



# sustain ability report

## // 2013

Inspiring  
people







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## About this report:

Every year Amsterdam RAI B.V. publishes a report on its results and main developments in the field of Corporate Social Responsibility (CSR). This Sustainability Report 2013 follows the directives of the Global Reporting Initiative, and Amsterdam RAI considers that level B applies here. This report is intended for all stakeholders (see page 18) of the RAI, as well as anyone with an interest in Amsterdam RAI's sustainability policy. This report and all previous reports since 2008 are available via [www.rai.nl](http://www.rai.nl). For questions or comments about the report, please contact the Amsterdam RAI Corporate Communication department on [corcom@rai.nl](mailto:corcom@rai.nl)



# 01. The power of connecting

It is our pleasure to share with you Amsterdam RAI's sixth Sustainability Report, which describes the considerable progress we have made for the future during 2013. The report also focuses on the results achieved, the challenges we face and the opportunities for improvement.

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Hans Bakker  
General Director

A question that we will ask ourselves in the coming period is how far we wish to go and how far we can go with our CSR approach. A good example is procurement. Increasing sustainability in the chain can place pressure on the turnover, while at the same time allowing us to save costs on other aspects. Moreover, the development of new sustainable business models in the future is not inconceivable.

In reviewing the past five years we saw that we had not always been able to carry out all the activities we had planned in advance. In addition, we have not made as much progress as we would have liked in some fields. Nevertheless, looking back we see a large number of successfully concluded projects over the past years.

We are proud of the awards won that underline our leading position, such as the four-star BREEAM-NL design certificate for new buildings for the RAI Amtrium. We also obtained three golden awards for sustainability: EarthCheck Gold, Green Key Gold and AIPC Gold. These certifications are a reward for our efforts in the sector. In addition, we received the IMEX/GMIC Green Supplier Silver Award.

**First and foremost, Amsterdam RAI will continue to be a place where society comes together. Our essence lies in making connections, and we want to make the power of those connections tangible. This will help us achieve sustainable results for ourselves, our stakeholders and our environment.**

The past year revolved around reassessing our CSR policy and setting a new CSR ambition for the coming five years, namely: 'Amsterdam RAI aims to be one of the visible frontrunners in the field of sustainability in the conference and event industry in Europe.' We also succeeded in formulating an updated policy and forming a new CSR organisation. In doing so we paid close attention to feedback from our stakeholders. If we wish to offer them added value through sustainability – and we do – then we will have to make our sustainability policy even more relevant and visible.



Ids Boersma  
Director RAI Exhibitions

Amsterdam RAI is the place where new meetings occur. It facilitates connections between people throughout the world who have a story to tell. And these connections result in the most amazing ideas.

The role of physical meetings is and will remain an important aspect of doing business. The greatest benefit of trade exhibitions is that everything involved - companies, clients and content - comes together in one place, allowing people to meet in an efficient way. Within this framework we connect physical meetings to virtual opportunities, empowering both worlds alike.

In 2013 we welcomed a record number of over 400,000 international visitors to Amsterdam RAI. These international guests represent considerable economic value: for every euro they spend in the RAI, at least four euros are spent in the city of Amsterdam. In addition to this economic value, we are also constantly looking for new connections that can create a sustainable spin-off.

Within RAI-organised exhibitions we offer relevant sustainable content, and increasingly play the part of the 'enabler'. We provide a platform for sustainable and social issues, innovations and social enterprises. We help stimulate debates and share knowledge. This way we can make a valuable contribution on the basis of connections.

**We have also noticed that we are able to make a difference in the behaviour of our clients, for instance by motivating people to travel by train instead of car. By providing an attractive travel arrangement together with Dutch railway company NS, we have stimulated thousands of people to leave their cars at home, and travel by public transport instead.**

Over recent years Amsterdam RAI has proven that increased sustainability can take place across the full width of the company. We have never limited ourselves to a single issue, and can make a difference by means of an active approach on all fronts.



Jan van den Bosch  
Director Convention Centre Production & Facilities

In 2013 we established a new, transparent organisational structure for CSR. Experience has taught us that we can better realise our goals when we place the responsibility for CSR deeper within our company. In this framework we link it to the ambitions of our employees. Based on their own expertise, they can establish more realistic goals before developing ideas for improvement and innovation. We are convinced that this will help us further anchor CSR in our core business and support our ambitions to be a visible frontrunner in CSR within the sector.

Our new CSR organisation ensures proper support among employees and more involvement from the Board. The Board is represented in the CSR Board that meets ten times a year. Another new aspect is the fifteen CSR policy areas. Each area has one person responsible who has a good overview of the playing field.

**Our CSR ambassadors have been active for a number of years, functioning as the engine behind many sustainable initiatives. Any employee who wishes to develop CSR initiatives within the RAI is given the space to do so.**

Increasing sustainability is a dynamic process. Through the application of innovative technology we are able to take steps that would have been unfeasible just a few years ago. For example, until recently it was impossible to equip the roof of Hall 8 with solar panels. But time has worked to our advantage, and now 1,632 solar panels are in place. We continue to search for solutions and improvements, and innovative technology will be a great help.

We are a company that believes in the added value of connections. Smart partnerships allow us to keep CSR investments affordable. We want to realise our ambitions and in doing so create new opportunities, for ourselves and our environment. This is supported by the power of connecting with our employees and partners.



## 02. Highlights 2013



Amsterdam RAI achieves  
**100%**  
waste recycling:  
= Zero Waste.  
30% waste reduction  
compared to 2007

Implementation of new CSR organisation with  
**15 policy areas**



Amsterdam RAI awarded  
**Silver IMEX/GMIC**  
Green Supplier Award

Horecava  
Innovation Awards  
now has category **Sustainability**



New  
CSR policy  
2013-2017



**4 star BREEAM-NL**  
design certificate for RAI Amtrium



**RAI Vitaal**  
for a healthy future  
for our employees



Installation of largest solar roof  
in Amsterdam with  
**1,632 solar panels**  
**360,000 kilowatt hours**  
(140 households a year)



New water project in cooperation with AMREF Flying Doctors:

**'Clean water, healthy  
Masai in Kajiado'**



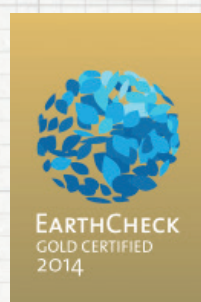
**50,000**  
people given access  
to clean water



Sanitary facilities for  
**16,500 people**

Amsterdam RAI obtains  
**3x golden  
certifications:**

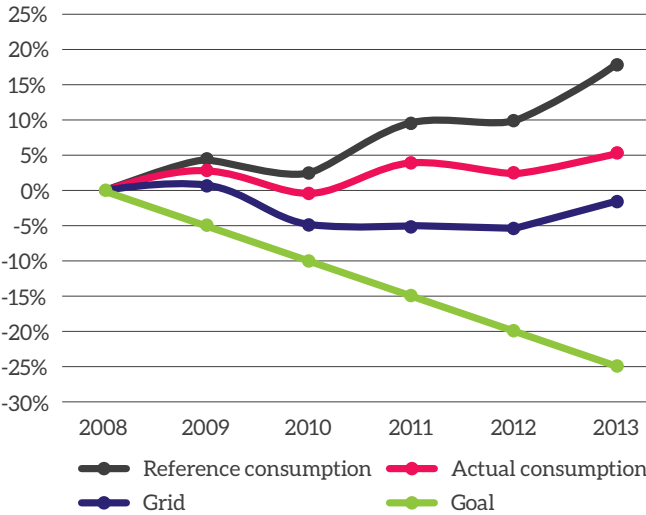
- Prestigious EarthCheck Gold for Amsterdam RAI
- Amsterdam RAI obtains 'AIPC Gold certificate'
- Awarded Golden Green Key certification



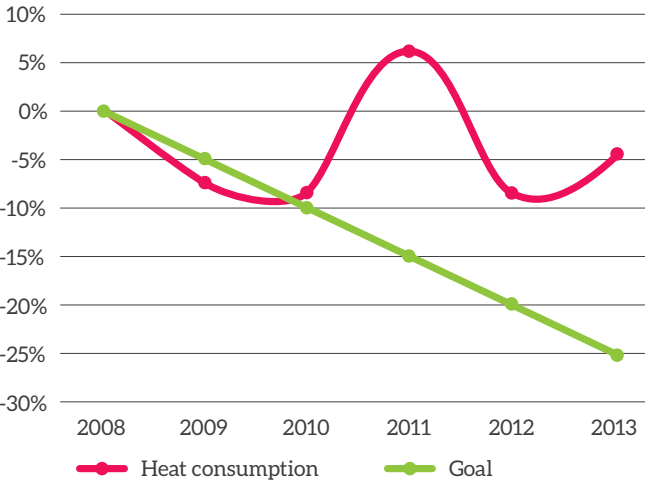


CSR at a glance

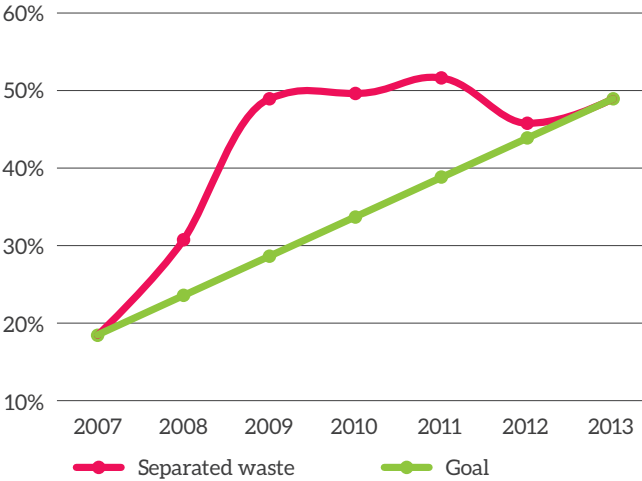
Electricity consumption  
Percentage change compared to 2008



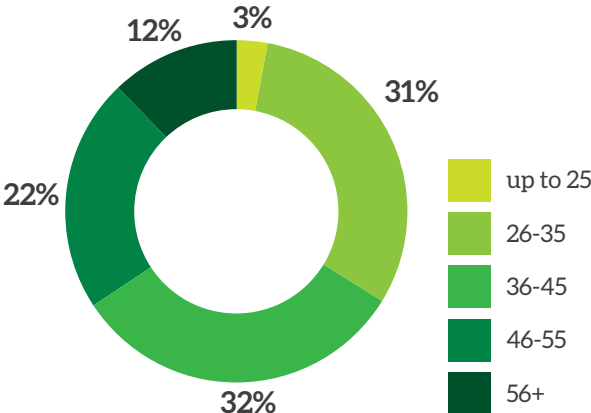
Heat ex. CHP  
Percentage change compared to 2008



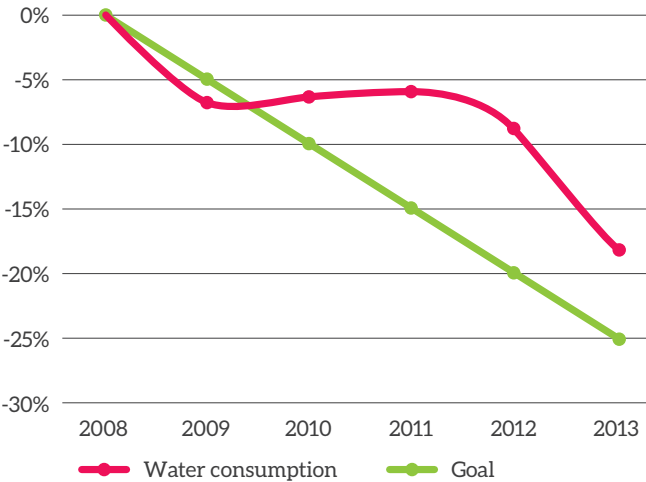
Waste separation percentage



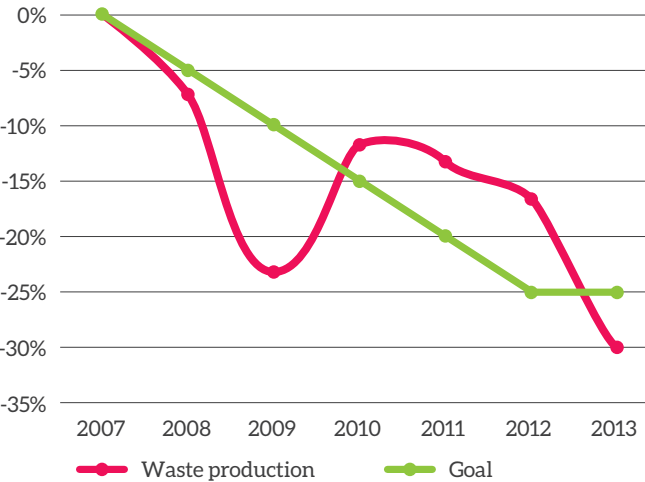
Employees by age



Water consumption  
Percentage change compared to 2008



Waste production  
Percentage change compared to 2007



Employees	2013	2012
Employees	421	424
Men	197 (46.79%)	205 (48.35%)
Women	224 (53.21%)	219 (51.56%)
Number of FTEs	385.52	388.64
Men	193.78 (50.26%)	201.49 (51.84%)
Women	191.74 (49.74%)	187.15 (48.16%)
Number of women in the Board	1	1
Absenteeism percentage	3.63%	3.43%

Number of employees full time vs. part time		
	Fulltime	Parttime
Men	179	18
Women	95	129

Number of employees leaving in 2013 34 (8,08%)	
Men	18
Women	16

Number of employees joining in 2013 29 (6,89%)	
Men	10
Women	19



## 03. About Amsterdam RAI

In word and images we share with you  
who we are and what we stand for.

