Manual for the CSR assessment framework in the establishment process

When establishing parties, Port of Amsterdam uses a thorough process. During this process, various topics are reviewed, discussed and recorded. With space, as well as energy, becoming increasingly scarce within and around our port area, it is even more important to establish the right parties. By this we mean parties that fit in with our ambition and strategy, and with which we can cooperate sufficiently to realise a port area that is valuable for its surrounding.

To examine how we establish the right customer in the right place under the right conditions, we have for quite some time been using frameworks and checks in the existing establishment process, such as for example commercial, legal and spatial checks. In 2022, we introduced a framework focused on Corporate Social Responsibility (CSR) by the customer and from 2023 onwards, this check will be a permanent part of all establishment processes. The CSR assessment framework is one of the checks in the establishment process. In this manual, you will find all the information to enable autonomous customer teams (ACT's) to include CSR in the assessment process:

Table of contents

1. Introduction to the CSR assessment framework

In our Strategic Plan 2021-2025, sustainability is an inextricable part of our business operations and ambition. This way, we want to extend the purely commercial relationship to joint broader value creation; **"Be Part of a Better Port"**. One of the ways we can actively promote this sustainable transition for the port is during the business establishment process. Companies in the port are the backbone and the face of the port. They make an essential contribution to the realisation of our ambitions.

Establishing new customers or expanding/changing existing contract's is an important moment to explore the extent to which a party operates in a responsible manner, whether the customer is in line with our sustainability ambitions for the Amsterdam port area and is willing to make an active contribution to these ambitions. In short, what can we as Port of Amsterdam expect from the customer, and vice versa? It is the moment when we set expectations and record agreements in contract's or when we can set joint sustainability targets.

The customer is informed in advance about CSR as part of our ambition for the port area. They are first introduced to this topic via the 'new customers' landing page, and are given more information about it via their account manager or can ask about it themselves. For account managers and autonomous customer teams (ACT's), we have documented all relevant information; questionnaire, manual and our vision document for responsible chains.

As Port of Amsterdam, we aim for collectivity and customisation. The CSR assessment framework is therefore designed to enable the ACT, as the party responsible for assessing the establishment, to include a proper CSR assessment. This involves looking at two components of CSR, namely:

- o CSR in business operations – Organising and acting on social issues in the organisation;
- o CSR in the chain – Organising and acting on social issues in the chain.

The CSR assessment framework provides a process and documents through which the ACT has given these issues a permanent place in the existing processes; for example, CSR is now a discipline of its own in Dynamics and in the customer demand and supply phase. At all times, the ACT can seek help from Team Sustainable Development (TSD).

2. Process description of the CSR assessment framework

The process of assessing a customer for establishment is as follows. This manual provides support for the ACT's, in which TSD will be included as a discipline of its own.

Flowchart MVO-afwegingskader
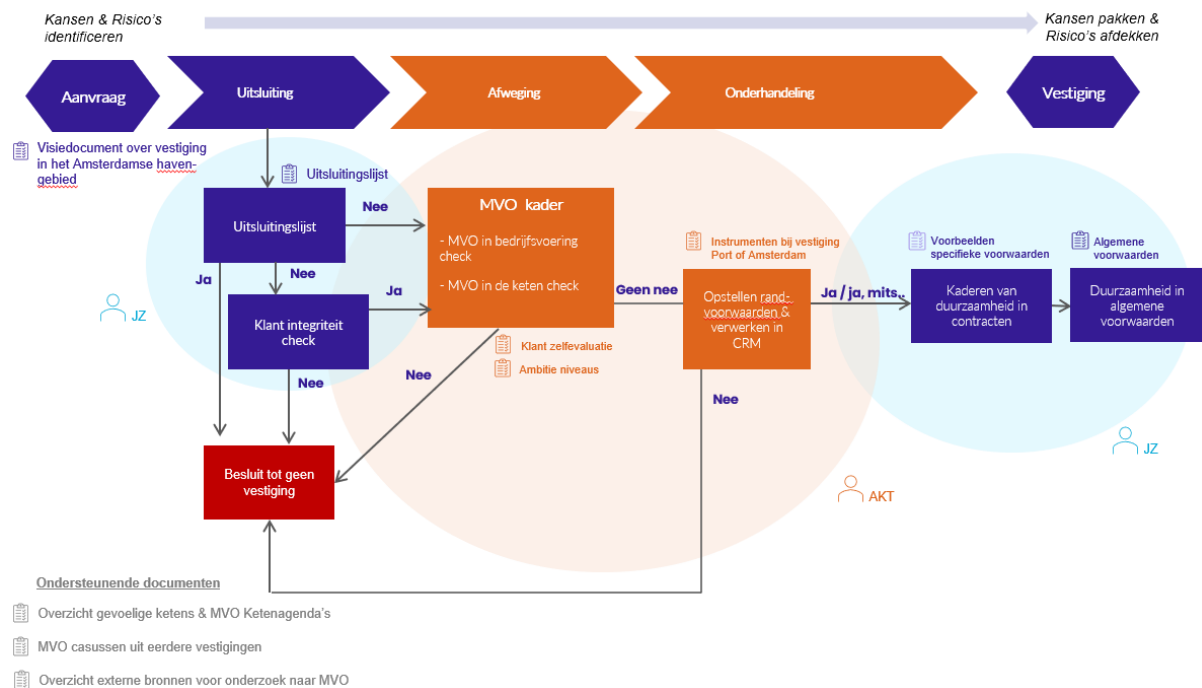
APPLICATION (customer demand)

