

ROTTERDAM THE HAGUE ENERGY REGION



The Hague.
& Partners

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PARTNERS





THE HAGUE

ROTTERDAM

AMSTERDAM

DELFT

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ABOUT THE REGION

Welcome to the Rotterdam The Hague region, a compact and urbanized area with no less than 52 municipalities, 4 big universities, and a strong international business community with a truly entrepreneurial spirit - is a hotbed for innovation and investment.

When you choose Rotterdam or The Hague as your business location, you get all the advantages of a unique delta region in the western part of the Netherlands and also strategically located as a gateway to Europe.

Acting as a testing ground for global challenges, innovation, and the energy transition, this region is committed to coming up with purposeful contributions to the problems the earth faces. We are focused on sharing pragmatic solutions, knowledge, and services through international collaboration.

This delta works. For the world.

Now, we're inviting you to join us. So, what do we have to offer?

- A close-knit network of cities, which host internationally renowned universities, knowledge institutes, and forward-thinking companies.
- An international, entrepreneurial culture that offers great opportunities for business and a high quality of life. What are you waiting for? Renew your entrepreneurial energy by joining this community.

10 KEY FACTS ABOUT THIS DELTA REGION

1. A unique mix of economic clusters
2. Easily accessible, superb logistics
3. Centuries of experience in a challenging delta
4. A real-life testing ground for global challenges
5. Hotbed for field labs, resulting in crossovers
6. Highly talented region
7. The gateway to Europe and open to the world
8. Fertile ground for innovation
9. High quality of life
10. We invent, develop, produce and deliver

EASY ACCESS, EASY VISIT TO THE CITIES

The Hague and Rotterdam cities are easy to reach from anywhere in the world. These cities are easy to access by two international airports, Amsterdam Schiphol Airport and Rotterdam The Hague Airport, as well as by train stations.

There is a direct train connection from Amsterdam Schiphol Airport to both cities and easy access to metro and bus stations from Rotterdam The Hague Airport to both locations. All within a proximity of 40 minutes.



ABOUT THE REGION



TRAVEL DISTANCE & TIME FROM:

- Amsterdam > The Hague: 00 km | 🚆 00 min | 🚌 00 min
- Amsterdam > Rotterdam: 00 km | 🚆 00 min | 🚌 00 min
- Schiphol > The Hague: 00 km | 🚆 00 min | 🚌 00 min
- Schiphol > Rotterdam: 00 km | 🚆 00 min | 🚌 00 min
- Rotterdam > The Hague: 00 km | 🚆 00 min | 🚌 00 min
- Delft > The Hague: 00 km | 🚆 00 min | 🚌 00 min
- Delft > Rotterdam: 00 km | 🚆 00 min | 🚌 00 min
- Rotterdam The Hague Airport > The Hague: 00 km | 🚆 00 min | 🚌 00 min
- Rotterdam The Hague Airport > Rotterdam: 00 km | 🚆 00 min | 🚌 00 min
- Utrecht > The Hague: 00 km | 🚆 00 min | 🚌 00 min
- Utrecht > Rotterdam: 00 km | 🚆 00 min | 🚌 00 min

ROTTERDAM THE HAGUE ENERGY REGION

SOUTH HOLLAND AND ENERGY



The Rotterdam The Hague region is paving the way for sustainable energy. Regional partners have defined a number of ambitious goals related to the transition towards renewable energy. And these ambitions open new doors for creativity, and opportunities for international sustainable energy businesses.

Rotterdam The Hague has the ambition to transition to an almost emission-free society. By 2030 the Dutch government aims to reduce CO₂ emissions by 60% compared to 1990 figures and by 2050 the Dutch government aims to be completely climate neutral. Rotterdam and The Hague are leading the way in Europe by taking meaningful steps towards a new energy system, as well as the transition readiness of the cities to become zero-carbon areas. Together with the government, companies, hubs, and internationally renowned universities, we create a flourishing ecosystem with which we can achieve our objective and become smart cities.

New Energy covers upstream activities, such as power and heat generating industries like (offshore) wind, solar, marine, and geothermal energy. However, there is more to it than that. It also relates to all sustainable solutions and sub-sectors that (indirectly) lead to a lower carbon footprint. Think of the use of green hydrogen, energy storage, electrification, carbon storage, digitalization, and much more. This region offers a strong and supportive industry landscape for companies to flourish.

The **Hague.**
& Partners

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ROTTERDAM THE HAGUE

ENERGY REGION



The North Sea

The North Sea plays a key role in the energy transition. At first with oil and gas production and now increasingly with renewable energy. It offers opportunities for, marine energy, large-scale offshore wind, hydrogen production and carbon storage.



