

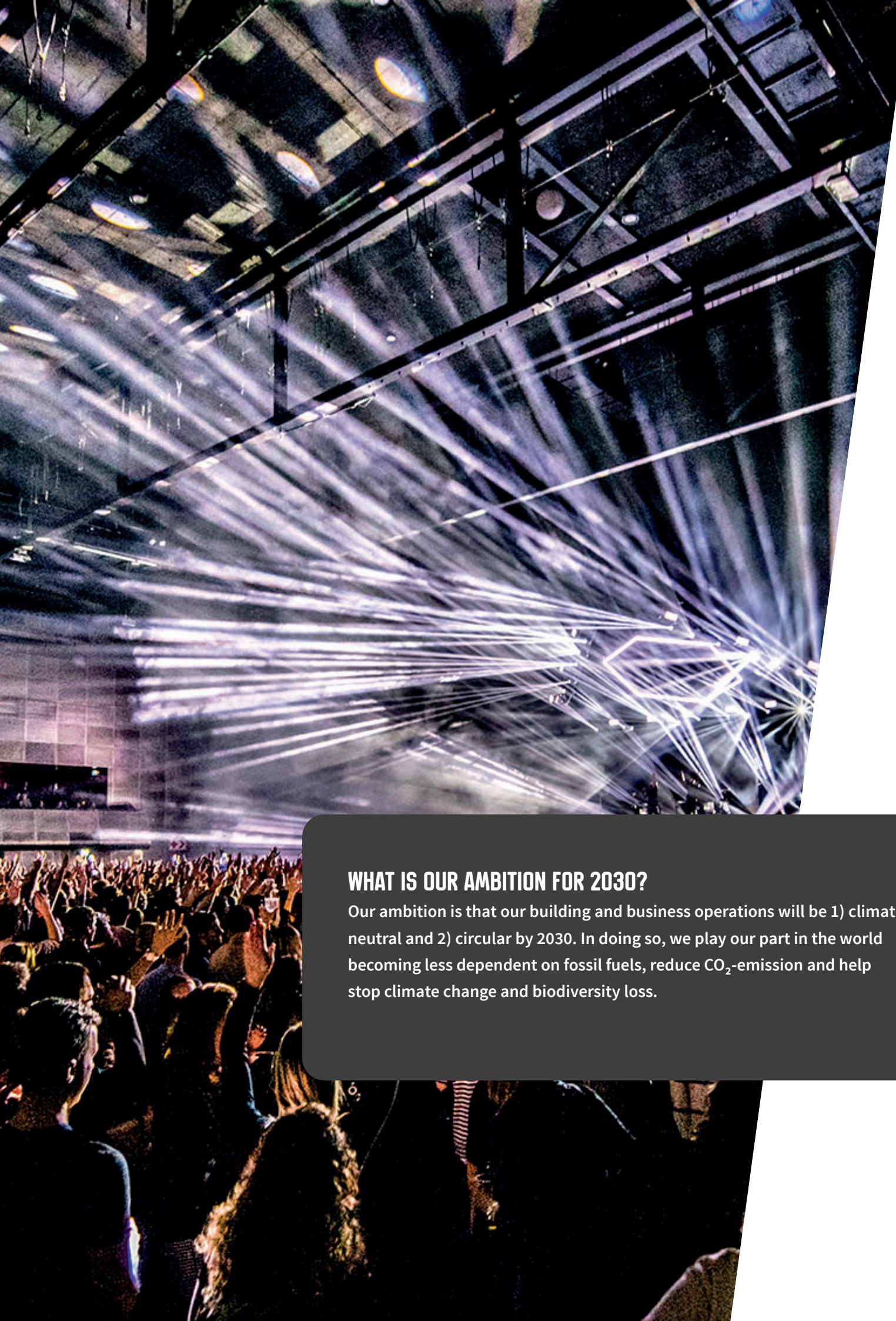
# **AFAS Live**

## **SUSTAINABILITY POLICY 2023-2030**



**APRIL 2023**





## DUURZAAMHEIDSBELEID 2023 - 2030

### What's happening to the climate?

The scientific evidence is piling up: climate change is a critical problem that demands urgent action and it is a direct result of human activity. Humankind is depleting the earth. Emissions of CO<sub>2</sub> and other greenhouse gases are higher than ever, causing all kinds of problems including a rise in global temperature. Extreme weather events have increased in frequency and intensity and are already affecting the lives of millions of people worldwide. These and other environmental problems, such as loss of biodiversity, air pollution, rising sea levels and soil acidification show us that the way we treat the Earth is not sustainable. Something has to change.