1. A potential customer contACT's Port of Amsterdam with an interest in establishing itself in the port area, or an already existing customer expresses a wish to expand or change its activities. The person with whom the party makes contact submits the application to an ACT.

Exclusion (We have included this step in the overview to give the overall picture. Customer integrity initially fell under CSR, eventually it was decided to make this a separate topic).

2. **Exclusion list check**
   The ACT checks whether the party is on our exclusion list. This list provides an overview of certain business activities that Port of Amsterdam does not want to provide space for. Someone from Legal Affairs (JZ) within the ACT is ultimately responsible for this, so the ACT always consults the person from JZ within the ACT.

3. **Customer integrity check**
   JZ then performs a customer integrity check.

CSR ASSESSMENT

4. **CSR self-assessment by the (potential) customer**
   If the applicant is not on the exclusion list, the ACT will proceed with the application. Now more research will have to be done by the relevant ACT. The potential customer is therefore sent the CSR self-assessment, in which questions about CSR in the company and in the chain (when applicable) have to be answered. The specific questions to be asked to the customer depend on specific customer characteristics such as, for example, the type of activity. In this way we

ensure that the customer does not have to provide too much information, the number and type of questions are tailored to the customer.

While the questionnaire is completed by the customer, the ACT can also collect information on the customer's CSR policy itself.

5. **CSR in business operations check**
The customer has completed the questionnaire, but what is actually our expectation for this customer? We determined this in advance for the various customer characteristics. You can compare the answers from the customer's CSR self-assessment with the expectations of the appropriate ambition level for CSR in business operations. Did the customer fail to meet the expectations in the level of ambition for certain aspects? Or was no evidence of this shared or found? Then write this down.

If a customer is clearly unable and unwilling meet the expectations at the appropriate ambition level, the ACT may decide not to want to establish this party. Alternatively, the ACT may want to use this information in the negotiation to identify points of improvement for the customer. The ACT's will be assisted by TSD.

6. **CSR in the chain check**
If the customer has a supply chain that is stored, transhipped or processed within the port area, we also want to know how the company considers the human and environmental impact of that chain. For instance, we have conducted a trend and risk analysis for all chains passing through our port. Based on the answers from the customer's CSR self-assessment, you can compare them with the expectations of the appropriate ambition level for CSR in the chain. Did the customer fail to meet the expectations in the level of ambition for certain aspects? Or was no evidence of this shared or found? Then write this down.

If a customer is clearly unable and unwilling meet the expectations at the appropriate ambition level, the ACT may decide not to want to establish this party. Alternatively, the ACT may want to use this information in the negotiation to identify points of improvement for the customer. The ACT's will be assisted by TSD.