- | | |
|--|--|
| 1. Yes!Delft - The Hague | 12. NOGEPa |
| 2. Yes!Delft - Delft | 13. Fieldlab Industrial Electrification |
| 3. Buccaneer - Delft | 14. Duurzaamheidsfabriek |
| 4. WorldStartup | 15. RDM Rotterdam |
| 5. The Hague Tech | 16. BlueCity |
| 6. Dutch Marine Energy Centre (DMEC) | 17. Plant One Rotterdam |
| 7. The Hague University of Applied Science | 18. IRO |
| 8. ROC Mondriaan | 19. iTanks |
| 9. Green Village | 20. Erasmus University |
| 10. Shell New Energies | 21. Government |
| 11. Nexstep | 22. TU Delft |
| | 23. University of Applied Science Rotterdam (Hogeschool Rotterdam) |

Hollandse Kust Offshore Wind Farms

North Sea Innovation Lab

HAL Central

WarmtelinQ

Greenhouses Westland

PosHYdon

Porthos Project

Gate Terminal (LNG)

H2 Import Terminals

Green Hydrogen Production Facility (incl. H2-Fifty & Shell) - 200 MW Electrolyzer (planned)

Blue H2 Production (H-Vision Project)

Port of Rotterdam

Offshore Test Site

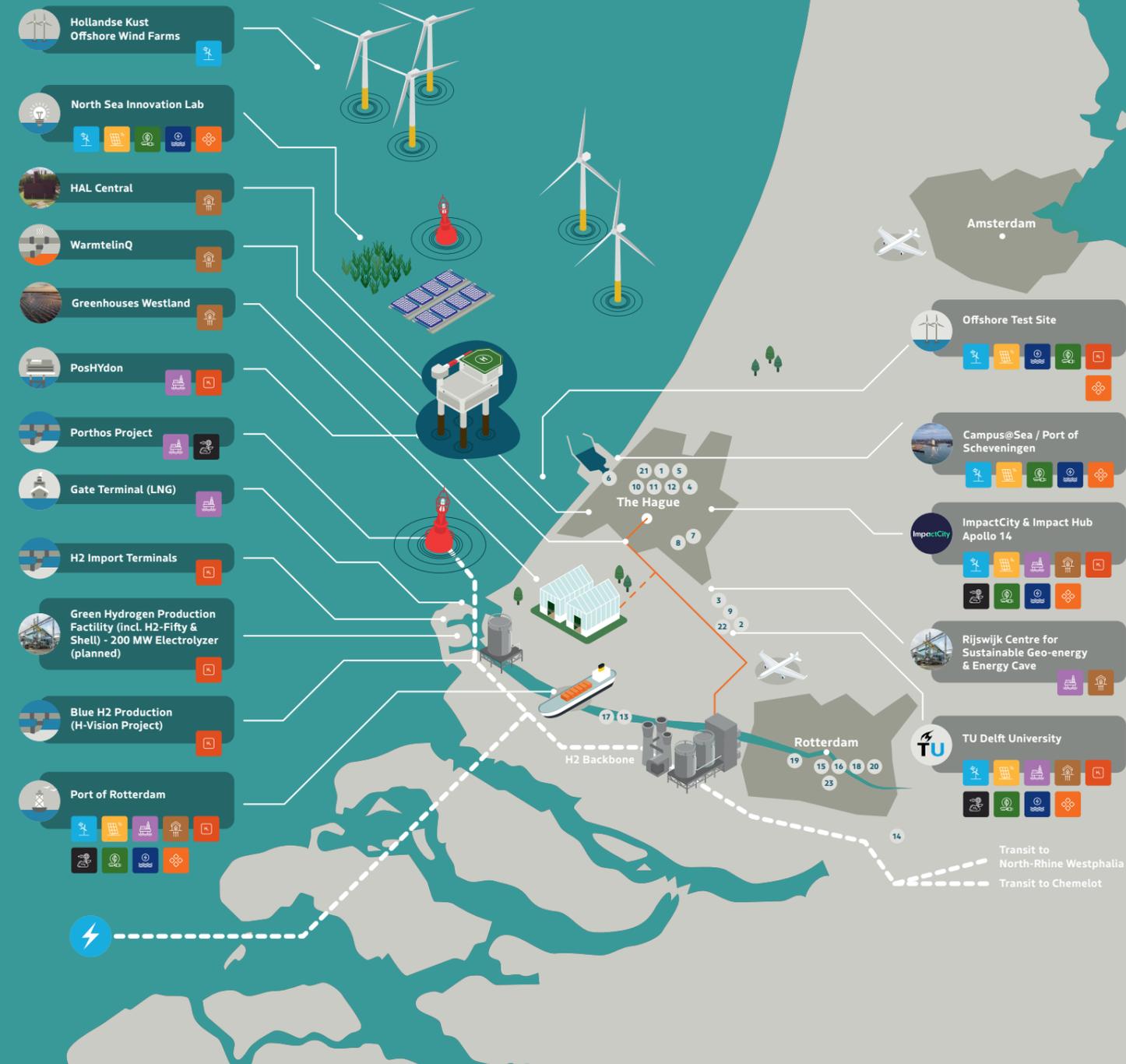
Campus@Sea / Port of Scheveningen

ImpactCity & Impact Hub Apollo 14

Rijswijk Centre for Sustainable Geo-energy & Energy Cave

TU Delft University

Transit to North-Rhine Westphalia
Transit to Chemelot



ABOUT THE HAGUE



ABOUT THE HAGUE

The Hague, being the city of peace and justice, has always had a great track record in the energy industry. It is home to research institutes, trade associations, the government, a wide range of service providers and leading companies who run their European and/or global headquarters from here. These are a few names located in the city's energy ecosystem:

- Air Products
- Campus@Sea
- Government of the Netherlands
- International Geothermal Association (IGA)
- McDermott
- Neptune Energy
- Ørsted
- Schlumberger
- Shell
- Siemens Gamesa
- The Hague University of Applied Science
- TNO
- TotalEnergies
- Worley

The Hague is an international office for worldwide activities, with energy as one of its core areas. This is thanks to its proximity to national government agencies, information and research institutes, trade associations, hubs, service providers, as well as the port of Rotterdam.

Additionally, there are important initiatives in the city, such as incubators, to assist new and young businesses. One example of this is ImpactCity which assists start-up and scale-up businesses with service, housing, and financing. They are driven by the motto 'doing good & doing business'.

ABOUT ROTTERDAM

The city of Rotterdam is setting an example of energy transition in Europe. The government, companies (in offshore wind, trading, electrification, hydrogen, chemicals and biofuel), and internationally renowned universities together create a flourishing ecosystem. The main goal is to develop innovative, clean solutions and to transition into leading Europe's smart city.

Rotterdam is a hotspot for sustainability and circularity. Our region is home to several leading knowledge & research institutions, including the TU Delft. In the region you will also find innovation hubs and special programs supporting (new) businesses in starting or growing their sustainable energy operations.

Rotterdam has a strong energy ecosystem including following names;

- BlueCity
- Platform Zero
- Deltalinqs
- Deltares
- RDM Energylab
- Erasmus University of Rotterdam
- iTanks
- Plant One Rotterdam
- Port of Rotterdam
- Shell
- BP
- Air Liquide

In Rotterdam, the world lies at the feet of everyone who wants to contribute to achieving our ambition: a carbon-neutral city, port, and industrial complex in 2050.

ABOUT ROTTERDAM



GEOHERMAL ENERGY AND HEAT

The geothermal energy industry has great momentum and is entering the 'Geothermal Decade'. Specifically, the The Hague region is a hotspot for the (international) geothermal energy industry with applications in horticulture, the built environment, a state-of-the-art test center, a leading university, and the International Geothermal Association. The region activates the international network of the geothermal industry by not only bringing the private sector together, but also by activating many embassies, NGOs, and international organizations within the ecosystem.

KEY PLAYERS WITHIN THE INDUSTRY





Rijswijk Centre for Sustainable Geo-energy

Donated by Shell to TNO (Dutch Technological Research Agency), this lab has been designed with the purpose of experimenting with new drilling techniques and materials. The center has over 20 installations available which simulate the full process of drilling (including a 400 meter deep well) and the subsurface conditions for testing materials.



Horticulture & Greenport

Horticulture is in close proximity to The Hague, namely in the Westland and Oostland areas. Here, more than 10 doublets deliver heat to 700 hectares of greenhouses producing food, plants and flowers. The goal in this region is to connect all heating networks and supply a steady baseload of geothermal heat.