### What role do we see for ourselves on the sustainability front?

As one of the largest venues in the Dutch live music industry, we want to take our responsibility when it comes to sustainability. In 2022, around 550.000 people attended a show at our venue. We closely monitor our water consumption, our waste production and our emissions of CO<sub>2</sub>, methane and nitrogen, and we are aware that those factors make us part of the problem. With installing this policy, we now intend to become part of the solution. We like to see ourselves in the pioneering role and want to make an impact nationally and internationally. When all our visitors realize how their concert experience can be a sustainable one, we boost the sustainability of the entire industry.

### WHAT IS OUR AMBITION FOR 2030?

Our ambition is that our building and business operations will be 1) climate neutral and 2) circular by 2030. In doing so, we play our part in the world becoming less dependent on fossil fuels, reduce CO<sub>2</sub>-emission and help stop climate change and biodiversity loss.

#### 1) What is climate neutral?

Climate neutral entails that our building and the events held in it do not emit CO<sub>2</sub>. We strive to reduce CO<sub>2</sub> emissions as much as possible. Remaining emissions that we do not manage to stop by 2030 will be compensated.

#### 2) What is circular?

For us, circular means that we are gradually striving for zero residual waste in 2030 and that we are finding a use for all raw materials. We want everything to be reused or recycled.

#### Sustainability at the core

Sustainability will become an increasingly important part of our business operations in the coming period. It is not a theme that we 'add on', but something that is embedded in the organization. This is expressed through our sustainability working group, but also woven throughout all the different departments.



## What is policy?

Policy is a plan made by setting goals in advance, fitted into a time frame, with clear formulated desired results and including the necessary resources. This provides guidance in making choices. It provides frameworks, perspective for action and allows us to take budgets into account. With a guiding policy, we work more efficiently and effectively. During implementation, the focus is mainly on the process and less on the thinking. This results in saving time, achieving better results and reaching our goals.

## Why a sustainability policy?

Given the challenges we face, it is important to minimize our negative impact on nature, animals and people. This is a major operation and having guiding policies is essential in this regard. In addition, policies are needed to stay ahead of the facts and legislation and maintain our proactive business practices. It is also crucial to be able to explain to visitors, government, artists, business partners, NGOs, press and our own staff what we are doing and why.

Our main motivations for this new policy are:

- Our pioneering role: When we start being more sustainable, hopefully other players in the industry will follow suit.
- Audience: Visitors demand a sustainable way of experiencing live music.
- Artists: Most productions that organize events in our building strive for a more sustainable way of touring.
- Business: Our business partners demand us to operate in a sustainable way.
- Regulations: We anticipate the upcoming laws on recycling and emissions.
- Employees: As an employer, we want to remain attractive to young generations.

## How do we shape our sustainability policy?

As mentioned above, our two goals are to achieve net zero carbon emissions by 2030 and to be fully circular. These two goals are simple and clear, but abstract at the same time. We'll work towards them in the coming years through our sustainability program. This program consists of the results we want to achieve and the steps we will take to achieve them. For each result, an estimate of the costs and savings will be included. The goals, the costs that this will entail and the period 2023 - 2030 is what our policy is based on.

