



CLIMAA
Local Green Deals

Implementation of 20 LGDs



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Summary	<p>This document is our 20 Local Green Deals.</p> <p>This document assembles the 20 local green deals we have done with local SMEs during the project. The deals can be seen as inspiration to actions that both the companies and the municipalities have committed themselves to. As the template of the deals was made and advanced during the project, some LGDs are made on a slightly different template.</p>
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Table of content

Aalborg LGDs.....	3
1. Climate partnership between Alabu Bolig and Aalborg Municipality	3
Current climate initiatives at Alabu Bolig.....	3
Specific agreements with the Climate Alliance	4
Reservation in the agreement	5
2. Climate partnership between AOF Aalborg and Aalborg Municipality.....	6
Current climate initiatives at Alabu Bolig.....	6
Specific agreements with the Climate Alliance	7
Reservation in the agreement	8
3. Climate partnership between BK Nord A/S and Aalborg Municipality	9
Current climate initiatives at BK Nord A/S	9
Specific agreements with the Climate Alliance	9
Reservation in the agreement	10
4. Climate partnership between FOKUS Folkeoplysning and Aalborg Municipality	11
Current climate initiatives at FOKUS Folkeoplysning.....	11
Specific agreements with the Climate Alliance	12
Reservation in the agreement	13
5. Climate partnership between Himmer-land Boligforening and Aalborg Municipality ...	14
Current climate initiatives at Himmerland Bolig-forening.....	14
Concrete agreements in the climate partnership	15
Reservation in the agreement	15
6. Climate partnership between Kunsten Museum of Modern art and Aalborg Municipality	16
Status for climate initiatives at Kunsten Museum of Modern Art	16
Concrete agreements in the climate partnership	17
7. Climate partnership between Sigurd Müller Vinhandel A and Aalborg Municipality	18
Current climate initiatives at Sigurd Müller Vinhandel.....	18
Specific agreements with the Climate Alliance	19
8. Climate partnership between AKKC and Aalborg Municipality	21
Current climate initiatives at AKKC and AKKC by MEST	21

Specific agreements with the Climate Alliance	21
Reservation in the agreement	22
9. Climate partnership between Aalborg Vognmandsforretning A/S and Aalborg Municipality	23
Status of Aalborg Vognmandsforretning's climate work	23
Specific agreements in the Climate Alliance	24
Reservation in the agreement	25
10. Climate partnership between S.P. Jensen A/S and Aalborg Municipality	26
Presentation of climate partner S.P. Jensen	26
Reservation in the agreement	27
Concrete agreements in the climate partnership	28
11. Climate Partnership between Skaarup Malerfirma A/S and Aalborg Kommune	30
Presentation of climate partner Skaarup Malerfirma A/S	30
Reservation in the agreement	31
Concrete agreements in the climate partnership	32
How does the action plan match the four focus areas in the global goal strategy?	33
Amsterdam LGDs	35
12. Impact Deal between Stichting Breikers, Lease a Bike, BYCS (SME's), Metropoolregio Amsterdam, MKB Amsterdam & Gemeente Amsterdam	35
13. Impact Deal Hôtes Culture & Municipality of Amsterdam	42
14. Impact Deal Clean the World Ventures EU BV & Municipality of Amsterdam	47
15. Impact Deal Braspenning Social Works & Municipality of Amsterdam	52
16. Impact Deal United Repair Centre B.V. & Municipality of Amsterdam	59
17. Impact Deal Westergasfabriek Management B.V. & Municipality of Amsterdam	65
18. Impact Deal Blue Road Academy & Municipality of Amsterdam	70
19. Impact Deal Sababa B.V. & Municipality of Amsterdam	78
20. POF and Stooft B.V., Friekens Brewery & Buitengewone Varkens & Kipgoed & Municipality of Amsterdam	84

Aalborg LGDs

1. Climate partnership between Alabu Bolig and Aalborg Municipality

Aalborg Municipality, together with the local companies, organisations, associations, and institutions, takes leadership of the green transition and contributes to the national objectives by preparing and implementing an ambitious climate plan for the reduction of greenhouse gas emissions by 70% in 2030.

At national level, the Danish government has made an agreement on a binding climate law with a target of a 70% reduction in greenhouse gas emissions in 2030 compared to the latest numbers from 1990. In the long run, Denmark must be climate neutral by 2050 at the latest.

Aalborg Municipality sets the bar high and in order to achieve the ambitious reduction, the Climate Alliance enters into close partnerships and mutually binding communities with the actors in Aalborg Municipality who can and will take the lead.

We therefore thank you, for taking a stand and taking the climate challenge seriously. With your climate initiatives, engagement, and participation in the Climate Alliance, you contribute to us achieving the ambitious climate goals together.

Thus, helping to make a difference now and for generations to come.

Current climate initiatives at Alabu Bolig

With more than 5.700 residences, 15.000 residents and 100 employees, Alabu Bolig is one of Aalborgs largest residence organisations. The overall management and responsibility for the economics lays within the organisational board, consisting of 9 members, chosen by the residents.

It is Alabu Boligs vision to be Northern Jutlands most sustainable and attractive residence organisation with housing for everyone. Therefore, Alabu Bolig has worked with initiatives within sustainability for many years, with a clear goal on becoming Northern Jutland most sustainable residence organisation. Alabu Bolig focuses on reducing climate- and environmental impacts, especially within energy, CO₂ and reduced resource consumption.

Alabu Bolig especially focuses on tributing to reacting our climate goals and has therefore already:

- Expanded their sustainability catalogue to also being a savings catalogue. It aims to make it easier for the departments and the individual household to make tangible initiatives that reduces the emission of greenhouse gases.
- Held an evening meeting for all department boards with a focus on energy and sustainability.
- Is currently building 75 new houses in Gug, Klarup and Gistrup, after a new building code issued by the state, called “The Voluntary Sustainability Class” (Den Frivillige Bæredygtighedsklasse). It considers both climate- and environmental impacts when

building new houses, while also securing social and economic quality. Here among is a focus on residential wellbeing, such as the indoor climate, natural lighting, and general noise nuisance.

- Real estate officials use bikes/electric bikes instead of a car, when doing their work around in Aalborg city.
- Saved 15% by lowering the district heating temperature in 10 departments and during the next three years, the goal is to have the solution PreHeat from Neogrid installed in half of their 70 departments.
- Changed all lights to LED lights in all departments.

Specific agreements with the Climate Alliance

Alabu Bolig is committed to implementing specifically following initiatives:

- Facilitate internal meetings about climate positive habits with assistance from Aalborg Municipality.
- Measure and follow the development of emissions through the preparation of CO₂ accounts.
- Consider climate considerations in new buildings and renovations.
- Make it easy for the individual household to be climate friendly.
- Being active in tracking and testing new technology, that can reduce Alabu Boligs emissions.

Aalborg Municipality is obligated to support the above initiatives by:

- Develop and facilitate events that encourages climate friendly behaviour at home.
- Facilitate networking events across industries to find inspiration and new business partners.
- Provide guidance within climate and sustainability, including help to search for funding opportunities and participate in the development of new initiatives, that improves sustainable behaviour.
- Provide knowledge and resources regarding green solutions.
- Present Alabu Boligs climate results on relevant platforms.
- Give feedback regarding sustainable purchases.

- Development of courses and campaigns with the purpose to change the behaviour among employees and residents.

In the agreement, the parties undertake to deliver the above activities. If, contrary to expectations, this is not possible, the parties commit to a dialogue about this. The agreement is reassessed continuously and at least every two years. Aalborg Municipality is taking the initiative for dialogue about this.

Reservation in the agreement

This agreement is not to be regarded as an approval of any future projects or constructions that require approvals/permits according to legislation, including planning or environmental legislation. The full responsibility for future projects, changes or constructions thus lies with Alabu Bolig.

Aalborg, the 29th of November 2022

Laila Thomsen
Chairman
Alabu Bolig

Per Clausen
Alderman Climate & Environment
Aalborg Municipality

2. Climate partnership between AOF Aalborg and Aalborg Municipality

Aalborg Municipality, together with the local companies, organisations, associations, and institutions, takes leadership of the green transition and contributes to the national objectives by preparing and implementing an ambitious climate plan for the reduction of greenhouse gas emissions by 70% in 2030.

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Current climate initiatives at Alabu Bolig

AOF Aalborg, the workers' information association in North Jutland, provides courses, cultural events, and educational activities in North Jutland, with the purpose of increasing knowledge and understanding of our community, culture and to make Danes active citizens. Thus has AOF provided public awareness activities, since 1898, in the form of evening-classes, adult education and upskilling.

AOF's target group is wide, but regardless of what is being taught, it is tradition at AOF that the citizen is met at eye level.

AOF North Jutland also has many years of experience of providing tailored courses, adapted to the individual company or to a specific group of employees.

AOF North Jutland is already working with climate measures, e.g.:

- Educated 4 employees in "management of sustainability"
- Communicating topics on the green transition and UN Development Goals through education
- Optimal operation of buildings: there is education and different events during the whole day. AOF is happy to rent out their premises to associations.
- Facilitate courses, events, and discussing-meetings within the sustainability topic. E.g. 'Visible mending – use of clothes, patches and sustainability', 'Aalborg Harbour, evening-meeting – the harbours green initiatives' and 'worthiness is the inner side of

sustainability’.

- Applying for external funds to initiatives within the climate area.

Specific agreements with the Climate Alliance

AOF North Jutland is committed to implementing specifically following initiatives:

- Creating a sustainable vision for AOF North Jutland.
- Implementation of waste sorting on all premises for course participants and employees (in relation what the waste disposal services is sorting)
- Climate accounting is formed by the ‘climate compass’. The Climate Compass can measure the direct CO₂-emission, from their own activities, such as transport and energy consumption. Targets will be set for reducing CO₂-emissions.
- Preparation of ESG (Environment, Social and Governance). ESG is a tool, companies can use to communicate the company sustainability strategy.
- Development of courses, debate meetings and events, that conveys and involves the participants to be active in the climate initiative.
- Implementing of themes regarding the UN’s Global Goals, circular economy and climate accounting in PEA-educational material (Preparatory Education for Adults).
- AOF is meeting the Climate Alliance primo 2023, to arrange more specific projects.

Aalborg Municipality is obligated to support the above initiatives by:

- Facilitating network events across industries to find inspiration and new business partners.
- Providing guidance within climate and sustainability, including help to search for funding opportunities and participate in the development of new initiatives, that improves sustainable behaviour.
- Provide knowledge and resources regarding green solutions. E.g., feedback on climate accounting
- Present AOF Aalborg climate results on relevant platforms.
- Give feedback regarding sustainable purchases.
- Development of courses and campaigns with the purpose to change the behaviour among employees and residents.

In the agreement, the parties undertake to deliver the above activities. If, contrary to expectations, this is not possible, the parties commit to a dialogue about this. The agreement is reassessed continuously and at least every two years. Aalborg Municipality is taking the initiative for dialogue about this.

Reservation in the agreement

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Aalborg, the 29th of November 2022

Anders Flyvbjerg
Regional school principal
AOF Center Nordjylland

Per Clausen
Alderman Climate & Environment
Aalborg Municipality

3. Climate partnership between BK Nord A/S and Aalborg Municipality

Aalborg Municipality, together with the local companies, organisations, associations, and institutions, takes leadership of the green transition and contributes to the national objectives by preparing and implementing an ambitious climate plan for the reduction of greenhouse gas emissions by 70% in 2030.

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Current climate initiatives at BK Nord A/S

BK Nord is a consulting architectural and engineering firm with high ambitions within sustainability. The company offers counselling within housing, industry- and commercial construction, and thinks it is important to support the entire supply chain with sustainably construction. This means supporting fields, animal husbandry and storage and processing for distribution and sale of food with sustainable construction.

Specific agreements with the Climate Alliance

BK Nord A/S is committed to implementing specifically following initiatives:

- Ensuring that sustainability has a central role in all counselling processes, and aims at reducing the climate footprint in all projects
- Contributes to having more constructions join the test of “The Voluntary Sustainability Class” (Den frivillige bæredygtighedsklasse) (2022 – 2023) through close cooperation with clients.
- Contribute – and take leadership – to the development of a concept that aims at reducing the climate footprint in larger projects/design processes, especially within farming and food production, e.g., by:
 - Documenting and evaluating sustainability in concrete projects
 - Supporting the development with newest knowledge from practice and research
 - Make alternative solutions and choice of materials visible, while also optimising the

amount of material and/or other building construction

- Climates optimize their internal processes, for example by introducing more home working days
- Participate – and sometimes lead – network groups

Aalborg Municipality is obligated to support the above initiatives by:

- Prepare a statement of support for a fund application, of the concept for sustainable agricultural construction and a new model for consulting for climate-friendly agricultural construction.
- Develop competencies within sustainable agricultural construction with the aim of establishing an innovative cooperation (project).

Secure access to competence upskilling and knowledge through initiatives under the auspices of WE BUILD DENMARK

- Facilitating network events across industries to find inspiration and new business partners.
- Facilitate dialogue meetings between actors in the construction industry and the building authority to increase the common understanding and common ambitions level.
- Present BK Nords climate results on relevant platforms.

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Reservation in the agreement

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Aalborg, the 16th of June 2022

René M. Larsen
CEO
BK Nord A/S

Per Clausen
Alderman Climate & Environment
Aalborg Municipality

4. Climate partnership between FOKUS Folkeoplysning and Aalborg Municipality

Aalborg Municipality, together with the local companies, organisations, associations, and institutions, takes leadership of the green transition and contributes to the national objectives by preparing and implementing an ambitious climate plan for the reduction of greenhouse gas emissions by 70% in 2030.

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Current climate initiatives at FOKUS Folkeoplysning

FOKUS Folkeoplysning delivers courses, cultural events, and educational activities in North Jutland. The purpose is to increase knowledge and understanding about our community, culture and to make the Danes active citizens. Additionally, an increased focus on contributing to sustainable formation.

FOKUS' activities are set on a wide target group and is in contact with around 14.000 people every year.

FOKUS is focusing on contributing to reaching the climate goals and has already:

- Agreed to reduce emissions from their buildings by 70% before 2023.
- Changed all lighting and made energy renovations in their buildings
- Applied for photovoltaics
- Made own sustainable strategy

Specific agreements with the Climate Alliance

AOF North Jutland is committed to implementing specifically following initiatives:

- Creating a sustainable vision for AOF North Jutland.
- Implementation of waste sorting on all premises for course participants and employees (in relation what the waste disposal services is sorting)
- Climate accounting is formed by the 'climate compass'. The Climate Compass can measure the direct CO₂-emission, from their own activities, such as transport and energy consumption. Targets will be set for reducing CO₂-emissions.
- Preparation of ESG (Environment, Social and Governance). ESG is a tool, companies can use to communicate the company sustainability strategy.
- Development of courses, debate meetings and events, that conveys and involves the participants to be active in the climate initiative.
- Implementing of themes regarding the UN's Global Goals, circular economy and climate accounting in PEA-educational material (Preparatory Education for Adults).
- AOF is meeting the Climate Alliance primo 2023, to arrange more specific projects.

Aalborg Municipality is obligated to support the above initiatives by:

- Facilitating network events across industries to find inspiration and new business partners.
- Providing guidance within climate and sustainability, including help to search for funding opportunities and participate in the development of new initiatives, that improves sustainable behaviour.
- Provide knowledge and resources regarding green solutions. E.g., feedback on climate accounting
- Present FOKUS climate results on relevant platforms.
- Give feedback regarding sustainable purchases.
- Development of courses and campaigns with the purpose to change the behaviour among employees and residents.

In the agreement, the parties undertake to deliver the above activities. If, contrary to expectations, this is not possible, the parties commit to a dialogue about this. The agreement is reassessed continuously and at least every two years. Aalborg Municipality is taking the initiative for dialogue about this.