### Stimulating city and society

Amsterdam RAI stimulates the economy in the city and region. Hotels, restaurants, museums, transport companies, suppliers and the airport benefit from the large number of exhibitors and visitors who visit the city due to the (often international) exhibitions, conferences and events in the RAI.

### Structure and Board

This report refers to the company Amsterdam RAI B.V., whose activities take place under the auspices of RAI Holding B.V. 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 also has a works council (OR) 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, documents which are available via the corporate governance page on [www.rai.nl](http://www.rai.nl).

Another aspect of Amsterdam RAI's policy is its reward plan. All 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). Positive financial results are, of course, a major condition in awarding these variable rewards. CSR goals have also been included on the Business Balance Score Cards (BBSC) which are available both for Amsterdam RAI as a whole and for each division and department.

"We believe in the power of connecting. Uniting people, ideas and visions in a world of opportunities.

From the internationally oriented city of Amsterdam, the RAI has been bringing different worlds, people and markets together for over a century. Both in the Netherlands and around the world.

As a facilitating or organising party, we connect context, content and communities. We create the right conditions to accommodate inspiring meetings, in which people of different languages can communicate with one voice.

This synergy creates the added value of a memorable experience or business success. With a creative, entrepreneurial spirit and a focus on operational excellence, we make the impossible possible; for our clients, for Amsterdam and for ourselves.

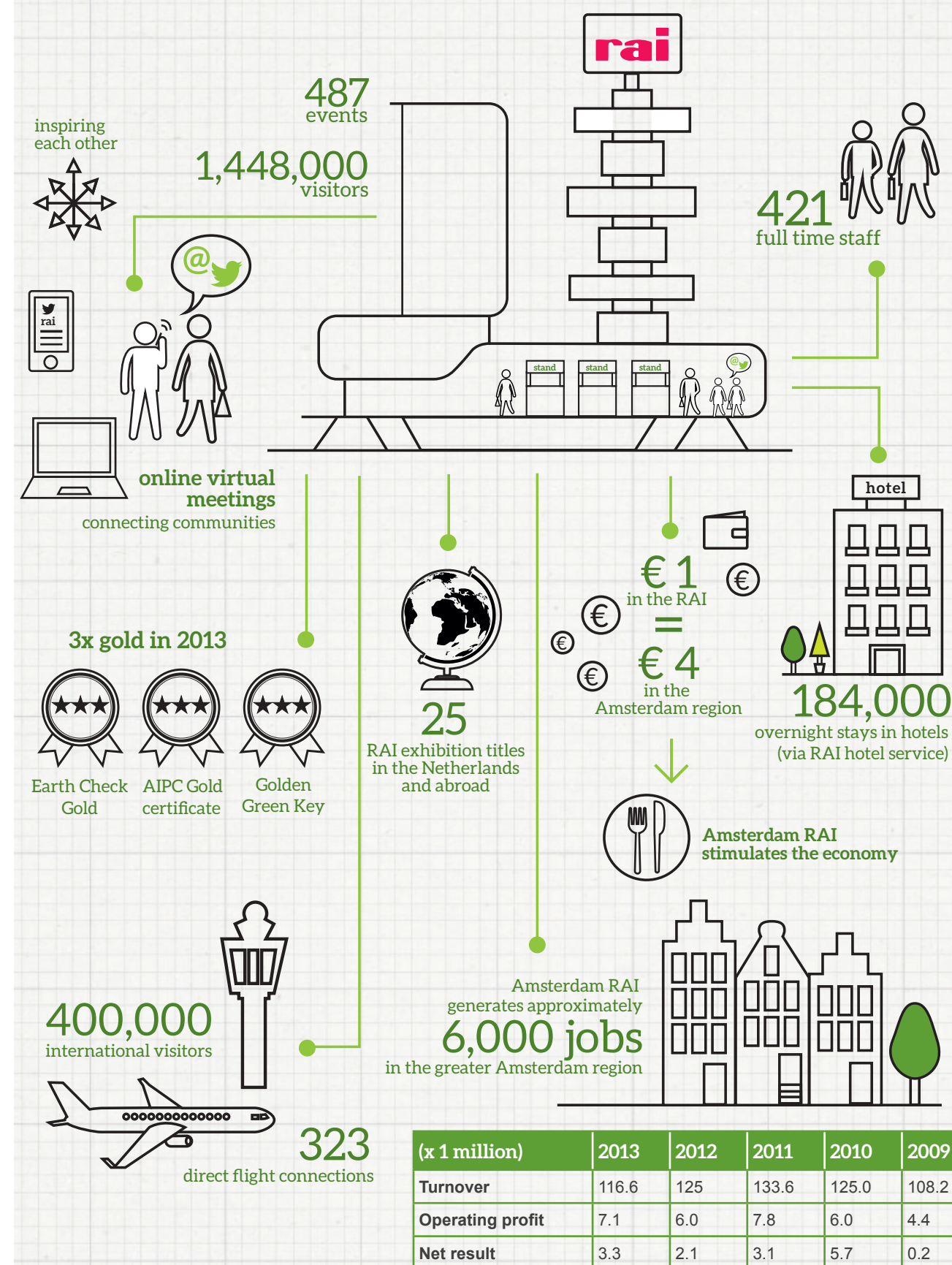
Based upon this ambition, we energise business and learn from each other in a hospitable and sustainable way. As a result we connect people, physically and virtually, to inspire, surprise and enrich, while maintaining an open mind and a global perspective. Together we endeavour to build a future full of new experiences, opportunities and meaningful moments that truly matter."

### Amsterdam RAI 'Inspiring People'

#### Exhibition and conference organisation

Amsterdam RAI is an international exhibition and conference organisation. The Amsterdam RAI Convention Centre annually hosts some 500 events that attract around 1.5 million visitors from around the world. We organise international trade exhibitions and national trade and consumer exhibitions in the Netherlands and abroad, and operate the Amsterdam RAI Convention Centre: the exhibition and conference centre in the Zuidas district in Amsterdam. We also offer event-related services to organisers, exhibitors and visitors alike.

## The power of connecting in 2013







The year 2013 was an important one for Amsterdam RAI. Since 2008 we have taken significant steps forward in the field of CSR, including a more efficient use of raw materials, the development of a best-in-class waste management policy, and the large-scale installation of solar panels. We have also increased our focus on the way we treat internal and external stakeholders. The steps we have undertaken have been successful, reducing our impact on the environment, generating innovation and considerable savings, and helping us achieve major recognition from internal and external stakeholders alike.

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In 2012 we re-evaluated our CSR policy and identified opportunities for further innovation and improvement. In mid-2013 we presented firm new CSR ambitions and a new CSR policy that is designed to take the company to the next level. The policy is secured within a new CSR organisation to ensure it is future-proof and can make a substantial contribution to creating shared value for our stakeholders and Amsterdam RAI.

### Creating a great environment to meet

'Creating a great environment to meet' is our shared long-term approach in which we link our business strategy to our CSR ambitions. By means of sustainable innovation we generate shared value for our stakeholders and ourselves, and help build a future full of new experiences, opportunities and meaningful moments that really matter.

We formulated our CSR ambition for the coming five years as follows: *'Amsterdam RAI aims to be one of the visible frontrunners in the field of sustainability in the conference and event industry in Europe.'* This means that we aim to provide a clearer insight into our current and future efforts in the field of sustainability. By being more visible and sharing knowledge and experience, Amsterdam RAI hopes to become an example within the sector. This will allow us to take sustainability in the industry to a higher level, together.

Our core values are at the heart of how we operate in the market and how we deal with our stakeholders.

### These five core values are:

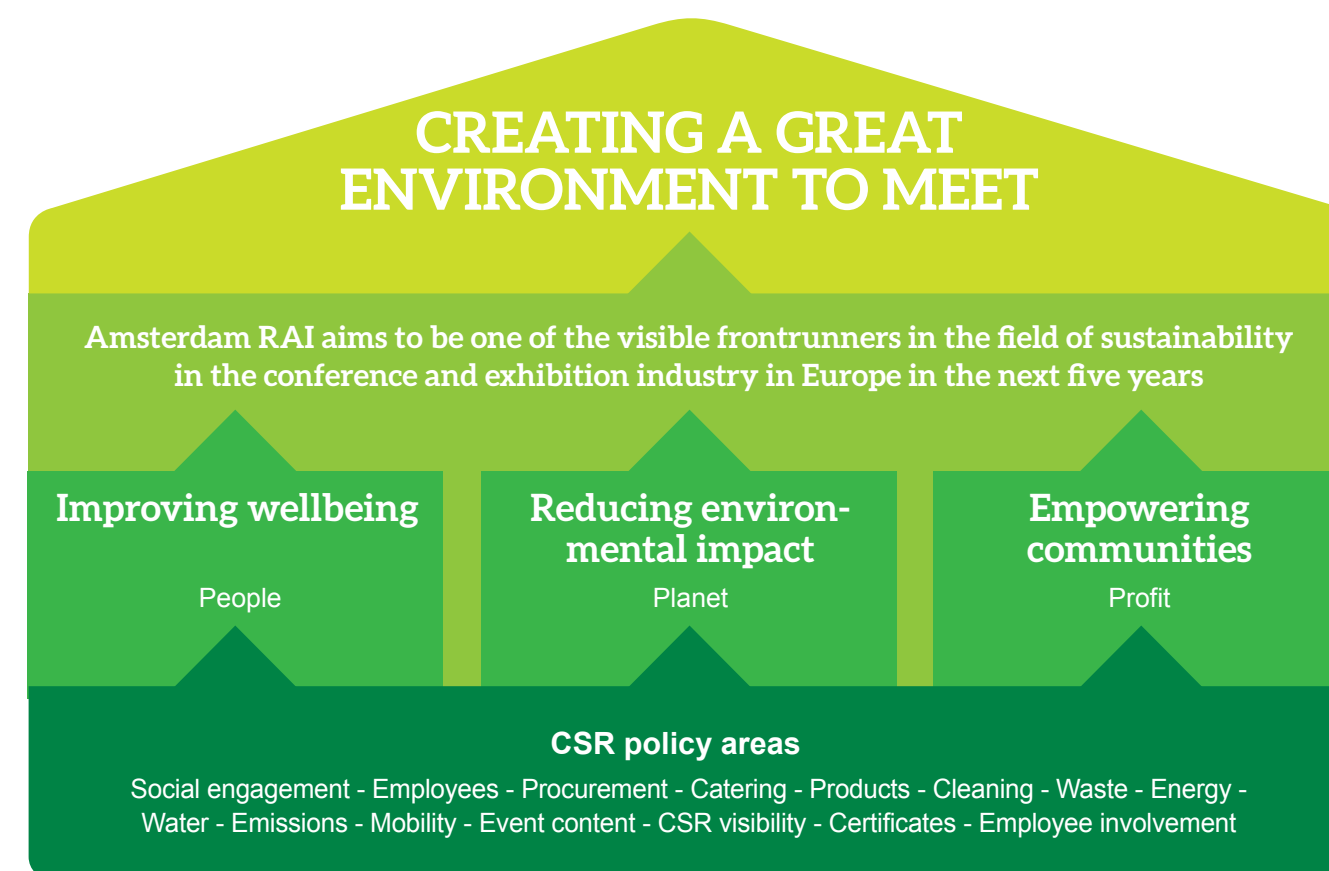
- Amsterdam RAI inspires
- Amsterdam RAI stimulates business
- Amsterdam RAI is energising
- Amsterdam RAI is accessible to all
- Amsterdam RAI achieves sustainable results

Achieving sustainable results involves a commitment to create social and economic value based on sustainable operational management on an annual basis and in the long term

With our **Creating a great environment to meet** approach we have determined three focus areas:

1. Improving wellbeing
2. Reducing environmental impact
3. Empowering communities

These areas have been categorised in our CSR strategy house:







The CSR Board (left to right): Ids Boersma, Hans Bakker, Marjolijn Krul (CSR Manager), Jan van den Bosch, Michael Tjon (Manager Quality, Health & Environment)



## 05. Improving wellbeing

Here we mean the wellbeing of people in a non-material sense. To improve wellbeing we focus on creating social added value for internal and external stakeholders. Amsterdam RAI has been connecting people since 1893 and is active in the heart of society. We invest in connected and engaged employees who are actively involved in creating a sustainable and inspirational environment. We create a safe, hospitable environment for everyone involved in (the activities of) Amsterdam RAI from a business or social perspective. We also invest in local society by aiming for social returns on a structural basis.