## The five pillars of our policy

Our policy is built on five pillars. Combined, these five pillars cover the most important impact and give us some direction. Here they are:

**1. ENERGY**

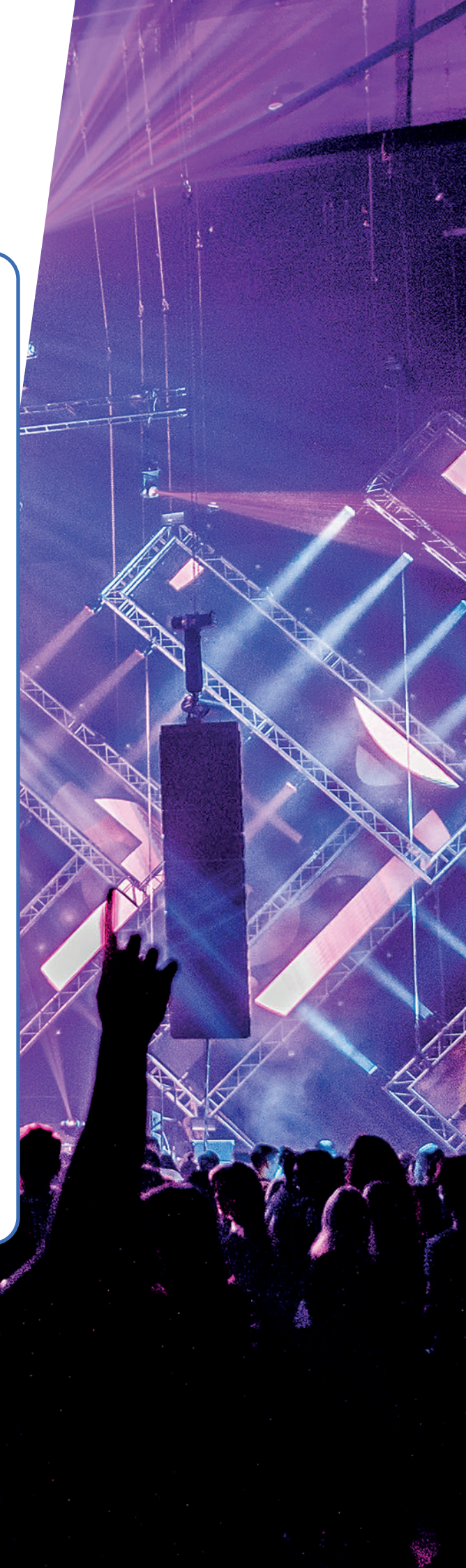
**2. RESOURCE EFFICIENCY**

**3. MOBILITY & TRANSPORT**

**4. WATER**

**5. FOOD & BEVERAGE**

The five pillars are explained on the following pages. For each pillar you will find what developments and trends there are at global and national level, what this means for us and how we can approach this topic. Our separate fact sheet shows the statistics on the pillars in a compact overview.





## What is our scope and what are our limits?

The total emissions we take as our starting point are 5,696 tons of CO<sub>2</sub>. Of this, 38 tons (0.5%) come from food, 450 tons (8%) from beverages, 13 tons (0.5%) from incinerated residual waste and 5,195 tons (91%) from mobility. This is the first time we have measured our carbon footprint in one year (2022). Our research into this could be more extensive and more precise. We will therefore continuously optimize this in the coming years.

## What is missing from our policy plan?

The most important thing that is now outside the scope of our efforts, and which is also not included in our calculations, is the emissions from an artist's tour. This also has an impact, but the extent of this is variable and hard to determine for us as a local venue. That being said, we feel co-responsible for this as a venue, along with our tenants and concert organizers.

## Green Nation Touring Program

Sustainability is the focus of Live Nation Entertainment's Green Nation Touring Program. This program creates global and European policies for reducing the environmental impact of touring artists' travel, planning, design, materials and energy use. This is very much in agreement with our own goals. The Green Nation Touring Program covers the shows organized by MOJO Concerts, which is about 40% of our shows. More information will follow later this year.

## Commuting employees

We also have not yet included the commuting of AFAS Live employees in our research. This is pending and will be further explored this coming year.

## 1. ENERGY

### The need for change

Burning fossil fuels releases CO<sub>2</sub>. This excess CO<sub>2</sub> in the atmosphere causes the greenhouse effect to be amplified, resulting in global warming. The solution to a major part of this problem is to reduce CO<sub>2</sub> emissions to zero as soon as possible, a pretty straightforward goal that we are already working on. Due to years of investments, our building is built quite economical and carries an A++ energy label. Moreover, we employ electricity from renewable energy resources.

