

managing sustainability for Seventeen Events : Sustainable Events Summit 2010

## BS8901 Output Documentation

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Primary Contact	Claire Eve
Project Title	Sustainable Events Summit 2010
Event Date	19th April 2010

### Purpose of Event

The Sustainable Events Summit 2010 will bring the events industry together for one day to learn, contribute and be inspired by the opportunities which sustainability can offer. A sustainable future is a journey, not a destination, and whether you're contemplating the first steps or already well on your way down the road, the Summit will be an opportunity for you to share best practice and interact with other professionals in your field.

After the success of the 2009 Summit, with over 150 delegates attending, we hope that the 2010 Summit will be even bigger and better. We want the Summit to offer a platform for education and inspiration, without finger-wagging, unnecessary jargon or yet more photos of polar bears.

In the wake of Copenhagen and with just over two years until London hosts the Olympics, the time is now to take action on your sustainable development policy. Whether that means turning over a new leaf or continuing the good work you've already begun, the Sustainable Events Summit is an event that will help shape your future policy.

The Sustainable Events Summit is supported by our sustainable host venue, One Wimpole Street, which will be offering an easily accessible, interactive experience for delegates as well as a sustainably sourced seasonal menu.

The Summit will also feature an exhibition space showcasing the latest services and solutions in event sustainability. Last year Association of Event Venues, BSi, One Wimpole Street, Eventberry and MJ Group were represented at the exhibition.

## Contents

The following documentation is intended as a summary of the measures taken in the planning, implementation and feedback phases of this event in order to make it BS8901 compliant.

There are eight parts to this document, seven of which relate directly to information required by the standard.

1	<a href="#">Scope of Compliance</a> Defines the parameters for your compliance to BS8901.	This is a requirement of BS8901.
2	<a href="#">Feedback Brought Forward</a> Feedback from previous events which could help define your compliance to BS8901.	This is a requirement of BS8901.
3	<a href="#">Sustainability Risk Analysis</a> Completed matrix of 28 questions showing the detailed sustainability implications of the event.	This is a requirement of BS8901.
4	<a href="#">List of Stakeholders</a> List of all stakeholders including clients and suppliers, e.g. venue, caterers, production, etc.	This is a requirement of BS8901.
5	<a href="#">Stakeholder &amp; Team liaison log</a> Full list of all meetings with all stakeholders listed above and all internal communications.	This is a requirement of BS8901.
6	<a href="#">Key Performance Indicators</a> List of issues used to measure the sustainability of the event. Statement of how this was monitored and controlled on the day.	This is a requirement of BS8901.
7	<a href="#">Transport CO<sub>2</sub></a> A rough estimate of the CO <sub>2</sub> emissions associated with delegate transport at your event..	This is not a requirement of BS8901.
8	<a href="#">Feedback Document</a> Post-event summary of sustainability issues encountered and solutions arrived at.	This is a requirement of BS8901.
Appendix i	<a href="#">Our Sustainability Development Policy.</a>	Reviewed every 6 months.
Appendix ii	<a href="#">Statement of Purpose &amp; Values.</a>	Reviewed every 6 months.
Appendix iii	<a href="#">Our Maturity Matrix documentation.</a>	Reviewed every 6 months.

## Scope of Compliance

The scope of compliance to BS8901 is as follows:

The venue is One Wimpole Street, the venue is also providing the food. One Wimpole Street have claimed compliance to BS8901 for these areas. We will be claiming compliance for the areas we are using and any extra travel associated with the event.

Planning: Seventeen will be planning all elements of the event. Seventeen are managing the event to promote sustainability. Feedback from the Sustainable Events Summit 2009 will be used when planning for the 2010 event.

Implementation: Eventberry system will be used to track communications and monitor SRAs prior to the event. Choices regarding sustainability will be made after informed discussions are had by Seventeen staff.

Feedback: We will record feedback and use for future events.

## Feedback Brought Forward

### Sustainable Events Summit

- Investigate more effective ways of conducting the travel survey at the event so that all data can be captured.
- Serve a menu of cold and raw food such as salads for an even lower carbon footprint.
- Get more detailed information on the sourcing and food miles of all the items on the menu.
- Consider having a greater online presence with video streaming of speakers. Seek a sponsor to make this possible.

## Sustainability Risk Analysis

1. Will the activity generate energy demands?

Specifically:	We are using a centrally located indoor venue. We will be using a variety of technical equipment such as plasmas, screens, laptops, etc. We will have hot and cold food served on the day.
Stakeholder data:	<p><b>Q. Where does the venue's electricity come from?</b>  <i>One Wimpole Street</i>  A. Green tariff from general supplier - EDF, Npower or similar (50%)</p> <p><b>Q. Does the venue offset it's electricity use or will the event do so?</b>  <i>One Wimpole Street</i>  A. No</p> <p><b>Q. What proportion of the lighting in the venue is low energy?</b>  <i>One Wimpole Street</i>  A. Yes (73%)</p> <p><b>Q. What proportion of the lighting is controlled by motion sensor or timer?</b>  <i>One Wimpole Street</i>  A. Yes (50%)</p> <p><b>Q. How much natural daylight enters the event and public spaces of the venue?</b>  <i>One Wimpole Street</i>  A. Abundant, artificial light only needed at dusk or on very cloudy days (100%)</p> <p><b>Q. Does the venue make efforts to source the most energy efficient appliances, such as fridges, washing machines and computers?</b>  <i>One Wimpole Street</i>  A. Yes, confident that most or all equipment was the most energy efficient at time of purchase, and phasing out least efficient equipment. (100%)</p> <p><b>Q. Does the venue monitor and analyse its energy use over time?</b>  <i>One Wimpole Street</i>  A. Yes (100%)</p> <p><b>Q. Can the venue provide information on the actual energy used by the event?</b>  <i>One Wimpole Street</i>  A. No</p> <p><b>Q. How well insulated is the building against heat and cold?</b>  <i>One Wimpole Street</i>  A. Good insulation - Most of the following - double glazing, wall and roof insulation, draught excluders, south facing windows in cool climate, reflective walls in hot climate (80%)</p> <p><b>Q. Is the heating and air conditioning controlled for individual rooms according to use?</b>  <i>One Wimpole Street</i>  A. Yes (100%)</p> <p><b>Q. Does the venue have efficient heating or cooling systems?</b>  <i>One Wimpole Street</i>  A. Heat exchanger (Yes)</p> <p><b>Q. Do the kitchens have any of the following energy saving features or considerations?</b>  <i>One Wimpole Street</i>  A. Induction hobs (Yes)  A. Low energy combi steam / convection ovens (Yes)  A. Heat recovery or exchange systems (Yes)  A. Low energy lighting (Yes)  A. High efficiency fridges and freezers (Yes)  A. Ventilation with variable speed drives or automated ventilation control (Yes)</p> <p><b>Q. Are energy efficiency considerations built into housekeeping rules? For example staff know to turn off all equipment when not in use, kettles not overfilled and so on.</b>  <i>One Wimpole Street</i>  A. Yes (50%)</p> <p><b>Q. How long will the food at the event have to be kept warm before serving?</b>  <i>One Wimpole Street</i>  A. Food will be served soon after it is ready (67%)</p>
Control measures:	We have chosen the venue based on their sustainable credentials as outlined above. The summit takes place during the day, reducing the need for artificial lighting.
Potential Strategic Alternatives:	One Wimpole Street offered a practical, and sustainable option for this event in 2010, in 2009 the event worked well so we were happy to use the same venue.
Key Performance Indicators relevant to this issue:	Check to ensure that equipment is not left on standby. Check that low energy kit used where possible. Monitor length of time food is kept warm over lunchtime. Monitor air conditioning/heating to ensure comfort of delegates with the least amount of power.

Sustainability impact rating 2
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Likelihood of occurrence 5
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Potential effect rating 2
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Total risk to sustainability 32
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## 2. Will the activity generate a greater need for travel?

Specifically:	Delegates will have to travel to the venue as it is in a non-residential area. The vast majority of delegates are from the UK.
Stakeholder data:	<p><b>Q. How easy will it be for event visitors to reach the venue by public transport?</b>  <b>One Wimpole Street</b>  <b>A.</b> Very easy - several options, frequent service, can cope with number of people (100%)</p> <p><b>Q. Does the venue have any bicycle facilities?</b>  <b>One Wimpole Street</b>  <b>A.</b> Indoor or supervised bicycle racks (50%)</p> <p><b>Q. When transporting print and branding, what kind of vehicle is used?</b>  <b>MJ Group</b>  <b>A.</b> Petrol/diesel vehicle, delivering to several jobs or backhauling (Yes)</p> <p><b>Q. Are print and branding items transported together or in numerous journeys?</b>  <b>MJ Group</b>  <b>A.</b> Yes (68%)</p>

Control measures:	Centrally located venue chosen. Public transport options communicated to delegates via the website. Collateral from summit available online after the event.
Potential Strategic Alternatives:	A purely web based event would not have offered the same opportunities for interaction and networking. Option of a webcast is being looked into.
Key Performance Indicators relevant to this issue:	Distance travelled by all delegates measured on arrival. Monitor feedback to online details after the event.

Sustainability impact rating 2	Likelihood of occurrence 6	Potential effect rating 5	Total risk to sustainability 30
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### 3. Will the technologies employed for the activity's energy supply and transport generate air emissions?

Specifically:	Energy used by the venue will inevitably contribute to air emissions. However, car transport will be discouraged due to the content of the Summit, congestion charge, and difficulty in parking near the venue.
Stakeholder data:	<p><b>Q. Where does the venue's electricity come from?</b>  <b>One Wimpole Street</b>  <b>A.</b> Green tariff from general supplier - EDF, Npower or similar (50%)</p> <p><b>Q. Does the venue have efficient heating or cooling systems?</b>  <b>One Wimpole Street</b>  <b>A.</b> Heat exchanger (Yes)</p>
Control measures:	Monitor energy and transport issues to reduce emissions as much as possible. Ensure heating and air conditioning monitored in all rooms. Can windows be opened if it's too hot rather than using air con?
Potential Strategic Alternatives:	We are using the minimum amount of energy possible to deliver the conference.
Key Performance Indicators relevant to this issue:	Monitor any visible air emissions on the day. Monitor delegate transport. Include in the event schedule to monitor lights, equipment and temperature.