NEGOTIATION

7. **Drawing up preconditions**
Now that the CSR self-assessment has been tested against the proper ambition level, the negotiation with the customer can begin. Through the test, we know what issues we want to focus on and thus where we want (to aim for) change. What do we like to see, but do not see enough at the moment? For this negotiation, several proposals can be made to the customer. We have a list of tools that can be used to put CSR at the heart of the customer's establishment process. This is an exemplary list, it is not exhaustive or complete. It is always possible to look at the most appropriate tool with someone from TSD; often, TSD will make a preliminary suggestion after consultation.

8. **Negotiating preconditions**
If negotiations have ended positively, CSR has been properly incorporated into the terms, the contract or in mutual agreements. The new customer and Port of Amsterdam conclude the process by signing the contract.

9. **Ensuring compliance in Dynamics**
After the contracting phase has been completed, the agreements must be complied with. This is ensured by entering these agreements in Dynamics. In consultation with Contract Service

Centre (CSC), it will be agreed how the agreements will have a place in the file as 'Special' and who is responsible within Port of Amsterdam for checking the follow-ups to the agreements made.

3. CSR assessment framework documents

3.1. CSR self-assessment

If the customer is not on the exclusion list, it is time to ask the potential customer for additional information. The ACT asks the customer to complete and return the CSR self-assessment below. The questions are about the customer's business operations and how chain responsibility is implemented. The responses to this questionnaire will be checked by the ACT against the relevant ambition level, with the help of TSD.

Based on type of activity, there is a selection of questions for which we want to receive from the customer. Only that selection will be shared with the customer. The selection comes about logically by answering yes or no to the questions below. If several characteristics apply to the customer, the characteristic with the most questions will always count.

Colour of the questions	The customer does not carry out operations on site itself	The customer is part of the manufacturing industry	The customer stores and/or tranships products	The customer processes raw materials into a new product at our port	The customer procures its raw materials itself	The customer procures its raw materials internationally
Red	X	X	X	X	X	X
Green		X	X	X	X	X
Blue			X	X	X	X
Yellow				X	X	X
Orange					X	X
Purple						X

If in doubt as to which category applies, please contact TSD

QUESTIONS RED
Business operations

- Does your company have CSR and/or sustainability ambitions and policies? If so, can you attach this policy as an appendix?
  - o Yes, see attachment
  - o No
  - o Don't know

- If not, is there an approach to monitor any negative social impact resulting from the business and its operations?
  - o Yes, namely...
  - o No
  - o Don't know

- Does your company have a policy to be climate-neutral by 2050? If so, have you defined an intermediate step for 2030?
  - o Yes, but not an intermediate step for 2030, see attached policy
  - o Yes, and the intermediate step for 2030 to [xxx], see attached policy
  - o Other targets have been set, see attached policy
  - o No, we have not

- As a company, are you required to report under the European Union's Corporate Sustainability Reporting Directive?
  - ○ Yes, from [20xx insert year] onwards
  - ○ No
  - ○ No, but we do map our impact using

...

  - ○ Don't know

QUESTIONS GREEN
Business operations

- Looking at your company's impact on society (people and the environment) in the immediate area, what are your points of attention?

...

- Does your company have a policy to be climate-neutral specifically for the (intended) facility in Amsterdam? And how many Co2 equivalents are initially emitted in the Amsterdam port area?

...

- Does your company have a policy for Socially Responsible Procurement in accordance with PIANOo's CSRI criteria?
  - ○ Yes
  - ○ No
  - ○ Don't know

QUESTIONS BLUE
Business operations

- Does your company use the OECD guidelines for international corporate social responsibility?
  - ○ Yes
  - ○ No
  - ○ Don't know

- Is the identification of any sustainability risks allocated within your company?
  - ○ Yes
  - ○ No
  - ○ Don't know

- What measures does your company take to prevent, mitigate or stop any sustainability risks and impACT's associated with your activities?

...

QUESTIONS YELLOW
Business operations
- Does your company have a CSR management system that meets standardised standards?
  - ○ Yes
  - ○ No

- o   Don't know

- If so, which one?
  - o   ISO 14001, 45001, 20400 certificates
  - o   ISO-26000 guideline
  - o   B corporation
  - o   Other, namely...