HAL Central

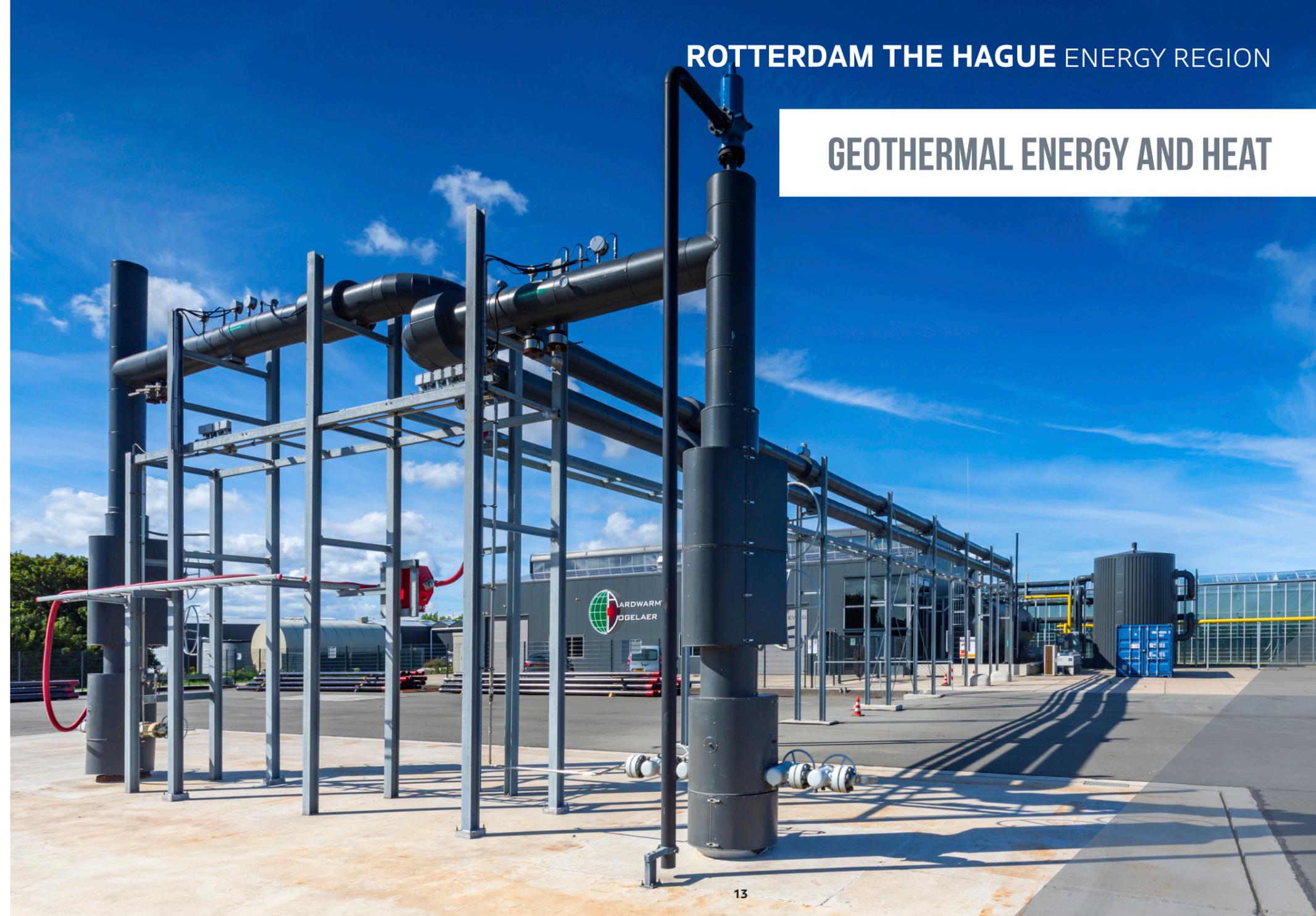
HAL (Haagse Aardwarmtecentrale Leyweg) will supply sustainable energy to The Hague Southwest district from wells located more than 2,000 meters underground. HAL is unique: it is the first urban-based geothermal station in the Netherlands.