Reservation in the agreement

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Aalborg, the 29th of November 2022

Bjørn Salling
CEO
FOKUS Folkeoplysning

Per Clausen
Alderman Climate & Environment
Aalborg Municipality

5. Climate partnership between Himmerland Boligforening and Aalborg Municipality

Aalborg Municipality, together with the local companies, organisations, associations, and institutions, takes leadership of the green transition and contributes to the national objectives by preparing and implementing an ambitious climate plan for the reduction of greenhouse gas emissions by 70% in 2030.

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Current climate initiatives at Himmerland Boligforening

Himmerland Boligforenings current sustainability policy states, that by 2030 Himmerland Boligforening must reduce their heating consumption and construction related electricity by 30% as an average compared to the numbers from 2014. It also states that Himmerland Boligforenings houses must be independent of fossil fuels and Co2-neutral by 2050.

Today, Aalborg Forsyning has a share of approx. 40% within renewable energy as district heating and aims to be 100% independent of fossil fuels by 2050. However, district heating will gradually become more green, and it is expected that already by 2030, more than 90% of district heating will come from renewable energy sources, and the supply will thus contribute to the reduction of greenhouse gas emissions from Himmerland Boligforening's homes in the district heating area until 2028.

In 2020, Himmerland Boligforening, startede to collaborate with Center for Grøn Omstilling, where different potentials for sustainable initiatives were highlighted. The collaboration is primarily focused on the residents' own climate behavior – especially in collaboration with Himmerland Boligforenings Center for Samskabelse.

Concrete agreements in the climate partnership

With the climate partnership agreement, Himmerland Boligforening is obligated to set targets for reducing greenhouse gas emissions from transport, purchases and consumption, e.g. through spread of green mobility, green requirements in supply and sustainable consumer consumption among residents, including promoting the opportunity to participate in initiatives; circular economy and development of sharing economy.

Aalborg Municipality is obligated to support the above initiatives by:

- Facilitate networking events across industries to find inspiration and new business partners.
- Provide guidance within climate and sustainability, including help to search for funding opportunities and participate in the development of new initiatives, that improves sustainable behaviour.
- Provide knowledge and resources regarding green transport solutions.
- Present Himmerland Boligforenings climate results on relevant platforms.
- Give feedback regarding sustainable purchases.
- Development of courses and campaigns with the purpose to change the consumer-behaviour among the residents and promote the participation in circular economy and the sharing economy

In the agreement, the parties undertake to deliver the above activities. If, contrary to expectations, this is not possible, the parties commit to a dialogue about this. The agreement is reassessed continuously and at least every two years. Aalborg Municipality is taking the initiative for dialogue about this.

Reservation in the agreement

This agreement is not to be regarded as an approval of any future projects or constructions that require approvals/permits according to legislation, including planning or environmental legislation. The full responsibility for future projects, changes or constructions thus lies with Himmerland Boligforening.

Aalborg, the 14th of June 2022

Ole Nielsen
CEO
Himmerland Boligforening

Per Clausen
Alderman Climate & Environment
Aalborg Municipality

6. Climate partnership between Kunsten Museum of Modern art and Aalborg Municipality

Aalborg Municipality, together with the local companies, organisations, associations, and institutions, takes leadership of the green transition and contributes to the national objectives by preparing and implementing an ambitious climate plan for the reduction of greenhouse gas emissions by 70% in 2030.

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Status for climate initiatives at Kunsten Museum of Modern Art

Each year Kunsten has more than 100.000 visitors and holds more than 200 lectures, concerts, family workshops, guided tours etc. At Kunsten there is also a restaurant; Brasserie Kunsten, that serves food, beverages and more. The building is from 1972 and underwent a large restauration in 2014-2016, where focus was on optimizing operations in relations to temperature, lighting and resource consumption.

In 2020, Kunsten started a new cooperation with Center for Grøn Omstilling (Center for Green Transition), where different potentials for sustainable initiatives were found. The focus has primarily been on Kunsten Sommer Lounge, but also at Kunsten as a unity. Hereafter, Kunsten has chosen to move forward with several initiatives.

Kunsten is already working with climate initiatives, such as:

- Sorting of waste, to secure an increase in recycling.
- Reuse of materials used to build exhibitions.
- Reuse of banners, which are after use, sewed into bags.
- Application of locally produced food in Brasserie Kunsten
- Application of ecological produced food in Brasserie Kunsten
- Dissemination of sustainability, climate and World Goals through exhibitions and talks
- Consulting process about climate accounting and prioritizing of initiatives.

- Focus on local/national cooperations regarding exhibitions – to minimize transport and expenses.
- Optimize operation of the building.

Concrete agreements in the climate partnership

Kunsten commits to working on implementing the listed initiatives, specifically:

- Screening of environment and climate, based on a workshop with key-employees at Kunsten Sommer Lounge.
- Climate accounting is prepared in regard to Greenhouse Gas (GHG) protocol principles and tools. It is secured that the climate accounting is prepared, so it meets Kunstens expectations for data within scope 1 and 2.
- An action plan for initiatives is defined, based on a mapping of 1) screening workshop and 2) climate accounting.
- A sustainability vision is made, and three initiatives defined.
- A proactive effort is made to follow the technological development and thus to be observant, if the possibility for improving and optimizing the sustainability operation of the building, within electricity, water, heating and thus CO₂.
- It is investigated and applied for external funding for further initiatives within the climate area.
- Through exhibitions, talks, guided tours, creative workshops and more, disseminating about climate, sustainability, and World Goals to visitors.

Aalborg Municipality commits to support the above initiatives by:

- Holding network events across industries to find inspiration and new cooperations.
- Provide guidance within climate and sustainability, including help to search funding opportunities.
- Calculating potentials for CO₂ reductions.
- Presenting Kunstens climate results on relevant platforms.

Upon the agreement the parties commit to deliver on above mentioned activities. If, by contrary to expectation, it is not possible, the parties commit to enter a dialogue. The agreement is continuously reevaluated and as a minimum, every second year. Aalborg Municipality invites to a dialogue.

Reservations in the agreements

This agreement is not to be considered an approval of any future projects or constructions, which requires approvals/permits within the legislation, including planning- or environmental legislation. The full ownership for any future projects, changes or constructions thus lies with Kunsten.

Aalborg the 14th of June 2022.

Lars Ulrich Hansen
Head of Communication
Kunsten

Per Clausen
Alderman Climate & Environment
Aalborg Municipality

7. Climate partnership between Sigurd Müller Vinhandel A and Aalborg Municipality

Aalborg Municipality, together with the local companies, organisations, associations, and institutions, takes leadership of the green transition and contributes to the national objectives by preparing and implementing an ambitious climate plan for the reduction of greenhouse gas emissions by 70% in 2030.

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Current climate initiatives at Sigurd Müller Vinhandel

Sigurd Müller Vinhandel A/S was established in 1975, based on a foundation of experience that goes back generations. Their suppliers are not chosen randomly, but carefully selected according to well-defined value standards, and has over the years developed close, personal relations with several of the worlds best wine houses.

They import themselves and are sole distributor on several of the wines.

Sigurd Müller Vinhandel is working daily with the Sustainable Development Goals, focusing on:

- Nr. 3 – Health and wellbeing
- Nr. 8 – Decent jobs and economy growth
- Nr. 11 – Sustainable cities and communities
- Nr. 12 – Responsible consumption and production
- Nr. 13 – Climate initiatives

The climate initiatives include:

- Sigurd Müller Vinhandel is pending B-Corp and is expected a full certificate primo 2023.
- Sigurd Müller Vinhandel collaborates with the transport companies such as WHTS and Danske Fragtmænd, who has a green profile in relation to the transport of the purchased wine.
- Purchase of green energy, LED-lighting, and sensors in the building
Purchase of new servers and a new cooling system for the IT room with a better energy label.

- It is encouraged that their wine producers work with CSR, and that they work towards an organic, biodynamic or similar certification.
- All purchased cars are hybrids.

Sigurd Müller Vinhandel has thus through above initiatives already reduced their company CO₂-emission:

- District heating: from 10.3 tons from July 2020 – June 2021 (2040.24 m³ = 85,010.68 kWh) to 9,4 tons July 2021 – June 2022 (77,698.15 kWh). A reduction of 0.9 tons, equal to 8.7%.
- Electricity – Due to an increasing load in CO₂ per kWh in Denmark from 2020 (140 g/kWh) to 2021 (151 g/kWh), our emissions have increased, despite the fact that our consumption has decreased.

Specific agreements with the Climate Alliance

Sigurd Müller Vinhandel commits to work on implementing the specific actions below:

- Sigurd Müller Vinhandel A/S will prepare a strategy for sustainability in the company - including setting targets over a number of years - also in the form of CO₂ reductions before the end of 2023
 - Sigurd Müller Vinhandel A/S will – before the end of 2023 – present a plan for how this goal will be achieved and what CO₂ reductions it will produce annually until 2030
 - Sigurd Müller Vinhandel A/S wants – before the end of 2023 – to have prepared a climate report
- Implementation of the projects mentioned below during 2023 will at least reduce emissions by 5.7 tonnes of CO₂ per year
 - Establishment of photovoltaics on a connected building under construction that will generate 37,000 kwh/year and thus cover approximately 50% of the company's consumption from early 2023
 - Work to reduce transport in connection with purchases to save on CO₂
- Influence its customers and suppliers in a more sustainable direction via advice to customers and set climate and environmental requirements for suppliers
- Contribute to uncovering the potential for local increased RECYCLING of wine bottles in the form of running a pilot project
- Contribute to networking and knowledge sharing, e.g. on the platforms and forums that Aalborg Municipality makes available.

The above measures will lead to a reduction in CO₂ emissions from 2023 onwards. The amount can be assessed after implementation of the sustainability strategy through the goals and actions set out therein and by the development of climate accounting.

Aalborg Municipality is obligated to support the above initiatives by:

- Develop and facilitate events that encourages climate friendly behaviour at home.
- Facilitate networking events across industries to find inspiration and new business partners.
- Provide guidance within climate and sustainability, including help to search for funding opportunities and participate in the development of new initiatives, that improves sustainable behaviour.
- Provide knowledge and resources regarding green solutions.
- Present Alabu Boligs climate results on relevant platforms.
- Give feedback regarding sustainable purchases.
- Development of courses and campaigns with the purpose to change the behaviour among employees and residents.

In the agreement, the parties undertake to deliver the above activities. If, contrary to expectations, this is not possible, the parties commit to a dialogue about this. The agreement is reassessed continuously and at least every two years. Aalborg Municipality is taking the initiative for dialogue about this.

Reservation in the agreement

This agreement is not to be regarded as an approval of any future projects or constructions that require approvals/permits according to legislation, including planning or environmental legislation. The full responsibility for future projects, changes or constructions thus lies with Alabu Bolig.

Aalborg, the 29th of November 2022

Ib Bergkjær
CEO
Sigurd Müllers Vinhandel A/S

Per Clausen
Alderman Climate & Environment
Aalborg Municipality

8. Climate partnership between AKKC and Aalborg Municipality

Aalborg Municipality, together with the local companies, organisations, associations, and institutions, takes leadership of the green transition and contributes to the national objectives by preparing and implementing an ambitious climate plan for the reduction of greenhouse gas emissions by 70% in 2030.

At national level, the Danish government has made an agreement on a binding climate law with a target of a 70% reduction in greenhouse gas emissions in 2030 compared to the latest numbers from 1990. In the long run, Denmark must be climate neutral by 2050 at the latest.

Aalborg Municipality sets the bar high and in order to achieve the ambitious reduction, the Climate Alliance enters into close partnerships and mutually binding communities with the actors in Aalborg Municipality who can and will take the lead.

We therefore thank you, for taking a stand and taking the climate challenge seriously. With your climate initiatives, engagement, and participation in the Climate Alliance, you contribute to us achieving the ambitious climate goals together. Thus, helping to make a difference now and for generations to come.

Current climate initiatives at AKKC and AKKC by MEST

Aalborg Congress & Culture Centre (hereafter as AKKC) has every year, more than half a million visitors for music and theatre, fairs and exhibitions and meetings and congresses. AKKC is, as the first and only of its kind in Denmark, certified after DNV GL's Global Goal certification and ISO 20121 for sustainable events.

A climate statement from 2019 showed that AKKC's direct climate impacts make up 13% of the total climate impact. AKKC is working systematically to bring down these impacts, e.g., by improving the inhouse resource consumption (water, electricity etc.). The majority of AKKC's climate impact comes from an indirect impact from purchase of goods and products (86%).

AKKC's largest supplier and partner is AKKC by MEST, who is the tenant of the restaurant in AKKC. Therefore, AKKC and AKKC by MEST have chosen to enter into a climate contract in partnership.

Specific agreements with the Climate Alliance

AKKC and AKKC by MEST are committed to implementing specifically following initiatives:

- Prepare a database that measures direct and indirect emissions and that enables an ambitious target for decreasing greenhouse gasses by 2030.
- Continuously reduce the climate impact from catering, including:
 - Minimize the use of beef and instead use meat with a lower climate footprint

- Establish common waste sorting and continuously seek to expand the sorting categories
- Use food grinders that convert food waste to biomass, which then later is converted into biogas
- Design the restaurant areas more resource-friendly, e.g., with upcycled furniture and dried flowers
- Use the experiences from this partnership to affect both partners sub-contractors to a more climate friendly behaviour, among other things with the purpose of reducing the use of packaging.
- Influence clients towards a more sustainable direction, by counselling and inspiration
- Contribute – and sometimes lead and facilitate – network and knowledge sharing on green transitions.

Aalborg Municipality is obligated to support the above initiatives by:

- Support the dialogue with central agencies and decisionmakers about inappropriate barriers in national legislation, including implemented EU-legislation, which acts as an obstacle for climate reduction and circular economy
- Facilitating network events across industries to find inspiration and new business partners.
- Committed to take position to the climate effect of the Climate and Environment agency host activities
- Present AKKC and AKKC by MESTs climate results on relevant platforms.

In the agreement, the parties undertake to deliver the above activities. If, contrary to expectations, this is not possible, the parties commit to a dialogue about this. The agreement is reassessed continuously and at least every two years. Aalborg Municipality is taking the initiative for dialogue about this.

Reservation in the agreement

This agreement is not to be regarded as an approval of any future projects or constructions that require approvals/permits according to legislation, including planning or environmental legislation. The full responsibility for future projects, changes or constructions thus lies with AOF Aalborg.

Aalborg, the 14th of June 2022

Nicolaj Holm
Director
Aalborg Congress & Culture Centre

Per Clausen
Alderman Climate & Environment
Aalborg Municipality

9. Climate partnership between Aalborg Vognmandsforretning A/S and Aalborg Municipality

Aalborg Municipality, together with the local companies, organisations, associations and institutions, takes leadership of the green transition and contributes to the national objectives by preparing and implementing an ambitious climate plan for the reduction of greenhouse gas emissions by 70% in 2030.

At national level, the Danish government has made an agreement on a binding climate law with a target of a 70% reduction in greenhouse gas emissions in 2030 compared to the latest numbers from 1990. In the long run, Denmark must be climate neutral by 2050 at the latest.

Aalborg Municipality sets the bar high and in order to achieve the ambitious savings, the Climate Alliance enters into close partnerships and mutually binding communities with the actors in Aalborg Municipality who can and will take the lead.

You must therefore be thanked for taking a stand and taking the climate challenge seriously. With your climate initiatives, engagement and participation in the Climate Alliance, you contribute to us achieving the ambitious climate goals together.

You are therefore helping to make a difference now and for generations to come.

Status of Aalborg Vognmandsforretning's climate work

Aalborg Vognmandsforretning A/S - AVAS - is a major North Jutland transport company that provides solutions within the transport and construction sector. The company employs approx. 100 employees and 80 running units.

