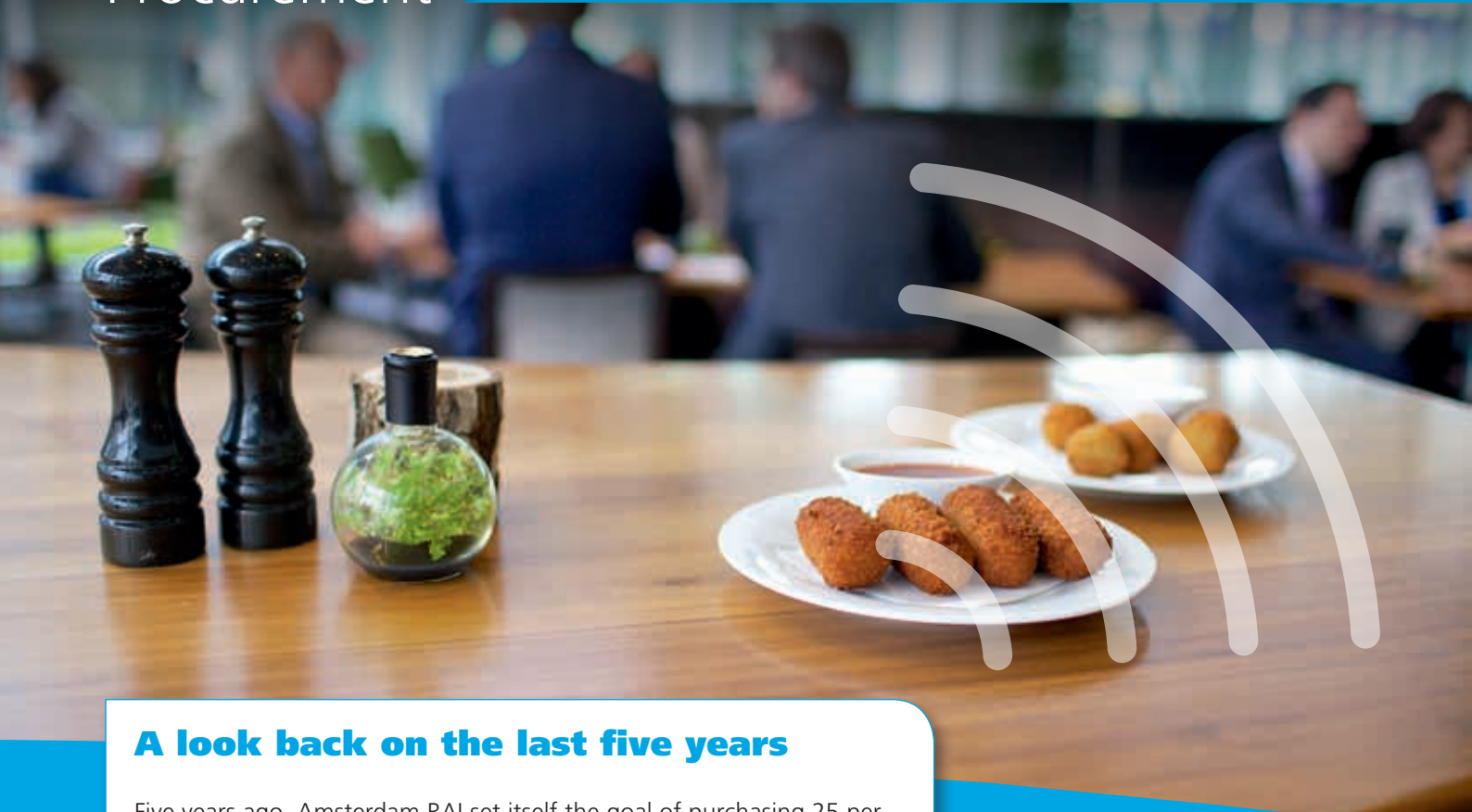
Amsterdam RAI uses mains water primarily for sanitary and kitchen installations, as well as the cooling towers. While there has been considerable progress in the field of water conservation, many ideas have to be discarded as they conflict with legislation and regulations regarding legionella. An example is the aerators fitted in 2012 on faucets – a measure that could potentially reduce water consumption by up to 95 per cent. Since the water flowed through the pipes at a lower pressure, however, this caused a tunnel effect and stagnant water against the walls of the conduits, which increased the risk of legionella. In other words, this water conservation measure did not comply with drinking water legislation and could therefore

not be implemented.

An alternative water cooling system was conceived in 2012, allowing savings by replacing water cooling by a closed water system. A pilot project resulted in savings of around two million litres (fifteen per cent of the total consumption) and will continue in 2013. The possibility to organise the provision of water for individual stands and exhibitors in a different way was also considered. This could, for instance, be achieved by replacing the existing copper pipes with new low-density polyethylene pipes. This would mean that water wells and attendant pipes no longer need to be flushed through, facilitating savings of some five per cent on the total consumption. There are, however, costs involved, since work