### Ambitions for 2017

In 2017 we will be one of the frontrunners in providing the most attractive, sustainable (working) environment in the conference and event sector in Europe. We also aim to be good neighbours.

### Main goals for 2017

- Actively and visibly contributing to the wellbeing of internal stakeholders in such a way that it is recognised by them.
- Significantly increasing the social return for the city of Amsterdam.
- All employees make well-founded decisions based on People, Planet, Profit within their activities.
- Supporting two predetermined charities through funding, visibility and facilities.



## 06. Reducing environmental impact

By the environment we mean the quality of life for people, animals and nature. To reduce our impact we focus on limiting the effect of our operations on the environment in the areas where our influence is greatest. We continuously aim for smart and efficient processes and sustainable solutions & cooperation. We take responsibility for our activities and strive to make the environmental footprint of organising and facilitating events as small as possible. Amsterdam RAI helps its clients (organisers and exhibitors) make events as sustainable as possible and encourages visitors to act in a sustainable way.

### Ambitions for 2017

Organising events and conferences from a sustainable setting with a minimal impact on the environment. This has been our goal since 2008, and we will further develop it over the coming years.

### Main goals for 2017

- Improving the waste separation percentage by 10%
- Maintaining Zero Waste (100% waste recycling)
- 3% reduction on own waste consumption per year
- Reducing water consumption per visitor and square metre by 3% a year
- Proactively stimulating the use of public transport to the RAI.

## "Working together to create more awareness in the RAI!"

Jacob van der Meer,  
Planning Manager and CSR ambassador



## 07. Empowering communities

By community we mean connections and relationships between people. Empowering communities involves a focus on organising and facilitating events that help connect and inspire people. It results in new visions, ideas and developments in the market and society. By doing this we also strengthen our own position and allow our clients to achieve sustainable results, while at the same time creating spin-offs for our business environment.

### Ambitions for 2017

Our clients and suppliers are aware of our CSR ambitions and proactively involved in developing new solutions and partnerships in the field of sustainability.

### Main goals for 2017

- Sustainable advice is part of consultative selling
- For each product in our range we offer a sustainable alternative
- Sustainable catering is a standard product within our range, subcontracts and buyouts
- All visitors to a RAI event have an inspiring experience with regard to sustainable developments in their field
- All RAI exhibitions offer an optimal platform for sustainable exhibitors.

### CSR policy areas

The three themes have been categorised in fifteen policy areas (see CSR strategy house on page 15) that should ensure that CSR is properly anchored in our core business (facilitating and organising events) and our daily operational management (the organisation). In defining these policy areas we looked at which areas are most relevant to realising our ambitions. These were then reviewed against the interests that our stakeholders attach to these areas. All policy areas combined should make a substantial contribution to realising our ambitions of being a visible frontrunner in CSR in the conference and event sector in Europe. Sections 5, 6 and 7 highlight the results in the policy areas.

### CSR policy statement

Our CSR and environmental policy statement has been fully integrated within the company and is defined 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.*





CSR policy areas owners

"CSR to me means that everyone within a company is constantly aware of the fact that unnecessary energy consumption is their own responsibility and that we all take appropriate measures in response."

Teije Sas, Event Manager and CSR ambassador



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

#### 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 tackling corruption. By participating in Global Compact, Amsterdam RAI endorses the ten Global Compact principles.

#### Our stakeholders:

- Clients (visitors, organisers, exhibitors)
- Suppliers
- (Future) employees
- Shareholders
- The corporate sector
- Neighbourhood residents
- The city of Amsterdam

Every year we have contact with and seek feedback from various stakeholder groups. In 2012 we performed an extensive stakeholder consultation and the responses were taken into account in the development of our new CSR policy for 2013-2017 wherever possible.

#### New CSR organisation

In mid-2013 we established a new, transparent organisation for CSR. A key factor was the importance of better securing CSR within the organisation and its daily activities. After all, the various departments include experts for the various policy areas who are better able than the Board to formulate goals for these specific areas. By formulating fifteen policy areas we will ensure that CSR is properly anchored in the company. CSR goals have also been included on the Business Balance Score Cards (BBSC) of each department.

#### The new organisation has the following structure:

##### 1. The CSR Board

The CSR Board includes representatives from the Executive Board and upper management plus the CSR Manager. Every member of the CSR Board is a sponsor to multiple policy area owners. The CSR Board meets ten times a year, and its activities are focused on:

- Determining the CSR ambitions
- Starting up CSR projects and supervising the realisation thereof
- Monitoring progress and defining and resolving bottlenecks
- Enhancing internal support
- Reporting

The CSR Manager mainly has a coordinating role and defines the outlines of the CSR programme.

##### 2. CSR policy area owners

'Owners' have been appointed for each of the fifteen policy areas. These owners define concrete goals in their daily activities to create a broader foundation for CSR. Additionally the owners coordinate and implement the necessary activities (the programme) to realise these goals.

##### 3. CSR ambassadors

CSR ambassadors have been playing an important role in rolling out our CSR activities since 2008. In the new CSR organisation, they are linked to and support the CSR policy area owners. The CSR ambassadors will continue to be important representatives of CSR within the company.



CSR Ambassadors



BREEAM® NL





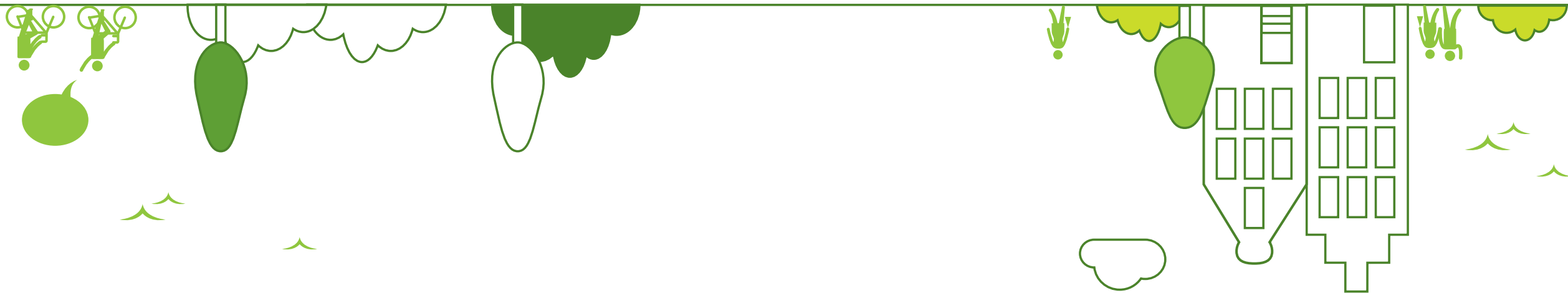


# 05. Improving wellbeing

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Amsterdam RAI has been connecting people since 1893 and is active in the heart of society. We invest in connected and engaged employees who are actively involved in creating a sustainable and inspirational environment. We create a safe, hospitable environment for everyone involved in (the activities of) Amsterdam RAI from a business or social perspective. We also invest in local society by aiming for social returns on a structural basis.





# IMPROVING WELLBEING

## AMBITIONS

In 2017 we will be one of the frontrunners in providing the most attractive, sustainable (working) environment in the conference and event sector in Europe. We also aim to be good neighbours.

## MAIN GOALS

Actively and visibly contributing to the wellbeing of internal stakeholders in such a way that it is recognised by them.

Significantly increasing the social return for the city of Amsterdam.

All employees make well-founded decisions based on People, Planet, Profit within their activities.

Supporting two predetermined charities through funding, visibility and facilities.



### Key results in 2013

<b>Internal stakeholders</b>	<ul style="list-style-type: none"> <li>• 'RAI Vitaal': providing scans and a toolbox with information, training &amp; workshops to stimulate the vitality of employees</li> <li>• Employees took action for the Amsterdam South Food Bank on Sustainability Day</li> </ul>
<b>Potential employees</b>	<ul style="list-style-type: none"> <li>• Signed a covenant with the Amsterdam University of Applied Sciences as permanent partner of Amsterdam RAI</li> <li>• Started up a Sector Plan for better labour participation in collaboration with related companies</li> </ul>
<b>Neighbourhood residents</b>	<ul style="list-style-type: none"> <li>• Neighbourhood residents given a look behind the scenes of the Valhalla 2013 dance event and others were invited to Jumping Amsterdam 2013</li> </ul>
<b>Charities</b>	<ul style="list-style-type: none"> <li>• Developed charity policy 2.0</li> <li>• New water project in partnership with AMREF Flying Doctors: 'Clean water, healthy Masai in Kajiado'</li> <li>• Cheque presented for the construction of the Children's Restaurant at Emma Children's Hospital</li> <li>• Christmas tree 'Light a Candle' campaign to raise funds for Emma Children's Hospital</li> </ul>

### Internal stakeholders

#### 'RAI Vitaal' programme

In the vitality programme we stimulate campaigns that lead to a healthier, fitter lifestyle. Under the name 'RAI Vitaal' we have developed a series of tools and workshops for employees focused on health & fitness, stimulating work enjoyment, finding the proper balance between work and private life, and preventing stress and absenteeism. In 2013 over 90 employees took part in the vitality scan with 40 taking the health check, and nearly 100 people followed one of the workshops. The vitality programme was highly valued by the participants.

#### New work methods

The goal of the so-called 'new way of working' (Het Nieuwe Werken) approach is to create an environment in which we are better able to realise our goals, get the best from our employees, talents and potential, and improve customer focus and satisfaction. In short 'working together to create a more effective working environment!'

We use three pillars to create a work environment which offers a good balance between operational excellence and creativity:

#### Management & space

We provide result-oriented management with space for and reliance on employees taking their own responsibility. Cooperation is based on an optimal realisation of client needs and personal development.

#### Learning capacity: Dare2Share

Working together in a smarter way by providing and receiving feedback and by learning from each other. We constantly improve and develop ourselves through the exchange of knowledge and experience, both online and offline, throughout the RAI.

### Flexible working

We work together effectively in a flexible work environment in which we create meaningful encounters. We make agreements on how and where we work (together) most effectively, independent of time and place.

Results of these new working methods include:

#### Management & space:

- Leadership style of Amsterdam RAI defined.
- PLPs (Personal Leadership Profiles) established, using 360 degree feedback among other things.
- Secured in HR Evaluation and Development Cycle and the Business Balance Score Card.

#### Learning capacity:

- Workshop on 'giving and receiving feedback'.
- Development of a 'Best Practice Portal'.

#### Flexible working:

- New HR policy based on flexible working inside and outside of Amsterdam RAI including guidelines for managers and employees.

#### Diversity

Amsterdam RAI considers that the diversity of teams has a positive influence on results. We also look at team compositions within departments. For steering and work groups we ensure that there is always at least one woman present.

Generation management within Amsterdam RAI has three focal points:

1. Being sufficiently prepared for new generations of employees
2. Generations must be able to work together harmoniously
3. Given the greying of the population, senior employees must be deployed in more sustainable ways.



The Talent to the Top charter programme encourages talent and, in accordance with our goals, now comprises 30% women. In 2015/2016 we expect more positions for talented women to become available. In 2014 the Management Team welcomed a second female member.

#### Safe work environment

Amsterdam RAI is currently one of the frontrunners in Europe with regard to safety policies in convention centres. We aim to create a safe working environment for internal and external stakeholders alike. The 'Safety at Work' handbook of the RAI is currently being used as a guideline for developing safety standards by other European convention centres.

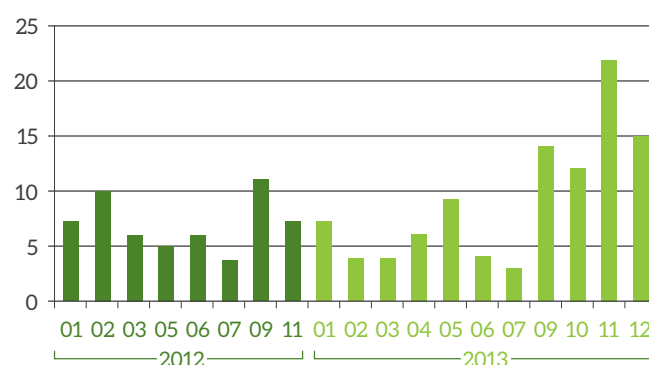
Amsterdam RAI periodically performs RI&Es (Risk Inventory & Evaluation) - a legally compulsory tool for mapping and improving work risks within a company. RI&Es result in a Plan of Approach that includes measures to prevent or reduce labour risks.

A Health & Safety Report which includes an accident analysis is drawn up on an annual basis. There were 87 registered accidents in 2013, none of which were fatal. Most accidents take place during the setup and breakdown of events.

#### CSR employee involvement

We aim to invest more in facilitating employee involvement to ensure that employees can contribute to issues that matter to them. Where possible we invite employees to put forward ideas, take part in project groups, act as ambassador or make a contribution to one of the many fundraising activities we organise for our charities.