The company is already working with climate measures, e.g.:

- AVAS reduces fuel consumption through renewal of the vehicle fleet and a combination of technological improvements, behavioral changes in employees and continuous training of all drivers in energy-efficient driving. This initiative has been worked on since 2013. The effort means that you still want to drive as far as possible per liters of propellant.
- AVAS actively uses a tool to measure driving style and fuel consumption
- Offers "2. generation" HVO to be able to reduce the CO₂ footprint by up to 90%
- AVAS works with the UN's global goals in daily operations
 - No. 8 - Decent jobs and economic growth
 - No. 12 - Responsible consumption and production
 - No. 13 – Climate action
 - No. 17 - Partnership for Action

Specific agreements in the Climate Alliance

Aalborg Vognmandsforretning A/S commits to specifically work to implement the following actions:

- Before the end of 2023, to prepare a Climate Account for securing emitted CO₂ quantities per kilometers driven, taking into account task composition as base values for the 70% and 100% reduction in 2030 and 2035
- Will achieve a 70% reduction in CO₂ emissions from the company's load from propellants in 2030 compared to figures from 2018 and CO₂ neutrality in 2035.
- Before the end of 2024, to prepare an action plan covering up to 2030 for concrete measures to achieve the 70% reduction in CO₂ emissions from propellants.
- Before the end of 2024, to prepare an action plan covering up to 2035 for concrete measures to achieve the CO₂ neutrality of propellants.
- Before the end of 2023, to switch from natural gas to district heating
- This means a reduction in CO₂ emissions of approx. 24 tons from 2024 compared to consumption of natural gas in 2021
- Influence its customers and suppliers in a more sustainable direction via advice to customers and set climate and environmental requirements for suppliers.
- Contribute to networking and knowledge sharing, e.g. on the platforms and forums that Aalborg Municipality makes available. Including participation in the Transport Symbiosis under the GREEN project in 2022.

The measures above will lead to a reduction in CO₂ emissions from 2023 onwards. The amount can be assessed after implementation of Climate Accounting and action plan for reductions and the goals and actions set out therein.

Aalborg Municipality undertakes to support the above measures by:

- Facilitate a dialogue around the use of green transport with a view to converting transport services for the municipality to green transport
- Support the authority's processing of applications for the establishment of facilities which lead to climate reductions.
- Support dialogue with central agencies and decision-makers about inappropriate barriers in national legislation - including implemented EU legislation - which act as obstacles to climate reductions and circular economy.
- Hold networking events across industries to find inspiration and new collaboration partners.
- Make AVAS's climate results visible on relevant platforms.

In the agreement, the parties undertake to deliver the above activities. If, contrary to expectations, this is not possible, the parties commit to a dialogue about this. The agreement is reassessed continuously and at least every two years. Aalborg Municipality is taking the initiative for dialogue about this.

Reservation in the agreement

This agreement is not to be regarded as an approval of any future projects or constructions that require approvals/permits according to legislation, including planning or environmental legislation. The full responsibility for future projects, changes or constructions thus lies with Aalborg Vognmandsforretning A/S.

The 29th of November 2022

Jan Ruberg Kjølgaard
CEO
Aalborg Vognmandsforretning A/S

Per Clausen
Alderman Climate & Environment
Aalborg Municipality

10. Climate partnership between S.P. Jensen A/S and Aalborg Municipality

At national level, the Danish government has made an agreement on a binding climate law with a target of a 70% reduction in greenhouse gas emissions in 2030 compared to the latest numbers from 1990. In the long run, Denmark must be climate neutral by 2045 at the latest.

Aalborg Municipality, together with the local companies, organisations, associations, and institutions, takes leadership of the green transition and contributes to the national objectives by preparing and implementing an ambitious climate plan for the reduction of greenhouse gas emissions by 70% in 2030.

Klimaalliancen Aalborg supports the implementing of Aalborg Municipalities climate plan. The plan shows a path to a total reduction of approx. 1.5 million tonnes by 2030, of which agriculture and the industry are expected to contribute approx. 1/3 of the reduction.

Concretely, KlimaAlliancen supports companies, agriculture, and citizen-oriented organisations in reducing their climate footprint. This happens by mutually binding climate partnerships with actors, who can and will take the lead.

With your climate initiatives, commitment, and participation in KlimaAlliancen, you contribute to us together achieving the climate plans goals together.

Presentation of climate partner S.P. Jensen

S.P. Jensen A/S has existed since 1996 and has many years of experience within craftsmanship, sewage service, electricity, and moisture engineering. The company holds several professional areas within construction – painting, carpentry, bricklayers, electricity, plumbing, sewers – just as company deals with sludge suction, sewer separation and TV-inspection throughout North Jutland. S.P. Jensen A/S is ISO 14001:2015 and ISO 9001:2015 certified. The company's primary customers are insurance companies, as S.P. Jensen handles approx. 5.000 insurance claims per year.

Ongoing activities

- Great organisational focus on climate and sustainability:
 - employment of a board member with competencies within the area of sustainability
 - employment of an employee to take on the sustainability function within the company.
 - Upskilling of employees within sustainability
- Preparation of the company's first CO2 account in March 2023.

- Solar cell plant established in December 2022. The plant produces around 72.000 kWh/year, of which S.P. Jensen A/S itself currently uses 33.000 kWh/year. The 33.000 kWh/year equals to 14 CO₂eq/year. The rest is sent to the electricity grid.
- All lighting has been replaced with LED.

S.P. Jensen A/S has thus through the above actions reduced the company's CO₂-emissions by at least 14 tonnes from 2023 compared to the previous year.

As an addition to this agreement, KlimaAlliancen has in cooperation with S.P. Jensen A/S created a concrete action plan, that specifies areas of action for both S.P. Jensen A/S and Aalborg Municipality. These actions are reviewed continuously and as a minimum, once a year. KlimaAlliancen Aalborg has taken initiative for this.

Upon signing the agreement, S.P. Jensen A/S is included as a climate partner in KlimaAlliancen Aalborg and both parties are obligated to work towards the support of actions, as specified in the action overview. If, contrary to expectations, this is not possible, the parties are committed to enter a dialogue about this.

Reservation in the agreement

This agreement is not to be regarded as an approval of any future projects or constructions, which require approval/permits according to legislation, including planning- or environmental legislation. The full responsibility for future projects, changes or constructions thus lies with S.P. Jensen A/S.

Aalborg the 14th March 2023

Morten Hybertz Bak
Director
S. P. Jensen A/S

Per Clausen
Alderman Climate & Environment
Aalborg Municipality

Concrete agreements in the climate partnership

S.P. Jensen A/S is obligated to work towards implementing the following initiatives:

- Completion of the strategy for sustainability within S.P. Jensen A/S before exit of 2023 – including setting targets over several years – also including CO₂-reductions.
 - S.P. Jensen A/S is committed to – before the exit of 2023 – present a plan for, how these goals will be achieved and which CO₂ reductions they will bring.
- Achieving World Goal certification before the end of 2024.
- Climate optimize their internal processes, for example by:
 - mapping the energy consumption on construction sites and through initiatives, such as testing new technology and register the energy consumption from operations.
 - optimising waste minimization and sorting on construction sites, warehouses, and offices with the focus of reducing the amount of waste for landfill and incineration.
 - offer a fossil-minimized construction site and mapping the CO₂-reductions thereby and as well set a time frame for the initiative's introduction.
 - investigate the opportunity for establishing district heating and/or heating pumps instead of the current oil heating.
 - investigate the opportunity for replacing drinking water with rainwater in the sludge suction machines before the end of 2023.
- Purchase 5 fully electrical presidential cars and 1 fully electrical van before the end of 2023 and calculate the accompanying CO₂ equivalent reduction.
- Put into use 1 fully electrical TV inspection vehicle by 1. April 2023 and calculate the accompanying CO₂ equivalent reduction.
- Introduce a logistic system before the exit of 2023, that can continuously register the CO₂ emission during transport.
- Influence their customers and suppliers towards a more sustainable direction by counselling to customers and setting climate and environmental requirements to suppliers.
 - This includes engaging cooperation with building supplies markets for optimising of logistic, climate documentation of building supplies etc.
 - Including influencing insurance companies.
- Contribute to networking and knowledge sharing, i.e., on the platforms and forums that Aalborg Municipality has available.

Above initiatives will lead to a reduction of CO₂ from 2023 and onwards. The amount can be assessed after implementing the sustainability strategy and set goals and actions within.

Aalborg Municipality obligates to support the above initiatives by:

- Hold dialogue meetings between companies in the construction industry and the building authorities to increase the common framework of understanding and common level of ambition.
 - Including implementation of dialogue meetings with Aalborg Municipality's

department for construction.

- Including facilitating network with client advisors for knowledge sharing and building partnerships.

- Demand fossil-minimized operations of construction sites in connection with the municipality's tender for construction.
- Support the dialogue with Aalborg Forsyning A/S regarding timely delivery of infrastructure for construction sites – electrical and district heating.
- Support dialogue with insurance companies in relation to climate and sustainability initiatives.
- Support S.P. Jensen A/S initiatives in the local area to uncover potentials for climate initiatives – e.g., heating, joint waste management etc.
- Work for sustainability as an award criterion in tenders (including e.g., total economy)
- Secure access to competence building and knowledge through initiatives.
- Hold events across industries to find inspiration and new collaboration partners.
- Make S.P. Jensen A/S climate results visible on relevant platforms.

11. Climate Partnership between Skaarup Malerfirma A/S and Aalborg Kommune

At national level, the Danish government has made an agreement on a binding climate law with a target of a 70% reduction in greenhouse gas emissions in 2030 compared to the latest numbers from 1990. In the long run, Denmark must be climate neutral by 2045 at the latest.

Aalborg Municipality, together with the local companies, organisations, associations, and institutions, takes leadership of the green transition and contributes to the national objectives by preparing and implementing an ambitious climate plan for the reduction of greenhouse gas emissions by 70% in 2030.

Klimaalliancen Aalborg supports the implementing of Aalborg Municipalities climate plan. The plan shows a path to a total reduction of approx. 1.5 million tonnes by 2030, of which agriculture and the industry are expected to contribute approx. 1/3 of the reduction.

Concretely, KlimaAlliancen supports companies, agriculture, and citizen-oriented organisations in reducing their climate footprint. This happens by mutually binding climate partnerships with actors, who can and will take the lead.

With your climate initiatives, commitment, and participation in KlimaAlliancen, you contribute to us together achieving the climate plans goals together.

Presentation of climate partner Skaarup Malerfirma A/S

Skaarup Malerfirma A/S is one North Jutlands largest construction painting companies with approx. 70 full time employees, to carry out all types of painting tasks for both public as private builders in trade, main and turnkey contracts within e.g., new constructions, renovation tasks, move-in apartments and add- and conversions.

To serve our customers in the best way possible in relation to the individual customer's needs, we have, from a managerial point of view, chosen to have a smaller service department, where the individual employee is responsible for the customers who regularly has a painting task. This way the employee has an easier and more flexible approach to solving the tasks at hand for the customer, in a consistent and satisfactory way from time to time.

To manage larger projects, Skaarup Malerfirma has a project department consisting of project managers and a project boss, to be able to match the demands from our partners and not a least, for fill our own targets within green initiatives, work environment, social

responsibility, the quality of the work delivered as well as operations and maintenance for the client's future operation based on environmental and economic parameters.

Skaarup Malerfirma A/S is already working on following climate initiatives:

- Replacing the vehicle park to electric vehicles. Until now, 3 out of 12 vehicles has been changed to electric.
 - Each cars drives around 18.000 km a year. The cars drive approx. 10 km/L diesel. With this knowledge, it is a 14,4 tonnes CO₂e a year reduction.
- Skaarup Malerfirma A/S uses electrical cargo bikes around in Aalborg Centrum.
- Out of principle, all paint used at Skaarup Malerfirma is labelled with the Nordic Swan Ecolabel.
- Setting up electrical charging stations by the company and its employees.
- Energy optimizing by changing the lights to LED.
 - Hereby reducing around 12.000 kWh a year, equal to 1,8 tonnes of CO₂e.

As an addition to the agreement, Klimaalliancen has in collaboration with Skaarup Malerfirma A/S, drawn up a concrete action plan the specifies the areas of action for both Skaarup Malerfirma A/S and Aalborg Municipality. These actions are reviewed continuously and at least once a year. Klimaalliancen Aalborg is taking the initiative for this.

Upon signing this agreement, Skaarup Malerfirma A/S is included as a climate partner in Klimaalliancen Aalborg and both parties commit to work to support the actions specified in the action plan. If, contrary to expectations, this is not possible, the parties commit themselves to a dialogue about this.

Reservation in the agreement

This agreement is not to be regarded as an approval of any future projects or constructions that require approvals/permits according to legislation, including planning- or environmental legislation. The full responsibility for future projects, changes or constructions thus lies with Skaarup Malerfirma A/S.

Aalborg the 11th of April 2023

Martin Skaarup
CEO
Skaarup Malerfirma A/S

Per Clausen
Alderman Climate & Environment
Aalborg Municipality

Concrete agreements in the climate partnership

Skaarup Malerfirma A/S commits to work towards implementing following initiatives:

- By the end of 2023, to have prepared a climate report for scope 1, 2 and 3.
- Has a target of being CO₂e-neutral by 2030 in scope 1 and 2.
- Changing the remaining vehicles to electric when they are used up.
- Implementing heat control in all Skaarup Malerfirma A/S buildings, where it isn't already implemented.
- Investigate the options for putting solar cells on the roof of Skaarup Malerfirma A/S main office building as well as the potential CO₂e-reduction, when the bearing capacity of the roof is taken into consideration.
- Investigate options for cleaning and washing painting equipment, so that surplus paint does not end up in the wastewater system.
 - Focus on packing the equipment in plastic after used, so the brush does not dry out.
 - Cleaning of painting equipment when the work is carried out and collection of surplus paint at the Skaarup Malerfirma A/S address, in order to finally be able to dispose of surplus paint correctly at the waste operator or the recycling station.
- Change cleaning supplies with the Nordic Swan Ecolabel products before the end of 2023.
- Prepare used paint buckets for sorting in the plastic fraction in collaboration with the relevant waste actor.
- To become ISO 14001 (environmental management) certified before the end of 2024.
- Make sure that sustainability has a central role in all advisory processes and aim to reduce the climate footprint in its projects.
- Influence their customers and suppliers towards a more sustainable direction through advice to customers and set climate- and environmental demands to suppliers.
- Contribute to network and knowledge sharing on the platforms and forums that Aalborg Municipality make available.

Above initiatives will give a CO₂e reduction from the initiatives are implemented and onwards. The specific reduction will be assessed after the climate calculations when doing the climate report.

Aalborg Municipality commits to supporting the above initiatives by:

- Investigate the options for involving AAU (Aalborg University) or another relevant knowledge institution, in the development of a facility that can clean/wash painting equipment and buckets, so that the equipment can be reused, and the surplus paint is sorted correctly.
- Support the development of a sustainable strategy and climate account.

- Support dialogue with central agencies and decision-makers about inappropriate barriers in national legislation, including implemented EU legislation that acts as an obstacle to climate reductions and circular economy.
- Hold network events across industries to find new inspiration and new partners.
- Make Skaarup Malerfirma A/S climate results visible on relevant platforms.

How does the action plan match the four focus areas in the global goal strategy?

Aalborg Municipality has prepared a Sustainable Development Goals Strategy, that consist of four focus areas – climate, resources, inequality, and biodiversity. Besides these four large global crises, it also contains the 17 Sustainable Development Goals.

Since this climate partnership agreement is based on, and has a focus on climate, a dialogue on how the agreed initiatives affect the remaining three focus areas, is presented here below. This should not be seen as an exact assessment.

Biodiversity

- Secure the most valuable nature and endangered species first.
- Reserve more areas where nature has first priority.
- Prioritize more wild nature with free dynamics.
- More knowledge to all citizens about nature and better access to nature of high quality.
- Combine, expand, and nurture our nature areas.

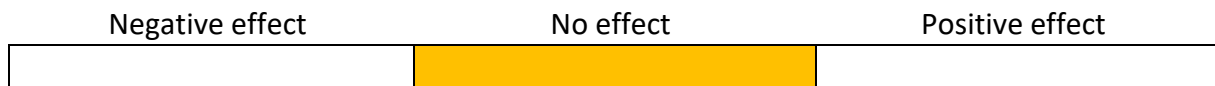
Negative effect	No effect	Positive effect

Comments:

The initiative to reduce the quantity of disposed surplus paint in the wastewater system is estimated to have a beneficial effect on the water environment in the recipient.