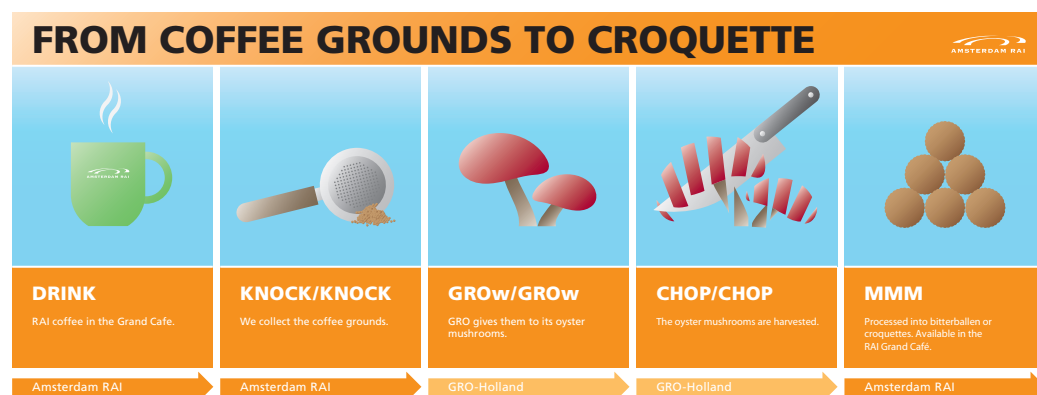
### A look back on the last five years

Five years ago, Amsterdam RAI set itself the goal of purchasing 25 per cent of its products and services from sustainable sources by 2012. This goal has turned out to be hard to realise. This is partly due to the difficulty of defining what sustainable products and services are. Another issue is the dilemma between sustainability and costs. In lean times in particular, there is less room for manoeuvre in terms of choosing pricier alternatives. Nonetheless, steps have been made to make purchasing more sustainable. Some highlights include: The signing of an agreement for the cleaning and window cleaning industry, including arrangements on optimal work conditions; the delivery of green electricity to exhibitors; more sustainable catering, such as switching to organic chips; purchasing of tea and coffee with the Rainforest Alliance certification; and providing a sales range which comprises sustainable alternatives. Other ways to make procurement more sustainable and embedded within Amsterdam RAI will be critically considered in the coming year.



*"In the future, Amsterdam RAI should offer a set of recommendations for making the organisation of exhibitions more sustainable. This would allow it to instruct organisers and exhibitors to make their own purchasing more sustainable and sort waste themselves."*

**Eric Bakermans,**  
trade organisation NBTC.



## Procurement and suppliers

Amsterdam RAI is aware of its responsibilities in the supply chain. As a large company and organiser, Amsterdam RAI can encourage its suppliers to operate in a sustainable way. Furthermore, Amsterdam RAI is looking for ways to also stimulate customers to make more sustainable choices.

At this moment, it is difficult to indicate with a percentage the share of sustainable purchasing in Amsterdam RAI's procurement, as no yardstick is available to measure it. This is why Amsterdam RAI is currently looking into the various sustainability standards (i.e., Green Key, EarthCheck, ISO 14001, and possibly ISO 20121) to which it subscribes in order to examine to what extent they are appropriate for setting up a relevant tailored yardstick.

As the entire chain is involved, cooperation is crucial. Advice and initiatives by suppliers sometimes conflict with the standards formulated by the Green Key eco-label – for instance, suppliers might choose to produce certain products in small packages to promote shelf life/hygiene and reduce waste, while Green Key forbids mono packaging. Amsterdam RAI looks for solutions in cooperation with a number of its important suppliers, such as Coca Cola, Friesland Foods and Earth Water.

Sustainable alternatives are added to the range wherever possible. Naturally, Amsterdam RAI remains dependent on the

other aspect of the chain, namely customers. The price of socially responsible products is usually somewhat higher than that of the standard range, which often causes people to prefer either premium or cheaper options.

## Purchasing organisation

The current procurement process addresses sustainability in two ways. The first way is by means of an open question to suppliers, who need to indicate how they integrate sustainability into their processes. This open question makes comparisons very difficult. Second, contracts with suppliers comprise a standard clause in which Amsterdam RAI indicates that it will not do business with suppliers who do not comply with its standards and values.

Suppliers will be exposed to additional scrutiny in the coming years so as to ensure sustainability better throughout the purchasing process. In 2013, three suppliers from the top twenty tender list will be audited to examine in which ways they comply with sustainability agreements. These audits will represent a starting point for improvement processes.

## Social return

A new initiative in the field of procurement is the outsourcing of security services. This tender requires a certain focus on social return, which involves taking up social conditions, demands and wishes in the purchasing process for products and/or services. A partner in security services with considerable experience in recruiting and

selecting candidates with difficulties in entering the labour market was chosen in this case. The role of Amsterdam RAI within the partnership is to create work opportunities by making security service workplaces available. The goal is to allow candidates to acquire work experience and knowledge by training them to become security specialists. Social return is a priority within the procurement policy of the City of Amsterdam. As an important stakeholder, the municipality expects Amsterdam RAI to also focus on this topic.

## Sustainable alternative in the food assortment

Amsterdam RAI presented its new food assortment in 2012, which comprises at least one sustainable alternative in each category. To achieve this, Amsterdam RAI entered partnerships with various local product suppliers. This means that the company can now offer a fully sustainable range if a client should request it. The oyster mushroom croquette is a fun addition in this framework. The oyster mushrooms for the croquette are grown on the coffee grounds collected in our Grand Café (see infographic).

While there were only a few specific requests from conferences for a fully sustainable assortment last year, Amsterdam RAI is going to examine options to help increase the demand.

While many sustainable products can, in practice, already be purchased, this unfortunately often has an impact on profit



## Other initiatives related to procurement in 2012

- Full transition to organic chips by McCain. This has made Amsterdam RAI the first exhibition and conference centre in Europe to only serve these 100% sustainable French fries to its guests.
- Purchasing of table linens with a Fair Trade label. The lessor of party material to Amsterdam RAI is also prepared to agree to such an investment, meaning that fair trade table cloths will also be used when additional capacity has to be rented.
- Laundry: A more environmentally friendly process is now used for all Amsterdam RAI's linens and clothing.
- Instead of being thrown away, the flags and banners around the complex are washed and restored in cooperation with the supplier. This allows for a longer lifespan.
- After switching to coffee approved by the Rain Forest Alliance in 2011, Amsterdam RAI has also been buying tea with this certificate whenever possible since 2012. For juice dispensers, Amsterdam RAI chooses products with the Max Havelaar certificate.
- Since its reopening, the RAI Grand Café has been serving local vegetables. The Grand Café has a two-storey vertical garden; a large part of the menu comes from local farmers and city greenhouses in and around Amsterdam.
- The possibilities to build a city greenhouse next to Hall 1 are being analysed in 2012-2013.

margins. An example of this is the step to provide free access to mains water through the installation of more water faucets, which leads to a revenue shortfall of some 600,000 euros. This illustrates the obstacles to making more sustainable choices.