Number of accidents per month in 2012-2013



*The visible trend in the final quarter of 2013 is mainly the result of a more meticulous registration of accidents.*



#### Employee satisfaction

In early 2013 we presented the results of the two-year study into employee satisfaction. With a mark of 7.7 the general satisfaction was half a point up from the last survey in 2010. RAI employees were also more satisfied with regard to working conditions (+0.8) and their activities (+0.6). Employees were most satisfied with their co-workers (a mark of 7.9) and the least with their remuneration (a mark of 5.3).

In addition to the latter point, other focal points are efficiency, work load (although this varies greatly between departments) and development opportunities. The report was discussed in a management meeting and in the works council. The results were then presented to the employees by the Director or Manager, which resulted in improvement trajectories in the relevant departments.

#### Potential employees

##### Working on the future

We believe it is important to play a role in educating students for the labour market. Every year the RAI welcomes 90 to 100 trainees. Via our own trainee bureau, which is manned by a trainee, we organise recruitment procedures, administrative matters and requests for company tours. In 2013 over 400 students took a tour of the RAI.

We are proud of our partnership with the VMBO College Zuid (ROC) in Amsterdam, where 'RAI Hospitality' has been included in the curriculum since 2012. In 2013-2014 we completed the first programme with 40 students. It consisted of a guest lecture, several courses in hospitality, a tour of the RAI and a practical internship in the RAI during the Huishoudbeurs exhibition.

We also have a structural partnership with the Amsterdam University of Applied Sciences (HvA) and Stenden University of Applied Sciences in Leeuwarden. In October 2013 we signed a partnership covenant with the Amsterdam University of Applied Sciences, which includes the provision of thesis internships for three students. In 2013 they performed research into the effectiveness of the use of social media for Dutch exhibitions and events.

#### Social return for the city of Amsterdam

We aim to generate more social return for the city of Amsterdam. To do so we developed a Sector Plan to offer more opportunities to people with poor job prospects and young unemployed people. Together with several sector-related companies in Amsterdam and surroundings we are discussing how we can support these groups. Mirjam Sterk, Youth Unemployment Ambassador, visited the RAI to discuss the subject in December 2013. In 2014 we aim to start various joint activities.

In addition to the permanent employees, we employ some 3,000 unique temporary workers on an annual basis. These temps are needed due to the dynamic work pattern of the nature of the services we provide. They are employed from partnerships with temping agencies and are often the first face visitors see. Temps are welcomed to a dedicated Hospitality Crew Centre. The goal of the temporary employment policy of Amsterdam RAI is realising and securing activities that are focused on attracting and retaining sufficiently motivated and competent temporary employees whenever they are needed.

#### Neighbourhood residents

##### Relationships with our neighbours

We aim to enjoy the best possible relationship with our neighbourhood, and therefore try to prevent noise disturbances as much as possible by using the so-called RAI 'noise map'. This allows us to predict whether we need to apply for a noise exemption permit and to take preventive measures where necessary. Complaints from local residents are recorded and followed up to prevent reoccurrence.

We also involve the neighbourhood in specific activities to enhance engagement and create a better mutual understanding. For instance, prior to ID&T's Valhalla 2013 dance event we invited local residents to take a look behind the scenes of the event. Over 75 neighbours participated and responded very positively to the experience.

## Employees contributed to issues such as:

- Sustainability Day – dozens of employees collected food (from their homes) for the Amsterdam South Food Bank.
- Ten employees taught guest classes on Walking for Water for AMREF Flying Doctors at various elementary schools.
- AMREF Kenya Classic – three Amsterdam RAI employees biked some 400 km through Kenya for charity, raising € 5,000.
- Employees share the Christmas tree 'Light a Candle campaign on behalf of Emma's Children's Hospital' within their own networks.

For the coming policy period we want to further increase the involvement in CSR among an even wider group of employees. An important step therein is expanding knowledge of the new CSR policy plan, making CSR even more visible, and providing information on how staff can participate.



April 2013

Waste pilot during SSA exhibition: 5% more separation, 12.5% cost savings

May 2013

Amsterdam RAI wins IMEX/GMIC Green Supplier Silver Award

024

May 2013

Lecture during breakfast meeting AMREF Flying Doctors on participation in Kenya Classic

025

May 2013

Mailing to organisers: Green meeting campaign for free CSR consultation





### Fundraising events during RAI exhibitions include:

- Horecava: Modern artist 'PEKO' (Adrie Spierenburg) sold paintings and raised € 2,996 for Emma Children's Hospital. The Royal Dutch Hotel & Restaurants Association (KHN) supplemented the amount with another € 2,000
- Aquatech 2013: cheque for € 10,000 for AMREF Flying Doctors
- Huishoudbeurs & Negenmaandenbeurs: € 4,595 raised for Emma Children's Hospital
- SSA (Safety & Security exhibition) raised funds for the 3D printing of ears for burn victims in VUMC.

Since 2005 Amsterdam RAI has raised a total of € 173,366 euros for Emma Children's Hospital Amsterdam and € 187,702 for AMREF Flying Doctors.

### Charities

The year 2013 revolved mainly around developing a new strategy for the partnership with charities (non-profit organisations). The starting points for the new strategy are:

- Finding more connection to the RAI itself
- Better internal communication.

Our permanent partners are AMREF Flying Doctors and Emma Children's Hospital. With these organisations we aim to establish a partnership that has added value. In addition to donating funds or organising creative fundraising events, we also support them with knowledge, facilities or employee input during our exhibitions.

### AMREF Flying Doctors:

#### Clean water, healthy Masai in Kajiado

In cooperation with AMREF Flying Doctors we started a new clean water project. The lack of knowledge of hygiene and clean drinking water cause many illnesses, especially among (pregnant) women and young children. In Kajiado (Kenya), an area inhabited by the Masai people, the organisation is working on better access to clean (drinking) water, and reducing water, sanitation and hygiene related

illnesses. With the project we are helping around 50,000 people gain access to safe water, and some 16,500 people to sanitary facilities.

### Children's Restaurant Emma Children's Hospital

Emma Children's Hospital is working on a care innovation process called 'metamorphosis'. Part of the metamorphosis is a complete renovation in which care and accommodations will be aligned with the various stages of child development. This allows children to feel as well as possible despite their illness or treatment. We are supporting the realisation of a unique children's restaurant to enhance these young patients' quality of life.

### Christmas tree campaign: Light a Candle

Unfortunately the campaign to raise funds for the Emma Children's Hospital was less successful this year. The 22-metre 'Light a Candle for Christmas' tree was placed in front of Amsterdam RAI in December. For each donation, the Support Emma Children's Hospital AMC Foundation lit a candle in the Christmas tree. The donations contributed to the renovation of the Children's Intensive Care department. The campaign raised a modest sum of € 13,976.

### HISWA & Plastic Whale Foundation

In 2013 the exhibition team of the HISWA boat show offered a platform to a charity that fits in seamlessly with the HISWA concept. The Plastic Whale Foundation from Amsterdam was given the space to showcase itself on the exhibition floor as the world's first professional plastic fishing company. Their mission is to clear plastic from waterways worldwide.

### Marius Smit, Founder of the Plastic Whale Foundation:

*"Two years ago I started the challenge to build a vessel from plastic waste. We have now started the construction of a boat made with plastic waste from the Amsterdam canals. Amsterdam RAI gave us the opportunity to share our story with a broader public. It was a turning point for the foundation. The authority of the HISWA as an event, the large numbers of visitors who came to our stand, the valuable contacts we made, and the press coverage it generated have officially put Plastic Whale on the map. We are now sure that the Amsterdam canal waste boat will become a reality."*



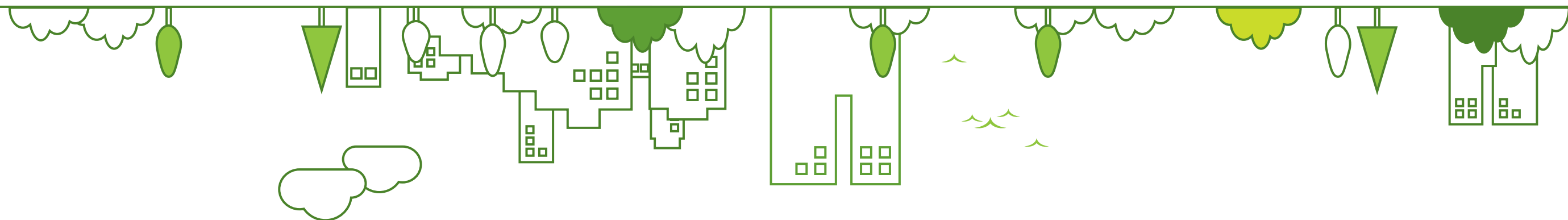


## 06. Reducing environmental impact

By the environment we mean the quality of life for people, animals and nature. To reduce our impact we focus on limiting the effect of our operations on the environment, where our influence is greatest.

.....

We continuously aim for smart and efficient processes and sustainable solutions & cooperation. We take responsibility for our activities and strive to make the environmental footprint of organising and facilitating events as small as possible. Amsterdam RAI helps its clients (organisers and exhibitors) make events as sustainable as possible and encourages visitors to act in a sustainable way.







# REDUCING ENVIRONMENTAL IMPACT

## AMBITIONS

Organising events and conferences from a sustainable setting with a minimal impact on the environment. This has been our goal since 2008, and we will further develop it over the coming years.

## MAIN GOALS

Improving the waste separation percentage by 10%

Maintaining Zero Waste (100% waste recycling)

3% reduction on own waste consumption per year

Reducing water consumption per visitor and square metre by 3% a year

Proactively stimulating the use of public transport to the RAI.



### Key results in 2013

<b>Energy &amp; gas</b>	<ul style="list-style-type: none"> <li>Installation of the largest sunroof in Amsterdam, with 1,632 solar panels</li> <li>Reconnection to municipal heating by Nuon</li> <li>Fitting of a number of speed doors to prevent energy loss</li> <li>Installation of daylight sensors in the halls</li> </ul>
<b>Water</b>	<ul style="list-style-type: none"> <li>Eleven per cent savings on water use compared to 2012</li> <li>Alternative to water-cooled air conditioners offered</li> <li>Start of construction of new water loop system under the halls; rinsing of pipes is no longer necessary</li> <li>Tests on the collection and use of grey water</li> </ul>
<b>Mobility</b>	<ul style="list-style-type: none"> <li>Deployment of Taxi Electric for RAI guests</li> <li>Introductory day for employees to become familiar with e-bikes and e-scooters</li> <li>Eight permanently available company bicycles for employees</li> <li>Acquisition of electric vehicle for Technical Services internal transport</li> </ul>
<b>Certification</b>	<ul style="list-style-type: none"> <li>Triple gold for Amsterdam RAI: EarthCheck Gold, Green Key Gold, AIPC Gold</li> <li>RAI wins IMEX/GMIC Green Supplier Silver Award</li> <li>Four-star BREEAM design certificate for new buildings (Excellent) for Amtrium</li> <li>QuickScan ISO 20121 (sustainable events) for METS 2013</li> </ul>
<b>Cleaning</b>	<ul style="list-style-type: none"> <li>Open feedback sessions with cleaning staff</li> <li>Agreement made for window washing</li> </ul>
<b>Waste</b>	<ul style="list-style-type: none"> <li>Hundred per cent recycling = zero waste (0% landfill)</li> <li>Waste reduction by 30% compared to 2007</li> <li>Waste separation at events in line with target at 49%</li> <li>Processes optimised</li> <li>Waste streams charted per consumer group.</li> </ul>

### Dialogue with our stakeholders

We involve stakeholders in reducing our impact on the environment. Within the different policy areas, stakeholders are regularly consulted and asked for feedback. Examples include open feedback sessions with the cleaning company, planning major maintenance together with Dutch rail company NS so that important events are not affected, consultation with suppliers on sustainable procurement criteria, and communicating with visitors about the accessibility of our events via social media.

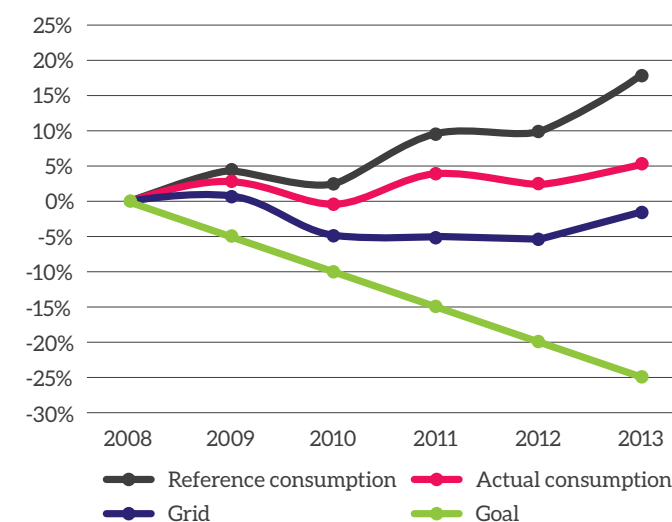
### Energy/gas/heating/cooling

This year, we have again taken steps to reduce our use of fossil fuels. The main activities in 2013 were installation of the largest sunroof in Amsterdam, reconnecting to municipal heating, sustainable total electricity consumption, placing a number of speed doors in the halls, and developing a vision on how we can be less dependent on fossil fuels such as gas. The RAI uses 100% green energy.