Sustainability impact rating 2	Likelihood of occurrence 2	Potential effect rating 1	Total risk to sustainability 31
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### 4. Will the activity require water?

Specifically:	Water will be required for toilet facilities at the event and also for refreshment areas.
Stakeholder data:	<p><b>Q. What kind of toilets does the venue have?</b>  <i>One Wimpole Street</i>  <b>A.</b> Water-saving toilet such as dual flush, low flush or Interflush (60%)</p> <p><b>Q. Are urinals waterless?</b>  <i>One Wimpole Street</i>  <b>A.</b> No</p> <p><b>Q. What kind of taps are fitted in bathrooms?</b>  <i>One Wimpole Street</i>  <b>A.</b> Conventional taps</p> <p><b>Q. Does the venue have any rainwater or grey water harvesting?</b>  <i>One Wimpole Street</i>  <b>A.</b> No</p> <p><b>Q. What kind of water will available for guests at the event?</b>  <i>One Wimpole Street</i>  <b>A.</b> Bottled water, with refilling stations available (60%)</p> <p><b>Q. Are any of the following water saving devices in use by the caterers?</b>  <i>One Wimpole Street</i>  <b>A.</b> Automatic shut off dishwashing water (Yes)  <b>A.</b> Reduced flow taps (Yes)  <b>A.</b> Low water dishwashers (Yes)</p>

Control measures: We have asked the venue to serve only tap water at the event. The venue have a variety of water saving initiatives as outlined above.

Potential Strategic Alternatives: We could have served an "ethical" bottled water such as Belu or OneWater. We could have chosen a different venue with improved water saving facilities however these were rejected for the reasons outlined in point 1.

Key Performance Indicators relevant to this issue: Ensure catering area only serves tap water. Ensure communication to delegates mentions tap water being served.

Sustainability impact rating 2	Likelihood of occurrence 2	Potential effect rating 2	Total risk to sustainability 38
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## 5. Will the activity require previously developed land (not greenfield) to be used?

Specifically:	Is the venue on a greenfield site or on developed land?
Stakeholder data:	<p><b>Q. Where is the venue located in terms of its construction?</b>  <i>One Wimpole Street</i>  <b>A.</b> Existing building (100%)</p>
Control measures:	One Wimpole Street is an existing building in central London. It has many sustainable features and recently became one of the first venues to be certified to BS8901 by an external company.
Potential Strategic Alternatives:	Other venues were available, however these were discounted for the reasons outlined in point one.
Key Performance Indicators relevant to this issue:	Confirm venue has no impact on Greenfield land.

Sustainability impact rating 2	Likelihood of occurrence 1	Potential effect rating 1	Total risk to sustainability 33
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## 6. Will the activity affect its surroundings?

Specifically:	Could the content or infrastructure of the Summit have an effect on surrounding land or buildings?
Stakeholder data:	
Control measures:	One Wimpole Street is an existing building in central London. It has many sustainable features and recently became one of the first venues to be certified to BS8901 by an external company. No alterations will be made to the structure of the building or surrounding areas as part of this event.
Potential Strategic Alternatives:	Other venues were available, however these were discounted for the reasons outlined in point one.
Key Performance Indicators relevant to this issue:	Ensure that the event has no impact on surrounding areas - visual check on the day.

Sustainability impact rating 2	Likelihood of occurrence 1	Potential effect rating 1	Total risk to sustainability 25
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## 7. Will the activity affect existing biodiversity resources?

Specifically:	Is there any possibility that the Summit could affect biodiversity in the surrounding areas.
Stakeholder data:	<p><b>Q. Does the event location or venue have any impact on biodiversity?</b>  <b>One Wimpole Street</b>  <b>A. No, it's location is not sensitive (67%)</b></p> <p><b>Q. What proportion of the menu is organic?</b>  <b>One Wimpole Street</b>  <b>A. Yes (25%)</b></p> <p><b>Q. Which of the following food sourcing requirements are met by the menu provided?</b>  <b>One Wimpole Street</b>  <b>A. Fairtrade produce is sourced for all tea, coffee, chocolate and other products where possible (Yes)</b>  <b>A. Direct support of small food producers locally (Yes)</b>  <b>A. All eggs are free range (Yes)</b>  <b>A. All fish and seafood is sourced sustainably (Yes)</b>  <b>A. No intensively farmed pork is used (Yes)</b>  <b>A. All beef, lamb and mutton is outdoor reared or grass fed (Yes)</b>  <b>A. All ingredients are GM free (Yes)</b></p>
Control measures:	The venue is in an urban area in central London. While there will be some biodiversity in surrounding areas such as parks, squares, birds, etc, these should not be affected by the event which takes place indoors.
Potential Strategic Alternatives:	If using a more rural venue it may have been possible to include some elements in the event which would have had a positive effect on biodiversity, such as restoring hedgerows or planting trees.
Key Performance Indicators relevant to this issue:	Visual check on the day to ensure that no biodiversity will be affected by the event. Check exterior of building.

Sustainability impact rating 2	Likelihood of occurrence 1	Potential effect rating 1	Total risk to sustainability 20
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## 8. Will the activity affect sites of archeological or cultural interest?

Specifically:	The event takes place at One Wimpole Street in central London. The venue is of some historical interest and has many interesting period features.
Stakeholder data:	<p><b>Q. Does the event location or venue have any impact on a site of cultural or archeological interest?</b>  <b>One Wimpole Street</b>  <b>A. No, it's location is not sensitive (100%)</b></p>
Control measures:	By using the venue we are contributing to its ongoing upkeep and restoration. Various provisions are in place monitored by the in house events team to ensure that the event does not adversely affect the building.
Potential Strategic Alternatives:	A more modern building could have been appropriate, however these were discounted for the reasons given in point one.
Key Performance Indicators relevant to this issue:	Visual check on the day to ensure that no adverse impact created by the event. Check specifically for blu tac/tape marks, anything being moved or changed in the rooms, any effect from AV kit, etc.

Sustainability impact rating 2	Likelihood of occurrence 3	Potential effect rating 2	Total risk to sustainability 35
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## 9. Will the activity affect the water quality?

Specifically:	Water waste could potentially affect the quality.
Stakeholder data:	<p><b>Q. Are eco friendly cleaning products used?</b>  <b>One Wimpole Street</b>  <b>A. Yes (100%)</b></p> <p><b>Q. Do you use non-chemical inks?</b>  <b>MJ Group</b>  <b>A. Yes (50%)</b></p>
Control measures:	The event takes place in a developed urban area with existing infrastructure for water usage. There should not be any risk to the quality of water supply.
Potential Strategic Alternatives:	No relevant risks relating to this issue for this event.
Key Performance Indicators relevant to this issue:	Check with venue on the day that there is no issue in terms of toxic waste or contamination.

Sustainability impact rating 1	Likelihood of occurrence 1	Potential effect rating 1	Total risk to sustainability 25
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## 10. Will the activity affect the watercourses?

Specifically:	How could disposal of water or other activities at the event affect watercourses or contamination of reservoirs etc.
Stakeholder data:	<b>Q. Are eco friendly cleaning products used?</b> <b>One Wimpole Street</b> <b>A. Yes (100%)</b> <b>Q. Do you use non-chemical inks?</b> <b>MJ Group</b> <b>A. Yes (50%)</b>
Control measures:	The event takes place in a developed urban area with existing infrastructure for water usage. There should not be any risk to the watercourses from this event.
Potential Strategic Alternatives:	There are no relevant alternatives for this event.
Key Performance Indicators relevant to this issue:	Ensure no waste is being disposed of in a way which could affect the watercourses. Visual check on the day in the venue.

Sustainability impact rating 1	Likelihood of occurrence 1	Potential effect rating 1	Total risk to sustainability 25
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### 11. Will the activity give rise to risks of ground contamination at the site?

Specifically:	Could toxic materials affect the ground or environment at the site of the event.
Stakeholder data:	
Control measures:	The event takes place in an urban area on developed land in an existing building. As such there is a very limited amount of risk relating to ground contamination.
Potential Strategic Alternatives:	Other relevant venues were considered and rejected in line with point one.
Key Performance Indicators relevant to this issue:	Visual check on the day to ensure that no ground contamination is possible. Check with venue that no toxic waste is being disposed of as part of this event - bulbs/lamps? Electrical equipment?

Sustainability impact rating 1	Likelihood of occurrence 1	Potential effect rating 2	Total risk to sustainability 25
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### 12. Will the activity generate waste materials?