### RAIlation platform

Amsterdam RAI organised a so-called RAIlation day for seventy suppliers and concession holders last year. Suppliers were given the chance to present themselves to the employees of Amsterdam RAI in an informal, creative way at a small exhibition within the RAI.

This allowed more insight into the knowledge and expertise of suppliers and relationships were strengthened. This highly successful event will be organised again in 2013.

### Short preview

Amsterdam RAI has formulated a five-year strategy for its purchasing organisation. An important objective in this context is to make purchasing even more professional and centralised. Well-organised purchasing can improve the response to the challenge of formulating a sustainable purchasing policy suited to Amsterdam RAI's needs.

One major component will be to draw up a questionnaire for suppliers based on the EarthCheck, Green Key and possibly ISO 20121 standards. Each of the different questions will be connected to a value relevant to the assessment of the tender. The questionnaire thereby resolves the subjectivity issue related to the open question previously asked of suppliers regarding sustainability.



*"We will look at our purchasing in a different way, focusing more and more on use instead of ownership. There will also be a shift from acquisition to leasing. Amsterdam RAI will need to adapt its purchasing policy to this."*

**Cor Gerritsen,**  
supplier Icova.

The goal is to use more of the suppliers' expertise related to sustainability in their specific field. In addition, Amsterdam RAI will continue to bring Green Key and important suppliers within the industry together so as to determine the most sustainable choices jointly.





## Social engagement

### A look back on the last five years

Amsterdam RAI has been actively supporting two charities since 2005: AMREF Flying Doctors and Stichting Steun Emma Kinderziekenhuis AMC (Foundation for Support to Emma Children's Hospital AMC). Over these years, Amsterdam RAI has been able to raise € 181,000 for AMREF and around € 144,000 for the Emma Children's Hospital. In addition to this financial contribution, Amsterdam RAI has also made expertise and other means available for various fundraising activities.

Looking back, we can see that Amsterdam RAI's efforts on AMREF's behalf during the African Experience gala evening and the Kenya Classic, for instance, were very successful. International exhibitions have also found a way to help provide money and name recognition for AMREF by means of the Innovation Awards. Other highlights include the many spontaneous activities organised during this period, such as the graffiti lorry at BedrijfsautoRAI for the Emma Children's Hospital.



**Bouw  
mee aan  
het beste  
kinderziekenhuis  
ter wereld**

Amsterdam RAI plays the social role of physically and virtually bringing together people every day, both in the Netherlands and abroad. It aims to contribute to meaningful moments and realise the 'Inspiring People' motto.

The bringing together and connecting of people and ideas is reflected in Amsterdam RAI's policy for social engagement. Amsterdam RAI actively works to connect socially relevant partners with each other, for instance in the case of the charities Foundation for Support to Emma Children's Hospital AMC and AMREF Flying Doctors. In addition to giving an annual financial contribution, Amsterdam RAI provides these partners with a platform at exhibitions to get in touch with their target groups.



## Emma Children's Hospital AMC

Amsterdam RAI is contributing to the called metamorphosis of the Emma Children's Hospital, a transformation process which includes the total physical renovation of the hospital facilities. Amsterdam RAI has donated a total of € 144,000 euro since 2005. Work is ongoing on departments such as intensive care for children, paediatric surgery, teens, big kids, paediatric oncology and neonatology. The next stage will be a children's restaurant, scheduled to open in 2014, to which Amsterdam RAI has contributed € 27,000 euros.

Emma Children's Hospital already has a new department for infants. The staff at Amsterdam RAI who worked on the EmmaRAIrun had an advance look and were hugely impressed by the positive change – especially now that they could see the old and the new side by side

The deployment of knowledge, expertise and resources for various fundraising activities constitutes an important part of the commitment to charities. For instance, Amsterdam RAI can act as a sounding board for Emma Children's Hospital and give advice where required. An example is the text on its website regarding the Emma Christmas Wishes campaign. In addition,

name recognition is generated by regularly hanging large adverts on building wraps on the Amsterdam RAI complex.

## AAMREF Flying Doctors

In 2012, Amsterdam RAI donated € 42,700

to AMREF Flying Doctors. This allowed the successful completion of a project in Mtwara - a district in south-eastern Tanzania where water is extremely scarce. AMREF provides better access to sustainable and safe water and sanitation and more knowledge about good personal hygiene in Mtwara (see <http://www.amref.nl/english.html> for more information about AMREF's work). Of the total amount donated by Amsterdam RAI to AMREF since 2005, more than € 120,000 has been invested in the Mtwara project. This means that Amsterdam RAI has provided a whole village with clean water and sanitary and hygienic facilities – a great result!

Amsterdam RAI and AMREF have stated that they are happy to continue their cooperation. The future financial contributions of Amsterdam RAI will be used for the

## Contribution to own fairs

Some € 6,588.40 was raised for Emma Children's Hospital at the 2012 editions of Huishoudbeurs, Negenmaandenbeurs and HISWA boat show. The € 5,307.90 of proceeds during the Huishoudbeurs and Negenmaandenbeurs was achieved through online ticket sales and donations at the Emma stand. At Festival Fantastique there was also a stand with a volunteer from the AMC which allowed visitors to hang a ribbon in a tree for one euro.

During HISWA, visitors could buy an Emma Children's Hospital sailor wristband for one euro. This brought in € 1,280.50. During the HISWA boat show two volunteers from AMC were on site each day to make contacts with visitors.