Inequality

- Promote equality in health.
- Promote equal opportunities for all.
- Promote the efforts from the municipality and support the voluntary organisations fight against loneliness.
- Promote communities and mental health.
- Support active and equal citizenship.
- Promote inclusive urban planning and social housing efforts.
- Promote equal living standards between city and rural areas.
- Promote social mobility.

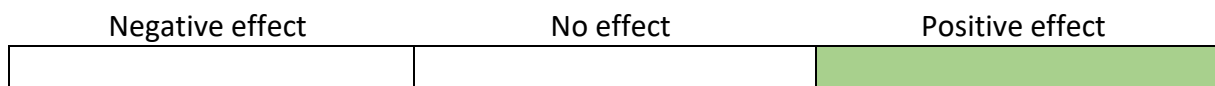


Comments:

It is assessed that the initiatives in the action plan have no effect on inequality.

Resources

- Less private consumption and less waste.
- Promote circular economy.
- Promote sustainable shopping habits.
- Reduce waste in production and consumption.
- Support sustainable culture and behavior.



Comments:

In the initiatives there is focus on, among other things, reducing the amount of paint buckets that are sent for incineration. These are instead sent for recycling. Furthermore, there is requested new buckets in recycled plastic. This way, resources are saved, and it tabs into the circular economy.

Amsterdam LGDs

12. Impact Deal between Stichting Breikers, Lease a Bike, BYCS (SME's), Metropoolregio Amsterdam, MKB Amsterdam & Gemeente Amsterdam

Considering that:

The Board of Mayor and Aldermen of Amsterdam (referenced after as 'the Board') has concluded the 'Amsterdam Agreement' on May 25, 2022 in which the Board is committed to:

- A city of solidarity with opportunities for all
- A sustainable future
- Responsible growth

And considering that:

- Sustainability:

- The Dutch climate goals are laid down in the national Climate Act. In addition to the climate goals, the Climate Act also describes the policy framework around the climate goals.
- The City of Amsterdam, together with local companies, organizations, associations and institutions, is taking the lead in achieving climate goals and it is contributing to the national goals by drawing up and implementing an ambitious climate plan to reduce greenhouse gas emissions by 5% by 2025, by 55% by 2030 and by 2050 compared to 1990.
- The Board is committed to public-private partnerships to accelerate sustainability and leverage business knowledge. The Board wants to make agreements with companies to reduce their CO₂ emissions.

- Economy:

- The city cannot do without a resilient and innovative economy and the Board is exploring how she can strengthen Amsterdam's economic structure, make it more diverse and more emphatically beneficial to all Amsterdammers where wellbeing is the guiding principle that serves a future-proof economic structure.
- The Board is committed to good working conditions for all and remains committed to ensuring that as many Amsterdammers as possible get or stay in work.
- The Board attaches importance to social enterprises because they contribute to a healthy economy and various social objectives, including stimulating the circular economy or promoting employment for people with a distance to the labor market.

- Sport & exercise:

- Sport and exercise is essential for good health of Amsterdam residents, whereby the Board remains committed to sports and exercise participation for all Amsterdam residents.

- Green Deal Bicycle:

- The Amsterdam Metropolitan Area (MRA), Transport Region Amsterdam, Amsterdam Economic Board and BYCS have initiated a Green Deal Bicycle with the goal of adding 100,000 additional cyclists in the MRA by 2025.
- The Green Deal Bicycle signed by the City of Amsterdam and various parties consists of the following four components:
 - 1) Setting up a regional network of innovative bicycle service points
 - 2) Committing to the use of bicycle-friendly terms of employment for employers
 - 3) Stimulating the insight into the impact of increased bicycle use
 - 4) Stimulating bicycle use by children and youth (2-20 years)

To which the municipality of Amsterdam as a signatory of the Green Deal Bicycle has committed to the following actions belonging to "Bicycle-friendly terms of employment for employers":

- Regional authorities and Green Deal partners continue to lobby in a focused way for simple, understandable laws and regulations for bicycle use, so that as many people as possible will choose to cycle.

- Authorities and partners also agree to work on improving the provision of information on existing laws and regulations. This will simplify complex regulations and help organizations and employees make use of bicycle schemes.

To help achieve these goals and to contribute to the transition of SMEs and to work towards broad prosperity in which multiple value creation is central, the Municipality has set up an Impact Deal in which it enters into partnerships with SMEs in the city that want to work on sustainability and/or a social issue.

Introducing Breikers, Lease a Bike and BYCS (the Enterprises) & impact

Breikers

Breikers helps employers in the province of North Holland with their transition to smart & sustainable mobility free of charge and in a result-oriented way. We are there for everyone who deals with business mobility within an organization, such as directors, HR Managers and Facility Managers, through mobility scans, bicycle scans, white papers, events and lectures on mobility topics.

Lease a Bike

Lease a Bike was founded by mobility provider Pon to make leasing bicycles as accessible as possible for employees and companies. Our mission? To inspire and activate all of working Europe to get on their dream bike. In this way we contribute to the health, happiness and well-being of working Europe. Already more than 10,000 satisfied companies work with us.

BYCS

BYCS is a non-profit organization, driven by the belief that cycling is much more than transportation and that it will transform cities worldwide. BYCS focuses on Technical Assistance, Research, the development of Engagement Programs and global Networks, of which the Bicycle Mayor Network is one. With headquarters in Amsterdam, the Netherlands, a first regional hub in India and expansion into Latin America, we do a lot of work around influencing children AND their families to build local cycling cultures with global impact.

The goal of the Enterprises is to have as many employers and employees as possible using bike-friendly working conditions by 2025; such as a bike mileage allowance, facilities at work such as a changing room, secure bike parking or help with minor repairs, so that the use of bicycles in commuting increases, CO₂ emissions are reduced and employers can have more vital employees.

Over a third of all trips to/from work are made at short/bikeable distances. There is still a lot of potential here. Since the signing of the Green Deal bicycle, 226 additional cyclists have been added to the Amsterdam region by the signing Organizations Focusing on Bicycle Friendly Working Conditions at Employers. This has saved 0.11 kilotons of CO₂, 23 people meet the exercise standard on the day they cycle and 4,068 m² of (car) parking space is reduced on those days, the size of almost 1 soccer field. With the employers of the region's 575,000 employees - especially the 75% of them who live within cycling distance (1-15 km) of work - there are still steps to be taken to achieve the goal of having 100,000 additional cyclists within the Amsterdam region by 2025.

Introduction and role of the Amsterdam Metropolitan Region

The Amsterdam Metropolitan Region (MRA) is the partnership of the provinces of North Holland and Flevoland, thirty municipalities and the Amsterdam Transportation Region. These parties work - from a shared vision - on a powerful, innovative economy, faster connections and sufficient and attractive space for living, working and recreation. They are supported by the MRA Executive Board, which, among other things, facilitates the Economy, Space and Mobility platforms.

Together with the Transport Region Amsterdam, Amsterdam Economic Board and BYCS, the MRA initiated the Green Deal Bicycle, which aims to add 100,000 additional cyclists in the MRA by 2025. The MRA was also the organizer of the MRA Sustainability Summit during which a large number of administrators from MRA parties signed the Green Deal Bicycle and expressed their intention to contribute to the realization of the ambition set out therein.

Specific commitments in the Impact Deal

The Companies set themselves the following goals for the period May 1, 2023 - April 30, 2024

Sustainable/Social Impact:

1) Stimulate bicycle use amongst employees and in doing so during the period of the Impact Deal through the following activities by the Companies:

- a. Set up a corporate campaign / activation targeting companies in Amsterdam with up to 100 employees
- b. Development of a toolkit with solutions including the use of (leased) bicycles that make alternatives more accessible.

- 85,000 SMEs to be reached

- whereby 3,000 employees can be encouraged to increase their bicycle use.

With an average increase of 1 bike ride per week, this means the following impact:

- 1.5 kilotons of CO₂ emissions reduced per year, thereby reducing air pollution
- 300 more employees meet the exercise standard and thus improve their vitality
- 54,000 m² (car) parking space saved when 3,000 people take the bike instead of the car

The **Municipality** acts as a partner and pledges the following support:

Action	Department
1) The municipality shares the bicycle campaign within its communication channels for business owners (for example the business newsletter and other channels of EAC)	Economic Affairs & Culture (EAC)
2) The municipality contributes to activation actions and communications aimed at companies including for: (a) international companies b) companies with a social return obligation; focusing on making connections with social firms that sell or lease bicycles c) good employer contacts and networks	EAC EAC in partnership with inclusive employers network 'Sociaal Werkkoepeel', Social Return Office EAC
3) Deploy marketing and communications around the Impact Deal	EAC

MKB Amsterdam acts as activation partner and pledges the following support:

1. MKB Amsterdam shares cycling campaign within its communication channels for entrepreneurs
2. MKB Amsterdam contributes to activation actions and communication aimed at businesses including at events

Metropolitan Area Amsterdam acts as network and communication partner.

1. Amsterdam Metropolitan Area shares cycling campaign within its communication channels and at events

Impact is measured in the following way:

The measurement method is still under development. Enterprises estimate that if 85,000 SMEs are reached, 3,000 employees at these companies may be encouraged to increase their bicycle use. With an average increase of 1 bike ride per week, this means the following impact:

- 300 people reach the exercise standard
- 1.5 ton CO₂ reduced per year
- 54,000 m² (car) parking space

The 3,000 employees who will be cycling are reported through Breikers and Lease a Bike.

With this agreement, the parties undertake to carry out the above activities. If, contrary to expectations, this is not possible, the parties will enter into discussions.

The agreement has a term of 12 months.

Signature

The Companies:

On behalf of Breikers Foundation

Rein Aarts

Director

Date & Place:

On behalf of Lease a Bike

Ward Matser

Director

Date & Place:

On behalf of BYCS

Maud de Vries

Director

Date & Place:

Activation partner:

On behalf of MKB Amsterdam

Achmed Baâdoud

Chairman

Date & place:

Networking and communication partner:

On behalf of Metropolitan Region Amsterdam

Emiel Reiding

Director

Date & place:

On behalf of Municipality of Amsterdam:

Jan-Willem Flohil

Director of Economic Affairs

& Culture

Date and place

13. Impact Deal Hôtes Culture & Municipality of Amsterdam

Considering that:

The Board of Mayor and Aldermen of Amsterdam (referenced after as 'the Board') has concluded the 'Amsterdam Agreement' on May 25, 2022 in which the Board is committed to:

- A city of solidarity with opportunities for all
- A sustainable future
- Responsible growth

And considering that:

Work and livelihood security, social work, anti-discrimination policies:

- The labor market is in a double crisis with numerous sectors facing major shortages of workers including in construction and in the sectors crucial to the energy transition. And on the other hand there are many people on the sidelines against their will who are unable or struggling to find suitable work. And the Board therefore considers it crucial to continue offering support to all Amsterdammers who are on the sidelines and is committed to opportunities for all and invests in this through guidance, training and subsidized work. And wants to do this together with Amsterdam companies, educational- and knowledge institutions. The council also wants to further strengthen the cooperation of the municipality with social firms. The municipality will invest extra in the use of wage subsidies and helping Amsterdam employers to contribute to sufficient suitable work in the city.

Reception, statholders and refugees & diversity and inclusion

- Statholders and refugees benefit from being able to find work quickly and the Board is therefore investing in the Statholders Approach to make this possible.
- The Board continues the commitment against discrimination in the housing market, internships, in nightlife, and in the labor market and attaches importance to diversity and inclusion.

Education:

- The Board wants to strengthen its role as a frontrunner with its MBO agenda (senior secondary vocational education) and wants better cooperation between MBO and the business community, including SMEs, so that students have a better chance to expand their network and make a good start in the labor market.

Economy:

- The city cannot do without a resilient and innovative economy and the Board is investigating how we can strengthen Amsterdam's economic structure, make it more diverse and more emphatically benefit all Amsterdammers where broad prosperity is the starting point of which a future-proof economic structure serves.
- The city council is committed to good working conditions for all and continues to work to ensure that as many Amsterdammers as possible find or remain in employment.
- The college attaches importance to social enterprises because they contribute to a healthy economy and various social objectives, including stimulating the circular economy or promoting employment for people distanced from the labor market.

To help achieve these objectives and contribute to the transition of SMEs and to work towards broad prosperity in which multiple value creation is central, the municipality of Amsterdam has set up an Impact Deal in which the Municipality enters into partnerships with SMEs in the municipality of Amsterdam that want to work on sustainability and/or a social issue.

Introducing Hôtes Culture and impact

Hôtes Culture specializes in cultural hospitality in museums and has been providing recruitment, selection, planning and compensation for employees in various positions on a permanent or flexible basis since 2014. Hôtes Culture is convinced that public employees with a strong affinity for the museum work in a more hospitable and customer-oriented manner. Therefore, Hôtes Culture focuses specifically on the museum industry and on personnel who feel at home in the cultural field.

Hôtes Culture strives to give everyone the opportunity to work at one of our clients. As an intermediary organization we are in the unique position to look for a cooperation that fits everyone; also for people for whom this is less obvious. Work pays off literally and figuratively. Hôtes Culture thinks it can be a springboard for people with a distance to the

labor market to regain grip, rhythm and self-confidence. By doing so, we hope to become a cross-section of society.

Hôtes Culture is a member of the Social Werkkoepel (Inclusive Employers' Federation) and works with the Werkgeversservicepunt (WSP) (Employer Service Point). Currently, Hôtes Culture employs 7 people with a distance to the labor market. By 2022, Hôtes Culture will have employed 10 job seekers through the WSP, one of whom will be from the target group of people with disabilities. Hôtes Culture has a wide network of museums that are interested in working with Hôtes Culture as a fulfillment of their Diversity and Inclusion policy.

Specific commitments in the Impact Deal

In the period May 1, 2023 to April 30, 2024, **the Company** aims to:

1. Employing 10 Amsterdammers with a distance to the labor market (e.g. job seekers with a certain guidance need and/or a probable work limitation and statusholders) with a contract of at least 6 months on a part-time basis and strengthening the skills of these 10 employees by periodically offering training in the areas of communication skills, social interaction and hospitality;
2. The Company will contribute to the strengthening of an inclusive work culture by periodically highlighting, among other things, the 'Harrie' trainings so that fellow employees are better able to accompany new colleagues with employment peculiarities as buddies in the workplace. This also contributes to the creation of sustainable jobs.
3. The Enterprise supports museums in strengthening the implementation of diversity and inclusion and will provide information sessions at a minimum of 6 museums and compiles challenges and best practices in a public publication.
4. The Company contributes to vocational orientation for 10-20 young people by contributing to information activities for PRO / VSO schools and investigates the possibilities of 'taster' internships.

The Municipality acts as a partner and pledges the following support:

1. The Municipality /WSP Greater Amsterdam supports with the nomination of candidates with a distance to the labor market, job seekers with a certain guidance need and/or a probable work limitation and statusholders. The aim is to have 10 candidates enrolled in a year. Finding enough suitable candidates is conditional for the ambition to succeed. The same applies to the willingness of the Company, in consultation with the clients (museums), to apply customized work, working hours, etc. based on the competencies and possibilities of the candidates; Hôtes Culture and WSP have quarterly progress meetings, where the progress and thus the influx of candidates is placed on the agenda.
2. The Municipality unlocks its network with museums and supports the organization of an exchange meeting with museums
3. The Municipality will examine the possibilities for guidance in coordination with the Regional Work Centre (including practical training ‘praktijkleren’).
4. The Municipality will support the Company in establishing contacts with educational institutions for practical work experience placements and "Practical" vocational orientation for PRO/VSO students in collaboration with the WSP.
5. The Municipality advises on employer arrangements and support and subsidy options for hiring candidates (tailor-made), including apprenticeships and trainee positions.
6. The Municipality will deploy marketing and communication around the Impact Deal.