Energy consumption has risen by 5.4% compared to 2008 as a result of the increased use of electricity (due to digitisation) by exhibitors and for lighting, the commissioning of the Elicium and the purchase of new machines. One

example is the expansion of the number of chillers for the IT Infrastructure associated with increasing the service to customers.

**Electricity consumption**  
Percentage change compared to 2008





# -150 tonnes of CO<sub>2</sub> per year

## 140 Amsterdam households

### Focus on what we can influence

Although it is difficult for us to modify the energy consumption of exhibitors, we take measures wherever possible – for instance in the range of products that we offer. Clients can, for instance, only buy energy efficient LED lighting for their stand from us. We focus mainly on reducing our own energy consumption and have already made considerable progress over the years. Nonetheless, there are still opportunities to make improvements.

### Renewable energy: installation of the largest sunroof in Amsterdam

A major milestone was the installation of 1,632 solar panels on the roof of Hall 8 in 2013, which allowed us to produce sustainable energy ourselves. Over 60% of the roof surface (the maximum load) of this hall was equipped with solar panels, which produce 360,000 kilowatt hours. This translates into a CO<sub>2</sub> reduction of around 150 tonnes per year. The system is the largest sunroof in Amsterdam.

### Municipal heating

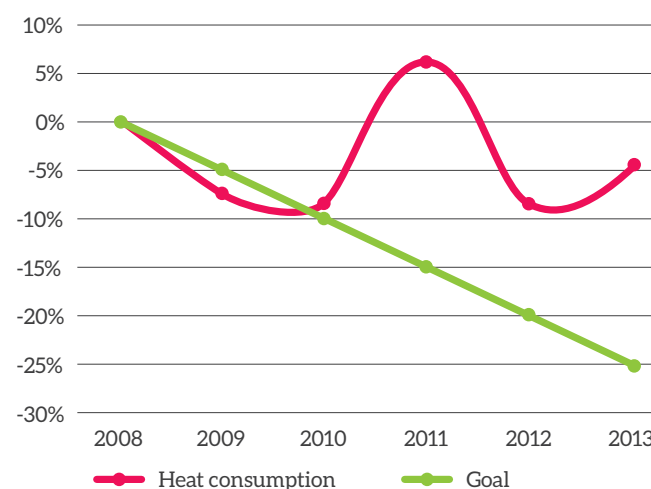
Another milestone was the reconnection to municipal heating by Nuon. We consider municipal heating to be a renewable energy source. The urban network uses the residual heat from the generation of energy in large power plants. We will initially consume 3 MWh. Once Nuon has new cabling in 2016, we will upgrade to 12 MWh. This move will represent significant savings in gas consumption in the future.

### Combined Heat and Power

A Combined Heat and Power (CHP) system was installed in 2012. This type of system generates electricity from gas, with heat as a by-product. The heat released during combustion is used to

heat the premises. The relatively high cost of gas means that the deployment of CHP in 2013 was limited to use at peak load times, as it would not have been profitable to deploy it otherwise.

**Heating excluding CHP**  
Percentage change compared to 2008



*A very cold winter and spring in 2013 have had an adverse effect on our gas consumption. Increasing consumption by organisers and requests for higher temperatures in the halls also affected consumption.*

### Plan for transition to electric cooling approved

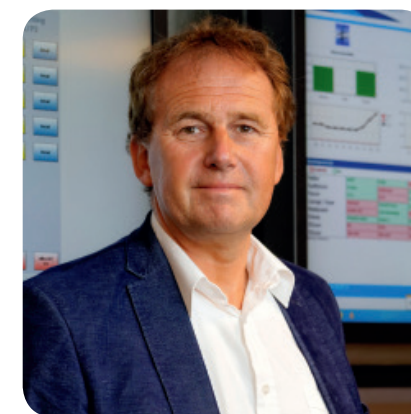
For the cooling of our halls, we aim to switch from gas absorption machines to electric cooling. This type of cooling no longer requires gas, making the cooling process ten times more efficient. We start by fitting a cooling machine with a capacity of 4.5 MWh, and install an additional machine every year until the end of 2015. This will achieve significant reductions in gas consumption and our CO<sub>2</sub> footprint. Furthermore, this will result in only a minimal increase in electricity consumption – and green power at that.

### Sustainable cooling in the future

Before we decided to switch to electric cooling, we discussed with Nuon the options for participation in a sustainable cooling network which uses surface water from the Nieuwe Meer lake, and which would consume a lot less energy. Nuon currently has no cooling network available on the RAI side of the A10 ring road, however. This is why we decided to invest in electric cooling for the next ten years. We will review the options for natural cooling in the future.

### Finding solutions together with clients

There are quick gains to be had in adjusting the starting temperature in the mornings in spring and autumn. In these periods, we start heating the halls during the night in order to get the areas to the desired initial temperature by morning. Cooling starts in the afternoon. Organisers often agree to reduce the starting temperature by one degree, which represents savings for them and has less impact on the environment.



*“Sustainable development is inevitable. Delaying it means higher costs and a negative impact on our living environment. We have to motivate all employees to (continue to) participate to ensure success. And it starts with our own actions, like turning off the computer and switching off the lights if you’re not using them!”*

Harry van Fruchten, Project Manager Technical Services and CSR ambassador



## Emissions

### CO<sub>2</sub> footprint

After the CO<sub>2</sub> footprint was first established in 2011 and then recalculated in 2012 according to the GHG (Greenhouse Gas) protocol, the CSR board of the RAI made a decision in 2012 to only monitor this footprint for scope 1 and 2, i.e. situations in which the RAI has direct influence over the footprint.

By carrying out the calculation for the third consecutive year in 2013, we achieved more and better insight into the influence on the CO<sub>2</sub> footprint of the RAI's gas and electricity consumption, CHP (combined heat and power), municipal heating and the 1,632 solar panels on the roof of Hall 8.

**The planned Amtrium expansion will also comprise 173 panels, with a yield of 43,000 kWh per year and a CO<sub>2</sub> reduction of between 16 and 24 tonnes per year.**

### Noise

The RAI noise map is an acoustic model commissioned in 2011 by the RAI. The model estimates in advance the disruption that will be experienced by the neighbourhood during an event in the RAI and predicts whether a noise exemption permit needs to be requested. This ensures that preventive measures can be taken on time. The noise map was used regularly in 2013. For instance, two large corporate events were tested for sound levels in advance. They were found to comply with the RAI's environmental permit for noise disruption without need for an exemption and no disruption was experienced in the vicinity of the RAI due to these events.

## Water

Maintaining control over water consumption remains difficult. Initiatives implemented in the past, such as fitting aerators on faucets or waterless urinals, all had insurmountable drawbacks. The aerators had to be removed due to an increased risk of legionella, and the waterless urinals were unsuccessful due to odour. We have nonetheless made good progress compared to 2012, with savings of 11%. The goal to achieve a 25% reduction per rented m<sup>2</sup> by the end of 2013 compared to the reference year 2008 has not yet been reached, the actual reduction being 18.3%. The trend is positive, however, and promises to continue in 2014.

### Water-cooled air conditioners

The greatest progress this year was made by eliminating the use of water-cooled air conditioners. The pilot project launched in 2012 proved successful. Savings of more than two million litres of water were realised by choosing alternatives such as electric cooling.

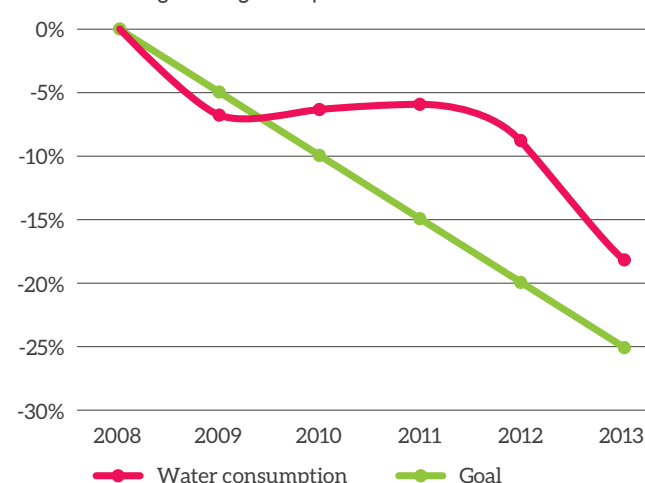


*"CSR means taking a critical look at yourself and wondering whether there are things that can be done differently; making changes within a company in an authentic, natural way. CSR leads to innovation and better operational management – and who wouldn't want that?"*

Babs Nijdam, Business Development Manager and CSR ambassador

### Water consumption

Percentage change compared to 2008



### Pipe loop system saves water

Another advance was the creation of a water pipe loop system under the halls. This allows us to prevent water from becoming stagnant, reducing the risk of legionella. The advantage of a pipe loop is that pipes do not need to be rinsed before use, greatly reducing water consumption. For exhibitors who wish to have water at their stands in the halls, a temporary connection is made from the loop.

### Grey water

Trials were carried out to catch and use grey water in 2013. The rainwater that was collected proved useful for cleaning the garage, providing water for toilets and irrigating the green spaces surrounding the RAI. More applications will be considered in the coming years.

### Paper

A new test was started in 2013 with 75-gram FSC paper. The test proved successful, and double-sided printing on 75-gram FSC paper is now again the standard in Amsterdam RAI. The lighter weight means that 6.25% of paper is saved in purchasing and waste. The production requires 18% less wood, 14% less water and 23% less energy. Eighty gram paper or thicker is still used for higher-quality printing.

### Mobility

Amsterdam RAI attracts over 1.5 million visitors every year. We aim to ensure that their visit is safe and efficient, and has minimal impact on the environment. Our focus is on preventing traffic congestion during setup days, encouraging alternatives to car transport, and limiting or preventing emissions, disruption and noise pollution.







#### Crowd control

During large events, we take steps to minimise traffic to and from Amsterdam. Measures taken include buffering freight traffic to reduce waiting times, exploring the possibilities of a slot system at the RAI, and working closer together with NS, GVB (Amsterdam's municipal transport company) and Taxicentrale Amsterdam.

**Visitors to the IBC trade exhibition, for example, can show their badge to get free access to trams, buses and metros. In 2013, our partnership with the NS was implemented for twelve of the RAI's own events. It allows visitors to travel from any train station in the Netherlands to the Huishoudbeurs, for instance, using an attractive combined train and admission ticket.**

#### Working together with NS

A new partnership with NS aims to adjust the schedule of major maintenance on railways leading to Amsterdam when large events are taking place in the RAI. This prevents disruption and traffic issues and stimulates throughput.

#### Employees and mobility

In the employees policy domain, we developed new mobility initiatives in 2013 to allow employees to use bicycles or public transport. We organised an introductory day to introduce employees to the possibilities of e-bikes and e-scooters.

The positive reactions have led to Amsterdam RAI introducing an e-bike scheme.

We have concluded a new agreement with NS for a RAI employee public transport card. In the future, we also aim to explore the possibilities for a different environmentally friendly car lease arrangement and for a combined public transport card that provides access to train, tram, bus, metro, bike or car sharing. One thing that has been successful for many years: our RAI bicycles. In 2013, eight new bicycles were purchased for employees to further reduce car use in the city.



#### Certification & positive reception

Various external parties have responded positively to Amsterdam RAI's CSR programme and three gold certificates were won in 2013. We have received the following certificates:

##### EarthCheck Gold

We were the first exhibition and conference centre in Europe (and only the second in the world) to achieve the EarthCheck Gold status. EarthCheck is the world's leading sustainability certification in the business tourism sector.

##### AIPC Gold

We also obtained the AIPC (International Association of Congress Centres) Gold Certificate. The RAI thereby joins a group of 24 AIPC conference centres which represent this international certification in the domains of quality, facilities and social responsibility.

##### Green Key Gold

We once again won a Golden Green Key, the highest possible environmental standard for businesses in the tourism and recreation industry.

##### BREEAM-NL

The design for RAI Amtrium, our new multifunctional congress, conference and office concept, was awarded a four-star BREEAM design certificate for new buildings (Excellent). BREEAM-NL is an assessment method that determines the sustainability performance of buildings in the Netherlands.

##### ISO-9001 and ISO-14001

We have also been ISO-9001 and ISO-14001 certified since 2011. This confirms that we have systems for managing quality and the environment with structured processes. The focus is on meeting customer needs and environmental laws and regulations, and on continuous improvement.

A quick ISO-20121 scan (for sustainable events) was carried out for METS 2013 in November 2013. After the 2013 quick scan, a wider gap analysis will be conducted at RAI Exhibitions in 2014.