An idea to raise money for charity arose spontaneously during BedrijfsautoRAI. A graffiti artist was given free range to create a striking design on a brand new Scania G 400 tractor. The idea was to support a good cause. Emma Children's Hospital was chosen in consultation with Amsterdam RAI.

The Scania graffiti tractor will continue to promote the foundation in the near future, after which it will be offered for sale. To strengthen the donation drive, the Scania graffiti tractor will soon also be available as a miniature. A portion of the proceeds will again benefit Emma Children's Hospital.

€ 5,000 was donated to Emma Children's Hospital AMC during BedrijfsautoRAI.





project 'Clean water, healthy Maasai' in Kajiado, Kenya. Water is an important theme in the RAI's own exhibitions, which is why it fits so well with the company's CSR policy. AMREF's activities are also a good match for Amsterdam RAI's international character.

### Walking for water

AMREF is brought to life within Amsterdam RAI not just through water-related exhibitions – employees, too, put in a lot of hard work for the Flying Doctors. For example, each year a number of staff from Amsterdam RAI spend a day giving lessons related to water to a primary school class. These information lessons are part of the 'Walking for Water' project. Students in the seventh and eighth grades experience what their peers in developing countries have to do to get drinking water: Walk an average of six kilometres while carrying six litres of water. This lesson is also about awareness of water consumption in the Netherlands. Five employees gave water-related lessons in 2012.

*"This was a lot of fun. One thing that struck me in particular was the difference between the age groups. The kids in seventh grade sat on the edge of their seats, while those in eighth grade were clearly on the verge of puberty and I occasionally had to maintain order. I made a so-called leaky tin together with my own children. This consists of an empty two-litre milk bottle with a hole and a nail in it which can be hung up on a string. If you need to wash your hands, you pull out the nail and voilà! water runs out – that's how you do it in Africa. Of course I try to encourage the children to collect as much money as possible. All in all, I think this was a fun experience for the children, the teacher and the guest lecturer!"*

### Visiting lecturer Ids Boersma, managing director of RAI Exhibitions

In addition to money and manpower, Amsterdam RAI supports AMREF with organising events and sharing expertise and contacts. Every year, Amsterdam RAI lets AMREF use its spaces, technology and personnel for fundraising and events so as to keep down the organisation's costs in the Netherlands. The funds raised by AMREF through events in the Netherlands are spent in Africa as much as possible. Jointly raising awareness of the health situation in Africa among Amsterdam RAI's various stakeholders (employees, suppliers, customers and clients) helps strengthen the name recognition and positioning of AMREF Flying Doctors.

### Involvement of employees in charities

Amsterdam RAI tries to keep its employees involved by regularly informing them about charities via the intranet. But it is the physical encounters between AMREF and the RAI's employees which many find especially stimulating. An example is



*"It may be important to do even more cross-border work in the future. Social problems cannot, after all, be solved locally, but relate to transnational causes. This is why it's important to support causes both in your own country and abroad. Amsterdam RAI has thought this through well."*

Hellen van Vugt,  
BabyPoint exhibitor







*"Another thing I love are the spontaneous campaigns organised by your employees from time to time during which they think of us – a good example was the sale of old PCs."*

**Henriette van Eeghen,**  
Foundation for Support to  
Emma Children's Hospital  
AMC.



*"I think it's important that Amsterdam RAI spend energy on supporting local projects. Creating apprenticeships and traineeships for young people from Amsterdam is a good example of this."*

**Eric Bakermans,**  
NBTC.

separate from the Emma Children's Hospital charity, which makes it less closely linked to Amsterdam RAI.

## Local involvement

Amsterdam RAI places great store on good relations with its direct vicinity – the city of Amsterdam as a whole and local residents in particular. It is always aware of the fact that the RAI operates in a busy city centre where work and everyday life have to coexist harmoniously. While this is usually a good thing for all involved, it can also cause problems. Amsterdam RAI keeps the needs of its neighbourhood in mind as much as possible in its operations and aims to keep any disruption to a minimum.

The key word when dealing with the local community is transparency. Good explanations enhance understanding. Local residents are kept abreast of developments related to large events. For instance, a meeting was organised in the lead-up to the event Valhalla in December 2012 to give local residents a peek behind the scenes.

Together with the adjacent 'Strand Zuid' City Beach, Amsterdam RAI has expanded the existing 'noise map' for the RAI complex, allowing a better assessment of when the neighbourhood might be affected by noise. This unique tool was developed together with an external consultancy bureau and allows an advance prognosis of whether the environmental permit for noise disruption will be exceeded and, if so, which measures can be taken to prevent this.

## Short preview

In 2013, the AMREF and Emma Children's Hospital charities will again be given a platform to present themselves and raise funds at exhibitions at Amsterdam RAI. In 2013, AMREF Flying Doctors will start its project 'Water in Kajiado' (see sidebar). The 'Walking for Water' project will also be on the agenda again, and RAI employees will once more take part in the Kenya Classic.

AMREF's campaign to visit staff at Amsterdam RAI during the Sinterklaas celebration to hand them a traditional chocolate letter (made from fair trade chocolate) 'D' for 'dank,' i.e., 'thanks' in Dutch. The employees were also able to ask AMREF questions directly.

## Teaching and practical experience

Amsterdam RAI takes its social responsibilities seriously and offers traineeships to a number of schools in the vicinity. At least ten students from the Amsterdam University of Applied Sciences take part in traineeships at Amsterdam RAI every year. There is also a partnership with the vocational secondary school MBO College Zuid (ROC) related to training courses and traineeships. Pre-vocational secondary education (VMBO) and senior general

secondary education (HAVO) students also have the option to spend a few days in a social traineeship or trial internship. This takes place once a month on average. See the Employees section for more details on traineeships and visiting lecturers.

