



## **Corporate Responsibility Statement 2014**



CR Summary .....	4
1 About this CR Statement.....	5
2 CR and Integrity Governance.....	13
3 Dialogue with our stakeholders .....	16
4 Acting with integrity.....	21
5 Sustainability in our projects .....	27
6 Sustainable Operations .....	31
Glossary and definitions.....	45

## Corporate Responsibility Statement 2014

*Sustainability and Corporate Responsibility (CR) are part of our web-based integrated Annual Report. The ‘material’ CR topics are incorporated in the main story of the annual report; “2014 Annual Report Highlights”.*





















*This CR Statement contains further detail, depth and background to provide additional transparency to all stakeholders interested in the progress of Royal HaskoningDHV’s CR activities in the year 2014.*

*We welcome your comments and feedback, which you can send to Marjolein Demmers, Director Corporate Responsibility, at [info.CR@rhdhv.com](mailto:info.CR@rhdhv.com)*

*Erik Oostwegel*

*Chairman of the Executive Board  
Royal HaskoningDHV*

## CR Summary

CR in Royal HaskoningDHV	Highlights 2014	Progress on action plans	Where to read more
<b>Dialogue with our stakeholders</b>	Stakeholders are not so interested in CR. They want to talk about our role in dealing with <b>global challenges</b> .  Our <b>controversial project guideline</b> helped us to clarify our role and define our responsibility in several cases.	Provide toolkit and support  Share innovations  Roll-out client survey  Awareness clients  Dialogue controversial projects 	2014 AR Highlights, Stakeholders Dialogue CR Statement, page 16
<b>Acting with integrity</b>	Our integrity management system was re-awarded with a compliance <b>certificate</b> .  The system was <b>further advanced</b> in 2014 (training and third parties)	IMS enforcement  Raising awareness  Align procedures 	2014 AR Highlights, Excel in our operations CR Statement, page 23
<b>Integrating sustainability and innovation in our projects</b>	We increased our focus on four <b>challenges</b> of society, to inspire our people and our clients. We introduced five key <b>questions</b> to include sustainability in each project.  Many <b>innovations</b> were rewarded and 11 projects were covered in publications articles.	Contribute to challenges  Share knowledge internally  Share externally  Showcase opportunities (e.g. CO <sub>2</sub> reduction)  Use the tools 	2014 AR Highlights, Innovation CR Statement, page 27
<b>Walk-the-talk in operations:</b> <ul style="list-style-type: none"> <li><b>People</b></li> <li><b>Planet</b></li> <li><b>Processes</b></li> </ul>	GPS implemented  CO <sub>2</sub> footprint increased by 1.8%  Management systems certified and operational	Develop & maintain: Global HR  Diversity  Social Return  Security  QHSE roll-out  CO <sub>2</sub> reduction 	CR Statement, page 33 2014 AR Highlights, Build the Best Team CR Statement, page 38 2014 AR Highlights, Enhancing Society Together CR Statement, page 36 2014 AR Highlights, Excel in our Operations
<b>Giving Back</b>	Many bottom up initiatives!	Support local education 	2014 AR Highlights, Community Engagement CR Statement, page 43
<b>Outlook 2015</b>	<b>CR is our business</b>		2014 AR Highlights, Outlook 2015 CR Statement, per chapter



## 1 About this CR Statement



## 1.1 Our corporate responsibility approach

Corporate responsibility fits with our intrinsic values, professional drive and independent role. It is part of our strategy and strengthened by our employee ownership structure. In summary, corporate responsibility involves building our company with the following qualities and ambitions.

- Working with passion to enhance society together
- Taking professional leadership in sustainability and innovation in our projects
- Engaging in a continuous dialogue with our stakeholders
- Maintaining integrity as our highest value
- Collaborating with our partners and sharing our best practices and insights
- Applying best practice in our daily operations and reducing our carbon footprint
- 'Giving back' to local communities with our school programme and Green Fund

## Sharing our ambitions and results

Our ambitions are summarised in the CR policy statement and CR Charter, and in the Sustainability Agendas of our business and corporate groups. The main achievements during 2014 can be found in the 2014 annual report highlights. This CR statement provides further detail and depth.



Figure 1 CR Charter

## 1.2 Our vision on sustainability

Key to our vision is the promise of Enhancing Society Together. Our ambition is to achieve fact-based and recognised leadership in sustainable development and innovation in our markets. This is where we have the largest impact, where we can apply our expertise to influence decision making, and make a difference for sustainable development in our value chain. We achieve this by applying our knowledge and experience in client assignments to address the client's needs today, while also taking future needs and developments into account where possible.

We regard these future needs and developments from the perspective of *four global challenges* that form the wider context of our work:

- Urban challenge
- Water challenge
- Transport challenge
- Industrial challenge

Taking this wider perspective provides us with inspiration to be ambitious and innovative. The four challenges unite us, leading us towards a position where we can create a positive impact in collaboration with our internal and external stakeholders.

The challenges embrace the scope of our work (inclusive) and provide the bigger issues and needs that lie behind our clients' requests (strategic).

