



Corporate Social Responsibility Report

2011

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1.Strategy

1.1 CEO introduction

This is the fourth annual edition of ICCA's CSR report, to be read in conjunction with the 2011 Annual Report and detailed financial results for the most recent calendar year.

ICCA has signed up to the Global Reporting Initiative, the UN standard for sustainability reporting, and this report is therefore structured according to GRI guidelines.

There are three key areas of relevance to ICCA's CSR policy: the policies, activities and impact of the association itself; the scope for ICCA to influence the activities and impact of its members around the world; and advocacy and global standards issues relating to the overall impact of international meetings, which will primarily be addressed in partnership with other leading meetings industry organizations.

ICCA has consulted with the Green Meetings Industry Council (GMIC) to obtain advice on the future development and enhancement of the association's sustainability reporting processes. ICCA became a Gold Partner of GMIC during this year.

Martin Sirk
CEO
ICCA

1.2 Key impacts, risks and opportunities

As a relatively small organization employing fewer than 40 employees, turning over approximately EURO 4 million annually, and delivering most of its services electronically, the direct environmental and societal impact of ICCA's activities is not of great significance. However, in terms of ICCA's potential to influence the activities and awareness of ICCA members and other key players in the international meetings industry, ICCA's impact is far greater. It is therefore of great importance for ICCA to act as an example of good practice in all areas relating to sustainability.

Risks – the greatest strategic danger is that meetings become perceived purely as a negative contributor to carbon emissions rather than as a force for progress, and ICCA should ensure that a balanced understanding of the impact meetings is communicated. In doing so ICCA should always ensure that it acts and is seen to act as a responsible corporate citizen.

Opportunities – partnering and obtaining consultancy advice from GMIC offers ICCA significant opportunities to support members' sustainability objectives and education on these issues.

Sustainability is more than environmental impact; it relates to the total societal impact of an organization or an industry. The role of meetings in knowledge transfer, education, capacity building, problem solving, etc, has never been calculated but is clearly significant. ICCA will be supporting future research initiatives that contribute towards understanding and measuring these impacts.

2.Organisational profile

2.1 ICCA, the International Congress & Convention Association

2.2 Global leader in research, sales and marketing services relating to the international association meetings sector. Global leading trade association offering members educational and networking opportunities.

2.3 Majority of services delivered by Head Office divisions: Membership; Research; Marketing & Sales; Events. Additional services delivered by Regional Offices for Asia-Pacific, Latin America, North America.

2.4 Head Office in Amsterdam: 28 staff members from 13 different nationalities. Regional Offices in Malaysia (7 staff members); Uruguay (3 staff members); USA (2 staff members).

- 2.5 Members in 87 countries; activities in all regions of the world.
- 2.6 Membership owned, not-for-profit global trade association registered in The Netherlands.
- 2.7 Specialist in international association market, assisting members in research, sales and marketing to this sector; this services delivered throughout all countries where ICCA has members, given the global nature of the market.
- 2.8 Scale of operations:
40 staff.
EURO 4.1 million turnover in 2011.
890 members at beginning of 2011; 917 members at end of 2011.
Approximately 9,500 regularly occurring international association meetings identified taking place in previous year.
- 2.9 No significant increases in size and structure over the reporting period.