## Emma at Work

Amsterdam RAI has had a partnership with Emma at Work since 2011. This non-profit employment agency for young people with a chronic physical illness or handicap was founded in 2006 in cooperation with Emma Children's Hospital. While the partnership between Emma at Work and Amsterdam RAI continues today, it is currently on the backburner as it has been difficult to find a good match between the young people helped by Emma at Work and the activities at Amsterdam RAI in practice. Emma at Work is also an independent organisation



Kajiado is in a particularly dry part of Kenya inhabited by around 600,000 people, mostly nomadic Maasai. It is affected by a shortage of water sources and sanitary facilities which leads to many cases of disease. In order to counteract this, AMREF Flying Doctors has started a project focused on drinking water, sanitary facilities and hygiene in the region, thereby automatically improving the health of the population.





## The Huishoudbeurs & sustainability

Amsterdam RAI strives to integrate sustainability into its own exhibitions as much as possible. The Huishoudbeurs is an example of a RAI event in which durability has been a theme for many years. Different social themes are placed in the spotlight by means of workshops, playful campaigns and partnerships with various social organisations. This is a short explanation of how the sustainability theme is brought to life each year during the Huishoudbeurs.

The Huishoudbeurs is an annual event that has been organised by Amsterdam RAI since 1950. The exhibition, which traditionally focuses on women, allows exhibitors to present products and services in the field of fashion and cosmetics, health, interior decoration, household appliances and leisure time.

More than 400 exhibitors showcased their latest products and services to the general public in 2012. In addition to leisure time and relaxation, the Huishoudbeurs is also a platform for sustainable initiatives. The past

years have seen a number of CSR topics and initiatives at the Huishoudbeurs, including:

### Partnership with Urgenda

Amsterdam RAI has had a partnership with Urgenda since 2010. This foundation aims to make Dutch companies more sustainable through top-down and bottom-up initiatives, under the motto 'sustainability together'. 'Urgenda decorated a Green Pavilion at the Huishoudbeurs 2011 with the help of partners such as the Netherlands Council of Women, Good! and

People 4 Earth. The goal of this Pavilion was to show that sustainability need not get in the way of the good life. The Green Pavilion was opened by a number of Dutch celebrities, including Wubbo Ockels and Victoria Koblenko, and generated lots of publicity for Urgenda.

During the Huishoudbeurs 2012, visitors could exchange their old (clean!) underwear for a pair of undergarments produced in an environmentally sustainable way. Urgenda, the underwear retailer Saint Basics and the development organisation Humana challenged visitors to think about the production process of their underwear. The old undergarments were collected by Humana directly at the exhibition.

### Partnership with Coca Cola

A campaign to collect plastic bottles was started together with Coca Cola in 2012. The recycled bottles were made into bean bags, t-shirts for the personnel and VIP goodie bags. There was a large container in the outdoor area of the Huishoudbeurs where visitors could deposit their bottles. Unfortunately the results were unimpressive so the campaign will not be repeated in 2013. The possibilities for the reuse of recycled bottles will continue to be showcased to the public, however.







### **WOMEN Inc.**

Huishoudbeurs and WOMEN Inc. strengthened each other's activities by combining their different types of expertise: WOMEN Inc. provides individual development and invests in opportunities for women everywhere while the Huishoudbeurs represents a fun outing attended by 250,000 women, allowing the former to reach out to a wide audience and make the female visitors aware of issues facing them as women in society. Workshops and talk shows organised for visitors by WOMEN Inc. provided information on topics such as the glass ceiling and how to combine a career with household work. The WOMEN Inc. Festival was opened by Princess (now Queen) Máxima, ambassador for WOMEN Inc.

### **Stibat**

A battery collection campaign took place in 2012 with Stichting Batterijen (Stibat), the organisation which deals with used batteries in the Netherlands on behalf of manufacturers and importers. In 2012, the visitors brought in around 45,000 empty batteries, a resounding success which has led Stibat to plan a stand for the collection

of empty batteries at the next Huishoudbeurs in 2013 as well.

### **Other initiatives**

In 2012, a partnership was started with the social enterprise Toogethr, which developed a carpool app for visitors wishing to travel to the Huishoudbeurs together. Toogethr is a Dutch start-up which aims to deploy social networks to get the most out of existing sustainability facilities.

After Huishoudbeurs 2012, products and materials left over from stands were collected by the foundation Zending over Grenzen (the Dutch section of the international interdenominational charity Mission Without Borders). More than forty volunteers asked stand holders for donations of items which might otherwise be thrown away, including articles related to hygiene, clothing, food and baby products. After the collected products were sorted, they were taken to eastern Europe and distributed to people in need who wouldn't normally be able to afford them. The food was brought to a local food bank. There is more and more focus on sustainable initiatives at the Huishoudbeurs.

Amsterdam RAI is experiencing increasing interest for talk shows and workshops targeting social themes. There was a qualitative survey of the preferences and wishes of visitors in 2011.

# Financial overview

This section provides a short overview of the financial results of Amsterdam RAI in 2012. A detailed financial report is available in the annual report for 2012.

Amsterdam RAI aims to achieve sustainable results and generate profits in a socially responsible way. The company looks to realise a balance between financial, social and ecological considerations in its decision making.

## Activities

In 2012, the Amsterdam RAI Convention Centre hosted 629 events which attracted nearly 1.4 million visitors (2011: 1.6 million and 2010: 1.4 million). Of these visitors, approximately 490,085 visited events organised by the RAI itself, while 942,752

came for events organised by third parties. The total number of exhibitors in 2012 was 16,364 (2011: 16,453 and 2010: 15,688). The RAI was in use for international events on 265 days. The financial results for the core activities rose by 26.4% compared to the year 2011.