- If not, does your company have any other way of ensuring the quality of the CSR management system?

  ```
  ...
  ```

Chain responsibility

- What cargoes are in your company's portfolio?

  ```
  ...
  ```

- How do you expect this portfolio to develop in the short and long term (e.g. with regard to the share of cargoes in your company's portfolio, countries of origin, impact of laws and regulations, etc.)?

  ```
  ...
  ```

QUESTIONS ORANGE
Chain responsibility

- Looking at the sector in which your company operates, are you affiliated with any relevant multi-stakeholder initiatives? If so, which one?
  - o   Yes, namely... .
  - o   No
  - o   Don't know

- Additionally, does your company have other initiatives with chain partners to positively influence the chain?
  - o   Yes, namely... .
  - o   No
  - o   Don't know

QUESTIONS PURPLE
Chain responsibility
- To what extent is your cargo traceable to its source?
  - o   Nothing is traceable
  - o   <25%
  - o   25-49%
  - o   50-75%
  - o   >75%
  - o   Fully traceable (100%)

- Does your company have direct and/or indirect sourcing? (Direct sourcing involves buying directly from the producer/cooperative, while indirect sourcing involves buying from an intermediary, such as e.g. a trader)
  - o   100% Direct
  - o   100% Indirect
  - o   Direct and indirect (...% direct /...% indirect)

- To what level is the cargo traceable?
  - Not
  - Plantation/farm
  - Mill/cooperative
  - Processor in the country of production
  - Other, namely...

- To what extent is the cargo certified?
  - Nothing is certified
  - <25%
  - 25-49%
  - 50-75%
  - >75%
  - Fully certified (100%)

- What type of certificate is used?
  - ..% Book & Claim (Certifying organisation: ...)
  - ..% Area Mass Balanced (Certifying organisation: ...)
  - ..% Mass Balanced (Certifying organisation: ...)
  - ..% Segregated (Certifying organisation: ...)
  - ..% Identity Preserved (Certifying organisation: ...)

- If no or no full use is made of certification, does your company use any other mechanism to ensure sustainable production? Can you explain that?

...

- Does your company have active ongoing projects/investments to realise sustainability ambitions in the chain? Please explain below

...

- Is your company committed to making its sourcing more sustainable? If so, what is the approach?
  - Setting up your own innovation projects
  - Cooperating with suppliers
  - Training procurement staff
  - Other, namely...

3.2. Expected CSR ambition levels for specific customer characteristics

This section serves as the potential customer's evaluation sheet on the topics of *business operations* and *chain responsibility* (the assessment framework). Answers come from the CSR self-assessment and customer interviews. These may or may not fit our expectations in respect of certain customer characteristics.

The answers obtained from the CSR self-assessment completed by the (potential) customer can be compared with the ambitions formulated below. In this way, it can be established where the (potential) customer is acting in line with our ambitions, for example, and where it is still lagging behind and additional agreements are needed. By formulating these ambitions and pursuing them in the agreements we make with our (future) customers, we are fulfilling our strategic objective of playing a leading role in the transition with a sustainable business development climate.

The ambitions formulated are general. However, as Port of Amsterdam, we are aware that the feasibility of this ambition may vary from customer to customer. This is why we will have to look for each customer at whether there is already a defined ambition, to what extent the company is already realising this ambition, what the company's intention is, and how the company compares to other companies in the same market, etc., so we are talking about **customisation**. Each customer has different characteristics and thus falls under a different ambition level. For example, the ambition level for a warehousing company is different from that of a processor with an international supply chain.

Business Operations Are about... understanding and giving impact and added values of the organisation to the environment. The ambition levels are based on three pillars; policy, implementation, and transparency.

Chain responsibility Is about... organising and acting on social issues at play in the chain.Again, the levels of ambition are based on three pillars: policy, implementation, and transparency.

What ambition level should I test against?

To determine which ambition levels apply for *business operations* and *chain responsibility*, we look at customer characteristics. These characteristics determine whether the self-assessment should be tested against the *basic, plus* or *ambitious ambition level.* Each type of customer comes with different risks, opportunities and maturity in terms of CSR. After all, what we may and should expect varies for each party.

- **Basic ambition level** applies to: Rental, warehousing and transhipment companies (red, green and blue from the questionnaire);
- **Plus ambition level** applies to: Processors with a national supply chain and processors that do not have their own supply chain (red, green, blue, yellow and orange from the questionnaire);
- **Ambitious ambition level** applies to: Processors with their own international supply chain (full questionnaire).