3. Report parameters

- 3.1 The report covers calendar year 2011.
- 3.2 This is the fourth report of this nature produced by ICCA.
- 3.3 CSR report will be produced annually.
- 3.4 Questions regarding the report should be addressed to ICCA CEO Martin Sirk, m.sirk@icca.nl
- 3.5 Process: structure and contents originally based on ICCA Board of Directors Working Group analysis of scale of operations, significance of impact, and key issues for ICCA members.
- 3.6 The report covers the activities and policies of ICCA itself, the potential for ICCA to influence ICCA members, and advocacy potential within the wider international meetings industry.
- 3.7 The report makes no attempt to measure the full sustainability impact of the meetings industry, both positive and negative; a great deal of further research is needed to create a recognised quantitative base-line from which to measure progress.
- 3.8 The report covers all ICCA activities in all regions of the world. Offsetting and/or minimizing the carbon impact of ICCA members participating in ICCA activities is regarded as the responsibility of the members themselves rather than simply that of ICCA, and members are encouraged to take on increased personal responsibility.
- 3.9 ICCA has based the carbon offset costs of staff and Board official flights on the highest estimates calculated by major airlines for short-haul and long-haul flights.
- 3.10 ICCA has a standard Annual Report format which includes best-practice advice on how to report financial data. This information will not be repeated in the CSR report, but will be referred to wherever relevant. ICCA members have full access to both documents.
- 3.11 ICCA will report future changes to reporting processes in all future editions of the CSR report.
- 3.12 The report and all relevant supporting material can be found in the ICCA website, www.iccaworld.com.
- 3.13 ICCA plans to regularly obtain professional analysis of the appropriateness of this report's format, especially whether the report fulfills the requirements of the Global Reporting Initiative. Changes may be required for future editions.

4. Governance, commitments, engagement

- 4.1 ICCA is governed by a Board of Directors which is made up of elected volunteer leaders drawn from each geographical region and from each industry sector. The Board advises the CEO and management team in strategy and policy, and oversees the senior management performance. All member organizations have equal governance rights, able to elect President, and their geographical and sector Board representatives. ICCA members exercise additional governance rights at the annual General Assembly, including the membership fees they pay for the forthcoming year.
- 4.2 The President is a non-executive volunteer leader, elected for a two year term, and able to serve two terms. The senior executive staff member is the CEO, whose employment is on a continuous basis.
- 4.3 There is no requirement for independent (ie non-member) Board members since all branches of ICCA membership are represented, with all members able to influence these representatives.
- 4.4 Members can influence the direction of ICCA in a number of ways: through electing Board representatives; through voting at the General Assembly; through direct approaches to Board or senior management. ICCA is a sufficiently small organization to be able to provide direct channels to senior management for members wishing to raise important issues.
- 4.5 All ICCA staff participate in a standard employee incentive programme, linked to both overall financial performance and to a range of important strategic business objectives. As a not-for-profit organization whose members' fees are the primary source of revenue, ICCA believes it is essential to prioritise member benefits whilst maintaining financial discipline, rather than aiming to maximize financial surpluses. CEO remuneration and performance are scrutinized and decided by the organisation's Management & Finance Committee.
- 4.6 Conflicts of interest are avoided by requiring as policy that all Board of Directors declare such potential conflicts whenever they arise during Board discussions on particular issues.
- 4.7 Board members are appointed through an open voting system rather than through selection based on any identification of technical qualifications. Additional technical expertise is brought in by ICCA to assist in strategic issues requiring specific skills.
- 4.8 Statements of values, codes of conduct, sustainability principles: please see section 9.3 in the current edition of the ICCA Strategic Plan (adopted October 2008), which sets out ICCA's principles for acting as an ethical association. This includes the need to be transparent, open, non-corrupt, and to deal in a fair, equal way with staff and members, with no discrimination on the basis of gender, sexuality, nationality, ethnicity, religion. Member companies and organisations are regarded as equal "shareholders" in ICCA.
- 4.9 The Board of Directors will adopt each annual CSR report, as this body is responsible for primary oversight of the association's sustainability performance.
- 4.10 The Board of Directors has the power to appoint an Advisory Group on sustainability issues to evaluate the association's and Board's sustainability performance.
- 4.11 Precautionary principles: In 2011 ICCA had no process of examining whether future plans were analysed for their sustainability impacts. This issue will be included in future Board discussions. Current plans are not regarded as significantly changing the potential impact of ICCA on environmental or other sustainability factors.
- 4.12 ICCA joined the Green Meetings Industry Council in 2007, began to become more engaged with this organization in 2008, and obtained "Gold Partner" status in 2011 in recognition of ICCA's role in communicating sustainability issues to members in regions of the world where GMIC itself is less well established. GRI sign-up took place in 2009.
- 4.13 ICCA engages with a number of globally important "umbrella organizations", including Convention Industry Council (CIC); Joint Meetings Industry Council (JMIC); United Nations World Tourism Organisation (UNWTO); Green Meetings Industry Council (GMIC). These are conduits for agreeing and communicating global standards with regard to meetings industry sustainability issues.