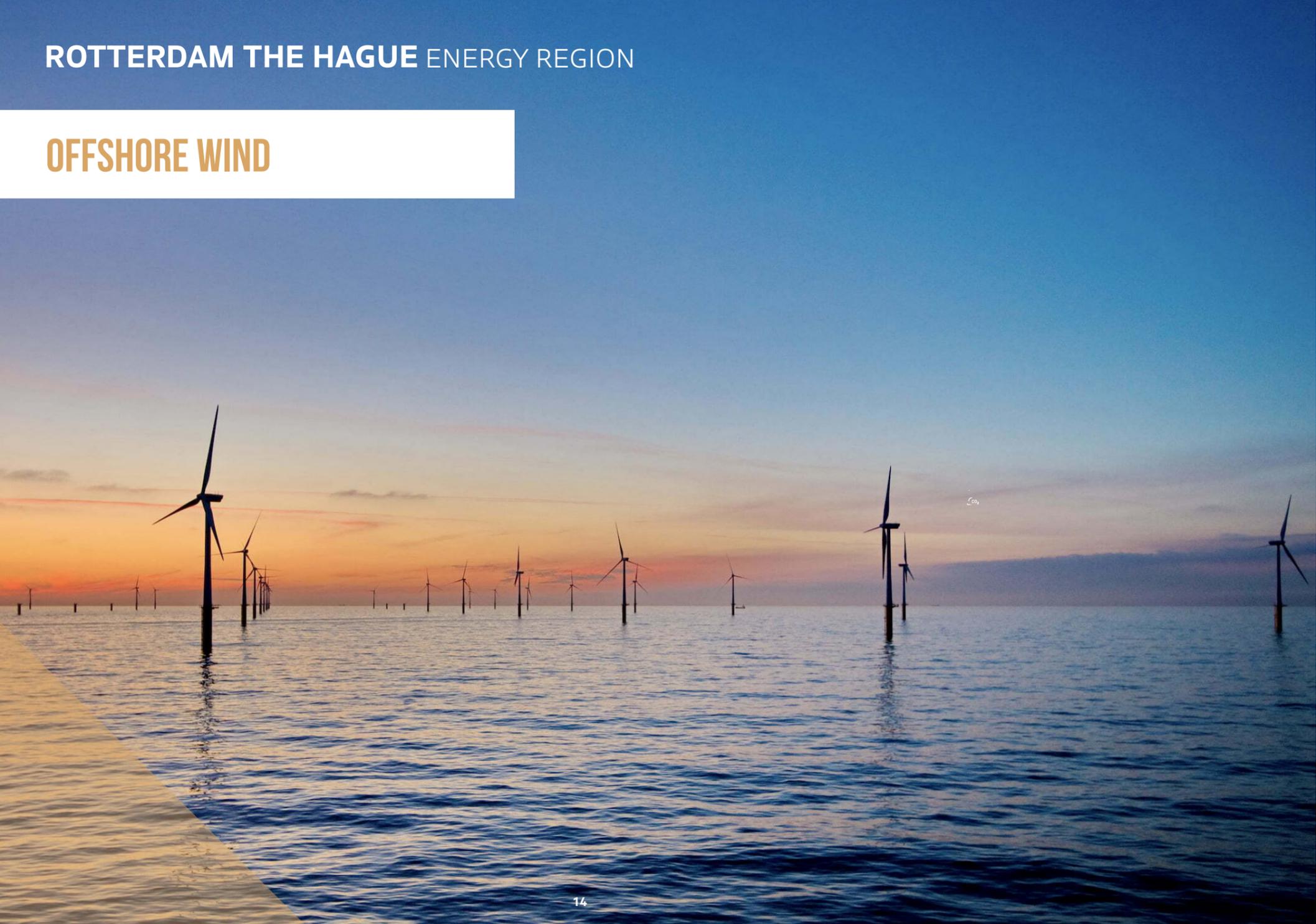
TU Delft

TU Delft is a top-notch technical university offering several bachelor and master programs related to geothermal energy. On top of that they perform a lot of research for public and private partners. In collaboration with TNO, Shell and Hydreco they will drill their own well. Both for R&D purposes, and to deliver heat to the TU Delft campus and the surrounding environment.

GEOHERMAL ENERGY AND HEAT



OFFSHORE WIND



SECTOR HIGHLIGHTS



Hollandse Kust Zuid offshore wind farms

The Rotterdam The Hague region lies within close proximity to the Brossele and Hollandse Kust wind farms. The large Port of Rotterdam offers a wide range of services for the offshore wind industry, but even the small Port of Scheveningen is suitable for light operations and maintenance.



Leading companies

The region is home to leading companies in the wind industry. Think of Siemens Gamesa, Eneco, Shell, Gold-Wind, SIF Group, Orsted, Van Oord, Boskalis, Huisman, and many more.



Wind turbine Testing on Maasvlakte 2

On Maasvlakte 2, the world's largest wind turbine, Haliade-X, is operational and used for testing. This 'experiment' was made possible by a creative collaboration between American GE Renewable Energy, Sif Netherlands, and Pondera Consult. The massive 107-meter-long blades have only recently started spinning. It is 248 meters tall and has a 12-megawatt capacity, enough to power 16,000 homes in the area. Over a five-year period, the wind turbine will be extensively tested to allow for an evaluation of wind turbine performance and operational procedures.



Campus@Sea / Port of Scheveningen

Campus@Sea is the innovation center for innovations at sea and along the coast of Scheveningen and The Hague. At Campus@Sea, parties are brought together around the themes of food, energy, ecology, and sports. Campus@Sea is not just a physical space; more so, it represents a network of networks that boosts sustainable innovation in and around the ocean. It also offers space for much needed practical experimentation.

OFFSHORE WIND

The Port of Rotterdam and Seaport Scheveningen are directly connected to the North Sea. These central locations, Rotterdam in particular, provide a complete offshore wind supply chain.

The region is not only home to operational units but hosts many main offices of offshore wind developers, OEMs, and contractors. Additionally, various wind farms will be connected to electrolyzers and the hydrogen backbone in Rotterdam.

KEY PLAYERS WITHIN THE INDUSTRY

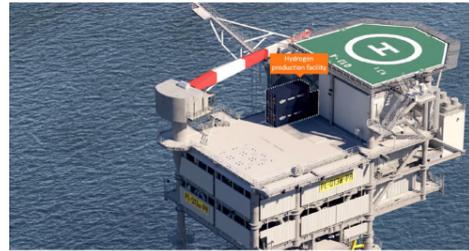
HYDROGEN

The Netherlands is substantially investing in hydrogen technology in a variety of regions. Not surprising, given the importance of energy storage in the transition to a net-zero future. Hydrogen serves as an energy carrier for the energy grid between peak production and consumption, as well as for heavy transport and aircraft, where batteries cannot supply the required energy density. Additionally, hydrogen is a valuable feedstock for the industrial cluster in the Port of Rotterdam. The transition to green hydrogen is an important goal.