Specifically:	How will waste reduction be managed at the event?
Stakeholder data:	<p><b>Q. Has event waste been considered and strategies put in place to reduce the quantity?</b>  <i>One Wimpole Street</i>                  A. Yes (100%)</p> <p><b>Q. Will the quantity of waste be measured?</b>  <i>One Wimpole Street</i>                  A. Yes (100%)</p> <p><b>Q. Which of the following event waste will be recycled or reused? Paper and card</b>  <i>One Wimpole Street</i>                  A. Yes (100%)</p> <p><b>Q. Which of the following event waste will be recycled or reused? Plastic</b>  <i>One Wimpole Street</i>                  A. Yes (100%)</p> <p><b>Q. Which of the following event waste will be recycled or reused? Glass</b>  <i>One Wimpole Street</i>                  A. Yes (100%)</p> <p><b>Q. Which of the following event waste will be recycled or reused? Metals</b>  <i>One Wimpole Street</i>                  A. Yes (100%)</p> <p><b>Q. Will organic waste be composted?</b>  <i>One Wimpole Street</i>                  A. Yes (33%)</p> <p><b>Q. Which of the following event waste will be recycled or reused? Specialist recycling such as print cartridges, batteries, electronics</b>  <i>One Wimpole Street</i>                  A. Yes (100%)</p> <p><b>Q. Will guests be provided with split bins for different types of waste?</b>  <i>One Wimpole Street</i>                  A. No</p> <p><b>Q. What sort of hand drying facility is provided in toilet areas?</b>  <i>One Wimpole Street</i>                  A. Paper hand towels, recycled paper (67%)</p> <p><b>Q. How accurately can required quantities of food be estimated for this event?</b>  <i>One Wimpole Street</i>                  A. Near exact guest numbers known (67%)</p> <p><b>Q. What will happen to waste food from the event?</b>  <i>One Wimpole Street</i>                  A. It will be given to staff (20%)</p> <p><b>Q. Do you have a policy to reduce the amount of superfluous print you produce?</b>  <i>MJ Group</i>                  A. Yes (100%)</p> <p><b>Q. Do you have a policy on design to improve sustainability, e.g. reducing the amount of white space?</b>  <i>MJ Group</i>                  A. Yes (100%)</p> <p><b>Q. Do you have a policy relating to how your print is packaged in order to reduce the total amount of packaging used?</b>  <i>MJ Group</i>                  A. Yes (100%)</p> <p><b>Q. Has event waste from print and branding been considered and strategies put in place to reduce the quantity?</b>  <i>MJ Group</i>                  A. Yes (100%)</p>
Control measures:	We have appointed sustainable suppliers with stringent waste policies as outlined above. Where possible we have reduced the amount of waste generated, especially paper - no delegate packs, etc. We considered several options for display materials and signage. For the smaller display signs communicating the sustainability of the event, we opted to print these in house onto photo paper and display them in existing free standing frames. We avoided putting the event date onto printed materials so that they can be reused for future events.
Potential Strategic Alternatives:	A virtual event would have reduced the amount of waste further but would not have had the same impact on attendees. An alternative for the smaller signs was to have these externally printed onto board or foamex, which would have required additional transport, and presented issues on how to display them at the venue. We tried our own printing onto regular recycled paper but it did not look as good as on the photo paper.
Key Performance Indicators relevant to this issue:	Monitor and measure amount of waste generated by the event. Measure how much of waste collected can be recycled. Target: 100%

Sustainability impact rating	Likelihood of occurrence	Potential effect rating	Total risk to sustainability
2	7	2	46

**13. Will recyclable or reusable waste be generated by the activity?**

Specifically:	How much of the collateral used as part of the event can be recycled rather than disposed of.
Stakeholder data:	<p><b>Q. Will re-useable equipment such as fabric, flowers, props, furniture, carpets etc be donated or sold to someone who can reuse them?</b>  <b>One Wimpole Street</b>  A. Yes (75%)</p> <p><b>Q. What type of serving ware will used? Reuseable, compostable, biodegradeable, recyclable or disposable?</b>  <b>One Wimpole Street</b>  A. Reuseable - includes crockery (100%)</p> <p><b>Q. Do you use recycled materials?</b>  <b>MJ Group</b>  A. Yes (50%)</p> <p><b>Q. What proportion of print which you produce can be recycled?</b>  <b>MJ Group</b>  A. Yes (67%)</p> <p><b>Q. Does the supplier aim for closed loop recycling in purchasing?</b>  <b>MJ Group</b>  A. Yes, recycled content is one of the factors considered (50%)</p>
Control measures:	All material used as part of the event should be recyclable or reusable.
Potential Strategic Alternatives:	For future events it may be possible to have contractual terms relating to this - e.g. serving ware.
Key Performance Indicators relevant to this issue:	Measure what percentage of waste can be recycled. Target: 100%

Sustainability impact rating 1
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Likelihood of occurrence 3
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Potential effect rating 1
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Total risk to sustainability 25
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#### 14. Will the activity give rise to ethical or environmental issues from the supply chain?

Specifically:	What can we do to ensure that everyone involved in the event is contributing to the overall sustainability of the project.
Stakeholder data:	<p><b>Q. How much meat and animal produce is on the menu?</b>  <b>One Wimpole Street</b>  A. menu contains no red meat (60%)</p> <p><b>Q. Do you have a policy for recommending sustainable paper use to clients?</b>  <b>MJ Group</b>  A. Yes (100%)</p> <p><b>Q. Do you offer non-paper alternatives to clients, e.g. web options?</b>  <b>MJ Group</b>  A. Yes (100%)</p> <p><b>Q. Does the supplier operate a sustainable procurement policy?</b>  <b>MJ Group</b>  A. Excellent policy with detailed and measurable areas for improvement (100%)</p>
Control measures:	We have worked with as many sustainable suppliers as we could to ensure the event lives up to its aims. These include all those listed in the stakeholder section of this report.
Potential Strategic Alternatives:	We approached a number of other suppliers who were unable to take part either due to cost or timing. We will revisit these for future events.
Key Performance Indicators relevant to this issue:	Ensure all suppliers have submitted a completed checklist to eventberry. Target: 100%

Sustainability impact rating 3
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Likelihood of occurrence 1
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Potential effect rating 3
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Total risk to sustainability 29
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#### 15. Are the contractual terms fair?

Specifically:	What effect has the current financial situation had on contractual terms - does the budget for the event reflect its sustainable aims?
Stakeholder data:	
Control measures:	Signed contracts exchanged with venue. We have applied our standard terms and conditions which we consider to be fair and open.
Potential Strategic Alternatives:	We could have demanded more contractually from suppliers, e.g. paperwork from MJ etc, but felt that it was more appropriate to have a more informal arrangement for this event.
Key Performance Indicators relevant to this issue:	Assess contracts post-event to ensure that all terms were met correctly and promptly.

Sustainability impact rating 1
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Likelihood of occurrence 1
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Potential effect rating 1
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Total risk to sustainability 19
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**16. Will those employed during the activity have fair terms of employment?**

Specifically: For an event such as this it is vital that all those employed have fair terms of employment. This extends beyond the day of the event to the wider supply chain.

Stakeholder data:

Control measures: We are working with suppliers who share our sustainable ethos.

Potential Strategic Alternatives: We could have formalised this more clearly in contractual terms, but felt that the approach this year was appropriate for the current state of the industry.

Key Performance Indicators relevant to this issue: Assess pay and conditions of staff during and after the event. This should include Seventeen staff, venue staff and supplier staff.

Sustainability impact rating 2	Likelihood of occurrence 1	Potential effect rating 2	Total risk to sustainability 31
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**17. Will products/services required for the activity be sourced locally?**

Specifically: We are committed to sourcing as much infrastructure as possible from what we define as our local area - within the M25.

Stakeholder data: **Q. Does the venue restrict users to lists of approved suppliers such as caterers?**  
*One Wimpole Street*  
A. Yes  
**Q. What proportion of the menu is seasonal and sourced from the country where the event is happening?**  
*One Wimpole Street*  
A. Yes (75%)  
**Q. Which of the following food sourcing requirements are met by the menu provided?**  
*One Wimpole Street*  
A. Fairtrade produce is sourced for all tea, coffee, chocolate and other products where possible (Yes)  
A. Direct support of small food producers locally (Yes)  
A. All eggs are free range (Yes)  
A. All fish and seafood is sourced sustainably (Yes)  
A. No intensively farmed pork is used (Yes)  
A. All beef, lamb and mutton is outdoor reared or grass fed (Yes)  
A. All ingredients are GM free (Yes)  
**Q. Does the supplier source products and services locally?**  
*MJ Group*  
A. Yes, local sourcing is one of the factors considered (40%)

Control measures: We are using suppliers who are mainly based in the M25 area. We will ask the venue to source British grown produce for the food and ask for the origins of all items.

Potential Strategic Alternatives: We could have set more stringent controls over sourcing of goods, and will consider this for future events.

Key Performance Indicators relevant to this issue: Check all suppliers to ensure that goods and services are being provided locally (defined as within M25). Target: 80%

Sustainability impact rating 2	Likelihood of occurrence 2	Potential effect rating 2	Total risk to sustainability 25
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**18. Could the activity impact negatively on the health, safety or comfort of stakeholders?**

Specifically:	Ensure that all guests, staff and suppliers have access to a safe and secure environment for this event.
Stakeholder data:	<p><b>Q. How accessible is the venue to wheelchair users?</b>  <i>One Wimpole Street</i>                  A. All public and private areas including offices and backstage are easily accessible (100%)</p> <p><b>Q. Does the venue have disabled toilets of a good standard?</b>  <i>One Wimpole Street</i>                  A. Yes (100%)</p> <p><b>Q. Does the venue have a health and safety policy?</b>  <i>One Wimpole Street</i>                  A. Decent policy covering good range of activities (100%)</p> <p><b>Q. How well is health and safety communicated to staff and guests?</b>  <i>One Wimpole Street</i>                  A. All staff know and follow guidelines such as first aid and emergency procedures (Yes)</p> <p><b>Q. Is a risk assessment provided?</b>  <i>One Wimpole Street</i>                  A. General risk assessment (67%)</p> <p><b>Q. Which of the following food sourcing requirements are met by the menu provided?</b>  <i>One Wimpole Street</i>                  A. Fairtrade produce is sourced for all tea, coffee, chocolate and other products where possible (Yes)                  A. Direct support of small food producers locally (Yes)                  A. All eggs are free range (Yes)                  A. All fish and seafood is sourced sustainably (Yes)                  A. No intensively farmed pork is used (Yes)                  A. All beef, lamb and mutton is outdoor reared or grass fed (Yes)                  A. All ingredients are GM free (Yes)</p> <p><b>Q. Will the following dietary requirements be catered for? Food intolerances and allergies</b>  <i>One Wimpole Street</i>                  A. Yes (100%)</p> <p><b>Q. Will guests be encouraged and able to choose healthy options, including fresh fruit and vegetables and low saturated fat?</b>  <i>One Wimpole Street</i>                  A. Yes (100%)</p> <p><b>Q. Is an appointed member of staff responsible for ensuring cleanliness in the food preparation area?</b>  <i>One Wimpole Street</i>                  A. Yes (100%)</p> <p><b>Q. Does the caterer have a health and safety policy?</b>  <i>One Wimpole Street</i>                  A. Decent policy covering good range of activities (100%)</p> <p><b>Q. How well is food health and safety communicated to staff?</b>  <i>One Wimpole Street</i>                  A. All staff are trained on food safety guidelines (Yes)</p>
Control measures:	We are working with the venue - which is part of the Royal Society of Medicine - to ensure that the venue is accessible to all and is safe and secure. No dangerous technical kit or products.
Potential Strategic Alternatives:	An external H&S assessment could have been carried out but this would have been inappropriate for this event.
Key Performance Indicators relevant to this issue:	Check One Wimpole Street risk assessment. Ensure suppliers and exhibitors are conforming to H&S standards.