The four challenges are based on a social, economic and environmental assessment of the markets we operate in, looking at mega trends, risks, threats and opportunities in society and visions of key institutes.

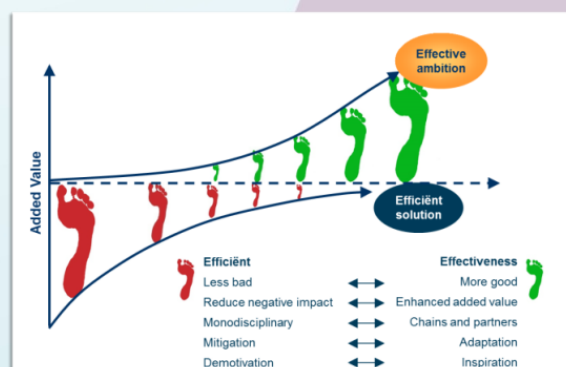






Figure 2. From efficiency to effectiveness

For external reference, we studied the 'grand challenges for global sustainability' (WBCSD et al.) and other global assessments (UN, OECD).

Inspired by Cradle-to-Cradle we regard the challenges as opportunities to go beyond efficiency; we aim to develop solutions that are effective.

*Table 1 Four Global Challenges*

Four challenges	Current services	Potential for new solutions/ transitions
<b>Urban challenge</b> 	<p>We provide a range of services that enhance cities, in terms of urban planning and infrastructure (roads, rail, water), mobility plans, energy, sustainable buildings, environmental quality, etc.</p>	<p>Globally, urban areas are growing and threatened due to urbanisation, climate change, risk of shortages (food, energy, supplies, etc.).</p> <p>On the other hand, cities offer huge potential for creativity, social change and the development of new solutions with low impact, smart solutions, slow traffic, circular systems, etc.</p>
<b>Water challenge</b> 	<p>We provide innovative solutions for water management, flood protection, land reclamation, drinking water and water treatment.</p>	<p>Water issues will increase. Society will need more forward thinking answers. Water issues will become even more vital and strategic, and placed in a broader scope (spatial perspective, food, and supply chain perspective).</p>
<b>Transport challenge</b> 	<p>We provide the plans, designs and project management for infrastructure and transport solutions, including ports, airports, and railway stations</p>	<p>Demand for infrastructure in developing countries is high. At the same time, the transport sector will be forced into a global transition; from energy and technology perspective and from a social-economical perspective. New system solutions will occur (ICT, 3D-printing, etc.)</p>
<b>Industrial challenge</b> 	<p>We provide consultancy and engineering to industry on environmental, social and technical developments.</p>	<p>Industry is facing many challenges (energy, resources, social impact), but also has the opportunity to change the game. Concepts as zero emissions, circle economy, foot printing etc. will help in the transition.</p>

For project examples 2014, please see *2014 Annual Report Highlights*



### 1.3 The value chain

Our role in the value chain is to translate our key capital -knowledge and experience of a global team of experts- into valuable outcomes that serve clients, while including the context and the need for sustainable development into the process. The value chain is illustrated in an [online](#) video.

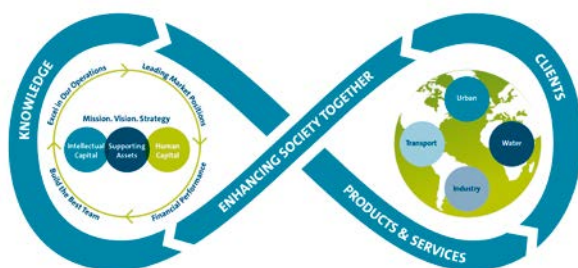


Figure 3 value chain

#### Products and services

We deliver a wide range of engineering and consultancy products and services in the field of urban development and buildings, water management, transport, infrastructure and industry. As described above, our promise 'Enhancing society together' is our guiding principle. Looking at our value chain as a whole, we consider it to be a system in which all parties create value for their stakeholders within the context of the needs of a growing global society and an increasingly exposed environment (according to our vision, described in 1.2). In delivering our services, we frequently work together with partners. These are other expert organisations that operate in the engineering and/or consultancy sector and provide additional expertise required in the project. In our work we take the wider environmental, social and ecological context into our scope. We aim to work with our clients and partners to address the global challenges.

#### Clients

Clients are private companies which range from major multinationals servicing a variety of sectors to small and medium-sized enterprises, government bodies (national, regional and local), international semi-governmental organisations and not-for profit organisations.

#### Capital

Royal HaskoningDHV is primarily built on three capitals. Human capital is our main asset. Our people *are* the company. Our intellectual capital consists of the collective knowledge and experience of our staff, our products and services, patents and our extensive references. Supporting assets are the means required to operate our business (offices, financial services, ICT, etc.).

#### Mission, vision, strategy

To achieve our mission and vision we adopted a strategy (Vision 2018) in which we focus on developing our human and intellectual capital, while creating excellence in our operations and achieving leading market position and sustainable financial performance. Our global code of business principles and supporting policies guide our global business practices.

#### Input products and services

The products and services that we acquire for our operational activities are office related (e.g. energy, catering, maintenance), transport related (e.g. public transport, lease cars), product related (e.g. ICT equipment) and professional service (e.g. financial services, accountancy services, external auditing services).