The Rotterdam The Hague region is well-positioned to play an important role in the worldwide H₂ value chain, particularly in North-West Europe. The Port of Rotterdam is working with various partners towards the introduction of a large-scale hydrogen network across the port complex, making Rotterdam an international hub for hydrogen production, import, application and transport to other countries in North-West Europe. What makes the region unique and complete is the presence of renowned players across the entire supply chain.

KEY PLAYERS WITHIN THE INDUSTRY





PosHYdon

PosHYdon is world's first announced offshore green hydrogen pilot. It aims to integrate three energy systems in the North Sea: offshore wind, offshore gas and offshore hydrogen by producing hydrogen from seawater on our Q13a-A platform in the Dutch North Sea. The aim of the pilot is to gain experience of integrating working energy systems at sea and the production of hydrogen in an off-shore environment.



H-Vision: Blue Hydrogen Project

Blue hydrogen is crucial to achieving energy transition while also lowering CO₂ emissions. The vast majority of CO₂ emissions from methane-to-hydrogen production are captured and stored in the North Sea's empty gas fields. TNO created and refined the H-vision concept to aid in the achievement of these objectives. TNO is working on this with nearly fifteen partners. The DeltaInqs business association, which represents over 700 businesses in Rotterdam's major port, initiated the relationship.



Hydrogen HUB of Europe

Rotterdam The Hague region is ideally positioned as a European hydrogen hub. It has a strong industry that connects supply and demand, and existing infrastructure can be used for hydrogen transportation. All elements of the hydrogen distribution chain, from domestic producers and import, to storage and transit, as well as application in a variety of industries are established in the region. Which makes it an area in the whole of Europe.



Large Scale Green Hydrogen Production

Rotterdam The Hague region holds an advantageous and unique position by being active in all the stages of the hydrogen supply chain, making it a prime candidate to be the European Hydrogen Hub. The region is making strides towards this goal with projects like Hydrogen Holland I, where Shell plans to use electrolyzers to produce green hydrogen on the Maasvlakte, and HyCC, which focuses on creating green hydrogen from renewable electricity and water.

HYDROGEN



BLUE ECONOMY



SECTOR HIGHLIGHTS



Campus@Sea / Port of Scheveningen

Campus@Sea occupies a central place in this knowledge and innovation ecosystem, as a driver and facilitator for bringing together a network of the Campus@Sea community. Innovation projects and events are jointly carried out surrounding the themes of food, energy, ecology, and sports to test, learn, share knowledge, and demonstrate. It is a field lab for innovation with unique test facilities and support for entrepreneurs with ground-breaking innovation projects thanks to the (maritime) ecosystem in the region.



Dutch Marine Energy Centre (DMEC)

DMEC is an accelerator for marine energy solutions. DMEC believes that the enormous amount of energy stored in our oceans, seas and rivers will be a crucial driver to realize our global energy transition and foster sustainable growth. By advancing innovation, mobilizing capital, and shaping policies, DMEC creates multi-purpose energy solutions for a wide variety of markets.



Offshore Test Site

Offshore Test Site is an offshore test location of 6 km², located twelve kilometer off the coast of The Hague. The Offshore Test Site is an independent test site for research, pilots, the upscaling of innovations in the field of seaweed cultivation, and the co-use of offshore wind farms and marine energy. The site is managed by the North Sea Farmers.



Marine Energy Hub

DMEC's Marine Energy Hub brings together people, information, and tools to accelerate marine energy solutions. From marine energy technology developers, research and test facilities, businesses in the offshore, and maritime and delta-tech sectors to investors to policy makers. Right next to the North Sea, the Hub has the best access to the marine energy innovation ecosystem, covering all types of marine energy technologies.

BLUE ECONOMY

Blue economy is an approach to sustainable economic development that focuses on the ocean and its resources. This includes, among others, marine energy, which is renewable energy that can be generated from our oceans, seas, and rivers, ecology, e.g. artificial reefs, and aquaculture, e.g. seaweed farming. As they are located right next to the North Sea, Rotterdam and The Hague have the best access to the blue economy ecosystem.

KEY PLAYERS WITHIN THE INDUSTRY



UPSTREAM ENERGY, CCS AND ENGINEERING

Rotterdam The Hague region has a great track record in the energy sector. It is home to numerous companies operating in the energy industry. The latest developments on CC(U)S and clean fuels are all within the scope of these companies, including the decommissioning of existing platforms in the North Sea.