Sustainability impact rating 2	Likelihood of occurrence 2	Potential effect rating 2	Total risk to sustainability 38
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**19. Could the activity give rise to security issues?**

Specifically:	Are there any areas of content or issues around speakers which could give rise to issues around security.
Stakeholder data:	
Control measures:	All guests have booked in advance and there are no areas of content of the summit which would be considered overtly controversial.
Potential Strategic Alternatives:	We initially approached several high level government speakers, which might have necessitated more security. As these guests were not able to attend this is less of an issue.
Key Performance Indicators relevant to this issue:	Check One Wimpole Street security arrangements with reference to: protesters; gate crashers; random walk ups from the street.

Sustainability impact rating 2	Likelihood of occurrence 1	Potential effect rating 1	Total risk to sustainability 33
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**20. Will the activity ensure equality for all?**

Specifically:	Given the content of the summit it is vital that equality is a clear thread of the content of the event. We need to ensure that anyone who wishes to attend can do so.
Stakeholder data:	<p><b>Q. How accessible is the venue to wheelchair users?</b>  <b>One Wimpole Street</b>  A. All public and private areas including offices and backstage are easily accessible (100%)</p> <p><b>Q. Does the venue have disabled toilets of a good standard?</b>  <b>One Wimpole Street</b>  A. Yes (100%)</p> <p><b>Q. Does the venue have any of the following provisions?</b>  <b>One Wimpole Street</b>  A. Hearing loop (Yes)  A. Automatic doors (Yes)  A. Unisex baby changing facility (Yes)</p> <p><b>Q. Will the following dietary requirements be catered for? Kosher</b>  <b>One Wimpole Street</b>  A. Yes (100%)</p> <p><b>Q. Will the following dietary requirements be catered for? Halal</b>  <b>One Wimpole Street</b>  A. Yes (100%)</p>
Control measures:	We have chosen the venue in part for its sustainable credentials as outlined above. We asked all guests when booking for any special access or dietary requirements. A vegetarian menu is being served to ensure that the lunch option is suitable for as broad a range of attendees as possible.
Potential Strategic Alternatives:	Other venues were considered and rejected as outlined in point one. A more modern venue might have had more features in terms of access but would not have been as sustainable in environmental or financial terms.
Key Performance Indicators relevant to this issue:	Check that all attendees can access all areas safely and easily.

Sustainability impact rating 2	Likelihood of occurrence 2	Potential effect rating 2	Total risk to sustainability 38
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## 21. Will the activity give rise to investment in local skills and employment?

Specifically:	As part of the event we should be aiming to support the local community as much as possible through increased employment and access to skills.
Stakeholder data:	
Control measures:	The event is being held in an urban area with little residential housing. However the focus on local sourcing as outlined in point 17 should have a positive effect on the local community.
Potential Strategic Alternatives:	As this is a business to business event it's difficult to see precisely where more local stakeholders could have been involved. However we did offer reduced price tickets to students.
Key Performance Indicators relevant to this issue:	Check with venue regarding how much input they have in terms of local employment. Other suppliers - do any of them offer apprenticeships or similar which deal with sustainable issues?

Sustainability impact rating 2	Likelihood of occurrence 1	Potential effect rating 1	Total risk to sustainability 25
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## 22. Will the activity cause nuisance to the local community?

Specifically:	Is there any potential for this event to cause a nuisance to the local community. It is a daytime event held on a weekday in business hours. Attendee numbers should be no more than 150 and all are involved in the sustainable events industry.
Stakeholder data:	
Control measures:	There will be no disruption caused as part of the event. The delegates will be in the venue during normal office hours and the Summit should present no additional strain on local resources.
Potential Strategic Alternatives:	The event could have been held in a different location such as Pines Calyx in Kent. This could have ensured that there was even less chance of disruption but would have been more environmentally damaging in terms of transport.
Key Performance Indicators relevant to this issue:	Monitor interior and exterior of venue to ensure that no nuisance is caused to local community.

Sustainability impact rating 2	Likelihood of occurrence 1	Potential effect rating 1	Total risk to sustainability 25
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## 23. Will the activity provide suitable amenities to enhance the area/site and visitor experience?

Specifically:	Facilities open to delegates include: exhibition space showcasing sustainable services. free to download sustainable event guide. demonstration of the eventberry system. vegetarian lunch.
Stakeholder data:	
Control measures:	We have worked with the venue and suppliers to implement a suitable framework for the event.
Potential Strategic Alternatives:	Decisions made were based in budget - for a higher ticket price we could have offered more, but this would have resulted in lower turnout and a less broad spread of attendees.
Key Performance Indicators relevant to this issue:	Assess delegate experience via survey after event. Target: Average 8 on scale of 1-10.

Sustainability impact rating 1	Likelihood of occurrence 1	Potential effect rating 2	Total risk to sustainability 33
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#### 24. Will the activity be viable financially?

Specifically:	How will costs for the event be covered. Tickets were charged at Â£145 + vat (early booking) and Â£195 + vat (full price).
Stakeholder data:	
Control measures:	We worked with the venue to reach a financial understanding which worked for all parties. The aim of the Summit was not to make money, but to cover costs while providing a worthwhile day for attendees.
Potential Strategic Alternatives:	We could have raised more money by increasing ticket prices but this would have resulted in lower turnout. More exhibitors would have helped increase the turnover of the event but in the current financial climate we are pleased to be able to run the event to break even.
Key Performance Indicators relevant to this issue:	Assess budget after event. Target: cover all costs including staff time.

Sustainability impact rating 3	Likelihood of occurrence 3	Potential effect rating 3	Total risk to sustainability 38
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#### 25. Will there be an appropriate governance framework for the activity in terms of sustainable event delivery?

Specifically:	We have used the eventberry system to manage this event to BS8901 compliance. This has been built in to the running of the event and is intrinsic to its success.
Stakeholder data:	
Control measures:	All staff members informed of importance of using eventberry system. Suppliers asked to fill in their details
Potential Strategic Alternatives:	We could ask a third party auditor to oversee the project and make the event 'accredited'. We have decided that self certification is the most appropriate way for us to adhere to BS8901 and will have all the necessary documentation in the eventberry report.
Key Performance Indicators relevant to this issue:	Has the eventberry communications, SRA and feedback log been completed within two weeks of the event.

Sustainability impact rating 1	Likelihood of occurrence 2	Potential effect rating 2	Total risk to sustainability 31
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#### 26. Will there be regular communication with stakeholders to encourage sustainable management?

Specifically:	All staff informed of how to update communications using the new eventberry system. All stakeholders informed of the importance of sustainability to the event.
Stakeholder data:	<p><b>Q. How well is food health and safety communicated to staff?</b> <i>One Wimpole Street</i></p> <p>A. All staff are trained on food safety guidelines (Yes)</p> <p><b>Q. How well is the sustainability and ethics of procurement communicated to staff and guests?</b> <i>MJ Group</i></p> <p>A. All staff know and follow sustainable procurement guidelines such as seeking local suppliers and recycled produce (Yes)</p> <p>A. Staff member with responsibility for sustainable procurement (Yes)</p>
Control measures:	As sustainability is key to the content of the event it was relatively easy to persuade suppliers to go the extra mile. All communications logged on the eventberry system.
Potential Strategic Alternatives:	We could have used a different tool or management system to show compliance to BS8901 but we felt it was important to demonstrate the capabilities of our eventberry system.
Key Performance Indicators relevant to this issue:	Has the eventberry communications log been completed and does it accurately represent the planning of the event?

Sustainability impact rating 2	Likelihood of occurrence 1	Potential effect rating 2	Total risk to sustainability 31
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## 27. Will the costs and benefits of the event be shared fairly throughout the supply chain?

Specifically:	As this event is being run on a sustainable basis, with a lot of support from sustainable suppliers, we want to ensure that they are receiving appropriate branding for their efforts.
Stakeholder data:	
Control measures:	We have open and honest deals with all other stakeholders to ensure that the event covers its costs.
Potential Strategic Alternatives:	We could have opted to have the event advertised as not for profit. We felt that this sent the wrong message about sustainability - that it has to be a charity/not for profit enterprise.
Key Performance Indicators relevant to this issue:	Assess budget after event.

Sustainability impact rating 2	Likelihood of occurrence 2	Potential effect rating 2	Total risk to sustainability 38
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## 28. Will supply chain management procedures be put in place for the activity aiming for sustainable performance?

Specifically:	We are running this event to be BS8901 compliant using the eventberry system
Stakeholder data:	<p><b>Q. Does the venue restrict users to lists of approved suppliers such as caterers?</b>  <i>One Wimpole Street</i>  <b>A. Yes</b></p> <p><b>Q. Do you have a policy to monitor recommendations to clients on producing printed materials which can be reused?</b>  <i>MJ Group</i>  <b>A. Yes (100%)</b></p> <p><b>Q. Can you trace the supply chain of your printed material to ensure its sustainability?</b>  <i>MJ Group</i>  <b>A. Yes (67%)</b></p>
Control measures:	We worked with all sectors of the supply chain to ensure sustainable delivery. This was vital for the reputation of the event.
Potential Strategic Alternatives:	We could have used a different management system, however we feel that eventberry offers the best available option to manage BS8901 compliance
Key Performance Indicators relevant to this issue:	Do we consider this event to be BS8901 compliant?