In these agreements, special attention is paid to New West, Southeast and North, a number of neighborhoods in Amsterdam with persistent and interrelated problems of which the City of Amsterdam finds it unacceptable that in a rich country and in a prosperous city the differences are so huge that children growing up in New West, Southeast and North do not have the same opportunities as others and to ensure that future generations can fully participate in the success of the city, lead a healthy life and develop themselves.

Impact is measured in the following way:

- Objective 1: Number of sustainable placements (employed for more than 6 months):
- Objective 2: Number of HARRIE trainings attended.
- Objective 3: Appreciation museums; (are they/are they not/neutral) better able to implement diversity and inclusion?
- Objective 4: Number of work-experience placements, number of young people participating in education and measuring appreciation afterwards

With this agreement, the parties commit to carry out the above activities. If, contrary to expectations, this is not possible, the parties will enter into discussions.

The agreement has a term of 12 months and will be evaluated in the interim after 6 months. The City of Amsterdam will take the initiative to enter into dialogue on this matter.

Signature

Leonie Hangoor-Keus

Operative Director Hôtes Culture

Date & place:

On behalf of the Municipality of Amsterdam:

Ben van der Knoop

Director Employer Service Point

Greater Amsterdam and manager

Sociaal Werkkoepel

Date and place

Jan Willem Flohil

Director Economic Affairs and Culture

Date and place

14. Impact Deal Clean the World Ventures EU BV & Municipality of Amsterdam

Considering that:

The Board of Mayor and Aldermen of Amsterdam (referenced after as 'the Board') has concluded the 'Amsterdam Agreement' on May 25, 2022 in which the Board is committed to:

- A city of solidarity with opportunities for all
- A sustainable future
- Responsible growth

And whereas

Economy:

- The city cannot do without a resilient and innovative economy and the college is exploring how we can strengthen Amsterdam's economic structure, make it more diverse and more emphatically beneficial to all Amsterdammers where broad prosperity is the starting point of which a future-proof economic structure serves.
- The city council wants a diverse economy that supports local production chains and gives manufacturing a full place in the city. The college supports Amsterdam's small and medium-sized businesses to stimulate and preserve local entrepreneurship.
- The college attaches importance to social enterprises because they contribute to a healthy economy and various social objectives, including stimulating the circular economy or promoting employment for people distanced from the labor market.

Sustainability:

- The Dutch climate goals are set out in the national Climate Act. In addition to the climate goals, the Climate Act also describes the policy framework around the climate goals.
- The City of Amsterdam together with local companies, organizations, associations and institutions is taking the lead in the climate transition and it contributes to the national goals by drawing up and implementing an ambitious climate plan to reduce greenhouse gas emissions by 5 percent in 2025, by 55% by 2030 and by 2050 compared to 1990.

- The college is committed to public-private partnerships to accelerate sustainability and leverage knowledge from business. The college wants to make agreements with companies to reduce their CO₂ emissions.

Circular & waste:

- Amsterdam wants to be a circular city by 2050. And Amsterdam wants to use 50 percent less new raw materials by 2030. A city where we reuse valuable materials and raw materials and produce no waste.
- With the Circular Agenda, the city council is committed to making the economy circular at the local level, paying attention to the social side of making the city circular. And the Board is investing in further collaborations in the city.

Work and livelihood security, social work, anti-discrimination policies & diversity and inclusion:

- The labor market is in a double crisis and there are numerous sectors facing major shortages of workers including in construction and in the sectors crucial to the energy transition. And on the other hand there are many people on the sidelines against their will who are unable or struggling to find suitable work. And the college therefore considers it crucial to continue offering support to Amsterdammers who are on the sidelines and is committed to opportunities for all and invests in this through guidance, further training and subsidized work. And wants to do this together with Amsterdam companies, educational and knowledge institutions. The council also wants to further strengthen the cooperation of the municipality with social firms. The municipality is making additional investments in the use of wage subsidy and helping Amsterdam employers do their part to provide sufficient suitable work in the city.

Education:

- The college of Amsterdam wants to strengthen its role as a frontrunner with its MBO agenda and wants better cooperation between MBO and business, including SMEs, so that students have a better chance to expand their network and get a good start in the labor market.

To help realize these goals and contribute to the transition of SMEs and to work on broad prosperity in which multiple value creation is central, the Municipality has set up an Impact Deal in which it enters into partnerships with SMEs in the city that want to work on sustainability and/or a social issue.

Introduction Clean the World Ventures EU BV and impact

Clean the World is a social enterprise whose mission is to save millions of lives around the world. We work with ~10,000 hotels worldwide to recycle soap and plastic bottles from hotel rooms into new circular products. Discarded/disposed of soap is recycled into new pieces of soap that are distributed to vulnerable communities to fight acute respiratory infections (pneumonia) and diarrhea (cholera) - two of the leading causes of death in children under 5. The development of Clean the World is that we now have a fully circular solution for plastic recycling, to reuse discarded plastic bottles into circular plastic products that will also help vulnerable communities through our foundation.

Clean The World's ambition in Amsterdam is to create the first city in the EU where no soap and plastic bottle waste from hotels is discarded/disposed of that supports both environmental and social impact by recycling waste that supports at a humanitarian level. Currently, 3.5% of Amsterdam hotels participate in Clean the World services. The ambition is to grow this percentage to 50% of Amsterdam hotels by 2023/2024.

By establishing the partnership with 3.5% of Amsterdam hotels, Clean The World has collected 3,225 kilos of soap and plastic and reduced CO₂ emissions by 769 KgCo_{2e}. Clean the World does not currently employ people with a distance to the labor market. However, it has had initial experience with this in the past.

Specific commitments in the Impact Deal

The Company sets a goal for the period May 1, 2023 to April 30, 2024:

Sustainable Impact:

1. Increase CO₂ reduction from 769 KgCo_{2e} (as of April 2023) to 11535 KgCo_{2e} (as of May 2024) by collecting 48,824 kilos of soap and recycling plastic bottles while
2. Improve waste separation from 2,690 kilos of plastic to 40,357 kilos of plastic through its recycling program at Amsterdam hotels.
3. Contribute to raising awareness among companies (hotels) and consumers about circular economy and sustainable impact by highlighting the certified impact and innovative sustainable solutions and by involving public and tourists in the campaign ""recycle soap and plastic bottles to save lives""

Social Impact:

4. Realize inclusive employment and grow the percentage of employees from 0 to 50% by hiring 10 job seekers with a distance to the labor market with a contract of 15-20 hours per week or make agreements with inclusive work cooperation partners such as sheltered employment organization Pantar or other Amsterdam based social firms through which 10 employees with a distance to the labor market will be deployed to collect and sort soap and plastic and pack boxes for the hygiene kits. Here the future vision is that the Company needs support in a wide variety of roles from logistics to waste separation and for connecting our partner network.
5. Contribute to poverty alleviation and health of Amsterdam's minima and vulnerable groups by donating hygiene kits through local homeless organizations and food banks
6. Contribute to civil society organizations by distributing circular plastic products from a pilot program for example in the form of water and sanitation stations or by incorporating it into hygiene kits
7. Contribute to career orientation and knowledge development of 10 young people by providing a digital business presentation at 1 educational institution.

The Municipality acts as a partner and pledges the following support:

1. Municipality advises in finding office and storage space to expand recycling activities.
2. Municipality supports by making its network of hotels -Green Hotel Club and wider- aware of Clean the World's services and inviting Clean the World to events and network meeting so they can present their concept.
3. The municipality advises on the interpretation and possibilities for the realization of places for people with a distance to the labor market and offers its network in this respect.
4. Through its network in the field of poverty policy and the homeless, the city supports finding partners for the donation of hygiene kits.
5. Municipality supports in establishing contacts with educational institutions.
6. Marketing and communication about the Impact Deal and the social impact of Clean the World as collected in its impact reporting system.
7. Amsterdam shares Clean the World's impact with other EU Green Deal cities and provides introductions to partner cities when program in Amsterdam runs around SDG 17

'partnerships for the goals' sharing how sustainable and social impact is made in Amsterdam through the Company's activities and collaboration with the municipality and other stakeholders.

Impact is measured in the following way:

Clean the World has an internal Enhanced Impact Reporting System that allows Clean the World and partners to track, record and mark data on the quantities of soap and plastic not incinerated.

The Enhanced Impact Reporting System then calculates the environmental impact linked to the relevant United Nations Sustainable Development Goals, for example: water savings from recycling 1 bar of soap, carbon footprint reduction from recycling soap. The Enhanced Impact Reporting System is supported by Greenview and our soap recycling process is certified. Certification of the plastic recycling process is ongoing.

On the various targets:

- Objective 1 and 2: Tons of soap/plastic collected and CO₂ savings this generates
- Objective 3: Awareness among companies and consumers: qualitative research via survey and interviews
- Objective 4: Number of sustainable placements/employees employed through partnership with partner inclusive employer (employed for more than 6 months)
- Objective 5: Distribution number of kits and positive appreciation civil society organizations
- Objective 6: Distribution number of products and positive appreciation civil society organizations
- Objective 7: Outreach number of youth and appreciation of youth

With this agreement, the parties undertake to carry out the above activities. If, contrary to expectations, this is not possible, the Parties will enter into discussions.

The agreement has a term of 12 months and will be evaluated in the interim after 6 months. The Municipality will take the initiative to enter into a dialogue about this.

Signature

On behalf of Clean the World

Business Administrator Kim van der Heijden

Date & Place:

On behalf of Municipality of Amsterdam:

Jan-Willem Flohil

Director of Economic Affairs and Culture

Date and place

Josja van der Veer

Director of Planning & Sustainability

Date and place

15. Impact Deal Braspenning Social Works & Municipality of Amsterdam

Considering that:

The Board of Mayor and Aldermen of Amsterdam (referenced after as 'the Board') has concluded the 'Amsterdam Agreement' on May 25, 2022 in which the Board is committed to:

- A city of solidarity with opportunities for all
- A sustainable future
- Responsible growth

And whereas

Work and livelihood security, social work, anti-discrimination policies & diversity and inclusion:

- The labor market is in a double crisis with numerous sectors facing major shortages of workers including in construction and in the sectors crucial to the energy transition. And on the other hand there are many people on the sidelines against their will who are unable or struggling to find suitable work. And the college therefore considers it crucial to continue offering support to Amsterdammers who are on the sidelines and is committed to opportunities for all and invests in this through guidance, further training and subsidized work. And wants to do this together with Amsterdam companies, educational and knowledge institutions. The council also wants to further strengthen the cooperation of the municipality with social firms.
- The municipality will invest extra in the use of wage subsidies and helping Amsterdam employers to contribute to sufficient suitable work in the city.
- The college continues the commitment against discrimination in the housing market, internships, in nightlife, and in the labor market and attaches importance to diversity and inclusion.

Reception, status holders and refugees:

- Status holders and refugees benefit from getting to work quickly and the college is therefore investing in the Approach to Status Holders to make that possible.
- The college wants to offer refugees, regardless of their origin, opportunities to participate in language and participation programs and to help if work is possible.
- And the college wants to make every effort to make the implementation of the Integration Act as smooth as possible for new Amsterdam residents so that they quickly learn the language and know their way around society.

Economy:

- The city cannot do without a resilient and innovative economy, and the college is exploring how we can strengthen Amsterdam's economic structure, make it more diverse and more emphatically beneficial to all Amsterdammers where broad prosperity is the starting point on which a future-proof economic structure serves.
- The city council wants to promote small entrepreneurs with a community function and help entrepreneurs and companies to become more sustainable.

- The college is committed to good working conditions for all and remains committed to ensuring that as many Amsterdammers as possible get or stay in work.
- The college wants a diverse economy that supports local production chains and gives manufacturing a full place in the city. And the college supports Amsterdam's small and medium-sized businesses to encourage and retain local entrepreneurship.
- The college attaches importance to social enterprises because they contribute to a healthy economy and various social objectives, including stimulating the circular economy or promoting employment for people distanced from the labor market.

Sports:

- The college attaches great importance to sports and wants to further strengthen the social function of sports associations.

Education:

- The college of Amsterdam wants to strengthen its role as frontrunner with its MBO agenda and wants better cooperation between MBO and the business community, including SMEs, so that students have a better chance to expand their network and get a good start on the labor market.
- Personnel shortages are a major threat to the need to make the city more sustainable and the college is therefore committed to working with educational institutions and the business community to retrain and make internships available with a job guarantee.

Sustainability:

- The Dutch climate goals are set out in the national Climate Act. In addition to the climate goals, the Climate Act also describes the policy framework around the climate goals.
- The City of Amsterdam, together with local companies, organizations, associations and institutions, is taking the lead in the climate transition and it is contributing to the national goals by drawing up and implementing an ambitious climate plan to reduce greenhouse gas emissions by 5% by 2025, by 55% by 2030 and by 2050 compared to 1990.
- The college is committed to public-private partnerships to accelerate sustainability and leverage knowledge from business. The college wants to make agreements with companies to reduce their CO₂ emissions.

To help achieve these goals and contribute to the transition of SMEs and work towards broad prosperity in which multiple value creation is central, the Municipality has set up an Impact Deal in which it enters into partnerships with SMEs in the city that want to work on sustainability and/or a social issue.

Introduction Braspenning and impact

Braspenning specializes in corrosion removal and protection. Since 1956 it conserves (sea)ships, recreational boats, bridges, storage tanks, cranes and other large outdoor objects. Braspenning blasts and coats with its own means at shipyards in Amsterdam, Den Helder, Harlingen, Landskrona (Sweden), Willemstad (Curaçao) and in Dunkirk and Brest (France), as well as on location and in its own production halls.

At Braspenning, practical courses are developed based on necessary core competencies needed for a position, so that participants gain the minimum required knowledge and learn skills to then be able to immediately start a 'development job' within various specialties. Acquiring the required knowledge is best done in practice. Therefore, the idea arose to train people looking for job prospects in practice at sports clubs' locations. Different specialties can be taught at respective locations, while the participants of the trainings create future prospects for themselves and at the same time they create prospects for the participating sports clubs. The trainings -which last between four and six weeks- come with a job guarantee in case of success.

Many sports clubs have been struggling in recent years. In the long run, this also shows. Not least because of the accommodations that are in poor condition due to lack of maintenance. When it comes to maintenance, the sport associations have to rely on creative solutions, whether initiated by volunteers or not. On the one hand, this is a daunting challenge; on the other hand, the "impoverished" situation creates opportunities for society. Also, there are enough people with a distance to the labor market who could potentially be of added value at Braspenning or Braspenning-affiliated organizations.

Braspenning conducted a first pilot. This pilot has been successful. Participants moved on to jobs at Braspenning or Braspenning-affiliated organizations after the pilot ended. For the pilot at ASV Blauw Wit, Braspenning is very grateful for the support it receives from PPG in the form of paint provided free of charge.

Through timely maintenance, costs can be reduced and fewer parts need to be replaced. How much this saves and how much this reduces in CO2 emissions is difficult to estimate and more data is needed to do so.

Braspenning Groep has 350 employees in the Netherlands and PSO step 3 and beyond:

- Braspenning is ISO 14001:2015 certified, an Environmental Management System that emphasizes proactively improving environmental performance and ensures that environmental management is embedded in an organization's strategic policies.

- Braspenning is ISO 9001 certified, meeting international quality management system (KMS) requirements.
- Braspenning has a VCA** HSE management system as a contractor for the benefit of its employees and the employees of subcontractors.

Braspenning has taken the following environmental/climate actions to reduce its CO2 footprint:

- Investments in sustainable machines such as electric compressors and machines to replace grit blasting.
- In consultation with clients, Braspenning looks at the most favorable product and the most environmentally friendly working method such as the development of spray robots. However, more sustainable alternatives prove difficult to realize in practice because clients are more likely to choose cheaper alternatives.