Business operations assessment framework*

Pillars	Basic level	Plus level	Ambitious level
1. Policy	1.1 The prospect is willing to submit a CSR policy in the foreseeable future. Check on ESG (business operations and supply chain).	1.2 The prospect has a CSR policy aimed at people or the environment 1.3 The prospect has an approach to identifying sustainability risks 1.4 The prospect follows a guideline or standard to manage non-financial issues	1.5 A CSR policy aimed at people and the environment 1.6 An approach to Socially Responsible Procurement (Dutch abbreviation: MVI)
2. Implementation	2.1 The prospect has incorporated CSR in mutual contractual agreements	2.2 Employee commitment to CSR 2.3 The prospect involves external stakeholders and collaborates with external stakeholders within the CSR policy	2.4 Measurable objectives and measuring progress on CSR 2.5 Application of Life Cycle Assessments (LCA)
3. Transparency	3.1 The prospect can describe an approach on monitoring its social impact	3.2 Publicly shared CSR reporting	3.3 External validation of CSR reporting

* for a more detailed explanation see below

1. Policy

1.1 The prospect is able or willing to submit a CSR policy in the foreseeable future
The potential customer already communicates about CSR, for example in an annual report, on its website or in other documents. These show that, to some extent, the party is already aware of CSR and the role it wants to play.

1.2 The prospect has a CSR policy aimed at people or the environment
The potential customer has a CSR policy aimed at people or the environment. It will be interesting to see if this policy specifically addresses the important themes for Port of Amsterdam (see our materiality matrix, which can be found in our annual report).

1.3 The prospect has an approach to identifying sustainability risks
Besides having a CSR policy, the potential customer shows that risk management is also about social risks. The customer researches sustainability risks, knows what they are, and can also share them with us.

1.4 The prospect follows a guideline or standard for managing non-financial issues
The potential customer reports or uses guidelines of a non-financial nature, such as:
- GRI (Global Reporting Initiative)
- UN Global Compact
- CDP (Climate Disclosure Project)
- MSCI ESG rating (Morgan Stanley Capital International)
- Ecovadis

- ISO 26000 (social) or ISO 14000 (environmental)
- B corp certification

1.5 A CSR policy aimed at people and the environment

See 1.2, the customer looks at both elements of CSR, not or but **and**. Here, it is important to find out whether the customer makes a link with the Sustainable Development Goals. After all, this says something about understanding what is going on outside your own organisation, in the world around you.

1.6 An approach to Socially Responsible Procurement (Dutch abbreviation: MVI)

- An approach to at least one of the themes of Socially Responsible Procurement
  - Social return - Social return is an approach to encourage labour participation and create more employment opportunities for people at a distance from the labour market.
  - Biobased - The term biobased economy is used for an economy that runs on biomass as a basis for materials, chemicals, transport fuels and energy to replace fossil resources.
  - Circular - Circular procurement is about aiming for life extension and ensuring that products and materials are redeployed at the end of their useful life or service life.
  - International social conditions - International social conditions (Dutch abbreviation: ISV) focus on promoting international labour standards and good working conditions.
  - Environment - Environmentally conscious procurement is about preventing or minimising a negative impact on the environment, or making a positive contribution to the environment.

2. Implementation

2.1 The prospect has incorporated CSR in mutual contractual agreements

The potential customer imposes CSR requirements on parties it collaborates with.

2.2 Employee commitment to CSR

In the organisation, time and budget have been freed up so that employees can engage with and develop on topics such as CSR, ESG, SDGs, etc.

2.3 The prospect involves and collaborates with external stakeholders within the CSR policy

The party seeks connection and cooperation with external stakeholders on CSR. For example: attending or organising multi-stakeholder meetings, dialogue sessions, panels, etc.

2.4 Measurable targets and measuring progress on CSR

The organisation uses measurable CSR targets to determine progress. Progress is reported and preferably also published.

2.5 Application of Life Cycle Assessments (LCA)

When an organisation uses LCAs, it says something about its intrinsic motivation and maturity where CSR is concerned.