Sustainability impact rating 2	Likelihood of occurrence 1	Potential effect rating 3	Total risk to sustainability 38
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## Sustainability rating

Event has very low risk of being unsustainable	1 - 7	
Event has low risk of being unsustainable	8 - 26	
Event has medium risk of unsustainability	27 - 63	30.79
Event has high risk of being unsustainable	64 - 124	
Event has very high risk of being unsustainable	125 +	

## List of Stakeholders

### Static Stakeholders

Name	Telephone	Email / URL	Involvement	Agreement
<b>Rebel Rebel</b> Mairead Curtin	0207 254 4438	<a href="http://www.rebelrebel.co.uk/">http://www.rebelrebel.co.uk/</a> <a href="mailto:mairead@rebelrebel.co.uk">mairead@rebelrebel.co.uk</a>	Consultancy Supplier	 n/a
<b>Reftech</b> Penny Colclough	(0) 1827 61666	<a href="http://www.reftech.co.uk/">http://www.reftech.co.uk/</a> <a href="mailto:penny.colclough@reftech.co.uk">penny.colclough@reftech.co.uk</a>	Transport Supplier	 n/a

### Dynamically linked Stakeholders

Name	Telephone	Type
<b>Dunk Ltd</b>		Print & Branding
<b>MJ Group</b>		Print & Branding
Fenton Hyams	020 7336 0880	Supplier
<b>One Wimpole Street</b>		Indoor venue with in-house catering
Craig Wallace	020 7290 2954	Supplier



## Stakeholder & Team liaison log

Date	<b>15.04.10</b>
Recorded By	Claire Eve
With	Claire Eve, Craig Wallace
Type	Email
Details	Discussion regarding the origin of the pudding items: Initially we wished to have English apples and pears. Unfortunately the venues normal supplier was not able to provide these. We hoped to have fresh fruit for those that would rather have a healthy pudding. So Spanish apples will be provided. Note for next time.
<hr/>	
Date	<b>14.04.10</b>
Recorded By	Claire Eve
With	Claire Eve, Craig Wallace
Type	Email
Details	Two puddings chosed and a healthier fruit option. Decided to go for a bowl of apples and pears instead of the tropical fruit salad.
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Date	<b>13.04.10</b>
Recorded By	Claire Eve
With	Louise Davies, Claire Eve, Amelia Lebaga, Andrew Williams
Type	Meeting
Details	We looked into getting additional plasmas delivered to the venue for digital signage. However the additional transport needed, and additional cost did not seem sustainable when there are an adequate number of screens at the venue.
<hr/>	
Date	<b>09.04.10</b>
Recorded By	Claire Eve
With	Claire Eve, Craig Wallace
Type	Email
Details	Emailed Craig to double check a few things e.g. food source, where the bottle is sourced. Also asked how many screens they have in-house - to avoid hiring in from an external company.
<hr/>	
Date	<b>08.04.10</b>
Recorded By	Claire Eve
With	Louise Davies, Claire Eve, Amelia Lebaga, Andrew Williams
Type	Meeting
Details	Sustainability meeting: Discussed communications at the event e.g. carbon footprint of the menu, where the food has been sourced from and how the water is bottled. Also discussed whether to have posters at the event. Agreed to have the Sustainability guide checklists on display which we will reuse at other events and have in our office. Banners from 2009 events out of storage and agree to use them at the 2010 event.
<hr/>	
Date	<b>16.03.10</b>
Recorded By	Claire Eve
With	Claire Eve, Amelia Lebaga, Craig Wallace, Jade King, One Wimpole Street
Type	Meeting
Details	Met to discuss the event details e.g. timings and rooms used. Also covering the sustainability issues from last year, and what we can to improve on for this event.
<hr/>	
Date	<b>11.03.10</b>
Recorded By	Claire Eve
With	Louise Davies, Claire Eve, Amelia Lebaga, Andrew Williams
Type	Meeting
Details	Discussed if a delegate goody bag is worth while for this event. Floated idea of a value pack with discounts and deals offered from relevant suppliers. Yet to decide how this will be executed e.g. via an email post event?
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Date	<b>11.03.10</b>
Recorded By	Claire Eve
With	Claire Eve, Mairead Curtin
Type	Email
Details	Agreed to have flowers at the event. But these must be seasonal and British.
<hr/>	
Date	<b>04.03.10</b>
Recorded By	Claire Eve
With	Louise Davies, Claire Eve, Amelia Lebaga, Andrew Williams
Type	Meeting
Details	Discussed how best to gather delegate travel information. Discussed using IML key pads. Claire to investigate how we would do this with the venue. Confirmed we will use FSC certified, unlaminated badges for this event. The badges are professional looking and offer a bespoke design whilst remaining sustainable. Claire to investigate recycled plastic lanyards.
<hr/>	
Date	<b>26.02.10</b>
Recorded By	Claire Eve
With	Claire Eve, Penny Colclough
Type	Email
Details	Discussion over what materials the badges are made from. Offer of FSC Cert wood fibre, however I want the badges to be from 100% recycled materials. Penny is looking into options.
<hr/>	
Date	<b>26.02.10</b>
Recorded By	Claire Eve
With	Louise Davies, Claire Eve, Amelia Lebaga, Andrew Williams
Type	Email
Details	Discuss branding on lanyards. Decide to keep plain so that we can re-use at all events, not just the Summit. Claire to contact IF solutions and see what options are available
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Date	<b>19.02.10</b>
Recorded By	Claire Eve
With	Claire Eve, Penny Colclough
Type	Email
Details	Discussed options for badges, e.g. laminates, unlaminated, card or corn start. Penny is sending over examples. Cornstarch can be composted by Reftech or put in normal paper waste.
<hr/>	
Date	<b>19.02.10</b>
Recorded By	Claire Eve
With	Louise Davies, Claire Eve, Amelia Lebaga, Andrew Williams
Type	Meeting
Details	Sustainability meeting: - Closer attention must be paid to special dietary requirements, last year this was an issue for one or two people. - Decided to re-use logo banners from last year, as they are still in good condition. - Re-use banners from last year, but decide to where to put them. - Considering a small print run of programmes.
<hr/>	
Date	<b>17.02.10</b>
Recorded By	Claire Eve
With	Claire Eve, Penny Colclough
Type	Email
Details	Discuss possibility of an unlaminated cornstarch badge.
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Date	<b>09.02.10</b>
Recorded By	Claire Eve
With	Louise Davies, Claire Eve, Andrew Williams
Type	Meeting
Details	Decide against postcard print for marketing due to costs and uncertainty of effectiveness. Print 1 small poster for use at One Wimpole Street event, Westminster Collection.
<hr/>	

Date **03.02.10**  
Recorded By Claire Eve  
With Claire Eve, Fenton Hyams  
Type Telephone  
Details Partnership agreed. Design work in progress. Reiterated need to have print on 100% recycling paper, and a note to mention what materials have been used e.g. This has been printed on 100% recycled card.

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Date **02.02.10**  
Recorded By Claire Eve  
With Louise Davies, Claire Eve, Andrew Williams  
Type Meeting  
Details Discuss what forms of digital media we can utilise to promote the event: There will be no printed invitations or marketing.

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Date **18.01.10**  
Recorded By Claire Eve  
With Louise Davies, Claire Eve, Andrew Williams  
Type Meeting  
Details Discuss presence at industry exhibition Confex: Should marketing materials be printed? Conclude to research into seed paper to do post card size hand outs.

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Date **15.01.10**  
Recorded By Claire Eve  
With Claire Eve, Fenton Hyams  
Type Email  
Details Floated idea of partnership. Assuming MJ have a stand at the Summit in April. In return they will provide design and some print for the event. Agreed to consider.

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Date **18.11.09**  
Recorded By Claire Eve  
With Claire Eve, Andrew Williams, Craig Wallace  
Type Meeting  
Details Initial meeting to discuss ideas for next Sustainable Events Summit. Reiterate that the event must be as sustainable as possible - look at issues from last year and make better.

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Date **02.11.09**  
Recorded By Claire Eve  
With Louise Davies, Claire Eve, Andrew Williams  
Type Meeting  
Details Start planning for the Summit. Discuss key themes using feedback from last year: What do delegates wish to takeaway from the 2010 event?

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# Key Performance Indicators

## Environmental

- 1** Reduce energy use / demand and use renewable supplies of energy.

KPI Check to ensure that equipment is not left on standby. Check that low energy kit used where possible. Monitor length of time food is kept warm over lunchtime. Monitor air conditioning/heating to ensure comfort of delegates with the least amount of power.

Performance Equipment in breakout spaces was left off before it was needed. After the sessions equipment was switched off and put away. Extra lap tops in the exhibition space were put to sleep between breaks. Catering manager was informed of how long we were running over to ensure the food was not prepped and waiting an unnecessary amount of time. Air conditioning in the main lecture proved to be difficult to alter quickly. The main lecture theatre was hot in the morning and became increasingly cold. Must consider how this can be avoided. Exhibitors were encouraged to switch off equipment during breaks (where possible). Most power used was for LED light displays and laptops.
- 2** Reduce distance travelled by guests / suppliers.

KPI Distance travelled by all delegates measured on arrival. Monitor feedback to online details after the event.

Performance Delegates were asked to enter details of how far they travelled (one way). Results as follows: 51% 0-10 miles 10% 11-20 miles 7% 21-30 miles 5% 31-40 miles 5% 41-50 miles 22% >50 miles The mode of transport used is as follows 53% by train 35% by local transport, or Green Tomato Car 6% Taxi or car 2% Bicycle 4% Walk 0% Plane
- 3** Reduce emissions produced from energy supply and transport.

KPI Monitor any visible air emissions on the day. Monitor delegate transport. Include in the event schedule to monitor lights, equipment and temperature.

Performance No visible air emissions from the venue. No extra emissions from the venue as a result of this event. Delegate travel as pers KPI above. Lights, temperature and equipment were monitored throughout the day. Lights in some areas must be kept on by request of health and safety regulations e.g. stairwells and areas of no natural lights.
- 4** Minimise water use and promote water efficiency.