## Financial results

In 2012, RAI Holding achieved a net turnover of € 134.7 million, 0.8% more than the € 133.9 million realised in 2011 and 7.8% more than the year 2010, which was more comparable in terms of its events calendar. The increase is due to the return of the biennial BedrijfsautoRAI and the RAI's own international events, as well as the growth in events organised by third parties.

In 2012, costs increased by € 2.9 million compared to 2011 due to setbacks at RAI Landfords and MECC Maastricht. The result of the core activities was considerably higher than in 2011, however.

Operating profit was € 6.0 million (2011: € 7.8 million). After the deduction of interest charges and taxes, the net profits were calculated at € 2.1 million (2011: € 3.4 million).

### Core financial data over the past five years

	2012	2011	2010	2009	2008
Turnover	134.7	133.9	125.0	108.2	123.5
Operating profit	6.0	7.8	11.6	4.4	10.9
Net profit	2.1	3.1	5.7	0.2	5.3

Amsterdam RAI Activities	2012	2011	2010	2009	2008
International exhibitions and conference	48	47	48	36	50
Visitors	392,034	306,382	291,146	197,575	308,529

Exhibitions and conferences for the Dutch market	59	59	57	60	53
Visitors	763,622	1,057,815	773,728	1,015,544	752,298

Theatre shows	119	83	85	159	89
Visitors	125,238	81,986	84,645	198,755	108,092

Other events	403	406	400	318	281
Visitors	151,943	140,375	235,700	421,867	211,495

<b>Total RAI</b>	<b>629</b>	<b>595</b>	<b>590</b>	<b>573</b>	<b>473</b>
<b>Total visitors</b>	<b>1,432,837</b>	<b>1,586,558</b>	<b>1,385,219</b>	<b>1,833,741</b>	<b>1,380,414</b>



Amsterdam RAI		
GRI code	GRI G3.1 information directives	2012
<b>1</b>	<b>Strategy and analysis</b>	
1.1	Statement from the Management Board about the relevance of sustainability to the organization and its strategy.	Page 3
1.2	Description of key impacts, risks, and opportunities.	Page 3
<b>2</b>	<b>Company profile</b>	
2.1	Name of the company.	Pages 7- 8
2.2	Primary brands, products, and/or services.	Pages 7- 8
2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.	Pages 7- 8
2.4	Location of the company's headquarters.	Pages 7- 8
2.5	Number of countries where the company operates (as relevant to sustainability issues).	Amsterdam RAI is only active in the Netherlands.
2.6	Nature of ownership and legal form.	Pages 7- 8
2.7	Markets served (including geographic breakdown, sectors served, and types of customers).	Pages 7- 8
2.8	Scale of the reporting company.	Pages 7-8, 40, 46
2.9	Significant changes during the reporting period regarding size, structure or ownership	There were no significant changes during the reporting period regarding size, structure or ownership
2.10	Awards received in the reporting period.	Pages 13-14
<b>3</b>	<b>Report parameters</b>	
<b>Report profile</b>		
3.1	Reporting period for information provided.	Page 6
3.2	Date of most recent previous report.	Page 6
3.3	Reporting cycle (annual, biennial, etc.).	Page 6
3.4	Contact point for questions regarding the report or its contents.	Page 52
<b>Report scope and boundary</b>		
3.5	Process for defining report content, including: Relevance, materiality and stakeholders.	Pages 6, 11
3.6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers).	Page 8
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.	N/a



# GRI table

GRI code	GRI G3.1 information directives	2012
3.9	Data measurement techniques and the bases of calculations, including assumptions underlying estimations	
3.10	Explanation of the effect of any re-statements of information provided in earlier reports.	N/a
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.	Page 2
3.13	Policy and current practice with regard to seeking external assurance for the report.	Amsterdam RAI has not had the report verified externally
<b>4</b>	<b>Governance, commitments and engagement</b>	
<b>Governance</b>		
4.1	Governance structure of the company, including committees under the highest governance body.	Pages 7-8
4.2	Indicate whether the Chair of the highest governance body is also an executive officer.	Pages 7-8
4.3	For companies that have a unitary board structure, state the number of members of the highest governance body who are independent and/or non-executive members.	N/a
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	Pages 7-8
4.5	Linkage between compensation for members of the Management Board, senior managers, and executives and the company's CSR performance.	Pages 7-8
4.6	Processes in place for the Management Board to ensure conflicts of interest are avoided.	Pages 7-8
4.7	Process for determining the qualifications and expertise of the members of the Management Board for managing the CSR strategy.	Pages 7-8
4.8	Internally developed statements of mission and codes of conduct relevant to CSR performance and the status of their implementation.	Pages 7-8
4.9	Procedures of the Management Board for overseeing CSR performance, including relevant risks and opportunities, and compliance with internationally agreed standards and principles.	Pages 7-8, 9-14
4.10	Processes for evaluating the Management Board's own performance, particularly with respect to CSR performance.	Pages 7-8
4.11	Explanation of how the precautionary approach or principle is addressed.	Pages 7-8, 13-14
4.12	Externally developed economic, environmental and social charters, principles or standards to which the company subscribes.	Page 13
4.13	Memberships in associations (such as industry associations) and national/ international advocacy organizations.	Pages 13, 45
<b>Consultation of stakeholders</b>		
4.14	List of stakeholder groups relevant to the company.	Page 10
4.15	Basis for identification and selection of stakeholders.	Pages 10-12
4.16	Approaches to stakeholders and frequency of engagement.	Pages 3, 6, 9-12
4.17	Response of the company to key topics and concerns that have been raised through stakeholder engagement.	Page 11 and reactions by stakeholders throughout the report.