3. Transparency

3.1 The prospect can describe an approach on monitoring its social impact

The party can communicate, explain and share how it deals with social impact, what it means to them and how they deal with it.

3.2 Publicly shared CSR reporting

The potential customer shares policies and performances on social impact and value creation in a separate or as an integral part of the annual report.

3.3 External validation of CSR reporting

The organisation concerned has the information in the reporting audited by an external party and obtains an Assurance Statement.

Chain responsibility assessment framework**

Pillars	Basic level	Plus level	Ambitious level
1. Policy		1.1 Objectives aimed at addressing CSR-related risks in the relevant chain(s), including actions to manage those risks 1.2 Agreements with suppliers to ensure sustainable cargo 1.3 Defined due diligence procedure	1.4 Sustainable sourcing policy 1.5 Institutionalised complaints procedure 1.6 Investment agenda to achieve goals
2.Implementation		2.1 Affiliated with relevant multi-stakeholder initiatives	2.2 Own initiatives with chain partners to positively influence the chain 2.3 100% demonstrably deforestation-free cargo 2.4 Cargo 100% free of forced labour 2.5 Cargo fully traceable to production site 2.6 Independent verification that 100% of cargo is produced sustainably
3.Transparency	3.1 Insight into the origin of stored, transhipped and/or transited cargo 3.2 Insight into the certification level of stored, transhipped and/or transited cargo	3.3 Understanding CSR-related risks of the cargo stored, transhipped and/or transited	3.4 Insight into expected developments in the portfolio

** for a more detailed explanation see below

1. Policy

1.1 Objectives aimed at addressing CSR-related risks in the relevant chain(s), including actions to manage those risks
The (potential) customer has concrete objectives of effectively addressing CSR-related challenges in the chain(s) and has corresponding actions to manage these risks. These should preferably be publicly accessible. The challenges may vary for each chain.

1.2 Agreements with suppliers to ensure sustainable cargo
Not all processors purchase their cargo through a direct supply/supply chain, so the cargo cannot be easily traced back to the producer. In some cases, the processor will purchase cargo through a trader (indirect supply) or process cargo for a third party. As a result, our (potential) customer has less insight into where and how the cargo in question was produced. The customer has

agreements with its suppliers to ensure that cargo being processed is produced sustainably. These agreements can be incorporated into contrACT's, with a code of conduct and/or an engagement approach where suppliers are monitored or supported, for example.

1.3 Defined due diligence procedure
The (potential) customer has its own due diligence procedure that enables it to identify and address possible abuses and/or points for improvement in its own supply chain. A due diligence procedure ideally consists of a continuous process to identify risks in the supply chain and is used for continuous development of the customer's own supply chain. This can be done, for example, using the five suggested steps from the [OECD Due Diligence Guide for International CSR](#).

1.4 Sustainable sourcing policy
The (potential) customer has its own sustainable sourcing policy, which includes provisions to ensure the procurement of sustainable cargo. This policy defines at least what the customer considers to be sustainable cargo and what requirements the customer's suppliers must meet to fulfil the conditions of this definition. This policy applies to both direct and indirect supply.

1.5 Institutionalised complaints procedure
The (potential) customer has its own or outsourced complaints procedure with steps to address abuses in the supply chain, including the steps that will be taken against suppliers that do not comply with the provisions of the customer's sourcing policy. The complaints procedure builds on the due diligence procedure. A complaints procedure ideally involves steps aimed at further investigation of the complaint and improving the situation in question, or excluding the supplier. This complaints procedure should preferably also be publicly available.

1.6 Investment agenda to achieve objectives
The (potential) customer invests its own resources (through financial resources) to achieve the objectives set. Such an investment agenda shows that the customer is actually committed to the agreements made.

2. Implementation

2.1 Affiliated with relevant multi-stakeholder initiatives
The (potential) customer participates in initiatives relevant to the industry(ies) in which it operates. These initiatives preferably consist of different types of stakeholders, e.g. a combination of industry, NGOs, financial institutions, etc., and not just a trade organisation. Relevant initiatives vary for each industry. We will determine the relevance of the specific initiatives ourselves.