KPI Ensure catering area only serves tap water. Ensure communication to delegates mentions tap water being served.

Performance As a result of last year's feedback regarding the water purifying system we displayed 1WS 'Green Passport'. This shows the amount of transport and emissions saved by using the water purifying system instead of normal glass or plastic water bottles. Up to February 2008 77.25 tonnes of CO2 as a result of 19x litre cooler bottles not being transported to and from the venue. 287,852 1 litre glass and/or PET bottles not transferred to landfill.
- 5** Ensure that the event utilises previously developed land as opposed to Greenfield sites.

KPI Confirm venue has no impact on Greenfield land.

Performance The venue does not impact on Greenfield land.
- 6** Ensure that the event doesn't negatively affect its surroundings.

KPI Ensure that the event has no impact on surrounding areas - visual check on the day.

Performance The event caused no additional disruption to the surrounding areas.
- 7** Ensure that the event doesn't negatively affect existing biodiversity resources.

KPI Visual check on the day to ensure that no biodiversity will be affected by the event. Check exterior of building.

Performance No sign of any disruption, there is limited biodiversity in the surrounding areas of this venue.
- 8** Ensure that the activity doesn't negatively affect sites of archaeological or cultural interest.

KPI Visual check on the day to ensure that no adverse impact created by the event. Check specifically for blu tac/tape marks, anything being moved or changed in the rooms, any effect from AV kit, etc.

Performance The venue allowed us to use white tac on some areas of atrium (columns and walls) but not on the glass. The programme and tips posters were put up on the walls. When taken down, extra care was taken not to pull off paint and/or leave a mark. AV equipment was used during the day, and was treated with respect, no damage was caused.
- 9** Ensure that the activity doesn't affect water quality.

KPI Check with venue on the day that there is no issue in terms of toxic waste or contamination.

Performance Venue have not reported that any toxic waste was on site.
- 10** Ensure that the activity doesn't affect watercourses.

KPI Ensure no waste is being disposed of in a way which could affect the watercourses. Visual check on the day in the venue.

Performance Waste is streamed into proper channels and does not affect the watercourses.
- 11** Minimise risks of ground contamination at the site.

KPI Visual check on the day to ensure that no ground contamination is possible. Check with venue that no toxic waste is being disposed of as part of this event - bulbs/lamps? Electrical equipment?

Performance No toxic waste was produced as part of this event e.g. technical equipment, light bulbs, batteries or toxic paints. A small amount of adhesive tape will be disposed of into landfill.

<b>12</b>	Minimise the amount of waste materials produced.
KPI	Monitor and measure amount of waste generated by the event. Measure how much of waste collected can be recycled. Target: 100%
Performance	Nearly all materials collected on the day were recycled. This included badges returned by guests, small amount of event materials including Seventeen schedules, one guest list, 5 sheets of booking forms, 10x programmes, 2x A0 posters. A small amount of sticky tape was sent to landfill. Final numbers were given to the venue on Wednesday prior to the event. To avoid over catering we estimated down our numbers. In reality we were left with some waste food from the lunch service: 2 bowls of fruit, 1 tray of bean casserole, 1/2 tray of lasagne, 1 bowl of salad and 1 bowl of break. The venue offered this food to staff and any remaining was thrown away. There are currently no composting facilities available at the venue.
<b>13</b>	Promote closed loop waste management principles.
KPI	Measure what percentage of waste can be recycled. Target: 100%
Performance	As above nearly all waste produced was recycled. In many cases this was a closed loop system e.g. All posters, event materials e.g. schedules and literature were produced on 100% recycled materials. The only exclusion to this is the badges, which after much discussion (as seen in the communications) we opted for an paper made of 100% FSC cert wood. Ideally this would have been 100% recycled card, and we will endeavour to ensure this is the case next year.

## Environmental Social and Economic

<b>14</b>	Promote Ethical and Environmental issues in the supply chain.
KPI	Ensure all suppliers have submitted a completed checklist to eventberry. Target: 100%
Performance	One Wimpole Street and MJ Group have completed their eventberry checklist.
<b>15</b>	Insure fair contractual terms with suppliers.
KPI	Assess contracts post-event to ensure that all terms were met correctly and promptly.
Performance	All terms were met.
<b>16</b>	Promote fair terms of employment for those employed during the event.
KPI	Assess pay and conditions of staff during and after the event. This should include Seventeen staff, venue staff and supplier staff.
Performance	All staff at the event were treated fairly and paid for their time.
<b>17</b>	Promote the use of locally produced and sourced products and services.
KPI	Check all suppliers to ensure that goods and services are being provided locally (defined as within M25). Target: 80%
Performance	Print and branding supplied by MJ who are based in Central London. Flowers supplied by Rebel Rebel who use seasonal British flowers in all their displays. The food was supplied by the venue and is sourced as follows: Spicy mixed beans casserole - borlotti beans, red kidney beans, butter beans, white beans, chick peas, tomato paste, chopped tomatoes(all from Italy, Red Onions (UK) Smoked Tofu: French organic ECO CERT SAS F3260 smoked over beech wood Vegetarian Lasagne: Pasta (UK), Red pepper & tomato(Dutch), New potatoes(Essex UK, Red Onions (UK), Wild Mushrooms (UK) All of the leaves and herbs in the cold salads come from UK farms situated in the Greater London and home counties areas. Curly Endive (UK), Lollo Rosso (UK), Oakleaf (UK), Lollo Biondo (UK), Radicchio (UK) The origin of the food could be improved. Ideally we would be able to provide a menu made of completely British sourced produce. However the venue were unable to provide a 100% British sourced menu given the time of the year.
<b>18</b>	Ensure the health and safety of stakeholders at the event.
KPI	Check One Wimpole Street risk assessment. Ensure suppliers and exhibitors are conforming to H&S standards.
Performance	Health and safety regulations were not compromised on the day and all stakeholders were safe throughout the event.
<b>19</b>	Maximise security and sense of well-being of attendees.
KPI	Check One Wimpole Street security arrangements with reference to: protesters; gate crashers; random walk ups from the street.
Performance	On Wimpole Street did not provide visible security for this event, however if there had be a need to remove a guest from the premises then staff were on hand. Seventeen staff manned the registration desk at all times and were responsible for checking if guests were on the guest list. Some new guests attended on the day, and these have been accounted for in the attendee report.
<b>20</b>	Ensure equality for all throughout the whole event.
KPI	Check that all attendees can access all areas safely and easily.
Performance	All areas of the event were accessed easily. The survey results showed that 97% thought the venue was easily accessible and 3% did not.
<b>21</b>	Ensure investment in local skills and employment.
KPI	Check with venue regarding how much input they have in terms of local employment. Other suppliers - do any of them offer apprenticeships or similar which deal with sustainable issues?
Performance	Seventeen provide paid internship places. As a permanent venue, One Wimpole Street staff are sourced locally.
<b>22</b>	Avoid nuisance to the local community.
KPI	Monitor interior and exterior of venue to ensure that no nuisance is caused to local community.
Performance	There was no nuisance caused to the local community.

**23** Provide sustainable amenities to enhance the site and visitor experience.

KPI Assess delegate experience via survey after event. Target: Average 8 on scale of 1-10.

Performance Delegate survey has provided responses on the following items: 76% said the event would help them improve the sustainability of their next event. 87% would attend the event again in 2011.

**24** Ensure the financial viability of the event.

KPI Assess budget after event. Target: cover all costs including staff time.

Performance To be assessed with AW

## Delivery

**25** Implement an appropriate governance framework to manage sustainable delivery of the event.

KPI Has the eventberry communications, SRA and feedback log been completed within two weeks of the event.

Performance Yes

**26** Communicate with stakeholders regularly to encourage improved sustainability performance.

KPI Has the eventberry communications log been completed and does it accurately represent the planning of the event?

Performance Yes

**27** Ensure that the costs and benefits of sustainable events are equitable through the supply chain.

KPI Assess budget after event.

Performance

**28** Implement supply chain management procedures that successfully deliver the sustainability objectives of the event.

KPI Do we consider this event to be BS8901 compliant?

Performance Yes

## Total Transport CO<sub>2</sub> (Kg)

Total Journeys	Total Miles	Total CO <sub>2</sub> (Kg)
96	2040	243.9

# Feedback Document

## Sustainable Feedback

We have received some feedback regarding the sustainability of the event via the Survey Monkey questionnaire distributed to all delegates:

### Venue

Some comments on the day and in written feedback that the main lecture theatre was too cold. As noted in the energy SRA we attempted to switch off the air conditioning on a number of occasions but the effect was not quick enough for guests. If we use the same venue next year this will be a serious consideration as it not only wasted energy but reduces stakeholder satisfaction.

Some guests have commented that the event should be held at a more sustainable venue: The venue has been chosen for it's central location, AV facilities, comfortable lecture theatre and commitment to BS8901.

### Catering

A mixed response with some negative comments relating to the quality of the main course dishes, and other guests enjoying the food, and pleased to see a vegetarian menu. This year we debated whether to have a vegetarian menu, and whether it should be hot/cold. We concluded that avoiding fish and meat would reduce the overall energy impact of the event. We also decided that hot meal would add more value to delegates and relatively not impact more than cold options which need refrigeration.

We were keen for the majority of items on the menu to be seasonal, locally sourced and Fairtrade (where applicable). There were some issues sourcing local produce, and it was disappointing that the menu could not display more specific origin notes. We have noted the specific origins of the menu in the KPIs and aim to improve upon this in future years.

1 comment related to the amount of food served in break times. Pastries and fruit were on offer in the morning as at a business event this is expected, especially with an early start.

### Communications

We wanted to avoid having printed programmes at the event, but understand that some guests found the timings difficult to locate. We considered hiring in plasmas to display the programme digitally, however we felt the additional cost and transport could be avoided. In the future we will aim to send the programme to all guests signed up to the event 1 week in advance so they have time to consider the running order. We will also aim to have more effective ways of displaying the programme at the event.