KEY PLAYERS WITHIN THE INDUSTRY





Porthos

Porthos is developing a project to transport CO₂ from industry in the Port of Rotterdam and store this in empty gas fields beneath the North Sea. Porthos stands for Port of Rotterdam CO₂ Transport Hub and Offshore Storage. It is expected that, in its early years, the project will be able to store approximately 2.5 million tons of CO₂ per year.



Port of Rotterdam - Offshore

In the western section of Maasvlakte 2, the Port of Rotterdam Authority will provide space for the development of offshore activities. Projects of any size can establish themselves there and the opportunities will only grow in the coming years. In this regard, the Port Authority is focusing on the following markets: decommissioning of oil and gas channels, enabling offshore wind farm development, establishing a large-scale manufacturing and assembly industry, conversion projects, and mobilization and demobilization projects.



Aramis Project

TotalEnergies, Shell Netherlands, EBN, and Gasunie have joined forces to reduce CO₂ emissions on a large scale for Dutch industrial clusters. These parties will form the Aramis consortium to develop innovative CO₂ transport infrastructure to enable offshore CO₂ storage. Aramis anticipates making a final investment decision by 2023 and starting operations in 2026. The project intends to contribute significantly to the Dutch National Climate Agreement and the European Union's Green Deal CO₂ reduction targets for 2030.



Rotterdam The Hague Innovation Airport (RHIA)

Rotterdam The Hague Innovation Airport (RHIA) places particular emphasis on the development and testing of clean fuels within the theme of Next Aviation. Cleaner fuels, such as green fuels and synthetic fuel, are viewed as crucial innovations for the aviation of the future. RHIA facilitates projects such as the Airport Technology Lab, Fieldlab Next Aviation, and Synthetic Fuel HyCargo, where the focus is on promoting sustainable and environmentally friendly fuel sources. In doing so, RHIA actively contributes to the pursuit of a clean, quiet, and circular airport environment.

UPSTREAM ENERGY, CCS AND ENGINEERING



ENERGY AND TECH

SECTOR HIGHLIGHTS

photo: Danny Cornelissen



The Future Port of Rotterdam

The port of the future is one that can best adapt to our changing world: one that is digital and climate-neutral. Rotterdam's port is digitizing. Its vision is to have a port that is powered by offshore wind farms, operations that use real-time data, ships that can be loaded and unloaded without waiting, and optimal use of AI, blockchain, and IoT. Activities in the port of the Rotterdam will be more transparent, predictable, and efficient than ever before.



Stebru and Eneco connect sustainable energy supply to real estate projects in The Hague

In The Hague, developer Stebru and Eneco are collaborating. The 'Frank is een Binck' project will be linked to BinckNet®, while the Maestro and Levels projects will have heat and cold storage (ATES) in conjunction with geothermal connections to the heat network. This new step will connect 1,141 new homes and 9,311 m² of new commercial real estate in The Hague to a sustainable energy supply.



The marine sector in Rotterdam is gaining traction with AI

Rotterdam, Europe's maritime capital, is a world leader in the development of new technologies and services. The Rotterdam Port Authority and the City of Rotterdam both have lofty goals for implementing artificial intelligence in the maritime sector. They believe that AI should be used to improve efficiency in ship design, manufacturing, and logistics processes. It is critical for achieving social objectives. Lowering CO₂ emissions, for example, as well as improving air quality in the city and port.



Blue Essence, Fugro's first unmanned ship, sets sail in Rotterdam

Fugro is a global leader in the collection and analysis of geodata. The Blue Essence is the world's first offshore certified unmanned ship (USV) capable of launching a remotely controlled underwater robot. The ship and the underwater robot will be controlled from an onshore control room via a satellite link during the operations. USVs are critical to the future of the maritime industry because they improve safety, reduce CO₂ emissions, and allow for more efficient data delivery.

ENERGY AND TECH

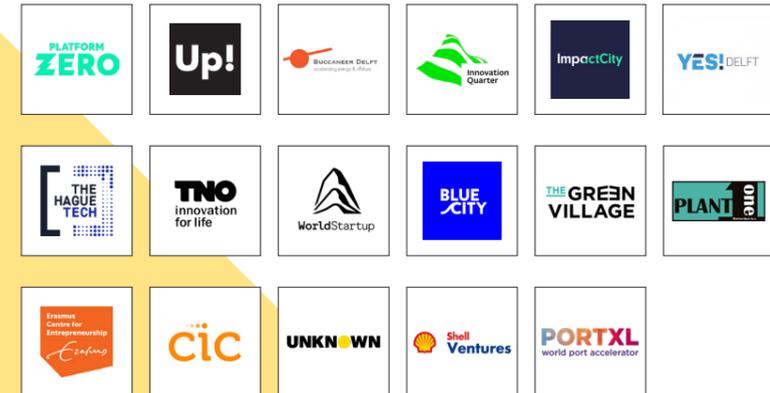
The combination of digital transformation and electrification is assisting the change of the whole energy industry, from power plant management to new consumer services and smart networks. The present energy transition encompasses all components of the power grid. Digitalization, which is revolutionizing the processes by which energy is generated, delivered, and consumed, is one of the most disruptive of these, along with decarbonization of the power generating mix. The Rotterdam The Hague region is becoming a home for a rising number of enterprises involved in the most recent innovations in digitalizing energy provision. On the right, you can see a few of the enterprises based in the region that are merging energy and tech.