##### Awards:

IMEX/GMIC Green Supplier Silver Award  
In 2013 we received the Silver IMEX/GMIC Green Supplier Award. This is an important award in the global conference and

*"To me, CSR entails purchasing the most sustainable clothing and cleaning it in the most environmentally-friendly way possible in partnership with our supplier and laundry service. We pay close attention to working conditions and using the right products in the cleaning process."*

Suzanne Hulscher-Dooper,  
Supervisor Hospitality  
Crew Centre



events sector, organised by IMEX and its partner GMIC (Green Meeting Industry Council) to recognise outstanding achievements in the field of sustainability and innovation.

#### Cleaning

In 2013, a charting of work processes and drafting of new policies took place in the cleaning department. Following the agreement for the cleaning industry in 2012, 2013 also saw an agreement for the window cleaning sector, which includes good working conditions for employees.

#### Open sessions

While discussions were held regularly, we noticed that cleaning staff still felt a need to expand these consultations and in 2013 we held two open sessions. Items for improvement relevant to both the cleaning company and Amsterdam RAI were discussed in small groups. These open sessions will be repeated every year.



BREEAM® NL







## Waste

Amsterdam RAI has been a leader in waste management within the European conference and events industry for several years. We have been investing in innovative solutions to manage waste more efficiently since 2007. A partnership with waste collection partner Icovia started in 2012, and responsibility for the waste management process has since been fully taken over by Icovia.

## Zero waste

A crowning achievement of our commitment since 2007 and of the partnership with Icovia was reaching a recycling rate of one hundred per cent in 2013. This crucial milestone allows us to emphasise our leading position in the European industry. By constantly searching for new solutions, we managed to achieve a recycling rate of one hundred per cent, meaning that none of our waste is deposited at the landfill (= 0% landfill). In other words: zero waste.

## Understanding and optimising waste processes

In 2013, there was a lot of focus on optimising reporting on and gaining insight into existing bottlenecks. This resulted in an improved understanding of:

- The various internal and external waste streams
- Who is responsible for which waste streams
- Improved throughput (faster logistics) in the halls during setup and breakdown periods
- Bottlenecks in processes and cooperation with internal and external suppliers

## Mapping internal waste

With a view to the 'polluter pays' principle, we studied our internal waste streams in 2013 (including those of in-house suppliers). An important insight was that 0.5% of the total catering turnover is represented by waste costs. The analysis also revealed that internal waste is less well separated than waste produced during events: there is ten per cent more residual waste internally than externally. In addition, the analysis showed that nine per cent of event waste ended up in internal waste. We are working on improvements during 2014 and internal support for this is high, with 84% of staff willing to contribute.

## Waste reduction

In 2013, we detected a break in the waste production trend. This may have several causes:

- More red vests in the halls (increased surveillance by Icovia environmental inspectors)
- Improved sustainability of stand builders
- Relatively large conferences in 2013

We found that there was little we could do about the generation of waste by our clients (organisers and exhibitors) and standbuilders. In 2014, we will see whether this trend continues and whether our impact on setup and breakdown behaviour is greater than expected.

## Waste pilot

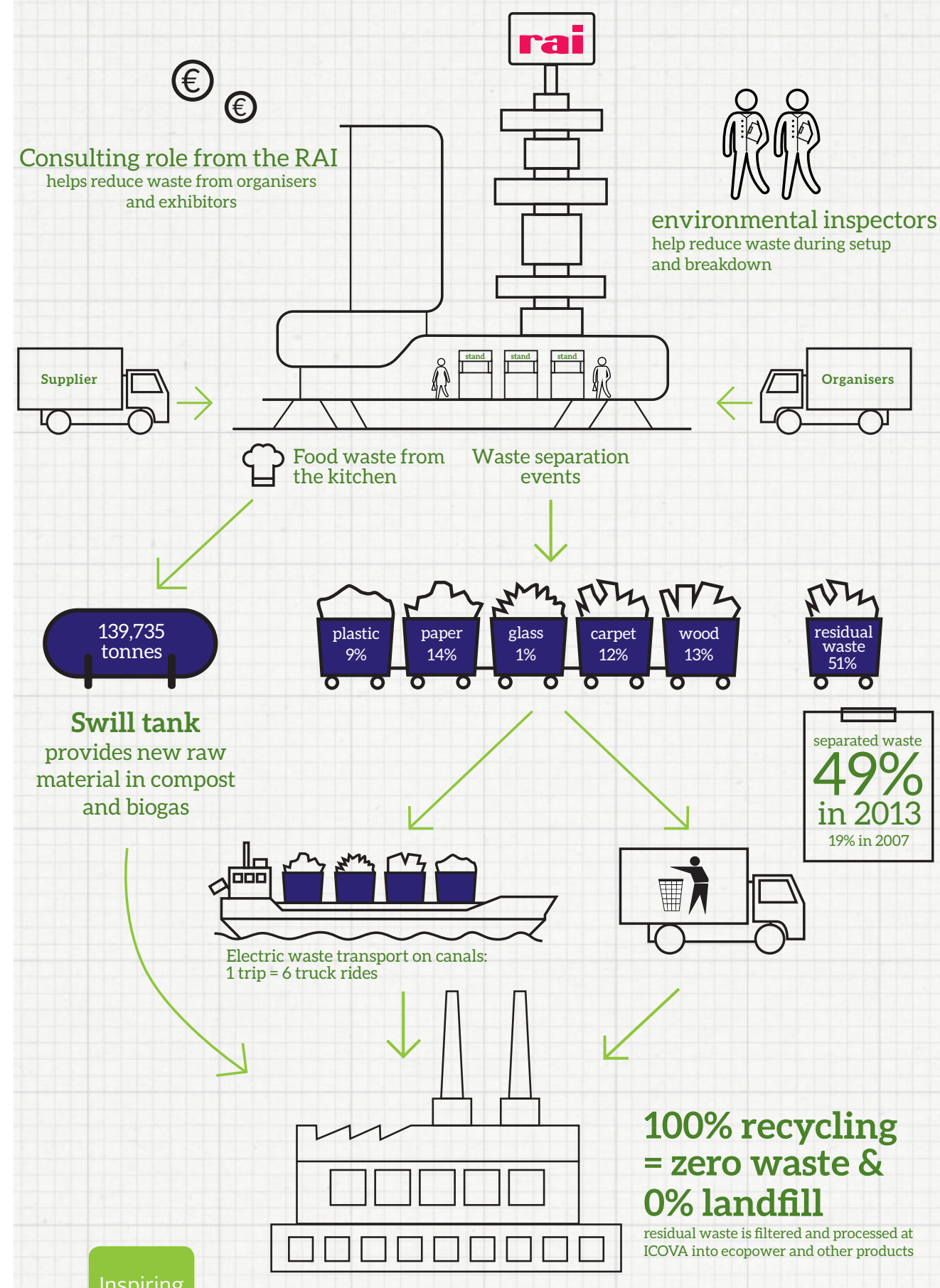
To test whether we can separate more waste during exhibitions, we conducted a pilot project during Safety & Security trade exhibition SSA. Special rubbish bags were distributed to stand builders and exhibitors one hour before the end of the event, and the filled bags were picked up as waste paper. The pilot was successful: SSA improved waste separation by five per cent compared to 2011.

## Waste & conferences

Significantly more conferences were organised in Amsterdam RAI during 2013 than in previous years and these produce a different kind of waste than exhibitions. The year 2013 has, therefore, been atypical in terms of waste. The use of lunch packages results in lots of waste that must be disposed of in a short time. To ensure the latter is realised successfully, we designed a new logistics plan to efficiently remove waste and keep the waste streams under control. Moreover, we worked to establish new standard figures for conference waste. Finally, we are also looking for sustainable solutions such as biodegradable disposable containers which take into account the impact on the whole chain.



# Waste management in 2013





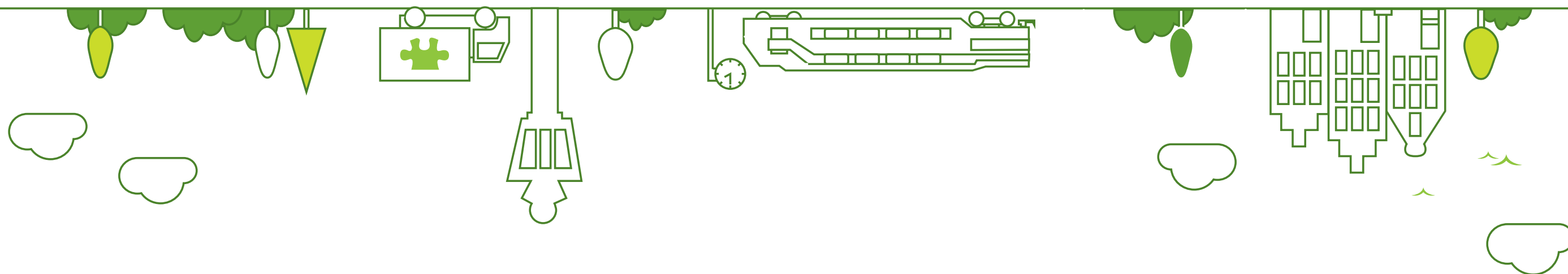


## 07. Empowering communities

By community we mean connections  
and relationships between people and  
the role that Amsterdam RAI wants  
to play within this community.

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Empowering communities involves a focus on organising and facilitating events that help connect and inspire people. It results in new visions, ideas and developments in the market and society. By doing this we also strengthen our own position and allow our clients to achieve sustainable results, while at the same time creating spin-offs for our business environment.







# EMPOWERING COMMUNITIES

## AMBITIONS

Our clients and suppliers are aware of our CSR ambitions and proactively involved in developing new solutions and partnerships in the field of sustainability.

## MAIN GOALS

Sustainable advice is part of consultative selling

For each product in our range we offer a sustainable alternative

Sustainable catering is a standard product within our range, subcontracts and buyouts

All visitors to a RAI event have an inspiring experience with regard to sustainable developments in their field

All RAI exhibitions offer an optimal platform for sustainable exhibitors.



### Key results in 2013

<b>Procurement</b>	<ul style="list-style-type: none"> <li>Audit of three suppliers</li> <li>A list of sustainable criteria for suppliers was drawn up</li> </ul>
<b>Catering &amp; products</b>	<ul style="list-style-type: none"> <li>Policy for 'subcontracting' portfolio developed</li> <li>Guidelines for best effort obligations for catering buyouts drawn up</li> <li>At least one sustainable product was included per product group in the new catering range</li> </ul>
<b>Event content</b>	<ul style="list-style-type: none"> <li>Sustainable initiatives &amp; content at exhibitions such as the Huishoudbeurs, HISWA, Horecava, Aquatech and Intertraffic</li> </ul>
<b>CSR visibility</b>	<ul style="list-style-type: none"> <li>Performed a study into the optimal realisation of visitor communication</li> <li>PR for achieving EarthCheck Gold, Green Key Gold and AIPC Gold, IMEX/GMIC Green Supplier Silver Award certificates; installation of solar panels.</li> </ul>

### Relevant content for visitors

In addition to an inspiring experience, Amsterdam RAI aims to offer its visitors relevant content. Sustainability or a focus on social issues is an important theme and increasingly part of the programme of RAI-organised events. Below is a selection of various initiatives:

#### Huishoudbeurs & Women Inc.

The Huishoudbeurs is the largest and most popular annual event focused on women in the Benelux region. Every year it welcomes 250,000 visitors looking for a fun day out. In 2013, the Huishoudbeurs partnered with women's network Women Inc. by offering the organisation a platform for an entire week. The mission of Women Inc. is to improve the position of women in the Netherlands. During the Huishoudbeurs it highlighted issues such as increasing opportunities for women.

Via Women Inc. visitors were able to participate in workshops and talk shows. Topics varied from the Glass Ceiling to combining work and household tasks. The Women Inc. Festival during the Huishoudbeurs was opened by HRM Queen Maxima, who later spoke with the guests present on the importance of two major Women Inc. issues: money and health. Due to its large scale and wide focus the Huishoudbeurs offered Women Inc. a broad platform for showcasing its message.

#### Horecava with PUUR theme world

The Horecava is the national trade exhibition for the food service industry and the 2013 theme was 'responsible business'. It featured presentations, workshops and other activities focused on awareness, sustainability, innovation and change processes. The Royal Dutch Hotel & Restaurants Association (KHN) also joined the discussion with an extensive programme.



Every year, the Horecava hosts the presentations of the Horeca Innovation Awards for the most innovative food industry company. The 2013 edition of the awards included a category for sustainability and this will continue to be part of the programme in the future.



**"Our kitchen has made the deliberate choice to use ingredients with added value for the Greater Amsterdam region, a regional catering concept we call 'Heart-warming Amsterdam'."**

In 2013 the Horecava introduced the PUUR theme world, featuring food and beverage suppliers or manufacturers who provide honest products that are fresh, organic, sustainable, fair trade and healthy. PUUR was well received by visitors and exhibitors alike, and will be continued in the 2014 edition.