2.2 Own initiatives with chain partners to positively influence the chain
Besides participating in multi-stakeholder initiatives, the (potential) customer preferably also has its own initiatives to promote sustainable development of the chain. This ambition is in line with ambition 2.6 at policy, with the customer being able to actually show concrete initiatives for this ambition. This may, for example, include development projects in collaboration with NGOs to plant new forests, encourage smallholder development, invest in local communities, etc.

2.3 100% demonstrably deforestation-free cargo
The (potential) customer does not use cargo that has or may have contributed to deforestation. For such cargo flows, the burden of proof is on the customer to show that its cargo is free of deforestation. Independent verification is of crucial importance here. Such independent verification can (but does not necessarily has to) be ensured through certification, provided the certification standard used provides sufficient safeguards. Relevant certification standards will vary for each industry, as will the level of certification.

2.4 Cargo 100% free of forced labour

The (potential) customer does not use cargo that has used forced labour. Our ambition is that the cargo coming through the port of Amsterdam does not contribute to this. However, we are aware that identifying forced labour/labour exploitation is a complex issue. Independent verification is also important for establishing that cargo is free from forced labour. Such independent verification can (but does not necessarily has to) be ensured through certification, provided the certification standard used provides sufficient safeguards. Relevant certification standards will vary for each industry, as will the level of certification.

2.5 Cargo fully traceable to production site

The origin of cargo is an important tool for demonstrating sustainable production. Ideally, the (potential) customer can trace all cargo to the production site. The production site means the start of the supply chain, where the product is grown, and not the next step in the supply chain.

2.6 Independent verification

Independent verification is crucial to proving that cargo is free from deforestation and labour exploitation. It is desirable that an independent party can verify the (potential) customer's claims. Independent verification can be organised in different ways. Regardless of the methodology used, independent verification remains the guiding principle.

3. Transparency

3.1 Insight into the origin of stored, transhipped and/or transited cargo

The (potential) customer knows where the cargo that it stores, tranships and/or transits comes from and where it was produced. Preferably, this is known at the regional level.

3.2 Insight into the certification level of stored, transhipped and/or transited cargo

The (potential) customer knows of the cargo it stores, tranships and/or transits what percentage is certified, what level of certification it has, and who the certifying organisation is.

3.3 Understanding CSR-related risks of the cargo stored, transhipped and/or transited

The (potential) customer knows what CSR risks are associated with the cargo it stores, tranships and/or transits.

3.4 Insight into expected developments in the portfolio

The (potential) customer can provide insight into the expected future developments of its portfolio. For example, the customer may currently be focusing on a particular cargo flow but slowly phasing it out, or the customer may be working on an innovation that could lead to a shift in its product portfolio, or the customer may notice certain policy developments (e.g. at the EU level) that could lead to a review of its current product portfolio.

3.3 Tools at Port of Amsterdam branch

When it is time to enter into negotiations, there are several ways in which we can bring about change: hard or soft agreements, conditional or contractual. Below, we show an overview of possible options. It is not an exhaustive list, but an illustrative one. It is up to an ACT to see what fits the particular negotiation. Of course, help can always be sought from TSD.

We distinguish between different degrees of possible tools;

- Engagement tools (non-binding; these are used to encourage customers and are not officially recorded anywhere);
- Informal tools (soft; these are set as conditions and the customer must agree to them before establishment);
- Formal tools (hard; these are included in contractual agreements and therefore remain in force during the contract).

Engagement tools

Sharing best practices For example, the transformation process of OBA to a multi-purpose terminal.
Sponsorship For example, sponsoring projects and/or events that are in line with the customer's ambition/image. To give one example, a palm oil party may sponsor a community in the producing country by providing education for plantation workers.
Participation in multi-stakeholder initiatives[1] For example, membership of an industry organisation, e.g. Roundtable for Responsible Soy.
Engagement with national and international stakeholders For example, discussions with relevant stakeholders at national and international level, such as the City of Amsterdam, NGOs, the Dutch national government, etc.
Knowledge sessions with customers and/or other relevant stakeholders For example, organising information meetings, e.g. on relevant sustainability topics. These can be organised by a party itself for the sector, a group of companies or jointly with Port of Amsterdam.
Cluster strengthening in the Amsterdam port area For example, creating new opportunities by finding and making links between parties, as well as providing the necessary facilities. Good examples are circular chains in our port such as plastics and sustainable fuels. Actively encouraging parties to seek cooperation.
Lobbying activities Together with sector partners, a party can lobby with government agencies for certain positions/actions that benefit sustainability.
Drawing up a development plan The party can draw up a development plan to promote sustainability/mitigate risks