### How can we make a change?

Depending on the number of shows, we use about 1,032,622 kWh of energy annually. We have an energy contract with a GVO (guarantee of origin) for European wind energy. We already have district heating and therefore do not use any gas. During 2023, we will also obtain a district cooling system. From then on, we will heat and cool the entire building without gas or polluting AC-machines.

### Reducing energy demand

Despite the fact that we don't use gas, purchase wind energy and our building has an A++ energy label, there are still gains to be made.

We are constantly looking for ways to efficiently and economically heat and cool the building. Along with that, we're replacing most of our lamps with LED-lights and reduce our energy demand in other ways.

### Improved air handling system

This year, our 20-year-old air handling system will be completely overhauled and refurbished. This will significantly reduce our energy consumption. Both the auditorium and all surrounding areas in the public area are going to be equipped with heat recovery. This will result in significant energy savings. We will work with an energy management system (EBS) and link this to our building management system (BMS). By collecting data and insights, we can be more efficient with our use of energy.







## 2. RESOURCE EFFICIENCY

(13 tonnes CO<sub>2</sub>) 0,5% of the total

### The need for change

In the Netherlands we annually produce almost 490 kilograms of waste per person. Around 59% of this waste is collected separately and can be recycled. The remaining 170 kilos end up as residual waste and are incinerated for energy recovery. This incineration causes CO<sub>2</sub> emissions and waste companies are therefore in the top 10 largest CO<sub>2</sub> emitters in the Netherlands. On top of that, residual waste causes (plastic) pollution of our soil and water. Apart from the environment negative consequences just mentioned, we consider residual waste as a symptom of an inefficient way of using raw materials.

### Transition to a circular economy

In a circular economy, waste no longer exists. All raw materials are reused over and over again and as little as possible goes into an incinerator. New products will be made from recycled materials. Recycling saves raw materials (petroleum, iron, aluminum, cotton or glass), uses less energy and reduces CO<sub>2</sub> emissions.

### How can we make a change?

We aim to produce no residual waste by 2030. That means reusing or recycling all the materials in our building. Our primary goal is to use far fewer raw materials in general. We don't want any of our waste - or rather, our materials - to end in incineration. Our visitors produce around 96,600 kilograms of waste annually. Of this, 39% is currently being recycled. Incinerating the rest generates CO<sub>2</sub> emissions of 13 tons of CO<sub>2</sub>. Following the advice of CE Delft, we use an emission factor of 220 kg CO<sub>2</sub> per ton. This is 0.5% of our total CO<sub>2</sub> footprint.

At this moment, we separate residual waste, glass, paper/cardboard and bulky waste. From 2023 we will separate residual waste, glass, paper/cardboard, bulky waste, plastic and beverage packaging, deposit bottles and cans, swill/kitchen waste, coffee grounds and rPET cups. This will reduce our percentage of residual waste, and we will continue to constantly improve this process.

## 3. MOBILITY & TRANSPORT

(5.195 tonnes CO<sub>2</sub>) 91% of the total

### The need for change

Events held by our tenants bring in more than half a million people each year. As such, the mobility & transportation pillar accounts for by far the largest carbon footprint. Of our total footprint, 91% is caused by transport movements of visitors.

### How can we make a change?

Our ambition is to reduce mobility emissions to net zero by 2030 at the latest. We are determined to meet this goal, but are also aware that this is a considerable challenge involving many different parties. As a venue, we have limited resources. For example, we have no direct contact with ticket buyers and no parking spaces of our own. In any case, unavoidable emissions will be compensated.

### Visitor

Of the 550,000 people, we know that roughly 46% come by car. Taking into account that people also travel together, that gives 25,976,243 car kilometers per year. That produces CO<sub>2</sub> emissions of 5,195 tons of CO<sub>2</sub>. A large share, and thus a major challenge, because we are

largely dependent on factors beyond our control (consider the ownership of electric cars and the availability of public transportation that must be equipped to handle our numbers of visitors). Around 51% of visitors come by public transportation and only 0.5% take organized bus transportation. We want this percentage to add up to 80% by 2030.