Specific commitments in the Impact Deal

Braspenning sets the following goals for the period May 1, 2023 to April 30, 2024

Social Impact:

1. Achieve inclusive employment and grow the percentage of employees with a distance to the labor market from 10.3% to 16.3% by hiring or placing 60 job seekers with a distance to the labor market at Braspenning-affiliated organization; job seekers consist of the following target groups: Young people from the Jongerenpunt (Youth Point) (including early school leavers), statholders, the social work target group (wage value candidates), the homeless, probation and Amsterdammers on an assistance.
2. Contribute to career orientation and knowledge development of 10 young people by giving a company presentation at 1 educational institution

Sustainable Impact:

3. CO2 emissions to be reduced with by refurbishing the pilot location; a better estimate of part of the reduction can be made through performing a scan through Sport NL Green

With regards to project:

To work as efficiently as possible with the resources at hand, so that associations -through the provision of practical jobs for target groups with a distance to the labor market- are supported for the purpose of renovating their home base. This makes a great contribution to the accommodations of sports associations. In addition, opportunities are created for the aforementioned target groups.

During the following trainings the participants work on the renovation of the sports club:

- Auxiliary Scaffold Mechanic
- Powertool Cleaning
- HD-Washing
- Paint Sprayer
- Painter 1

Phasing:

- Phase 1 Entrance dressing rooms old building plus hall and kitchen downstairs Entrance canteen plus hall, boardroom and Piet Lippens room
- Phase 2 and 3 Canteen concerns phase 2 and changing rooms old building concerns phase 3
- Phase 4 Terrace and changing rooms new building
- Phase 5 Stand

Purpose & approach:

- The course is divided into phases, to be completed in a 6-month time frame; Each month 5 participants can enter.
- Graduates start working at Braspenning or a Braspenning-affiliated organization after four or six weeks;
- Graduates will be given a 12-month contract based on 40 hours per week (by mutual agreement, the amount of hours can be adjusted according to the candidate's capabilities).

The Municipality acts as partner and pledges the following support:

1. The Municipality/WSP Greater Amsterdam supports with the nomination of candidates and puts in extra internal communication about the project (including team Entree and Jongerenpunten). The aim is to have 5 candidates per month. Finding enough suitable candidates is conditional for the ambition to succeed. The same applies to Braspenning's willingness to apply customized work, working hours, etc. based on the competences and capabilities of the candidates.
2. The Municipality supports with dedicated job coaches and wage value subsidies for candidates with reduced wage value who start working on the basis of a contract.
3. The Municipality advises and thinks along about possible partnerships for training (and leads for funding, maintenance jobs and connects relevant parties from its employer network
4. Municipality supports from its network in seeking funding (including municipality-affiliated funds)
5. Municipality supports in establishing contacts with educational institutions.
6. Marketing and communication to be deployed around the Impact Deal

Impact will be measured in the following way:

- Objective 1: Number of sustainable placements (employed for more than 6 months):
- Objective 2: Reach number of young people and appreciation.
- Objective 3: CO2 measurement: to be determined after scan via Sport NL Groen.

With this agreement the parties undertake to carry out the above activities. If, contrary to expectations, this is not possible, parties will enter into discussions.

The agreement has a term of 12 months and will be evaluated in the interim after 6 months. The Municipality will take the initiative to enter into dialogue on this matter.

Signing

On behalf of Braspenning Social Works BV

Mr. J.H.G. Braspenning

Director

Date & place:

On behalf of the Municipality of Amsterdam:

Ben van der Knoop

Jan-Willem Flohil

Director Werkgeversservicepunt

Director Economic Affairs and Culture

Greater Amsterdam and manager

Sociaal Werkkoepel

Date and place

Date and place

16. Impact Deal United Repair Centre B.V. & Municipality of Amsterdam

Considering that:

The Board of Mayor and Aldermen of Amsterdam (referenced after as 'the Board') has concluded the 'Amsterdam Agreement' on May 25, 2022 in which the Board is committed to:

- A city of solidarity with opportunities for all
- A sustainable future
- Responsible growth

And whereas

Work and livelihood security & social work:

- The labor market is in a double crisis with numerous sectors facing major shortages of workers including in construction and in the sectors crucial to the energy transition. And on the other hand there are many people on the sidelines against their will who are unable or struggling to find suitable work. The city council therefore considers it crucial to continue to support Amsterdammers who are on the sidelines and is committed to opportunities for all and invests in this through guidance, training and subsidized work. And wants to do this together with Amsterdam companies, educational and knowledge institutions. The council also wants to further strengthen the cooperation of the municipality with social firms.
- The municipality is investing extra in the use of wage subsidies and helping Amsterdam employers to do their part to provide sufficient suitable work in the city.

Reception, statusholders and refugees:

- Status holders and refugees benefit from being able to find work quickly and the college is therefore investing in the Approach to Status Holders to make this possible. The college wants to offer refugees, regardless of their origin, opportunities to participate in language and participation pathways and to help if working is possible.

Education:

- The college of Amsterdam wants to strengthen its role as a frontrunner with its MBO agenda and wants better cooperation between MBO and the business community, including SMEs, so that students have a better chance to expand their network and make a good start in the labor market.

Sustainability:

- The Dutch climate goals are laid down in the national Climate Act. In addition to the climate goals, the Climate Act also describes the policy framework around the climate goals.
- The City of Amsterdam together with local companies, organizations, associations and institutions is taking the lead for the climate transition and it contributes to the national goals by drawing up and implementing an ambitious climate plan to reduce greenhouse gas emissions by 5 percent by 2025, by 55% by 2030 and by 2050 compared to 1990.
- The college is committed to public-private partnerships to accelerate sustainability and leverage knowledge from business. The college wants to make agreements with companies to reduce their CO2 emissions.

Circular & waste:

- With the Circular Agenda, the college is committed to making the economy circular at the local level with attention to the social side of making the city circular. And the college invests in further collaborations in the city.
- Amsterdam wants to be a circular city by 2050. And Amsterdam wants to use 50 percent less new raw materials by 2030. A city where we reuse valuable materials and raw materials and produce no waste.

Economy:

- The city cannot do without a resilient and innovative economy and the college is investigating how we can strengthen Amsterdam's economic structure, make it more diverse and more emphatically benefit all Amsterdammers where broad prosperity is the starting point to which a future-proof economic structure serves.
- The city council wants to promote small entrepreneurs with a neighborhood function and help entrepreneurs and companies to become more sustainable.
- The college is committed to good working conditions for all and remains committed to ensuring that as many Amsterdammers as possible get or stay in work.
- The college wants a diverse economy that supports local production chains and gives manufacturing a full place in the city. And the college supports Amsterdam's small and medium-sized businesses to encourage and retain local entrepreneurship.
- The college attaches importance to social enterprises because they contribute to a healthy economy and various social objectives, including stimulating the circular economy or promoting employment for people distanced from the labor market.

To help achieve these objectives and contribute to the transition of SMEs and to work towards broad prosperity in which multiple value creation is central, the Municipality has set up an Impact Deal in which it establishes partnerships with SMEs in the city that want to work on sustainability and/or a social issue.

Introduction United Repair Centre & impact

The United Repair Centre (URC) provides an alternative for consumers by offering clothing repair services for brands. The URC was created through a collaboration between clothing brand Patagonia, Amsterdam Economic Board and Makers Unite, as part of MRA Green Deals. A cross-industry collaboration between clothing brands, consulting groups, government agencies, NGOs and educational institutions that aims to make clothing repair the new norm.

United Repair Centre is affiliated with Makers Unite which together are part of the same holding company. Makers Unite began with products made from life jacket material recovered from Greek beaches to raise awareness of the ongoing refugee crisis. Makers Unite continues to draw attention to migration and has evolved into a creative studio that attracts international (fashion & lifestyle) brands to partner with us in the co-creation, production and development of supporting campaigns. Makers Unite falls outside of this Impact Deal.

United Repair Centre sees great urgency in refugee issues. At the end of 2019, 89.3 million people were forcibly displaced worldwide due to persecution, conflict, violence, human rights violations or public order events. In the Netherlands, refugee statistics for 2021 rose to 99,585, up 3.85% from 2020. In July 2022, the total influx of asylum seekers rose to 4,376, up from 3,979 in June (IND, 2022). Refugees want to rebuild their lives and work in their new homeland. However, it is difficult to resume their professional lives. In the Netherlands, with one of the best social security systems in the world, 50% of refugees do not find permanent employment after 10 years.

United Repair Centre supports the talent of people struggling to enter the labor market and create a positive social impact by providing training and employment opportunities to newcomers with refugee backgrounds, young adults and other job seekers. Currently, United Repair Centre has 7 employees (7 FTE) with a distance to the labor market (50% of total FTE).

Both companies are committed to environmental awareness and to increasing responsibility in the fashion industry. They can significantly reduce textile waste and benefit local communities. So far, they have repaired 11,000 garments, contributing to a CO2 saving of 44,000 kg of CO2.

Specific commitments in the Impact Deal

The Company sets the following goals for the period May 1, 2023 to April 30, 2024:

Social Impact:

1. Achieve inclusive employment and increase the percentage of employees with a distance to the labor market from 50% to 70% by employing 10 job seekers with a distance to the labor market and a refugee background, target group job agreement, young people with a distance to the labor market and people over 55;

2. The Company strives to give more newcomers access to quality education, by setting up a training program (Repair Academy) in cooperation with the ROC of Amsterdam (vocational learning) to set up a pilot for 10 participants at MBO level 2 (BBL places) and to develop a new BBL offer in the period following the training.
3. Contribute to career orientation and knowledge development of 10 young people by providing a company presentation at 1 educational institution

Sustainable Impact:

4. Repairing 20,000 garments resulting in an estimated 80,000kg of CO2 savings

With this, the Company lays a solid foundation to grow in the following period to a total of 20 employees with a distance to the labor market in the period after April 2024.

The Municipality acts as a partner and pledges the following support:

1. The Municipality advises in the development of the business case (employee mix), including support of municipal contacts in finding funding (including funds affiliated with the municipality)
2. The Municipality thinks with and advises on cooperation partners and networks such as Pantar
3. The Municipality contributes to recruitment and selection of 10 FTE employees from the specified target group as a first step in scaling up cooperation; to this end, the Municipality provides:
 - a. 1 point of contact at the Employer Service Point partly to streamline cooperation; available for periodic consultation
 - b. 1 dedicated job coach (from 5 employees).
4. The Municipality contributes with advice and opening up its network to set up a Repair Academy and finding candidates for the Repair Academy whether or not by connecting to network partners.
5. The Municipality supports in establishing contacts with educational institutions.
6. The Municipality supports United Repair Centre in its internationalization ambitions.
7. The Municipality supports United Repair Centre's demand for space by thinking along with its network about
8. The Municipality supports marketing and communication around the Impact Deal and gives United Repair Centre a stage at events to find additional partners.

The impact will be measured as follows:

- Objective 1: Number of sustainable placements (employed for more than 6 months)
- Objective 2: Number of participants who successfully complete Repair Academy; develop Repair Academy concept
- Objective 3: Participation and appreciation of young people
- Objective 4: Tonnes of textiles reused and CO2 reduction

With this agreement, the parties commit to carry out the above activities. If, contrary to expectations, this is not possible, the parties will enter into discussions.

The agreement has a term of 12 months and will be evaluated in the interim after 6 months. The Municipality will take the initiative to enter into dialogue on this matter.

Signature

On behalf of United Repair Centre

Director Thami Schweichler

Date & place:

On behalf of Municipality of Amsterdam:

Ben van der Knoop

Director Werkgeversservicepunt

Greater Amsterdam and manager

Sociaal Werkkoepel

Date and place

Jan Willem Flohil

Director Economic Affairs and Culture

Date and place

17. Impact Deal Westergasfabriek Management B.V. & Municipality of Amsterdam

Considering that:

The Board of Mayor and Aldermen of Amsterdam (referenced after as 'the Board') has concluded the 'Amsterdam Agreement' on May 25, 2022 in which the Board is committed to:

- A city of solidarity with opportunities for all
- A sustainable future
- Responsible growth

And whereas

Economy:

- The city cannot do without a resilient and innovative economy and the college is exploring how we can strengthen Amsterdam's economic structure, make it more

diverse and more emphatically beneficial to all Amsterdammers where broad prosperity is the starting point of which a future-proof economic structure serves.

- The college wants to promote small entrepreneurs with a neighborhood function and help entrepreneurs and businesses to become more sustainable.
- The college attaches importance to social enterprises because they contribute to a healthy economy and various social objectives, including stimulating the circular economy or promoting employment for people distanced from the labor market.

Circular & waste:

- With the Circular Agenda, the college is committed to making the economy circular at the local level with a focus on the social side of making the city circular. And the college invests in further collaborations in the city.
- Amsterdam wants to be a circular city by 2050. And Amsterdam wants to use 50 percent less new raw materials by 2030. A city where we reuse valuable materials and raw materials and produce no waste.

Green & social cohesion:

- The Board applies the principle that each neighborhood has its own park(s) with attention to accessibility for everyone. The Board protects and preserves the greenery in the existing city and wants to promote social cohesion and participation in this.

Sustainability:

- The Dutch climate goals are laid down in the national Climate Act. Besides the climate goals, the Climate Act also describes the policy framework around the climate goals.
- The City of Amsterdam, together with local companies, organizations, associations and institutions, is taking the lead in the climate transition and it is contributing to the national goals by drawing up and implementing an ambitious climate plan to reduce greenhouse gas emissions by 5% by 2025, by 55% by 2030 and by 2050 compared to 1990.
- The college is committed to public-private partnerships to accelerate sustainability and leverage knowledge from business. The college wants to make agreements with companies to reduce their CO2 emissions.

To help realize these goals and to contribute to the transition of SMEs and to work towards broad prosperity in which multiple value creation is central, the Municipality has set up an Impact Deal in which it enters into partnerships with SMEs in the city that want to work on sustainability and/or a social issue.

Introduction Westergasfabriek Management BV and impact

Westergas is where historical value and innovative ideas come together; a unique destination for local and international visitors, with a quirky, yet typical Amsterdam character. The former factory buildings are embraced by the green Westerpark. Where culture is the great connection between the visitors and the buildings. From music and hospitality to theater and performance, from film and photography to art, dance events and even TV studios. Creativity, diversity and freedom are celebrated here. There are multiple, unique venues on the grounds to rent for events. From the iconic Gashouder, which fits 3,500 visitors, to the picturesque Meterhuisje, with a capacity of 50 people.

For the Westergas, the road to a sustainable terrain and Westerpark is a process of continuous learning and innovation. Westergas will keep this going both within its own operations and with tenants and partners. Westergas aims to make Westergas completely plastic-free and challenges suppliers, partners and event organizers to take steps together. One way it does this is with small-scale "taste and talk" sessions with people from the profession on how the event industry can become more sustainable, but it also does this on a large scale in collaboration with the Ministry of Education Culture and Science, energy suppliers and sustainability consultants. Westergas aims to be climate neutral by 2030.

Focus in the impact deal:

- Westergas has to deal with a lot of rapid turnover of different customers, making it a challenge to get a grip on waste management, both for events and litter in the park, which is an urgent challenge especially with spring around the corner.
- There is a great diversity of cultural backgrounds in the surrounding neighborhoods of Westergas, but not all local residents find connection to the cultural village - while everyone has the right to participate in the cultural life of the community. It is estimated that 60% of the neighborhood does not go to the park now.

Specific commitments in the Impact Deal

Westergas aims to make the following social impact in period from May 1 2023 to 30th of April 2024:

Sustainable Impact:

1. 25% reduction in residual waste by 2023 through:

- Spring campaign for less litter & better recycling of waste by visitors of Westerpark. These collaborations also include secondary impact of partners.
- Monitor & reduce residual waste by 30% by establishing a Green Rider for own events & and bring the cup waste of plastic reusable cup waste at events from 8.24% to 3%.

To this end, Westergas plans to work with partner Oscar Circular to better monitor waste streams and create a clear Green Rider that includes shared "best practices" for waste management. This can then be communicated both internally and to customers, creating more overview, motivation & convenience to rent recycling bins and recycle waste.

Social Impact:

2. Achieve an inclusive and accessible Westergas by engaging with - not isolating - the immediate environment in which Westergas is located.