## Sustainable Initiatives Undertaken

We undertook a number of sustainable initiatives for this event, listed below:

- Working within BS8901 sustainable events standards to ensure the feedback is used to improve future events.
- Vegetarian menu.
- Bottled tap water rather, with onsite purification and carbonating.
- Nearly all communications were digital.
- Deliveries to the venue were limited and consolidated where possible.
- Reusing branding from 2009 event, and where new branding was made this will be re-used.
- Non branded lanyards to be reused at other events.
- Recycled materials used for limited print materials.
- Serving Fairtrade tea and coffee.
- Communicating public transport methods for guests and offering details for Green Tomato Cars if guests wish to use a taxi service. Offering secure bicycle storage.
- Use in house AV system.
- Choose a venue which is committed to improving sustainability and is in central London.
- Working with the venue to choose sustainable options for catering, and reducing energy.

## Lessons To Carry Forward

Although we have undertaken a number of initiatives to improve the sustainability of the event, there are some lessons carry forward for next year:

- Discuss in detail with the venue what can be done to improve the sustainability of the venue and the catering.
- Communications prior to the event should be clear and offer delegates an information pack one week before the event.
- Look at branding and print options. Weigh up how important it is to have print materials e.g. 'tips posters'



# Appendix i - Sustainability Development Policy

## Sustainable Development Policy

Last updated 30th April 2010

## Sustainability policy

### Mission statement

Our mission is to deliver events which combine style, substance and sustainability.

We follow the Brundtland report's definition of sustainable development as "development that meets the needs of the present without compromising the ability of future generations to meet their own needs." This means we are conscious of Seventeen's social, economic and environmental impact in all that we do.

We seek to reduce the negative effect of what we do as much as possible, but more than that we seek to find ways in which to make a positive difference through our own actions and through seeking to influence the actions of others.

This policy explains our approach to sustainability, showing how we live our values. It provides a reminder and guidance to staff in their day to day work, and clearly communicates our approach to sustainability to the clients, venues and suppliers we work with.

### Scope

This policy covers:

- Seventeen's values and operations as a company;
- our core business activity which is event management.

As a company, we want to embody our values and ensure that our own practice as a company supports our aims. We have a strong sense of the 'Seventeen way' of doing business and everything from our staff engagement, to our office building right down to our kettle plays a part in this.

As an agency, every event we work on is different, with different clients, priorities, locations and suppliers. Our sustainable approach is tailored to each specific situation. For this reason, we do not set out here a rigid set of requirements as a one size fits all approach to such diverse events would be too vague to be practical. Instead we provide clear guiding principles that aid our planning and decisions.

## The Seventeen Standards

### 1 Energy demands

Our company

- Our energy supply at Container City comes from Green Energy and is from 100% renewable sources.
- Our computers, from Very PC, are designed to use a fraction of the energy of regular desktop PCs.
- Energy efficiency is a key consideration when acquiring new electrical equipment.
- Our office is lit by ample natural daylight, and low energy fluorescent lights.
- We turn off all lighting and electronic equipment when not in use, and have a strict policy for switching off and unplugging overnight.
- We monitor and record our office energy consumption.

Our events

- We seek and favour venues with energy efficient lighting systems and policies, natural daylight and who source their energy from renewable sources. We always ask questions.
- Where additional energy is required, such as for outdoor events, we strongly recommend the use of solar panels or biodiesel generators.
- We specify the use of the most energy efficient options for AV requirements, including specifying LED lighting wherever suitable.
- On site at the event, our staff are diligent in checking that lighting and equipment are turned off when not required, and we ask our suppliers to do the same.

### 2 Transport demands

Our company

- Our office location is accessible by public transport.
- Wherever possible, staff travel on foot, by bicycle or by public transport to events and meetings.
- Taxis are used rarely, where necessary, such as for very early or late journeys and must be approved by a director. We have an account with Green Tomato Cars, whose fleet are hybrid cars. Staff will share taxis rather than booking separate ones wherever possible.
- We operate a Ride to Work cycle scheme, enabling employees to benefit from tax free bicycles.
- Air travel is to be avoided as far as possible and seen as a last resort.
- We encourage telephone or virtual meetings where possible.

Our events

- We favour venues and locations that are local to the audience, accessible via public transport, and welcoming to guests arriving by bicycle or on foot.
- We favour venues with suitable in house AV supplies where possible, to reduce the need for shipping these in.
- We aim to provide guests and suppliers with information and encouragement to enable them to travel in a sustainable manner to our events, including public transport and walking directions.
- We look for ways to consolidate and reduce the number of deliveries required, such as asking suppliers to backhaul where possible.
- Proximity to the event is a key factor in influencing our choice of suppliers. We remember to check the location of the warehouse or delivery centre rather than just the head office.

### 3 Air emissions

Our company

- The green energy and transport policies outline above are also important in minimising damaging air emissions.
- The office is a non-smoking environment.

Our events

- The energy and transport policies outlined above are also important in minimising damaging air emissions.

### 4 Water use

Our company

- We use an eco-kettle which reduces the amount of water and power used in keeping our staff stocked with hot drinks.
- Our site at Trinity Buoy Wharf has grey water harvesting.

Our events

- We favour venues, caterers and suppliers with good policies on water use and look for evidence of water saving measures in place.
- We try to always supply tap water or filtered tap water to guests at events. Failing this, we ask for an ethical brand of bottled water, such as Belu or Frank.

### 5 Land use

Our company

- Our office is in Container City at Trinity Buoy Wharf, an influential example of regeneration and flexible land use. If offices are no longer required at the site, or a new configuration is needed, the shipping containers can easily be moved and reused.

Our events

- We favour the use of existing event venues where ever possible and the use of brownfield over greenfield land.
- Where using biodiesel for energy or transport, we aim to ensure that it is not grown from crops replacing food production, instead using that produced from waste cooking oil.
- When organising outdoor events, we aim to uphold the highest standards of land use, carefully assessing and minimising risks of contamination and ensuring a good standard of clean up after the event.

### 6 Cultural impact

Our company

- Seventeen embraces all cultures and we have a formal equal opportunities policy covering staff, clients and event guests.

Our events

- Our work for charities and public sector organisations has given us the opportunity to provide events specifically for the local community and take account of all cultures.
- Wherever possible we provide opportunities for guests at our events to learn more about the cultures who reside in the community, such as through our choice of activities, entertainment or food.

### 7 Waste and recycling

Our company

- We operate a closed loop recycling policy, looking for recycled options in our procurement, and recycling as much as we can.
- We reuse paper where possible, with used paper in the printer for internal printing.
- We recycle all of our office paper, card, glass, cans and printer cartridges through the onsite facilities.
- Our wormery composts much of our food waste.

Our events

- We monitor and record the amount of waste produced by our events, and the proportion that is recyclable. We use this as benchmarking information, and work to reduce the amount for future similar events.
- We ensure that as far as possible, all recyclable waste from events is recycled, either by the venue or where necessary, by bringing in external waste companies.
- We aim to communicate with event guests and suppliers to encourage them to think about their waste.
- We recommend the use of electronic communication methods as much as possible, such as for invitations and bookings.
- Waste is a key consideration in our procurement policies for events, looking at the necessity, format, life span and packaging of all event materials.
- We seek to reuse event materials as much as possible, either through their design (i.e. not including the event date on banners) or through using recycled or reusable materials such as blackboard signs.

## 8 Ethical supply chain

Our company

- We only purchase tea and coffee that carries the Fairtrade mark.
- Much of our office furniture is reused, sourced from Green Works, a social enterprise providing recycled office furniture.
- We use eco friendly cleaning products in the office.
- We apply a sustainable approach to all our procurement, asking:
  - Do we actually need it?
  - What is it made of, who made it, where was it transported from and how is it packaged?
  - How long will it last?
  - Can it be reused or recycled at the end of its life?
  - Have we investigated and evaluated possible alternatives and sought the most sustainable and ethical option?
  - Is it good value?

Our events

- We apply the same sustainable procurement approach detailed above to materials and supplies for events.

## 9 Transparent relationships

Our company

- We published the BS8901 report for our Sustainable Events Summit on our website.
- We do not mark up suppliers costs and we show clients exactly where their money is being spent by sending accurate and clear budgets where are fees are marked separately.
- We operate a "no hidden commission" policy.

Our events

- We are open and fair in the contracts and terms we issue to clients and suppliers.

## 10 Local sourcing

Our company

- When ordering stationery, office equipment and printing, we prioritise the use of local suppliers.

Our events

- Where possible we try and source suppliers close to the event venue, taking account of where staff will be travelling from to work at the event and where equipment is located.
- When ordering merchandise and/or event materials we will look at where the item is produced, where it is printed (if applicable) and how it is transported at each stage.
- When ordering catering we will endeavour to make sure that all produce is sourced from the UK and if we are using fish it is from sustainable sources.

## 11 Security and safety

Our company

- We provide a safe and secure working environment for our staff.
- We have £5 million public liability insurance, and £10 million employer's liability insurance.

Our events

- We assess our events for potential risks to safety and security, and instigate the necessary measures to minimise these.

## 12 Equality and diversity

Our company

- We have a positive office culture that recognises the contributions made by all staff.
- Our office is fully accessible.

Our events

- We ask guests in advance of the event if they require special access or have dietary requirements and ensure these are accommodated.
- We assess the venues we use to check that they are comfortable, welcoming and accessible for all guests. In this we check for wheelchair access but also consider access for partially sighted and hard of hearing people, and look for rest areas.
- We recommend that where appropriate, a prayer room is provided.
- We recommend that where appropriate, crèche facilities are provided.
- Where appropriate, we monitor the ethnic, age and gender mix of our guests, and suggest ways to improve diversity.

## 13 Community impact

Our company

- We regularly support events, activities and our neighbours at the Trinity Buoy Wharf site where we work.