4.14 Stakeholders: ICCA's primary stakeholders are its members, whose competitive position is the first priority for the association. Also important are the international association meetings community, whose meetings make up the centrally important ICCA database, and with whom ICCA builds a continuous long-term relationship on behalf of its members. Finally, ICCA engages with the broader international meetings industry community, and is trusted as a key leader of the industry.

4.15 Stakeholders are identified through the regular strategic planning process.

4.16 ICCA engages with its members in multiple ways: formally through the governance process (eg General Assembly); more regularly and less formally through surveys; participation in activities and events; direct communication. International association meeting planners through database and educational resources. Wider meetings industry through JMIC and CIC, and through high-profile PR positioning.

4.17 Members have indicated increasing concerns relating to sustainability issues, which have so far been addressed by providing educational and discussion forum opportunities to discuss these issues at ICCA events. Senior representatives from GMIC led sustainability educational sessions at the 2011 ICCA Congress in Leipzig. Members are particularly concerned with ensuring that the positive impacts of meetings are balanced against negative impacts, whilst at the same time striving to reduce the carbon impact across our industry.

5. Performance issues

5.1 General

ICCA is a relatively small organization with minimal environmental impact through its primary activities, but as a meetings industry leader all efforts are made to follow best practices, to influence members and other meetings industry players.

5.2 Office practices

- Location – new Head Office deliberately chosen in 2007 to be close to major public transport intersection; incentives in place to encourage staff to use public transport; but car parking still supplied to those who do not live close to public transport or who are supplied with company cars (4 executives).
- Lighting – motion sensors are located in all departments so that only occupied areas are lit.
- Heating – building-wide system but with area thermostats to ensure minimal wastage of heat or cooling.
- Recycling – all waste paper and glass is recycled; the office building has no provision for recycling plastic, but only minimal amounts of plastic are used by ICCA. Amsterdam has a policy of central separation of plastic from other waste, rather than requiring separation by businesses or residents.
- Postage – only materials regarded as essential, such as the membership directory, are physically posted; policy is that materials should be provided electronically unless there is a clear business case for printing.
- When printing brochures and other materials, sustainable forest sourced paper or recycled paper is selected, along with non-toxic inks, using printers and suppliers who have signed up to sustainable practices.
- Letterhead and envelopes use paper from sustainable forest sources.

ICCA has allocated a total of EURO 1,560 in the 2011 budget towards offsetting the carbon impact of day-to-day operations.

5.3 ICCA events

ICCA now includes CSR/Environment as one of its decision-making criteria for where major events take place. Members bidding to host one of these events need to provide information on their policies, initiatives, and plans, and should also highlight challenges that ICCA can help to address were the congress to take place in that location.

ICCA has reduced the amount of printed material that is distributed at the Congress and other events, but continues to print material which it regards as essential to the effective organization or communication of the event – so for example the 2011 Congress still had a printed final programme (reduced size, incorporating note paper), but previously printed materials have been replaced by online systems, and sponsors are not allowed to distribute brochures to delegates. For the first time, no bags were provided to delegates.

ICCA introduces new environmental initiatives each year, including the electronic device Spotme to replace numerous paper processes including evaluation forms; online educational content instead of handouts; recyclable and/or biodegradable materials such as badges, bags and lanyards. "Green" issues are routinely included in educational programmes, enabling members to exchange information and ideas. Each year the Congress supports a local charity, donating money to, for example, an orphanage or children's hospital.

In 2011, delegates, sponsors and ICCA donated EUR12.000 to the Leipzig Children's hospital.