#### PUUR Baby Plaza

Visitors to the Negenmaandenbeurs come to learn about the latest trends in the field of babies and pregnancy. During the 2013 event, (prospective) parents were also presented with the PUUR Baby Plaza, which focused on sustainable baby products. It also featured various workshops, ranging from the use of natural paints to natural skin care for babies. The PUUR Baby Plaza was highly valued among visitors.

#### Intertraffic

Intertraffic is the trade exhibition for infrastructure, ITS traffic management, safety and parking. During Intertraffic China 2013 and Intertraffic Istanbul 2013 the seminar programme was specifically focused on current 'smart mobility solutions': solutions for traffic mobility issues that result in fewer CO<sub>2</sub> emissions, less congestion and increased traffic safety.

#### Procurement

Step by step we are trying to increase our responsibility with regard to procurement. In 2013 our focus was on formulating the policy for the coming five years. For 2014 there are several concrete activities on the agenda.

#### Audits for (sub)suppliers

In 2013 we performed audits for three suppliers, analysing the extent to which they met our sustainable requirements for products and the related operational management. There were quite a few points related to the requirements of Green Key and EarthCheck that small suppliers were unable to meet. We will be working on this issue in the coming year. For 2014 we have planned a follow-up audit for these suppliers, and larger suppliers who were involved in tender processes in 2013 will also be included in the new audits.

#### Year of tenders

We are currently working on further professionalising and centralising our procurement. Over the past year we requested several tenders. The RAI is EarthCheck and Green Key certified; based on the guidelines of these certificates we have drawn up a list of questions that are now included with the tenders as sustainability criteria and taken into account when awarding the tenders.

#### Procurement challenges

Amsterdam RAI has three challenges when purchasing and selecting our range. Firstly, we have seen that it is difficult to draw up a uniform definition for what is or is not sustainable. Secondly, smaller sustainable suppliers have limited capacity

and – due to our strong ad hoc scenario and large batches – they have trouble delivering the requested sustainable volume within the required term. A third internal challenge is the careful assessment of the balance between planet and profit. These issues will be addressed in the coming policy period.

#### Catering

Our kitchen has made the deliberate choice to use ingredients with added value for the Greater Amsterdam region, a regional catering concept we call 'Heart-warming Amsterdam'. The initiative was developed several years ago when our kitchen staff visited local producers in order to experience how the products (from meat to vegetables) were being produced. This resulted in a passion for traditional products from the metropolitan region and the kitchen currently uses various high-quality, pure ingredients to prepare fully sustainable meals.

The choices within the concept vary but the products always have to have added value for society or the region. This way we are able to support vulnerable producers in the metropolitan area, and use less common products from the region and season.

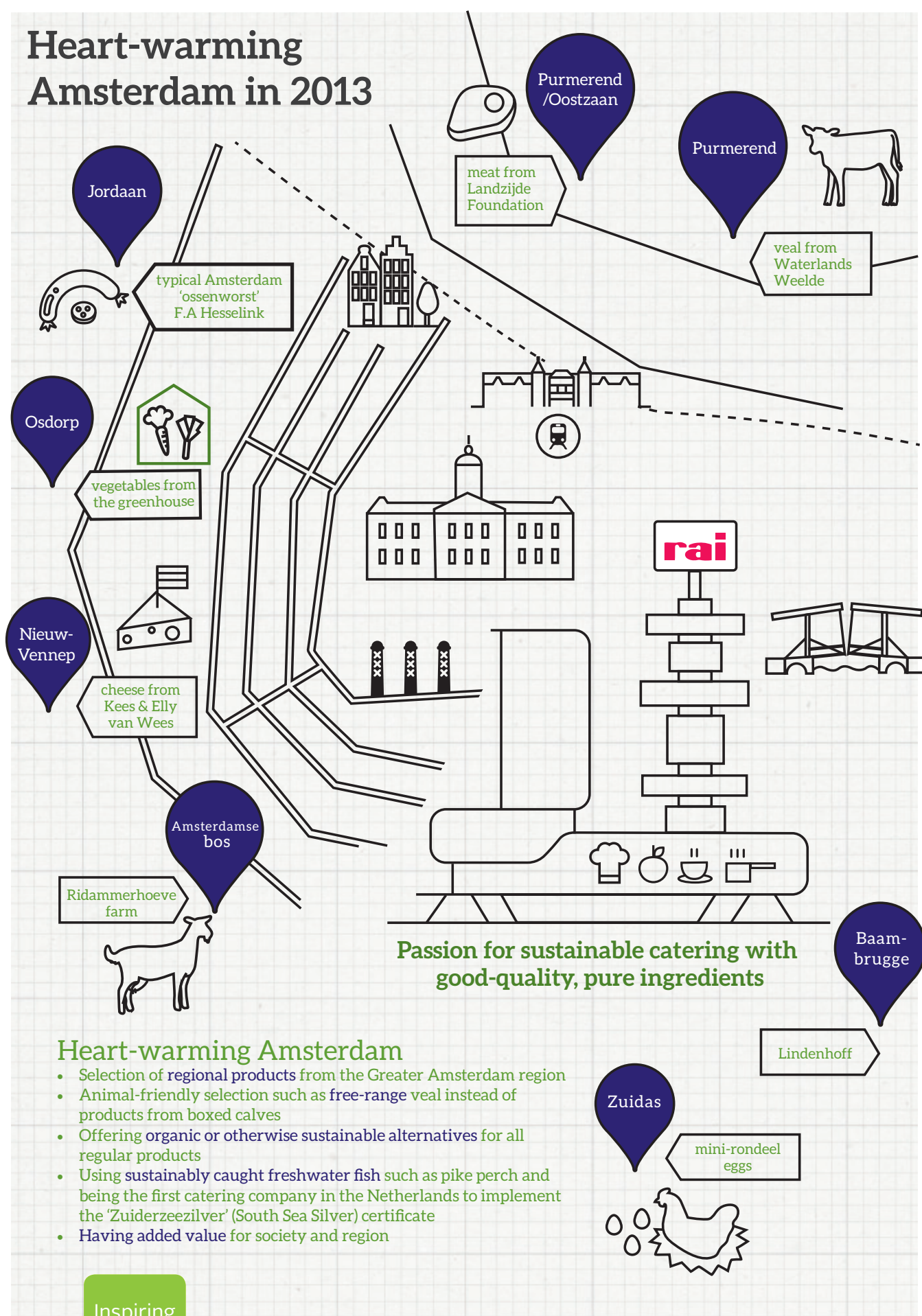
**'Heart-warming Amsterdam' can be aligned with the wishes of companies with high sustainability demands who prefer organic, sustainable, seasonal or regional products. Due to the small-scale character of the suppliers, it is not yet possible to provide this range on a large scale.**

#### Catering on the exhibition floor

Our stakeholders attach great importance to sustainable catering. Increasing the sustainability of the catering on the exhibition floor and in the halls will therefore be a focal point in the coming period. To the general public it is the catering in these locations that is most visible. This catering is not provided by the RAI itself but by subcontractors. We cannot fully determine whether the food and beverages provided by these subcontractors is sustainable and healthy, but we can attempt to influence them. In 2013 we looked at the sustainable range of our subcontractors, in which it was identified that there is room for improvement. Increasing the sustainability of the range based on sustainable criteria will be an important aspect of new contract discussions.



## Heart-warming Amsterdam in 2013



Inspiring people



"CSR provides me with the opportunity to work with suppliers and products from the Amsterdam region and I am proud to share these flavours with our international guests."

Rientz Mulder, Kitchen Manager and CSR policy area owner



### Support for increasing event sustainability

The products policy area is involved with the commercial range for organisers and exhibitors. In the future we will steer more proactively towards providing sustainable products, services and solutions, as we are already doing for waste. Based on calculation examples, we can show the benefits of waste reduction and separation. Clients benefit from savings on processing costs.

Our goal is to step-by-step offer our clients an increasingly sustainable range, one which underlines our position in the group of CSR frontrunners. The range must be easily available via sales channels such as the online webshop for exhibitors. At this time there is at least one sustainable product available per category in the catering range. In 2014 we will be defining sustainability for various product categories, and how it can be realised. The balance between people, planet and profit will play an important part in making definitive choices.

Another aspect of providing a sustainable range to clients is offering alternatives to the car. By offering combination deals with Dutch railway company NS or Amsterdam public transport company GVB we can offer visitors discounts on their transport to Amsterdam RAI or even free travel by metro, bus or tram upon presentation of their ticket.



### Client relations

Since 2012 we have a fixed method for measuring the Customer Experience Journey before, during and after events within the Convention Centre and Exhibitions departments. Complaints are directly processed and monitored by the department responsible via the Facility Management Information System. For the period 2013-2017 we aim to increase the way visitor experience sustainability, how they can contribute to it and what the benefits are for them.

### CSR visibility

Whether organisers, exhibitors or visitors believe that the increased sustainability of Amsterdam RAI has added value depends on how they experience sustainability in the RAI.

**While some clients specifically request sustainability, others are less aware of our sustainability efforts and the benefits for them. This was the reason behind the CSR visibility policy area, which was established in 2013.**

In this policy area various departments work together to make CSR more visible in the building for employees, clients and other stakeholders. The annual sustainability report, the green meeting campaign for a free CSR consultation for organisers, communication around certificates such as EarthCheck, the solar panels on the roof in partnership with Nuon and the communication on social engagement help create wider support, both internally and externally.

In 2013 students from the Nyenrode Business University performed research into the best method for visitor communication. The advice is currently being looked into further. Additionally, sustainability is now one of the unique selling points included in the new marketing campaign of Amsterdam RAI Convention Centre.

### Working together to increase sustainability

We have set the goal to invest in jointly increasing the sustainability of the conference and event sector, and therefore invest lots of time in sharing knowledge and experience within our business environment. Participation in relevant business networks and trade associations contribute to making new connections. In this framework we participate in the Amsterdam Economic Board, Dutch Green Building Council, Green Meetings Industry Council (GMIC) and Green Business Club Zuidas. This has helped generate new ideas and a cooperative approach towards the market and society.



## 08. On the horizon

A short preview of what is to come. Actions that on the one hand reduce our impact on the environment and on the other generate shared value for a wider group of stakeholders.

### Gap analysis for ISO-20121 (sustainable events)

In 2013 a ISO-20121 scan (sustainable events) was performed for METS 2013 (Nov. 2013). After the scan, the CSR Board decided to perform a broader gap analysis at RAI exhibitions for all RAI-organised exhibitions in 2014.

### Switching to electric cooling

As of 2014 we will be switching from gas absorption cooling to electric cooling; a process that is ten times more efficient. This will help us become less dependent on gas and considerably reduce our CO<sub>2</sub> footprint.

### Labour participation sector plan

In 2013 we developed a sector plan to offer more opportunities to people with poor job prospects and young unemployed people together with several sector-related companies in Amsterdam. In 2014 we aim to start various joint activities.

### Procurement

As of 2014 we will start determining definitions per range for what is or is not sustainable. Clients (organisers, exhibitors) will be involved in this process by means of round-table meetings. We also aim to further increase sustainability in the company restaurant during 2014.

### Innovation Lab

Innovations are an important motivation for visiting exhibitions, and exhibitors often have plenty to report. Amsterdam RAI will be helping the industry present its news by means of a so-called 'Innovation Lab', in which we work with renowned knowledge institutes such as TNO. The Innovation Lab will be prominently present during several exhibitions, and parts of the concept will be tested at six exhibitions in 2014.

### Customised sustainable advice

One of our ambitions with regard to the waste policy area is developing a differentiation model based on customer type. We want to develop client profiles that show which type of client requires which type of waste advice. This will allow us to provide customised advice and further reduce event-related waste.

### Client-focused reporting on event footprint

Another ambition is to provide sustainable clients with insight into their consumption and footprint after the event. In the future we hope to use our measurement tools in such a way that we can easily present our clients with a full report.

### New exhibition title: GreenTech

Healthy nutrition and well-being are crucial to the quality of life. A growing global population calls for sustainable production and the protection of scarce resources. Agricultural technology can make a substantial contribution in this regard. The brand-new biennial GreenTech event in Amsterdam RAI aims to become the primary meeting place for all professionals involved in horticulture and floricultural technology. The first edition of GreenTech took place in June 2014.



### RAI Amtrium

The contours of a brand-new multifunctional conference and office building are slowly becoming visible on the Scheldeplein. It makes for a fine contrast: adjacent to the Europa Hall, which has been nominated as National Monument, will stand a third-generation exhibition building that unites exhibition, conference and office functions.

The design of the RAI Amtrium underlines our ambition to be a CSR frontrunner in the sector. In December 2013 it became the first conference centre in the Netherlands to be awarded the four-star BREEAM-NL design certificate for new buildings. BREEAM-NL is the evaluation method for determining the sustainability performance of buildings in the Netherlands.

A surprising detail in the sustainable design is the large vertical greenhouse which will be used for 'city farming'. It will grow vegetables and herbs for use in the company restaurant and in the (soon to be opened) restaurant ROAST Amsterdam.