GRI code	GRI G3.1 information directives	2012
<b>5</b>	<b>Management approach and performance indicators</b>	
<b>Economic performance indicators</b>		
	DMA economic aspects	Pages 9-14, 40
EC1	Direct economic value generated.	Page 40
EC4	Significant financial assistance received from government.	Amsterdam RAI receives no financial overview support from the government.
<b>Environmental performance indicators</b>		
	DMA environmental aspects	Pages 10-14, 19-30
<b>Energy</b>		
EN3	Direct energy consumption by primary energy source.	Pages 19-21, 47
EN4	Indirect energy consumption by primary source.	Pages 19-21, 47
EN5	Energy saved due to conservation and efficiency improvements.	Pages 19-21, 47
EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.	Pages 19-21, 47
<b>Water</b>		
EN8	Total water consumption.	Pages 29, 50
<b>Emissions, effluents and waste</b>		
EN22	Total weight of waste by type and disposal method.	Pages 22-25, 48-49
<b>Society performance indicators: Labour practices</b>		
	DMA labour practices and decent work.	Pages 9-18
LA1	Total workforce by employment type, employment contract and region.	Page 46
LA2	Total number and rate of employee turnover by age group, gender and region.	Page 46
<b>Labour/management relations</b>		
LA4	Percentage of employees covered by collective bargaining agreements.	Amsterdam RAI B.V. has its own work conditions package and is not covered by a collective agreement.
LA5	Minimum notice period(s) regarding operational changes, including whether it is specified in collective agreements.	This indicator is regulated by Dutch law.
<b>Occupational health and safety</b>		
LA7	Rates of injury, occupational diseases, lost days and absenteeism, and total number of work-related fatalities by region.	Page 46

# GRI table

GRI code	GRI G3.1 information directives	2012
<b>Training and education</b>		
LA12	Percentage of employees receiving regular performance and career development reviews.	All employees have an evaluation and assessment review every year, in which personal performance and career development are discussed.
<b>Diversity and equal opportunity</b>		
LA13	Composition of governance bodies and breakdown of employees according to gender, age group, minority group membership, and other indicators of diversity..	Pages 8, 16-17, 46
<b>Equal remuneration for women and men</b>		
LA14	Ratio of basic salary of men and women by employee category.	Amsterdam RAI has fixed salary scales which do not distinguish between men and women.
<b>Society performance indicators: Human rights</b>		
DMA	DMA human rights	Pages 9-14, 30-32
<b>Investment and procurement practices</b>		
HR2	Percentage of significant suppliers, contractors, and other business partners who have undergone human rights screening, and actions taken.	Procurement: The percentage of significant suppliers tested for respect of human rights was zero. In 2013, three suppliers from the top 20 tender list will be audited to determine whether agreements are respected and whether these partners do in fact satisfy the sustainability requirements specified by them.
<b>Society performance indicators: Society</b>		
	DMA local communities	Pages 9-14, 33-39
SO9	Operations with significant potential or actual negative impacts on local communities.	Pages 33-39
SO10	Prevention and mitigation measures implemented in operations with significant potential or actual negative impacts on local communities. .	Pages 33-39
<b>Society performance indicators: Product responsibility</b>		
	DMA product responsibility	Pages 12, 17
<b>Product and service labelling</b>		
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	Page 12



# Annex 1



## Representation of Amsterdam RAI in industry associations and business networks

Industry association/ business network	
ACC	International Association of Exhibitions & Events (IAEE)
Amsterdam Economic Board	International Congress & Convention Association (ICCA)
Association of Event Organisers (AEO)	Innovatielab [initiative by NBTC, HSMAI and NHTV]
International Association of Congress Centres (AIPC)	Leading Centres of Europe
Amsterdam Centre for Service Innovation (AMSI)	Meeting Professionals International (MPI)
Amsterdamse Kring	MOA, vereniging Marketing Research & Marketing Intelligence
Amsterdam Marketing (previously ATCB, Amsterdam Partners, Amsterdam in Business)	Mobile Monday
Amsterdams Theateroverleg (OAT MOAT)	NBTC New York
ASAE (Centre of Association Leadership)	Nederlands Bureau voor Toerisme & Congressen (NBTC)
Corporate Event Marketing Association (CEMA)	Nederlands Institute voor Marketing (NIMA)
Centre of European Experience Economy	Nederlandse Vereniging Directiesecretaresses
City Wide Task force	Nieuw Amsterdams Peil (NAP)
CLC VECTA	NNBN
Clusters & Congressen MRA	Platform Innovatie in Marketing (PIM)
Congres- en Vergaderclassificatie	Professional Convention Management Association (PCMA)
De Industriële Groote Club	Society of Independent Show Organisers (SISO)
Event Branche	Topsport Amsterdam
Freelance Event Profs	UFI
Genootschap voor Eventmanagers	Union of International Associations (UIA)
Golfclub The Dutch	United Nations Global Compact
Green Meetings Industry Council (GMIC)	Vereniging van Evenementen
Het Innovatiediner	WTC Business Club
Hospitality Sales & Marketing Association International (HSMAI)	

## Annex 2

### Personnel figures

#### Number of Amsterdam RAI employees on 31-12-12

Men	Women	Total
205	219	424
48.35%	51.65%	

#### Number of Amsterdam RAI FTEs on 31-12-12

Men	Women	Total
201,49	187,15	388.64
51.84%	48.16%	

#### Number of full time vs. part time employees on 31-12-12

	Men	Women
Full time	185	96
Part time	20	123

#### Number of employees leaving in 2012

Men	Women	Total
22	22	44
		10.38%

#### Number of employees arriving in 2012

Men	Women	Total
20	19	39
		9.20%

#### Absenteeism percentage at Amsterdam RAI in 2012

3.43%

#### Employees by age on 31-12-12

Age	up to 25	26-35	36-45	46-55	56+
Employees	13	135	134	89	53

# Annex 3

## Energy consumption



### Electrical

Year		2008	2009	2010	2011	2012
Power purchases	mWh	17,095	17,103	17,506	18,682	17,292
Generated by CHP	mWh					1,204
Actual consumption	mWh	17,095	17,103	17,506	18,682	18,495
Fixed net consumption	mWh	13,982	13,699	13,616	13,911	13,949
Commercial occupancy index		100	94	105	110	111
<b>Percentage change compared to 2008</b>						
Reference consumption		0%	4%	3%	10%	11%
Real consumption		0.0%	3.1%	-0.1%	4.1%	2.8%
Fixed net		0.0%	0.9%	-5.0%	-5.2%	-5.2%
Goal		0.0%	-5.0%	-10.0%	-15.0%	-20.0%