By engaging in conversation with the Municipality, community centers, social institutions, schools, residents, etc., Westergas wants to investigate the reasons for this and how to find more connection with these neighborhoods. Key points of the research are: How can Westerpark become accessible to everyone? How can the neighborhoods become more involved in the Arts & Culture program? What other obstacles are there now for neighborhood residents? Implementation & Impact: Win-Win - Diversity makes Westergas a nicer place & more neighborhood residents feel at home with the cultural offerings in their neighborhood.

The Municipality acts as a partner and pledges the following support:

1.1 The Municipality and Westergas explore the possibilities within frameworks of building regulations and permits for compost heaps, waste-saving measures & improvement of waste separation points.

1.2 The Municipality advises and collaborates on:

- A. Development of a 'Green Rider' to separate waste and prevent industrial waste.
- B. Local plan around litter to keep the public space clean and prevent dumping & organize a spring campaign for Westerpark in cooperation with The Municipality and stakeholders such as Albert Heijn & Peukenzee.

2.1 The Municipality supports Westergas from municipal contacts in finding points of contact in the neighborhood, thinks about subsidies and other funding possibilities and facilitates the conversation with the Friends of Westerpark Association.

2.2 The Municipality supports in establishing contacts with cultural, social and educational institutions in the neighborhood.

1.3/2.3 The Municipality deploys marketing and communication around the Impact Deal.

Impact will be measured in the following way:

- Objective 1: develop monitor method & measure weekly.
- Objective 2: appreciation of neighborhood residents via neighborhood survey & public survey (who comes to Westergas (park, art, food, concerts))

With this agreement, the parties undertake to carry out the above activities. If, contrary to expectations, this is not possible, the parties will enter into discussions.

The agreement has a term of 12 months and will be evaluated in the interim after 6 months. The Municipality will take the initiative to enter into dialogue on this matter.

Signature

On behalf of Westergas Management BV

Anna Bendeler

Account director

Date & place:

On behalf of Municipality of Amsterdam:

Gohdar Massom

Director of Waste & Resources

Date and place

Jan-Willem Flohil

Director of Economic Affairs &
Culture

Date and place

18. Impact Deal Blue Road Academy & Municipality of Amsterdam

Considering that:

The Board of Mayor and Aldermen of Amsterdam (referenced after as 'the Board') has concluded the 'Amsterdam Agreement' on May 25, 2022 in which the Board is committed to:

- A city of solidarity with opportunities for all
- A sustainable future
- Responsible growth

And whereas

Work and livelihood security, social work, anti-discrimination policies & diversity and inclusion:

- The labor market is in a double crisis with numerous sectors facing major shortages of workers including in construction and in the sectors crucial to the energy transition. And on the other hand there are many people on the sidelines against their will who are unable or struggling to find suitable work. And the college therefore considers it crucial

to continue to provide support to Amsterdam residents who are on the sidelines and is committed to opportunities for all and invests in this through guidance, further training and subsidized work. The council also wants to further strengthen the cooperation of the municipality with social firms.

- The city will invest extra in the use of wage subsidies and helping Amsterdam employers to contribute to sufficient suitable work in the city.
- The college continues the commitment against discrimination in the housing market, internships, in nightlife, and in the labor market and attaches importance to diversity and inclusion.

Reception, status holders and refugees:

- Statholders and refugees benefit from getting to work quickly and the college is therefore investing in the Approach to Status Holders to make that possible.
- The Board wants to offer refugees, regardless of their origin, opportunities to participate in language and participation programs and to help if work is possible.
- And the Board wants to make every effort to make the implementation of the Integration Act as smooth as possible for new Amsterdam residents so that they quickly learn the language and know their way around society.

Economy:

- The city cannot do without a resilient and innovative economy, and the college is examining how we can strengthen Amsterdam's economic structure, make it more diverse and more emphatically beneficial to all Amsterdammers where broad prosperity is the starting point on which a future-proof economic structure serves.
- The city council is committed to good working conditions for all and remains committed to ensuring that as many Amsterdammers as possible find or remain in employment.
- The college attaches importance to social enterprises because they contribute to a healthy economy and various social objectives, including stimulating the circular economy or promoting employment for people distanced from the labor market.

To help achieve these objectives and contribute to the transition of SMEs and to work towards broad prosperity in which multiple value creation is central, the Municipality has set up an Impact Deal in which it enters into partnerships with SMEs in the city that want to work on sustainability and/or a social issue.

Introducing Blue Road Academy and impact

Blue Road Academy is a social enterprise that aims to advance the careers of newcomers with Salesforce training, professional development and direct contact with top employers. During

its six-week training program, newcomers have the opportunity to earn the internationally recognized Salesforce Associate certificate and the Salesforce Administrator certificate. These certificates significantly increase their chances on the job market and allow them to work at Salesforce partners and customers. Salesforce is one of the world's largest customer platforms with more than 150,000 enterprise customers. Salesforce is a market leader in several segments such as CRM, Customer Service, Customer Experience, Digital Marketing and Business Analytics. An estimated 500,000 direct jobs will be created in Western Europe over the next 5 years. The international nature of the technology industry makes this an extremely suitable environment for newcomers. English is mostly the language of communication and diversity is seen as of great added value. Currently, Blue Road Academy is active in the Netherlands, Germany, England, Sweden and Denmark.

In Amsterdam, Blue Road Academy has so far trained 122 people in its programs resulting in 83 employment contracts. Programs are rated with a 9.5 by alumni of the program and 68% of the participants are gainfully employed after completion of the programs.

Specific commitments in the Impact Deal

Blue Road Academy sets the following goals to increase its social impact during the period May 1, 2023 through April 30, 2024.

Blue Road Academy's three goals correspond to the Sustainable Development Goals, target 4.3, target 4.4 and target 5b. The goals of Blue Road are:

1. **The Company aims to provide more newcomers access to quality education** by
 - increasing the number of participants per program from 10 to 15, reaching 45 participants in Amsterdam during the period May 1, 2023 to April 30, 2024 (3 programs, 15 participants per program).
 - increase the percentage of participants with a Salesforce Associate certificate (three months after completion of its program) from 89% to 95%.
 - increase the percentage of participants with a Salesforce Administrator certificate (three months after completion of its program) from 37% to 55%.

Activity to achieve objective: remove barriers (financial and otherwise):

The Company strives to make its program accessible to more newcomers and believes it is important that financial resources do not play a role in a person's choice to enroll in its program.

Therefore, the Company covers the costs of the curriculum, laptops, public transportation and exam vouchers, among other things. In doing so, it strives to provide its participants with a safe space where they can work optimally on their future. To make the program accessible to more newcomers, the Company therefore wants to reduce its expenses on laptops, public transportation and exam vouchers.

- 2. The Company aims to better prepare its participants for the job market** and thereby increase the percentage of alumni employed in Salesforce from 49% to 55%, one year after completion of its program.

Activity to achieve objective: workshop series in collaboration with job coaches:

To better prepare participants for the job market, the Company would like to partner with job coaches. The Company does its best to prepare participants for the labor market and therefore offers some sessions on applying for a job, writing a cover letter, preparing a resume and using LinkedIn. This is not the Company's specialization and there is much room for improvement in this area. The Enterprise would like to offer a series of workshops for all its participants. If these sessions are offered in English and hybrid, both online and on location, they could involve participants from the Netherlands, England, Germany, Sweden and Denmark. This would allow the Enterprise to greatly increase its social impact - not only in Amsterdam, but even beyond the Netherlands.

- 3. The Company aims to increase the emancipation of women** by ...
 - increasing the percentage of applications from women from 25.59% to 30%.
 - increasing the percentage of women among participants from 33.19% to 35%.
 - increasing the percentage of women among current participants to 40%.

Activities to achieve objective: improvement on emancipation:

Although the Company's team is largely composed of women and the Company is consciously working on emancipation, it notes that there is still much room for improvement in this area. The Company would like to work on marketing and education within its organization:

- Cooperation with (marketing) specialist: The Company would like to cooperate with a (marketing) specialist who has experience with women with a refugee or migration background.

- Workshop series in collaboration with SPE Networks: The Company would like to collaborate with the SPE-Networks of the City of Amsterdam. The organizations that focus on emancipation, gender, migration and labor could teach the Enterprise a lot. The workshop series mentioned above could be expanded to include sessions on emancipation, intersectionality, diversity in the workplace, combining work and family, religion at work, etcetera.

The Municipality acts as a partner and pledges the following support:

Support	Department
1. Municipality looks through networks to see if it can support finding parties that can donate laptops. The municipality points the Enterprise to initiatives, subsidies and organizations that can help and will supports with leads through the Pact for Amsterdam, Business Involved and (international) companies from Amsterdam with CSR ambitions.	Economic Affairs & Culture (EAC)
2. The Municipality supports with contacts for study rooms where participants can work on assignments in groups.	EAC
3. The Municipality connects the Enterprise with parties who can help think about alternative forms of funding for the cost of exam vouchers.	EAC
4. The Municipality considers options and customized solutions for travel expenses (within the cities travel expenses policy for Amsterdammers on an assistance) incurred by participants during the six weeks they	Work, Participation & Income (WPI)

participate in a Blue Road Academy program.	
<p>5. The Municipality supports in preparing participants for the labour market by</p> <p>a. the use of expertise by the Municipality of Amsterdam at workshops organized by the Company</p> <p>b. putting the Company in contact with relevant networks such as within the framework of House of Skills and corporate partners with CSR ambitions.</p>	<p>WPI</p> <p>EAC</p>
<p>6. The Municipality supports the Company in establishing contacts in the area of Diversity and Inclusion and empowerment of women in particular including through women's entrepreneurship networks, SPE Networks that can play a role in improved workshop offerings in the areas of gender, labor and migration.</p>	EAC
<p>7. The Municipality connects the Company to relevant networks and programs for improving diversity as a theme and focus in its marketing and communications.</p>	EAC
<p>8. The Municipality supports where possible and desirable with national and international contacts through networks of cities and regions in which the Municipality participates.</p>	EAC

9. The Municipality is deploying Marketing and Communications around the Impact Deal.	EAC
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Impact is measured in the following way:

1. Increased access to affordable and quality education:

- Increase in number of participants per program. The Company can track these statistics in its system.
- Increase in number of certificates. The Company can track these statistics in its system.

2. Relevant skills for work:

- Improved feedback from recruitment partners: After an agreement is signed, the Company has been keeping in touch with its recruitment partners for some time now. Regularly, the Company receives feedback that its alumni are struggling with the initial period in their new roles. Through discussions with these employers, the Company can test whether its efforts have worked and this initial period is perceived as more positive. This could also possibly be done using a questionnaire.
- More confidence from participants and alumni: participants regularly report that they have little confidence in the labor market. They doubt their own knowledge and skills. With the help of a questionnaire, the Company can start testing whether its efforts have contributed to the self-confidence of its participants.
- Increased number of employment contracts. The Company can track these statistics in its system.
- Increased involvement in Company events. The Company can track these statistics in its system (for example, by tracking the number of participants per event).

3. Empowerment of women:

- Increased number of applications from women. The Company can track these statistics in its system.
- Higher percentage of female participants. The Company can track these statistics in its system.

- Clearer presence of women on Company channels. The Company can view these statistics on LinkedIn, Instagram and Facebook.

With this agreement, the parties undertake to carry out the above activities. If this is not possible against expectation, the parties will enter into discussions.

The agreement has a term of 12 months and will be evaluated in the interim after 6 months.

The Municipality will take the initiative to enter into dialogue on this matter.

Signature

On behalf of Blue Road Academy

Director Gaspar Rodriguez

Date & Place:

On behalf of Municipality of Amsterdam:

Jan-Willem Flohil

Director of Economic Affairs

& Culture

Date and place

Renger Visser

Director of Income

Date and place

19. Impact Deal Sababa B.V. & Municipality of Amsterdam

Considering that:

The Board of Mayor and Aldermen of Amsterdam (referenced after as 'the Board') has concluded the 'Amsterdam Agreement' on May 25, 2022 in which the Board is committed to:

- A city of solidarity with opportunities for all
- A sustainable future
- Responsible growth

And whereas

Sustainability:

- The Dutch climate goals are laid down in the national Climate Act. In addition to the climate goals, the Climate Act also describes the policy framework around the climate goals.
- The City of Amsterdam, together with local companies, organizations, associations and institutions, is taking the lead in the climate transition and it is contributing to the national goals by drawing up and implementing an ambitious climate plan to reduce greenhouse gas emissions by 5% by 2025, by 55% by 2030 and by 2050 compared to 1990.
- The college is committed to public-private partnerships to accelerate sustainability and leverage knowledge from business. The college wants to make agreements with companies to reduce their CO2 emissions.

Circular & waste:

- Amsterdam wants to be a circular city by 2050. And Amsterdam wants to use 50 percent less new raw materials by 2030. A city where we reuse valuable materials and raw materials and produce no waste.
- The European Single Use Plastics Directive requires that as of July 1, 2023, businesses must replace disposable items made of plastic within their establishments for alternatives without plastic and charge for food and beverages delivered in disposable plastic packaging and offer a reusable alternative.

Economy:

- The city cannot do without a resilient and innovative economy, and the college is exploring how we can strengthen Amsterdam's economic structure, make it more diverse and more emphatically beneficial to all Amsterdammers where broad prosperity is the starting point on which a future-proof economic structure serves.
- The city council wants to promote small entrepreneurs with a neighborhood function and help entrepreneurs and companies to become more sustainable.
- The college is committed to good working conditions for all and remains committed to ensuring that as many Amsterdammers as possible get or stay in work.
- The college wants a diverse economy that supports local production chains and gives manufacturing a full place in the city. And the college supports Amsterdam's small and medium-sized businesses to encourage and retain local entrepreneurship. I do find this one complicated.
- The college gives importance to social enterprises because they contribute to a healthy economy and various social goals, including stimulating the circular economy or promoting employment for people distanced from the labor market.

Food:

- Amsterdam is committed to healthy, social and sustainable food and attaches importance to fresh and affordable seasonal produce from farmers in the region and natural short supply chains.

Work and livelihood security, social work, anti-discrimination policies & diversity and inclusion:

- The labor market is in a double crisis with numerous sectors facing major shortages of workers including in construction and in the sectors crucial to the energy transition. And on the other hand there are many people on the sidelines against their will who are unable or struggling to find suitable work. And the college therefore considers it crucial to continue to provide support for Amsterdammers who are on the sidelines and is committed to opportunities for all and invests in this through guidance, further training and subsidized work. The council also wants to further strengthen the cooperation of the municipality with social firms.
- The city will invest extra in the use of wage subsidies and helping Amsterdam employers to contribute to sufficient suitable work in the city.
- Anti-discrimination policy & diversity and inclusion: The college will continue the efforts against discrimination in the housing market, internships, in nightlife, and in the labor market and attach importance to diversity and inclusion.

Reception, status holders and refugees:

- Status holders and refugees benefit from getting to work quickly and the college is therefore investing in the Approach to Status Holders to make that possible.
- And the college wants to offer refugees, regardless of their origin, opportunities to participate in language and participation programs and to help if work is possible.

In order to help achieve these objectives and contribute to the transition of SMEs and to work towards broad prosperity in which multiple value creation is central, the Municipality has set up an Impact Deal in which it enters into partnerships with SMEs in the city that want to work on sustainability and/or a social issue.

Introduction Sababa B.V. and impact

"To revolutionize the fast food industry by becoming the first fast food concept to become completely carbon neutral" that is the mission of Sababa. Sababa was founded by five friends who fell in love with Middle Eastern cuisine in Tel Aviv. And it wasn't just the flavors that inspired them. The cuisine is the ultimate source for a sustainable revolution in fast food land. Delicious food that is also healthy for yourself and the planet and inexpensive. That's the no worries that Sababa stands for.

Sababa B.V. has three branches in Amsterdam in the Transvaal neighborhood, de Pijp and the Kinkerbuurt. In Sababa's restaurants, customers can sit down in the restaurant. Over two-thirds of customers order products and take them with them or have them delivered via Uber Eats or Thuisbezorgd. An initial energy scan was conducted at the Pijp location. This gave the following leads: installing a smart meter; installing a pump switch on the floor heating; installing a strip curtain and installing draft strips. The Kinkerbuurt location is the largest and has energy label A.