KEY PLAYERS WITHIN THE INDUSTRY

START-UP AND SCALE-UP ECOSYSTEM

Young businesses with new solutions are encouraged to join! Rotterdam The Hague region can provide a variety of measures to assist these businesses in progressing to the next level. ImpactCity, for example, presents an ideal environment in The Hague for 'impact creators' to solve global concerns. But there is also InnovationQuarter, which is the regional economic development organization that aims to enhance the regional economic structure by fostering the unique inventive potential of the delta area. These organizations align the efforts required to design a better tomorrow in partnership with all major enterprises, numerous SMEs, educational and research institutes, as well as government organizations. There are also a number of incubators, such as YES!Delft, WorldStartup, the Buccaneer, and Erasmus Center for Entrepreneurship.

KEY PLAYERS WITHIN THE INDUSTRY



ImpactCity

ImpactCity is all about making the world a better place by combining doing good and doing business. As an ImpactCity, The Hague provides entrepreneurs and other impact makers with a wide range of opportunities and services, as well as innovative solutions. It focuses on assisting impact makers, and new and growing entrepreneurs by raising awareness, providing access to relevant networks, talent, and growth capital, and by providing an infrastructure to foster growth and experimentation.



Platform Zero

Building the most impactful climate tech ecosystem in the world. And we do this together with start-ups, scale-ups, corporates, universities, schools, investors, governments and innovation hubs.



YES!Delft

YES!Delft is a leading tech incubator. Through entrepreneurship and the start-up ecosystem it aspires to have a positive impact on the world. This incubator, founded in 2005, helps and empowers tech start-ups in Blockchain, Artificial Intelligence, BioTech, CleanTech, MedTech, EdTech, Aviation, Robotics, and Complex Technology. YES!Delft offers customized start-up programs, full-lifecycle services, market and equity access, and network of experts, partner companies, and mentors.



UP! Rotterdam

UP!Rotterdam works with early adopters of the next economy to help them scale up. Rotterdam's thriving ecosystem is the ideal home port for forward-thinking start-ups, scale-ups, innovative SMEs, and corporations willing to think big. UP! Rotterdam connects and strengthens existing partnerships while also working with stakeholders to create new activities. They assist in gaining access to talent, funding, and (international) markets, as well as positioning the region and strengthening the ecosystem.

START-UP AND SCALE-UP ECOSYSTEM



ACCESS TO TALENT



ACCESS TO TALENT

Rotterdam The Hague region has easy access to talent. With many recognized education institutes, firms, labs, and international organisations located in the region, the region has a big talent and employment pool to offer. In 2021, the Netherlands ranked tenth among the top 25 countries in the Global Talent Competitiveness Index. Every year, about 70.000 students are professionally educated, with an average of 10.000 academic graduates.

Branches that are part of the talent and employment ecosystem:

1. Universities, such as: TU Delft, Rotterdam Erasmus University, Leiden University and The Hague University of Applied Science;
2. International foundations or associations, such as: North Sea Farmers, Nexstep, IRO, EBN, and IGA;
3. Hubs and accelerators in the region, such as: ImpactCity, The Hague Tech, WorldStartup, Buccaneer, Port XL, and YES!Delft;
4. Innovation labs, such as: RDM Rotterdam, Fieldlab, The Green Village, and 24/7 Energy Lab from TU Delft;
5. Organizations: Rotterdam Partners, The Hague & Partners and Innovation Quarter.

The region collaborates closely with those universities, scientific and research institutes, recruiters and hubs. The region can help by providing talent in the Netherlands through these networking channels.

ABOUT THE ORGANISATIONS

WELCOME AT THE ORGANISATIONS

Rotterdam Partners, The Hague & Partners, and InnovationQuarter are three prominent organisations from the region that can provide support and knowledge to international companies seeking new opportunities in the Rotterdam The Hague region.

What we can do for you:

- Connections: We can connect you with talent, up-to-date information, relevant business partners, government authorities, and a variety of Dutch networks and service providers;
- Assistance: We are here to assist you with setting up your company, finding office space, opening a bank account, immigration topics and most importantly, show you the opportunities and make you feel at home;
- Organising trips: We can organise fact-finding trips and site selection missions together with our service providers;
- A soft landing: We can provide you with solutions and counsel to simplify and enhance your establishment in the Netherlands.

Make Rotterdam or The Hague your new home and explore the endless possibilities of energy within the region.



GET IN TOUCH

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ABOUT THE ORGANISATIONS



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