### Heat/cooling

Year		2008	2009	2010	2011	2012
Consumption	m³	2,055,109	2,637,796	2,571,382	2,298,490	2,522,414
Consumption by CHP	m³					330,836
						2,191,578
Consumption	GJ	68,491	63,486	81,384	72,747	69,363
Index of degree days		100	102	127	95	105
Commercial occupancy index		100	94	105	110	111
<b>Percentage change compared to 2008</b>						
Gas consumption		0.0%	-6.7%	-8.8%	6.1%	-8.6%
Goal		0.0%	-5.0%	-10.0%	-15.0%	-20.0%

#### Conversion table

m³	1
GJ	32



# Annex 4

## Waste

### Waste from events in volume (m³)

Year	2007	2008	2009	2010	2011	2012
Residual waste	22,439	14,021	12,085	14,028	13,280	14,132
Paper	527	2,443	5,086	4,566	6,416	4,625
Glass	7	35	119	111	50	42
Plastic	-	81	1,079	1,111	901	1,213
Wood	4,638	3,653	3,095	5,242	4,295	2,978
Carpeting	0	0	2,247	2,688	2,517	2,893
<b>Total</b>	<b>27,611</b>	<b>20,233</b>	<b>23,711</b>	<b>27,746</b>	<b>27,459</b>	<b>25,883</b>

### Waste sorting at events

Year	2007	2008	2009	2010	2011	2012
Residual waste	81%	69%	51%	51%	48%	55%
Sorted waste	19%	31%	49%	49%	52%	45%
Goal	19%	24%	29%	34%	39%	44%

### Waste reduction

Year	2007	2008	2009	2010	2011	2012
Waste production (*1000 kg)	4,226	3,442	2,673	3,433	3,521	3,420
Sorted waste (*1000 kg)	1,707	1,578	1,185	1,576	1,707	1,460
Commercial occupancy index	100	87	82	92	96	97
<b>Percentage change compared to 2008</b>						
Waste production	0%	-7%	-23%	-12%	-14%	-17%
Goal	0.0%	-5.0%	-10.0%	-15.0%	-20.0%	-25%

# Annex 4

## Waste



Calendar year:	2012		
Clients:	AMSTERDAM RAI B.V. CRED.ADM. (45004615)		
Type of waste	(x in TONS)	Reuse, recycling, burning	Landfill
10.00 –A-QUALITY CONSTRUCTION AND DEMOLITION WASTE	464.460	99.5%	0.5%
10.35 –ROOFING WASTE (CONTAMINATED WITH COAL TAR)	5.680	100.0%	0.0%
11.00 - CLEANING DEBRIS	171.600	100.0%	0.0%
11.20 - ASPHALT CONTAINING TAR	54.820	100.0%	0.0%
13.00 - A-QUALITY WOODWASTE	516.480	100.0%	0.0%
13.01 - B-QUALITY WOOD WASTE	40.700	100.0%	0.0%
15.00 - IRON (FERRIC METALS)	27.455	100.0%	0.0%
30.01 –B-QUALITY COMMERCIAL WASTE (SORTABLE)	1.960.560	100.0%	0.0%
30.06 –G-QUALITY COMMERCIAL WASTE(CARPETING)	351.720	100.0%	0.0%
30.11 – SWILL	129.160	100.0%	0.0%
30.47 - GREASE WASTE	21.440	100.0%	0.0%
33.01 - PAPER/CARDBOARD	291.800	100.0%	0.0%
33.10 - ARCHIVES/CONFIDENTIAL	2.214	100.0%	0.0%
34.03 - CONTAMINATED FLAT GLASS	1.800	100.0%	0.0%
34.05 - MIXED GLASS	93.960	100.0%	0.0%
70.00 - REFRIGERATORS, FREEZERS	0.032	100.0%	0.0%
70.06 - LARGE HOUSEHOLD APPLIANCES CONTAINING DANGEROUS SUBSTANCES	0.672	100.0%	0.0%
70.09 – ICT AND TELECOMMUNICATIONS EQUIPMENT	0.446	100.0%	0.0%
73.01 - WASTE OIL CAT. II(SYNTHETIC)	0.010	100.0%	0.0%
75.01 - PAINT RESIDUE IN PLASTIC/STEEL PACKAGING	0.448	100.0%	0.0%
79.02 - NICKEL-CADMIUM BATTERIES	0.226	100.0%	0.0%
79.11 - GAS DISCHARGE LAMPS	0.646	98.0%	2.0%
80.01 – SPECIFIC HOSPITAL WASTE, UNSPECIFIED	0.020	100.0%	0.0%

## Annex 5

### Water consumption

#### Water

Year		2008	2009	2010	2011	2012
Consumption	m <sup>3</sup>	68,891	62,449	65,908	67,572	66,221
Commercial occupancy index		100	94	105	110	111
<b>Percentage change compared to 2008</b>						
Water consumption		0.0%	-6.6%	-6.7%	-6.5%	-8.7%
Goal		0.0%	-5.0%	-10.0%	-15.0%	-20.0%







**INSPIRING  
PEOPLE**

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