Informal tools

Participation in multi-stakeholder initiatives For example, membership of an industry organisation, e.g. Roundtable for Responsible Soy.
Implementation and application of OECD guidelines Impose the condition that the customer makes a plan to use the OECD guidelines in its approach to supply chain responsibility

---

[1] multi-stakeholder initiatives: interactive processes where companies, not-for-profit organisations and possibly other stakeholder groups interact to make organisations more socially and/or environmentally sustainable.

Non-financial disclosure and/or CSR reports Impose the condition that the customer includes CSR information and results in its annual report. And publishes non-financial information, such as social and environmental impact, as a result.
Insight into sustainability certifications The customer gives us insight into what percentage of its cargo in Amsterdam is certified with a sustainability certification; who the certifying body is, what type of certification was used, and why this type of certification was used.
Understanding supply chains Impose the condition that the customer provides insight into its supply chains (port of Amsterdam). This can be done at different levels of detail, depending on commercial sensitivity. For example, the customer can provide insight into regions of origin of products/raw materials, but can also be asked to indicate the partners in the supply chain.
CSR projects Impose the condition that the customer invests in its own CSR projects or third-party CSR projects. One example is Cargill; they have the Cargill Cocoa Promise programme, which implements projects in five cocoa-producing countries to, for example, provide farmers with training and empower women.
Drawing up a development plan The party can draw up a development plan to promote sustainability/mitigate risks
Sustainability obligations Include CSR obligations in lease or sublease agreement. For example, the obligation to implement electrification, use of solar PV installations, use of certain raw materials (slave-free, certified, originating from non-sanctioned countries). Linked to an incentive or the opposite: a fine in the case of violation? Ground for termination? What is the role of Port of Amsterdam (should not put itself too much in the entrepreneur's shoes)? Pay attention to level playing field (European, national, and at the port).

Formal tools

Implementation and application of OECD guidelines Set the condition that the customer makes a plan to use the OECD guidelines in its approach to supply chain responsibility
Non-financial disclosure and/or CSR reports Impose the condition that the customer includes CSR information and results in its annual report. And publishes non-financial information, such as social and environmental impact, as a result.
Certification of cargo flows The customer contractually meets a certain level of certification of its cargo in Amsterdam. We can also make specific agreements on this, e.g. a growth model (x% of y-type certification over z-years). For example, segregated palm oil certification, with certified cargo being physically separated from non-certified cargo.
Understanding supply chains The customer provides insight into its supply chains (port of Amsterdam). This can be done at different levels of detail, depending on commercial sensitivity. For example, the customer can provide insight into regions of origin, but can also be asked to indicate the partners in the supply chain.
Third-party verification We may ask the customer for third-party verification of its activities. One example is the Palm Oil Innovation Group's methodology. Within this multi-stakeholder partnership, the commitments of participating companies (including Ferrero, L'Oreal, Danone) are verified by third parties.
Certification of the location in Amsterdam All on-site locations and terminals of the customer are certified to ensure that this terminal meets a high CSR standard. One example is the Vopak Vlaardingen terminal in Rotterdam, which was certified by the Roundtable for Sustainable Palm Oil in 2015.

Physical (nuisance) reduction targets Prohibition of, cap on or target for physical nuisance; odour nuisance, noise nuisance and/or unpleasant smells. This can be included in the lease or sublease. Best-efforts obligation or result obligation. Linked to an incentive or the opposite: a fine in the case of violation? Ground for termination?
Information provision and transparency The customer provides an annual report with a CSR report/paragraph, details of raw materials used (origin, certification). A provision stating that the customer will share information is included in the lease/sublease.
Deployment of incentives Port of Amsterdam can use financial incentives in various ways. For example, the Environmental Shipping Index provides discounts to encourage clean shipping. Incentives can also be structured to stimulate more sustainable cargo.
Development plan with the customer Create a development plan together with the customer to promote sustainability/mitigate risks (development plan may consist of several tools as mentioned in this overview)