Sababa wants to eventually bring its CO₂ emissions to 0 and is also looking at its impact through methane gases. In the period of one year, Sababa wants to make a start with this by reducing CO₂ emissions by 25%. Sababa is already largely plant-based and the only meat we sell is (organic) chicken which is already more environmentally friendly than traditional fast food where beef plays an important role on the menu. Sababa wants to identify this more precisely and is looking for healthier and more environmentally friendly alternatives to frying, for example, and a more sustainable solution to the use of disposables. Sababa already has a strong focus on reducing food waste. In its menu, Sababa has looked at how to make even better use of food, preserve it and enrich it with new flavors. For example, preserved lemons are the basis for the lemon mayonnaise.

Currently, Sababa does not employ people with a distance to the labor market. Sababa does have an ambition on this. Sababa has an inclusive and diverse employee pool with diverse nationalities and is committed to diversity and inclusion. Many employees from outside the EU also work at Sababa.

Specific commitments in the Impact Deal

Sababa B.V. sets the following goals for the period May 1, 2023 to April 30, 2024 and wants to achieve

Sustainable Impact:

1. Reduce CO2 emissions by 25% and to this end deploys, among other things, an energy scan to better map activities; focus points here are:
 - A) Menu and use of products where many ingredients are already plant-based but may still find gains also in the origin of specific products
 - B) Waste:
 - B1) Replace disposables for reusable packaging within the delivery service and in the case of single use disposables use completely plastic-free single use disposables; possibly in collaboration with other companies such as SLA, Salsa Shop and delivery services.
 - B2) Better separation of other waste streams and waste prevention.
 - C) Improve development of an "Impact Label" and communication to customers to encourage sustainable choices.

Social Impact:

2. Achieve inclusive employment by hiring 3 job seekers in 2023 with a distance to the labor market (including statusholders).
3. Contribute to career orientation and knowledge development of 40 young people by giving company presentations on sustainable entrepreneurship at 4 educational institutions.

The Municipality acts as a partner and pledges the following support:

1. The Municipality will support the better mapping of sustainability measures by deploying an energy scan and will help think of starting points for sustainability measures. With the energy scans, participants will also receive a year of guidance and aftercare, and entrepreneurs can also receive advice on tenders for sustainability measures.

2. The Municipality will bring Sababa into contact with experts, including from universities and from the Amsterdam Food Strategy network.
3. The Municipality
 - Investigates whether and how it can contribute to a local pilot with alternative and longer-lasting disposables;
 - Opens up its contacts with delivery services, network organizations like Koninklijke Horeca Nederland and knowledge partners like Mission Reuse and
 - Supports networking with local catering entrepreneurs and shopping street areas.

Also in light of activities that the Municipality is preparing in this area.

4. The Municipality contributes ideas on consumer communication, including in the context of entrepreneurial campaigns.
5. The Municipality advises on possible additional ways to better map out and manage the social impact and looks at programs it supports such as True Pricing and Building Better Business to see if this offers leads for Sababa.
6. The Municipality /WSP Greater Amsterdam supports with the nomination of candidates with a distance to the labor market, jobseekers with a certain guidance need and/or a suspected work limitation and status holders. The aim is to have 3 candidates enrolled in a year. Finding enough suitable candidates is a prerequisite for the success of the ambition.
7. The Municipality supports where necessary in finding funding (including funds affiliated with the Municipality).
8. The Municipality contributes ideas on local food production by the Company and supports the multiple value creation that is realized with healthy, social and sustainable food, it opens its network from the Food Strategy in the city and region and gives the Company a stage where possible
9. The Municipality deploys marketing and communication around the Impact Deal. For example, the Municipality and the Enterprise are exploring how Sababa's sustainability steps in the context of the municipal Food Strategy and other policies can be an example case and how it can also be an inspiration for other hospitality entrepreneurs.

Impact will be measured in the following way:

- Objective 1: CO2 measurement; measurement method to be further completed after energy scan consisting of elements 1A, 1B & 1C
 - Objective 1A: CO2 reduction by adjusting menu and use of products

- Objective 1B1: prevent kilograms of waste by replacing with reusable packaging; reduce CO2 footprint by less environmentally harmful and more recyclable disposables
- Objective 1B2: Better separate/prevent other kilograms of waste (o-measurement over a period & final measurement)
- Objective 1C: Customer analysis and qualitative research into more sustainable choices
- Objective 2: Number of sustainable placements (employed for more than 6 months):
- Objective 3: Number of young people reached through business presentations and appreciation.

With this agreement, the parties commit to carry out the above activities. If, contrary to expectations, this is not possible, the parties will enter into discussions.

The agreement has a term of 12 months and will be evaluated in the interim after 6 months. The Municipality will take the initiative to enter into dialogue on this matter.

Signature

On behalf of Sababa B.V.

Director Bob Dolphijn

Date & Place:

On behalf of Municipality of Amsterdam:

Jan-Willem Flohil

Director of Economic Affairs and Culture

Date and place

Josja van der Veer

Director of Planning & Sustainability

Date and place

20. POF and Stoof B.V., Friekens Brewery & Buitengewone Varkens & Kipgoed & Municipality of Amsterdam

Considering that:

The Board of Mayor and Aldermen of Amsterdam (referenced after as 'the Board') has concluded the 'Amsterdam Agreement' on May 25, 2022 in which the Board is committed to:

- A city of solidarity with opportunities for all
- A sustainable future
- Responsible growth

And whereas

Sustainability:

- The Dutch climate goals are laid down in the national Climate Act. In addition to the climate goals, the Climate Act also describes the policy framework around the climate goals.
- The City of Amsterdam, together with local companies, organizations, associations and institutions, is taking the lead in the climate transition and it is contributing to the national goals by drawing up and implementing an ambitious climate plan to reduce

greenhouse gas emissions by 5% by 2025, by 55% by 2030 and by 2050 compared to 1990.

- The college is committed to public-private partnerships to accelerate sustainability and leverage knowledge from business. The college wants to make agreements with companies to reduce their CO2 emissions.
- The Board will continue its ambitions in the field of solar energy and expand the possibilities of collective purchasing of solar panels and encourage owners of properties with a large roof area to install solar panels.

Circular & waste:

- The Board intends with the Agenda Circular to make the economy circular at the local level with attention to the social side of making the city circular. And the Board invests in further collaborations in the city.
- Amsterdam wants to be a circular city by 2050. And Amsterdam wants to use 50 percent less new raw materials by 2030. A city where we reuse valuable materials and raw materials and produce no waste.

Economy:

- The city cannot do without a resilient and innovative economy and the college is investigating how we can strengthen Amsterdam's economic structure, make it more diverse and more emphatically benefit all Amsterdammers where broad prosperity is the starting point to which a future-proof economic structure serves.
- The city council wants to promote small entrepreneurs with a neighborhood function and help entrepreneurs and companies to become more sustainable.
- The college is committed to good working conditions for all and remains committed to ensuring that as many Amsterdammers as possible get or stay in work.
- The Board wants a diverse economy that supports local production chains and gives manufacturing a full place in the city. And the college supports Amsterdam's small and medium-sized businesses to encourage and retain local entrepreneurship.
- The college attaches importance to social enterprises because they contribute to a healthy economy and various social objectives, including stimulating the circular economy or promoting employment for people distanced from the labor market.

Poverty & debt relief:

- The college sees livelihood security for all residents as the core of a city of solidarity. A lack of financial resources causes a lot of stress in many cases, often leading people

into a vicious cycle of problems. Poverty and debt are thus not only an individual problem, but certainly also a social problem, because it holds people back in their development. In combating poverty and debt problems, the college aims to reduce stress and restore people's prospects.

Food:

- The college is committed to healthy, social and sustainable food and attaches importance to fresh and affordable seasonal produce from area farmers and natural short cycles.

Approach North and Master Plans New West and Southeast:

- A number of neighborhoods in Amsterdam have persistent and interrelated problems and the college finds it unacceptable that in a rich country and in a prosperous city the differences are so gigantic that children growing up in New West, Southeast and North do not have the same opportunities as others and in order to ensure that future generations can fully participate in the success in the city, live a healthy life and develop it is necessary to introduce an area-based approach that we maintain for a long time.

Work and livelihood security, social work, anti-discrimination policies & diversity and inclusion:

- The labor market is in a double crisis with numerous sectors facing major shortages of workers including in construction and in the sectors crucial to the energy transition. And on the other hand there are many people on the sidelines against their will who are unable or struggling to find suitable work. And the college therefore considers it crucial to continue offering support to Amsterdammers who are on the sidelines and is committed to opportunities for all and invests in this through guidance, further training and subsidized work. And wants to do this together with Amsterdam companies, educational and knowledge institutions. The council also wants to further strengthen the cooperation of the municipality with social firms.
- The municipality is investing extra in the use of wage subsidies and helping Amsterdam employers to do their part to provide sufficient suitable work in the city.

Reception, statusholders and refugees:

- Status holders and refugees benefit from being able to find work quickly and the Board is therefore investing in the Approach to Status Holders to make this possible.
- The Board wants to offer refugees, regardless of their origin, opportunities to participate in language and participation programs and to support if work is possible.
- And the college wants to do its utmost to ensure that the implementation of the Integration Act runs as smoothly as possible for new Amsterdam residents so that they quickly learn the language and find their way in society.

In order to help achieve these objectives and contribute to the transition of SMEs and to work towards broad prosperity in which multiple value creation is central, the Municipality has set up an Impact Deal in which it enters into partnerships with SMEs in the city that want to work on sustainability and/or a social issue.

Introducing POF, Friekens Brewery & Buitengewone Varkens & Kipgoed and impact

Pof is a restaurant, situated in the old soccer canteen of Tuindorp Oostzaanse Boys. Pof is part of NoordOogst, an urban agriculture project on the west side of district Noord. Pof serves food and drinks from the "short chain" idea. All the ingredients we use come from our immediate environment - except for the coffee. The restaurant strives to minimize its footprint by keeping transport movements and waste to a minimum.

Friekens Brewery is a craft micro-brewery with a penchant for "Ales". Originating from the subculture of Amsterdam (ADM), the beer is now a beloved brand among foodies. Friekens is part of an interesting network of brewers that (international) beer lovers enjoy visiting in tours for tours and tastings.

The Extraordinary Pigs (Buitengewone Varkens) of Buitengewone Varkens & Kipgoed scratch around at NoordOogst and are popular with kids, parents and basically all visitors alike. They can be fed and like to be photographed, and they visibly enjoy their life in the mud. Meanwhile, they make sure that many waste streams at NoordOogst go into their stomachs and they provide good meat for restaurant Pof and other buyers in the neighborhood.

The Enterprises are situated in an old canteen of a former soccer club. This building is poorly insulated, resulting in enormous energy consumption during the months of October through March. The Enterprises are motivated to address this. Sustainability and circularity are central to the businesses at NoordOogst. In time, there may be more parties on NoordOogst that want to join initiatives on sustainability.

The Enterprises are part of NoordOogst and show that delicious fresh food can be eaten without pesticides. They harvest and serve delicious natural products with no nasty aftertaste. In fact, almost none of the organic waste is thrown away and we reuse as much as possible: the brewers' leftover mash, for example, is used to bake bread at bakery Keppler and all the residue from Pof's kitchen is eaten by the pigs. In this way, 30,000 kilos flow back into chains (75-100 kilos per day).

NoordOogst is a connecting place, where different people meet. Through the enterprises within the urban agriculture project, many work and learning places become available. Volunteers and people distanced from the labor market occupy a central place. POF works with refugees and people distanced from the labor market. This also applies to other entrepreneurs at NoordOogst such as Beelease, Farmlodge and Buitenkans.

As part of NoordOogst, the Enterprises are active partners in initiatives aimed at the neighborhood and strengthening social cohesion. Learning about green and healthy food are central to this. All parts of the food chain can be seen at NoordOogst: from growing and producing, to ultimately consuming responsibly delicious food and drink. At NoordOogst you can not only see the sustainable food chain in practice, but you can also participate yourself. At NoordOogst you will also find other initiatives that promote a sustainable lifestyle. Businesses like to inspire consumers to think about their own consumption and eating habits. The entrepreneurs regularly organize workshops, tours, tastings, festivals, plays and other cultural events. Children can play in the nature playground and eat from crops grown in the vegetable gardens. NoordOogst also has access to a child care center, a training studio and a green meeting center. Within NoordOogst, the companies want to make a special commitment to refugees. Recently, a group of 240 refugees were housed in a nearby parking lot of The Milky Way/NoordOogst. The first contact was made with the guidance of HVO Querido.

The companies have a lease through Noordoogst that runs until 2026 and want to play a role in further area development.

Specific commitments in the Impact Deal

The Enterprises POF, Friekens Brewery and Buitengewone Varkens & Kipgoed set themselves the goal, during the period May 1, 2023 to April 30, 2024, of

Sustainable Impact:

1. Reduce CO2 emissions by making the premises where the Enterprises are located more sustainable and better insulated with a number of modifications so that gas consumption can be reduced by 30%-40% and electricity consumption can be generated via solar panels
2. To shape local food production with natural short cycles in cooperation with companies at NoordOogst, with which 30,000 kilos flow back into chains and green waste is locally converted into raw material and a CO2 saving is realized. The Companies are using this as an example and sharing it to raise awareness among consumers.

Social Impact:

3. Strengthen Social Cohesion in the area by organizing activities by and for local residents
4. Achieve Inclusive Employment and employ a number of job seekers with a distance to the labor market and explore how this number can grow with other entrepreneurs affiliated with NoordOogst whether or not in partnership with the group of refugees who have recently moved near NoordOogst.

The Municipality acts as a partner and pledges the following support:

1. The Municipality will support the better mapping of sustainability measures by deploying an energy scan and will help think of starting points for sustainability measures. The Enterprises and the Municipality are looking at:
 - Modular solutions & leasing
 - Opportunities for solar energy and heat recovery from compost
 - Starting points for social employment in the sustainability measures.
2. The Municipality supports the enterprises from its network by network introductions in finding financing (including municipality-affiliated funds)
3. The Municipality contributes ideas on initiatives in the field of social cohesion and neighborhood involvement, advises on financing from funds to realize a number of projects and establishes contacts with schools and partners who could give NoordOogst a place in excursions.
4. The Municipality /WSP Greater Amsterdam supports with the nomination of candidates with a distance to the labor market, job seekers with a certain guidance need and/or a probable work limitation and status holders. The aim is to have a number of candidates

enrolled in a year. Finding enough suitable candidates is a prerequisite for the success of the ambition.

5. The Municipality contributes ideas on local food production by the Enterprises and supports the multiple value creation that is realized with healthy, social and sustainable food, it opens its network from the Food Strategy in the city and the region and gives the Enterprises a stage where possible.
6. The Municipality thinks along with the realization of inclusive employment and can appoint a point of contact for this if the Enterprises need it.
7. Deploy marketing and communications around the Impact Deal.

Impact will be measured in the following way:

- Objective 1: Gas consumption and electricity consumption; CO2 calculation to be completed after performing energy scan
- Objective 2: Degree of waste separation and CO2 calculation, to be determined after performing an energy scan
- Objective 3: To be determined; qualitative research / measurement of social cohesion. Participation and outreach in activities.
- Objective 4: Number of sustainable placements (longer than 6 months at work):

With this agreement, the parties commit to carry out the above activities. If, contrary to expectations, this is not possible, the parties will enter into discussions.

The agreement has a term of 12 months and will be evaluated in the interim after 6 months. The Municipality will take the initiative to enter into dialogue on this matter.

Signature

On behalf of Pof and Stoof BV

On behalf of Friekens Brewery

Owner

Owner

Jasper Helmer

Sid Benson

Date & Place:

Date & Place:

On behalf of Buitengewone Varkens & Kipgoed

Johan Wielenga

Owner

Date & place:

On behalf of Municipality of Amsterdam:

Jan-Willem Flohil

Director of Economic Affairs and Culture

Date and place

Josja van der Veer

Director of Planning & Sustainability

Date and place