### Sustainable characteristics:

- Four-star BREEAM-NL Excellent level
- Vertical greenhouse for 'city farming'
- Greenhouse also functions as an air filter
- Thermal storage underground
- Solar panels on the roof
- Passive blinds (no cooling of irradiation necessary)
- Water for greenhouse collected on own roof
- All LED lighting.

The realisation stage focuses on the construction site layout, the logistic system, energy monitoring, the use of raw materials and good contacts with our neighbours. In addition to the design certificate, we aim to also obtain the BREEAM-NL delivery certificate for new buildings. RAI Amtrium will be completed on 1 May 2015.

*"I try to integrate CSR in all the choices I make throughout the day. If everyone would be more aware of CSR, the future would be a lot brighter for us all."*

Chantal Robert, Traffic Management Coordinator and CSR ambassador





## 09. GRI-table

GRI Code	GRI G3.1 Information directives	Page / clarification
<b>1</b>	<b>Strategy and analysis</b>	
1.1	Statement from the Management Board about the relevance of sustainability to the organisation and its strategy	6-7
1.2	Description of key impacts, risks, and opportunities	6-7, 14-17
<b>2</b>	<b>Company profile</b>	
2.1	Name of the company	Amsterdam RAI B.V.
2.2	Primary brands, products, and/or services	12-13. For a complete overview please see the Annual Report 2013.
2.3	Operational structure of the organisation, including main divisions, operating companies, subsidiaries and joint ventures	12-13
2.4	Location of the company's headquarters	12-13
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	12-13
2.7	Markets served (including geographic breakdown, sectors served, and types of customers)	12-13
2.8	Scale of the reporting company	11-15. For more information on financial performance see the Annual Report 2013.
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	8-9, 36-37
<b>3</b>	<b>Report parameters</b>	
	<b>Report profile</b>	
3.1	Reporting period for information provided	5
3.2	Date of most recent previous report	5
3.3	Reporting cycle (annual, biennial, etc.)	5
3.4	Contact point for questions regarding the report or its contents	5
	Report scope and boundary	
3.5	Process for defining report content, including: relevance, materiality and stakeholders	14-19
3.6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers)	12-13
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 Code	GRI G3.1 Information directives	Page / clarification
3.9	Data measurement techniques and the basis of calculations, including assumptions underlying estimations	The information for this sustainability report was collected by means of data requests from the policy areas concerned. The Controlling department of Amsterdam RAI is responsible for collecting and processing the data. Information on waste is supplied by ICOVA BV.
3.10	Explanation of the effect of any restatements 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	4-5
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>4. Governance, commitments and engagement</b>	
	<b>Governance</b>	
4.1	Governance structure of the company, including committees under the highest governance body	12, 19
4.2	Indicate whether the Chair of the highest governance body is also an executive officer	Statutory Board: Hans Bakker, General Director
4.3	For companies that have a unitary board structure, state the number of members of the highest governance body who are	n/a
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body	12
4.5	Link between compensation for members of the Management Board, senior managers, and executives and the company's	12
4.6	Processes in place for the Management Board to ensure conflicts of interest are avoided	12. For the complete documents go to the Corporate Governance page on <a href="http://www.rai.nl">www.rai.nl</a> .
4.7	Process for determining the qualifications and expertise of the members of the Management Board for managing the CSR strategy	12, 19
4.8	Internally developed statements of mission and codes of conduct relevant to CSR performance and the status of their implementation	15, 17-18
4.9	Procedures of the Management Board for overseeing CSR performance, including relevant risks and opportunities, and	12, 14-19
4.10	Processes for evaluating the Management Board's own performance, particularly with respect to CSR performance	12



GRI Code	GRI G3.1 Information directives	Page / clarification
4.11	Explanation of how the precautionary approach or principle is addressed	12, 14-19
4.12	Externally developed economic, environmental and social charters, principles or standards to which the company subscribes	18-19, 36-37
4.13	Memberships in associations (such as industry associations) and national/international advocacy organisations	54
	<b>Consultation of stakeholders</b>	
4.14	List of stakeholder groups relevant to the company	18
4.15	Basis for identification and selection of stakeholders	18
4.16	Approaches to stakeholders and frequency of engagement	18, 25, 31, 36, 37, 47
4.17	Response of the company to key topics and concerns that have been raised through stakeholder engagement	18, 25, 36, 37
<b>5</b>	<b>Management approach and performance indicators</b>	
	<b>Economic performance indicators</b>	
	<b>DMA economic aspects</b>	12-13
EC1	Direct economic value generated	13
EC4	Significant financial assistance received from the government	Amsterdam RAI receives no financial overview support from the government
	<b>Environmental performance indicators</b>	
	<b>DMA environmental aspects</b>	30-39, 54-56
	<b>Energy</b>	
EN3	Direct energy consumption by primary energy source	31-32, 54-55
EN4	Indirect energy consumption by primary source	31-32, 54-55
EN5	Energy saved due to conservation and efficiency improvements	31-32, 54-55
EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives	30-33
	<b>Water</b>	
EN8	Total water consumption	10, 34, 55
	<b>Emissions, effluents and waste</b>	
EN22	Total weight of waste by type and disposal method	55-56
	<b>Society performance indicators: labour practices</b>	
	<b>DMA labour practices and decent work</b>	22-25
LA1	Total workforce by employment type, employment contract and region	11
LA2	Total number and rate of employee turnover by age group, gender and region	11

GRI Code	GRI G3.1 Information directives	Page / clarification
	<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 does not participate in a collective labour agreement (CAO).
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	11, 24
	<b>Training and education</b>	
LA12	Percentage of employees receiving regular performance and career development reviews	All employees have a starting, progress and assessment review every year, in which personal performance and career development is 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	11, 23-25
	Equal remuneration for women and men	
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>Social performance indicators: human rights</b>	
DMA	DMA human rights	18, 45
	<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	45
	<b>Social performance indicators: society</b>	
DMA	DMA local communities	25-27, 35-36, 42-47
SO9	Operations with significant potential or actual negative impacts on local communities	25, 35-36
SO10	Prevention and mitigation measures implemented in operations with significant potential or actual negative impacts on local communities	25, 35-36
	Social performance s: product responsibility	
DMA	DMA product responsibility	24, 47
	<b>Product and service labelling</b>	
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction	47





# 10. Annexes

## Trade associations / corporate network

ACC  
Amsterdam Economic Board  
Amsterdam Marketing  
Amsterdams Theateroverleg (OAT MOAT)  
Amsterdamse Kring  
ASAE (Centre of Association Leadership)  
Association International of Congress Centres (AIPC)  
Association of Event Organisers (AEO)  
City Wide Task force  
CLC VECTA  
Clusters & Congressen MRA  
Congres- en Vergaderclassificatie  
Corporate Event Marketing Association (CEMA)  
De Industriele Groote Club  
Dutch Green Building Council  
Event Branche  
Freelance Event Profs  
Genootschap voor Eventmanagers  
Green Business Club Zuidas  
Green Meetings Industry Council (GMIC)  
HSMAI

Independent Dutch Event Association (IDEA)  
International Association of Exhibitions & Events (IAEE)  
International Congress & Convention Association (ICCA)  
Leading Centres of Europe  
Meeting Professionals International (MPI)  
MOA, vereniging Marketing Research & Marketing Intelligence  
Nederlands Bureau voor Toerisme & Congressen (NBTC)  
Nederlands Instituut voor Marketing (NIMA)  
Nederlandse Vereniging Directiesecretaresses  
Nieuw Amsterdams Peil (NAP)  
NNBN  
Professional Convention Management Association (PCMA)  
Religious Conference Management Association (RCMA)  
Society of Independent Show Organisers (SISO)  
Topsport Amsterdam  
UFI  
Union of International Associations (UIA)  
United Nations Global Compact  
Vereniging van Evenementen  
WTC Business Club  
YIP Zuidas

Conversion table	
m³	1
GJ	32

Electricity							
Year		2008	2009	2010	2011	2012	2013
Power purchases	MWh	17,095	17,103	17,506	18,682	17,292	16,539
Generated by CHP	MWh					1,204	1,129
Actual consumption	MWh	17,095	17,103	17,506	18,682	18,495	17,669
Fixed net consumption	MWh	13,982	13,699	13,616	13,911	13,949	13,523
Commercial occupancy index		100	94	105	110	111	96
Percentage change compared to 2008							
Reference consumption		0%	4%	3%	10%	11%	19%
Actual consumption		0,0%	3,1%	-0,1%	4,1%	2,8%	5,4%
Grid		0,0%	0,9%	-5,0%	-5,2%	-5,2%	-1,4%
Goal		0,0%	-5,0%	-10,0%	-15,0%	-20,0%	-25,0%

Heat/Cooling							
Year		2008	2009	2010	2011	2012	2013
Consumption (incl. municipal heating)	m³	2,055,109	2,637,796	2,571,382	2,298,490	2,522,414	2,678,687
Consumption by CHP	m³					330,836	306,912
Consumption of heating/cooling	m³					2,191,578	2,371,775
Consumption	GJ	68,491	63,486	81,384	72,747	69,363	75,066
Index of degree days		100	102	127	95	105	117
Commercial occupancy index		100	94	105	110	111	96
Percentage change compared to 2008							
Gas consumption		0,0%	-6,7%	-8,8%	6,1%	-8,6%	-4,3%
Goal		0,0%	-5,0%	-10,0%	-15,0%	-20,0%	-25,0%

Water							
Year		2008	2009	2010	2011	2012	2013
Consumption	m³	68,891	62,449	65,908	67,572	66,221	55,189
Commercial occupancy index		100	94	105	110	111	96
Percentage change compared to 2008							
Water consumption		0,0%	-6,6%	-6,7%	-6,5%	-8,7%	-18,3%
Goal		0,0%	-5,0%	-10,0%	-15,0%	-20,0%	-25,0%

Event waste in volume (m³)							
Year	2007	2008	2009	2010	2011	2012	2013
Residual waste	22,439	14,021	12,085	14,028	13,280	14,132	11,950
Paper	527	2,443	5,086	4,566	6,416	4,625	3,354
Glass	7	35	119	111	50	42	133
Plastic	-	81	1,079	1,111	901	1,213	2,066
Wood	4,638	3,653	3,095	5,242	4,295	2,978	3,045
Carpet	0	0	2,247	2,688	2,517	2,893	3,013
Total	27,611	20,233	23,711	27,746	27,459	25,883	23,561

Event waste separation							
Year	2007	2008	2009	2010	2011	2012	2013
Residual waste	81%	69%	51%	51%	48%	55%	51%
Separated waste	19%	31%	49%	49%	52%	45%	49%
Goal	19%	24%	29%	34%	39%	44%	49%

Waste reduction							
Year	2007	2008	2009	2010	2011	2012	2013
Waste production (*1000 kg)	4,226	3,442	2,673	3,433	3,521	3,420	2,961
Separated waste (*1000 kg)	1,707	1,578	1,185	1,576	1,707	1,460	1,450
Commercial occupancy index	100	87	82	92	96	97	84
Percentage change compared to 2008							
Waste production	0%	-7%	-23%	-12%	-14%	-17%	-30%
Goal	0,0%	-5,0%	-10,0%	-15,0%	-20,0%	-25,0%	-25%



Type of waste	(x in TONS)	Reuse, recycling, burning	Landfill
10.00 – construction and demolition waste (unsorted)	125,370	100,0%	0,0%
11.00 - cleaning debris	50,780	100,0%	0,0%
11.20 - asphalt containing tar	7,260	100,0%	0,0%
13.00 - A-quality wood waste	6,680	100,0%	0,0%
13.01 - B-quality wood waste	599,520	100,0%	0,0%
15.00 - iron (ferric metals)	13,660	100,0%	0,0%
20.02 – dust	30,050	100,0%	0,0%
30.01 – commercial waste (sortable)	1,400	100,0%	0,0%
30.06 – carpet waste (carpeting)	1,596,050	100,0%	0,0%
30.11 – swill, cat. 3 (not suitable for human consumption)	278,620	100,0%	0,0%
33.01 - paper/cardboard	139,735	100,0%	0,0%
34.05 - mixed glass	242,800	100,0%	0,0%
70.06 - large household appliances containing dangerous substances	35,320	100,0%	0,0%
70.09 - ICT and telecommunication equipment	0,140	100,0%	0,0%
71.45 – cleaning products, alkaline, liquid	0,468	100,0%	0,0%
73.01 – waste oil, cat. II (synthetic)	0,466	100,0%	0,0%
75.01 - paint residue in plastic/steel packaging	0,102	100,0%	0,0%
79.02 - nickel-cadmium batteries	0,446	100,0%	0,0%
79.11 – lighting products with dangerous substances	0,258	100,0%	0,0%
83.01 – spray cans	0,270	100,0%	0,0%
83.01 - Spuitbussen	0,008	100,0%	0,0%

RAI paper consumption						
Jaar	2008	2009	2010	2011	2012	2013
A3-papierverbruik	87.000	54.500	88.500	53.750	37.500	63.750
A4-papierverbruik	3.497.500	2.365.000	1.979.500	2.098.000	1.387.000	2.239.266
Percentage Eco/FSC	0%	0%	0%	66%	82%	99%







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