### Mobility research in Amsterdam Zuidoost

Transporting visitors is a major challenge for our neighbors Ziggo Dome and the Johan Crujff Arena too. We are therefore working together with them and the City of Amsterdam to influence ways of traveling. In collaboration with (among others) the University of Applied Science Amsterdam and NEMO Kennislink, several programs and studies are being carried out on how to get people to choose more sustainable transport options.

## 4. WATER

### The need for change

Water seems self-evident to us, but fresh water is becoming a scarce resource worldwide and the Netherlands is no exception. Periods of extreme drought are already becoming more frequent due to climate change, and this will only get worse if nothing changes. In the year 2022 we used a total of 2,508,000 liters of water in the building. Our task for the coming years is to reduce our water use and spillage per person.

### How can we make a change?

To bring down the water use per person, we have implemented a number of water-saving measures. Some of these have already been implemented, and we will expand this in the coming years. For example, by the end of 2022 we will have equipped all toilet groups in the public area and backstage with sensor taps.

This will save a considerable amount of tap water.

We also started monitoring water use in 2022. We do this in cooperation with an external party. We measure the water use per minute, which allows us to detect unnecessary spillage and leaks very quickly. This results in considerable water savings. In 2023, we hope to expand this further by providing areas in the building (locker rooms/toilet groups/bars/kitchen, etc.) with separate meters. This will create more insight in how we use, consume and spill water, and based on that data we can implement more water-saving measures.

## 5. FOOD & BEVERAGE

*(488 tonnes CO<sub>2</sub>) 8,5% of the total*

### The need for change

Food and drink are an important part of the experience we offer to our visitors. It enhances the positive event experience and is an important source of income. The production of food involves emissions of CO<sub>2</sub>, methane and nitrogen, and uses water and other valuable resources. In 2021, agriculture was responsible for 16% of total Dutch emissions of CO<sub>2</sub>. Globally, livestock farming is responsible for 15% of all greenhouse gases. In food production for the average Dutch person, meat is responsi-

ble for 40% of the greenhouse gases released in the process. Beverages also have a carbon footprint, which is even more relevant for us, as people drink more than they eat during an average show.

### How can we make a change?

Our current food system has a negative impact on animals, nature and people. We have calculated that the food we sell each year is responsible for the emission of 38 tons of CO<sub>2</sub>. This is 0.66% out of our total emissions. To stop emitting CO<sub>2</sub> by 2030, it matters what kind of food we sell. Starting now, we will start to reduce the CO<sub>2</sub> footprint of our products step by step. We will do this by exploring high-quality alternatives to our current products and meals. These alternatives could be based on legumes, vegetables, grains and meat substitutes.

#### **An end for very high and high impact meals**

By 2030 at the latest, no food with a high or very high climate impact will be sold at AFAS Live. We are using a categorization of meals from the Green Deal Circular Festivals. We have divided all food we offer into the five impact categories below. Once we have eliminated meals with high and very high impact, we expect this to achieve a CO<sub>2</sub> reduction of at least 57% on food for the Food & Beverage pillar.

#### Very high impact

*(currently 37% of the total CO<sub>2</sub> footprint of food)*

All meals with beef, lamb, mutton as the main ingredient of the dish.

#### High impact

*(now 41% of total CO<sub>2</sub> footprint of food)*

All meals where pork, poultry or cheese is a major part of the dish.

#### Medium impact

*(currently 2% of the total CO<sub>2</sub> footprint of food)*

All meals where fish, egg or shrimp is a major part of the dish.

#### Low impact

*(currently 15% of the total CO<sub>2</sub> footprint of food)*

All meals with wheat, corn, groundnuts, tomatoes, milk and (almost) no animal products as the main ingredient.

#### Very low impact

*(currently 5% of the total CO<sub>2</sub> footprint of food)*

All meals that have vegetables, root vegetables, fruits, soy, peas, corn, cassava as the main ingredient of the dish and (almost) no animal products.

### Emissions from beverages

Using an emissions factor list from the Green Deal Circular Festivals, we mapped the carbon footprint of the drinks we sell at our bars yearly. This totals 450 tons. In 2023, we will reconsider the products we offer at our bars and look at more sustainable options in co-operation with our suppliers in order to meet our 2030 goal.



**AFAS Live**