- We have links with the event management courses at local universities and support their students by offering work experience, giving lectures on sustainable events, and by sponsoring a competition.
- We sponsored 17 children to attend a children's safety education scheme.

#### Our events

- We assess our events for potential risks of negative impacts on local communities, such as congestion, litter or noise pollution, and implement the necessary measure to minimise these.
- We look for ways that our events can have a positive impact on the community. These could include recommending allocating a number of free places for the local community or including a CSR activity in the event programme that improves the local environment.
- We favour suppliers whose work benefits the local community. For example, whenever we are able to select crew for a London event, we always use social enterprise Connection Crew.

### 14 Financial impact

#### Our company

- Seventeen Events is a Limited Company. Our company registration number is 6137096.
- We are committed to offering fair pay and conditions for all our staff, both permanent and temporary.
- We operate an internship scheme, and pay our interns the London Living Wage.

#### Our events

- We aim to ensure best value for money for all our clients, and bring events in on budget.
- We believe that a sustainable approach to events doesn't have to cost more money.

### 15 Stakeholder communication

#### Our company

- We work to minimum delivery commitments relating to our communication with clients and other stakeholders, and are always responsive and willing to help.
- We commit to discuss sustainability with all of our clients.
- We hold weekly staff meetings to discuss all current projects and Seventeen matters, ensuring all staff are up to date with developments.

#### Our events

- We log and monitor stakeholder communication relating to event sustainability using Eventberry. ([www.eventberry.com](http://www.eventberry.com))
- We communicate with all clients and suppliers about our sustainable approach to events. Where appropriate, suppliers are required to complete a sustainability assessment using the Eventberry system.
- Where appropriate, we will include clauses in supplier contracts which hold them accountable for actions relating to sustainability.

### 16 Monitoring and feedback

#### Our company

- Seventeen Events is compliant with BS8901 and we monitor this through Eventberry.

#### Our events

- We monitor our events using Eventberry to record our compliance with BS8901.
- We provide our clients with a BS8901 report of each event, which includes: the scope of compliance claimed; a sustainability risk analysis and KPI records for the project; a communications log, and feedback documentation.
- Wherever possible, we gather feedback from guests at events, and use their feedback to improve practice.
- We hold a weekly sustainability meeting to monitor and discuss the sustainability of all our current projects, and maintain minutes of the meetings for reference.

### 17 External communication

#### Our company

- We organise events such as the Sustainable Events Summit, to educate and promote debate about sustainable events practice.
- We aim to foster a network of likeminded people interested in events sustainability, to share ideas and best practice, and to drive sustainability forward in the industry.
- We write columns for a number of publications.
- We speak at industry events and deliver lectures on sustainable event management.
- We regularly update our website, blog and twitter feed with news, tips and ideas.
- We published a detailed guide to sustainable event management, which is available for free on our website.

#### Our events

- Where appropriate, we develop PR plans for events and communicate to a wider audience about how we made them sustainable.

## Appendix ii - Statement of Purpose & Values

### Inclusivity

Diversity and inclusivity are at the forefront of Seventeen's approach to sustainable event management. We aim to ensure that all relevant groups affected by our operations as a business are consulted about issues of importance. We operate an open door policy allowing access to senior staff wherever appropriate.

We work hard to identify who our stakeholders are and recognise that this may extend beyond our immediate business network. We invite comments from anyone who has an interest in the work that Seventeen does.

We use our website to communicate with all stakeholders and allow comments to be added to news stories which we publish.

At every stage of our operations we aim to be open to suggestions, comments and criticism providing they are relevant to our work as a business.

### Integrity

We pride ourselves on operating as a business that acts with integrity.

We do not accept hidden commissions, mark ups or kick backs which are prevalent in the rest of the industry.

Wherever possible we publish openly on our website any information relevant to the operation of our business.

We are opposed to all forms of bribery, corruption, abuse of privilege and oppression.

### Stewardship

We recognise our responsibility to the environment we live and work in. We acknowledge that without a stable environment, our business cannot be sustainable in the years to come.

We are committed through our actions as a company to promote best practice in environmental stewardship and biodiversity across the globe.

We particularly value good use of resources, as we recognise that all resources are finite and valuable. We track and monitor our use of resources through the Eventberry system.

We are signatories of the Mayor of London's Green Procurement Code, currently at Silver Level.

### Transparency

We operate transparently at all times with clients, suppliers and stakeholders. We pass on third party costs without commission and are happy to offer advice and assistance at no cost to interested parties.

Our goal is to create events with style, substance and sustainability. We believe that it is possible to be a successful business while still being transparent. Our business is founded on the idea that transparency should be a key driver to that, not a hindrance.

At all times our goals are sustainability, transparency and creativity.

## Appendix iii - Maturity Matrix

### Maturity Matrix

<b>Inclusivity</b>		
<b>Stakeholder engagement and issue identification</b>		
<ul style="list-style-type: none"> <li>• Few stakeholders/groups consulted.</li> <li>• Defensive in approach.</li> </ul>	<ul style="list-style-type: none"> <li>• Stakeholders identified and engaged with systematically.</li> <li>• Issues that create a competitive advantage are addressed and used for publicity.</li> </ul>	<ul style="list-style-type: none"> <li>• Relationships with stakeholders nurtured through continued engagement and issues are clearly addressed.</li> </ul>
Minimum involvement	Improved commitment	<b>Full engagement</b>
<b>Integrity</b>		
<b>Key drivers</b>		
<ul style="list-style-type: none"> <li>• Short-term profit and return-on-investment.</li> <li>• React to (and not anticipate) regulation, pressure groups, shareholders and/or investors.</li> </ul>	<ul style="list-style-type: none"> <li>• SD part of reputation/risk management.</li> <li>• Based on longer term development.</li> </ul>	<ul style="list-style-type: none"> <li>• Short-, long-term and broader view fully integrated.</li> <li>• Proactive planning and seeking out opportunities.</li> </ul>
Minimum involvement	Improved commitment	<b>Full engagement</b>
<b>Leadership</b>		
<ul style="list-style-type: none"> <li>• Grudging application of standards and regulations under commercial and/or legal pressure.</li> </ul>	<ul style="list-style-type: none"> <li>• Stay appraised of changes in practice, standards and legislation.</li> <li>• Publish SD policy and objectives.</li> </ul>	<ul style="list-style-type: none"> <li>• Lead the market sector on sustainability issues.</li> <li>• SD policy and objectives integrated with organizational purpose, vision and values.</li> </ul>
Minimum involvement	Improved commitment	<b>Full engagement</b>
<b>Managing risk</b>		
<ul style="list-style-type: none"> <li>• Reactive approach to risk management.</li> <li>• More likely to avoid responsibility than seek ways of handling risks.</li> </ul>	<ul style="list-style-type: none"> <li>• Main risks identified and managed but possibly not integrated with SD management system.</li> </ul>	<ul style="list-style-type: none"> <li>• SD policies fully integrated with risk management system.</li> <li>• Seek to adhere to the principles of risk management rather than simply do the minimum for compliance.</li> </ul>
Minimum involvement	<b>Improved commitment</b>	Full engagement
<b>Stewardship</b>		
<b>SD culture</b>		
<ul style="list-style-type: none"> <li>• Minimalist, tick-box approach.</li> <li>• Meet regulatory baseline requirements only.</li> </ul>	<ul style="list-style-type: none"> <li>• See a business advantage in SD but still PR / marketing focused.</li> <li>• Develop internal/external education programme.</li> </ul>	<ul style="list-style-type: none"> <li>• Culture of SD embedded at all levels.</li> <li>• Share know-how outside organization.</li> </ul>
Minimum involvement	Improved commitment	<b>Full engagement</b>
<b>Building capability</b>		
<ul style="list-style-type: none"> <li>• Minimum standards of training</li> </ul>	<ul style="list-style-type: none"> <li>• Stimulate innovative learning and empower employees.</li> </ul>	<ul style="list-style-type: none"> <li>• Continual reappraisal and training, including training that builds capability for future expansion.</li> <li>• Recognize and reward innovation in SD.</li> </ul>
Minimum involvement	<b>Improved commitment</b>	Full engagement
<b>Supply chain</b>		

<ul style="list-style-type: none"> <li>• Select lowest cost suppliers.</li> <li>• Delay payments as long as possible.</li> </ul>	<ul style="list-style-type: none"> <li>• Supplier rating based on technical compliance, cost and delivery time, and possibly SD factors.</li> </ul>	<ul style="list-style-type: none"> <li>• Recognize that the supply chain has common long-term interests and take those into account.</li> <li>• Assistance given to lower tiers where necessary.</li> </ul>
Minimum involvement	Improved commitment	<b>Full engagement</b>
<b>Environmental assessment</b>		
<ul style="list-style-type: none"> <li>• Minimum awareness.</li> <li>• Ad hoc solutions.</li> </ul>	<ul style="list-style-type: none"> <li>• Education and training.</li> <li>• Apply environmental policies and external standards.</li> </ul>	<ul style="list-style-type: none"> <li>• Comprehensive environmental impact/risk assessment/audit, integrated in decision making and valued.</li> <li>• Prevention rather than cure approach.</li> </ul>
Minimum involvement	<b>Improved commitment</b>	Full engagement
<b>Transparency</b>		
<b>Review</b>		
<ul style="list-style-type: none"> <li>• Not valued.</li> </ul>	<ul style="list-style-type: none"> <li>• Needs analysed.</li> </ul>	<ul style="list-style-type: none"> <li>• Periodic review and adjustment.</li> </ul>
Minimum involvement	Improved commitment	<b>Full engagement</b>
<b>Building confidence</b>		
<ul style="list-style-type: none"> <li>• Little or no reporting unless pressed.</li> </ul>	<ul style="list-style-type: none"> <li>• Selective reporting to pre-determined ends.</li> </ul>	<ul style="list-style-type: none"> <li>• Stakeholders receiving regular and appropriate reporting.</li> <li>• Building understanding in the stakeholder community.</li> </ul>
Minimum involvement	Improved commitment	<b>Full engagement</b>
« Less mature		More mature »