The 2011 Congress included the most ambitious sustainability project that ICCA has been involved with up to this point, which has been set out in more detail below because of its success and positive impact on ICCA delegates.

Case Study

ICCA Congress 2011 – the Green Transport initiative

Outline of the most ambitious sustainability initiative that ICCA has ever undertaken at its annual congress.

1. ICCA bid criteria

Amongst the eleven standard criteria for evaluating bids for the Congress, one is called "Green/CSR". Destinations are asked to showcase either initiatives that they wish to introduce into the Congress to enhance the programme or delegate experience, to highlight local environmental challenges that can be addressed by holding the Congress in their destination (e.g. need to raise awareness), or to highlight local strengths in this area (e.g. existing sustainability programmes that go beyond the local norm).

2. Leipzig/Germany bid document

This highlighted the very strong regulatory framework and pro-green activism in Germany and its meetings industry, the measures the venue (CCL) takes that go beyond the norm, and suggested one offsite trip to a green industrial facility. The intention was also raised that they would initiate moves to make use of public transport to reduce bus transfers and overall carbon impact. So the Green Traffic Project was part of a broader theme within their successful bid.

3. Project evolved to serve multiple objectives

- Reduce carbon impact.
- Reduce costs in Local Host Committee budget.
- Improve long-term collaboration between venue, CVB, and local city-owned transport company.
- Raise local awareness (corporate/public/political) of the importance of the meetings and trade fair industry to the city.
- Change perceptions of former East German cities and especially Leipzig with former West German conference buyers (e.g. there are generalized perceptions of lower friendliness and efficiency).
- Create a grassroots sense of welcome amongst delegates.
- Create an experiential case study for the delegates rather than talking about this type of project in the congress education sessions.
- Design a new business model for transport that can be replicated for other major events, and in doing so differentiate Leipzig from rival destinations.
- Engage and motivate young people working in the CCL, the wider Messe (the trade show arm of the venue), and the transport company - and build an understanding of the key elements that build the capacity to deliver team objectives. Deliver a bottom-up solution, not a top-down plan, so the volunteers take ownership and really learn valuable lessons.

4. Process by which the project evolved

Participation of four different companies:

- Leipziger Messe GmbH/Congress Center Leipzig
- Fairgourmet GmbH (catering company of Leipziger Messe)
- Fairnet GmbH (project management company of Leipziger Messe)
- Leipziger Verkehrsbetriebe GmbH (Leipzig public transport company).
- Joint meeting of human resource departments.
- Creation of a concept to address students/apprentices to get involved in the project and deliver work outside regular working hours.
- Kick-off meeting at CCL to introduce ICCA, why Leipzig did the bid and about Germany's and our goals. All students introduced themselves, what they do and why they would like to be part of the project. First task in that workshop was to set up a team structure and responsibilities among the young people crossing borders of their own companies and join teams with members of the other companies.

Team structure and main scope of work:

Transport

- New tram time schedules
- Map of tram lines
- ICCA film trailer each morning (summary of previous day)
- Announcements at tram stations in English
- Announcements in tram in English
- Green footprints in key locations to guide delegates
- City tour with historic tram each afternoon as special highlight
- Backup plan instead of blocked tramway or other unpredictable events

Catering

- "Menu" – What can be offered?
- Sponsoring concept
- Supply of food and drinks
- Crew catering
- Logistics
-

PR/Advertisement

- Flyer, logos etc.
- Preparation of Press Conferences

Human Resources

- Staff briefing
- Staff management (Who is where and when?)
- Working law influences
- Coordination of staff at hotel, city center, CCL, various tram stop according to congress needs
- Technical equipment/communication (PCs, cell phones etc.)
- Staff briefing

Hotel

- Concept and realization of infodesks at hotels

Municipality also had to be involved for getting allowance to put the footprints in the streets. Various meetings and workshops in which the students had to talk about the results of their work, problems as well as Q&A.

Final step was a detailed project management plan including:

- Times schedules
- Human resources management
- Quality control, risk management (rain, accident, blocked tramway etc.)
- Sponsoring concept

5. Elements of the Green Traffic Project

- Students/interns/trainees given the responsibility to design the project - not top down!
- Tram timetable changed to match event delegate flows.
- Extra tram stop created.
- Welcome desks at the hotels to guarantee that delegates will find the right tram stop/tram line.
- Announcements (spoken and written) at the main tram stops in German and English.
- Special electronical signage and welcome on every tram to CCL.
- Usage of tram TV to show short trailers of ICCA congress (summary of previous day).
- Information of Leipzig public about ICCA congress (TV spots in trams, info announcements at stations, City poster at tram station and all over the city, PR campaign)
- Welcome signs and footprints, maps, timetables, etc.
- Volunteers (80 individuals) - how they were briefed to be proactive and engaging with delegates.
- Apples - symbolic and simple way to start conversations.

6. Financial considerations

Cheaper than buses.

ICCA raised sponsorship from an international meetings industry media group, whose logo was placed on the bright green jackets. As well as covering most of the costs of the jackets, this sponsor made a EURO 3,000 donation to the local Leipzig Children's hospital, our Congress charity recipient. This provided the foundation of our major CSR charity project: this hospital doesn't just serve the local market but also does tremendous outreach work to developing countries.

7. PR

One of the key newsworthy stories fed out to meetings industry media by ICCA.

Big story on social media throughout congress.

Leipzig convened a major news conference on the Congress in the week prior, attended by ICCA CEO, and at this the story that gained most attention was the Green Traffic Project. This in effect enabled CCL/Leipzig Messe to communicate its broader message of how critical the venue is to the local economy to a wide audience of decision influencers. National press were also involved, enabling Leipzig to showcase itself to a wide audience.

8. Outcomes

Apart from all the ICCA project goals which were more than 100 % fulfilled there were a variety of vital local goals which were met. Companies got to know who is doing a good job in which field (project management, operational work, leadership, a couple of really hidden STARS!). Due to our PR work a few other Leipzig companies asked about the project and how they can join in one of the next projects.

Legacy outcome: raise understanding of both teamwork and the importance of meetings/trade fairs to a large number of influential young people, which should be highly valuable in their future careers.

No complaints about transport issues from delegates on site (ICCA won't have quantitative responses to the project till we complete our evaluation exercise).

Excellent new model of transport management to offer to future city-wide event clients.

5.4 ICCA travel offsets

Staff air travel and travel by Board members attending ICCA events in 2011 have been offset at a cost of EURO 1,440. This is based on paying slightly more than the most expensive offset-calculations by major airlines for long-haul and short-haul flights (eg Amsterdam to North America West Coast or Asia ranged between EURO 10.00 and 15.00 and Amsterdam to European destinations ranged from below EURO 1.00 to EURO 1.80). Delegates attending ICCA events are encouraged to take personal responsibility for offsetting their own carbon travel impacts.

70 long-haul flights @ EURO 18.00 = EURO 1,260.00

90 short-haul flights @ EURO 2.00 = EURO 180.00

5.5 Carbon offsets

The total EURO 3,000 cost of carbon offset-equivalents for 2011 activities were set aside for a suitable CSR project to be agreed by the ICCA Board of Directors. This year the Board has agreed to support "One Drop" (www.onedrop.org), the charity dedicated to providing clean water in all regions of the world. GMIC has adopted this charity in 2012 to raise awareness of water issues amongst the meetings industry practitioners, and ICCA's contribution will play a significant role in this important campaign.

5.6 ICCA member initiatives and issues

The Green Transport project at the 2011 ICCA Congress was an experiential initiative to expose members to a citywide approach to congress sustainability.

5.7 Meetings industry-wide issues

ICCA's new status as "Gold Partner" which was agreed during 2011 with GMIC will provide new opportunities to communicate sustainability issues to members around the world.