#### Input knowledge

Knowledge is crucial in our business. It is part of our culture to acquire professional knowledge, collaborate with universities and share our insights with our stakeholders. As explained above, collaboration with knowledge partners in the delivery of our services to our clients is key.

### 1.4 Materiality

In 2014, we reviewed the materiality of the impacts of our company through a materiality assessment. The results are presented in Figure 4.

We also listed the most relevant factors (CR Statement 2013, Table 2; 'Material topics', page 8). However, we did not prioritise the impacts at that time. Based on the full assessment of this year, we can conclude that – consistent with our reporting in the past - our impact in projects and services is a key priority. We have now increased our focus on the most material impacts downstream in the value chain. Upstream is regarded as an

area of less impact, in which we are also less influential. This is reflected in this report.

#### Priorities Royal HaskoningDHV

Based on the materiality assessment and our mission, vision and values, we have concluded that our priorities for development and reporting are as follows, see Table 2. These material topics are addressed in the 2014 Annual Report Highlights, and additional detail is provided in this CR Statement and the Financial Statement.

In addition to these material topics, it is our preference to also address two topics that are relevant to us in support of our promise (we 'walk the talk') and our culture of 'enhancing society together' (\*).

*Table 2 Material topics*

	Material topics	Included in
1	Economic/ financial performance	2014 Highlights, Financial St.
2	Integrity and ethical performance	2014 Highlights, CR section 4
3	Quality and sustainability in our products and services (economic, environmental and social impact, innovation and client satisfaction)	2014 Highlights, CR section 5
4	Employability: Employment conditions, training and development, diversity, equality and employee satisfaction	2014 Highlights, CR section 6
5	Health and safety	2014 Highlights, CR section
*	Walk-the-talk in our operations, including energy and emissions of offices and business travel, paper-usage, and procurement	2014 Highlights, CR section 6
*	Community development, including investment and capacity building	2014 Highlights

#### 1.5 Peer comparison

In parallel with our materiality assessment, we also reviewed the CR performance of 10 global peers in engineering consultancy and B2B services (desk research). We recognized that these peers are more and more embracing CSR reporting, with most detailed reporting done by US-based firms. Integrity is a key factor globally, and UN Global Compact is a commonly used standard. Most peers also report their carbon footprint. Some are clearly also making an effort to create more positive impact downstream, by providing

sustainability services and being pro-active. Making this explicit and measureable, and taking an outside-in approach to address future challenges is only seen by a few. In this respect, we regard Royal HaskoningDHV as one of the frontline explorers.

#### 1.6 Reporting

Our vision on reporting is to give a transparent and representative overview of our activities, in line with best practices in the market and our type of company i.e. professional services consultancy. Through reporting we aim to reach clients, employees and partners to engage with our ambitions and to give feedback for improvement. For 2014, the Annual Report and the Financial and CR Statement of Royal HaskoningDHV are presented in website format. In addition, a digital and printed magazine is available with key messages and highlights.

The track record of Royal HaskoningDHV includes Global CR-reporting since 2006, based on the international GRI framework. Various forms of CR-reporting have been applied since.

In the Netherlands the Dutch Ministry of Economic Affairs evaluates the transparency of CR reports and integrated annual reports in the Transparency Benchmark (TB). In 2014, the Royal HaskoningDHV 2013 report was again leading in its sector (#71, TB with renewed criteria). In 2013, Royal HaskoningDHV 2012 report was also ranked at the higher end of the 260 participants and was the highest placed engineering consultancy (#54 in the rankings) on the basis of our 2012 CR supplement.

#### 1.7 Standards and trends

The annual report of 2014 is inspired by the IR Framework of the International Integrated Reporting Council (IIRC). This Corporate Responsibility Statement adds further background and detail to respect several international standards and guidelines, including the guidelines of the Global Reporting Initiative (GRI) – G4. See our self-assessment against the GRI framework in the GRI table (annual report website), as a reference.

We continuously follow external trends to determine issues most relevant for our company and those where we can make a positive contribution to society at large. Our source of information is the experience we develop in projects, external dialogues and interaction in memberships. Special attention is placed on trends and

developments in the context of the four challenges. For each challenge a market knowledge team has been formed for on-going information collection and business guidance.

Important references for this report are the ambitions, priorities and principles that we endorse and apply. These are related to UN Global Compact, Ethic Intelligence, 'De Groene Zaak', WBCSD, and the OECD (Guideline for Multinational Enterprises).

### 1.8 Reporting process

This statement and the annual report content is based on reported information from corporate groups, business groups, countries and specific functions, during and at the end of 2014. Information is collected through one annual and company-wide questionnaire, and contributions have been reviewed and approved by the responsible officers (Resident Directors, Corporate Directors, Business Directors and Executive Board). Progress is partly measured with key performance indicators, and partly described qualitatively. In section 6, data collection and measurements for the operational footprint is further explained. As the Netherlands, South Africa and the United Kingdom are the top three countries in size and turnover, they are given more emphasis in the report.

#### External assurance

Our financial statement is subject to external assurance by KPMG. The additional information in the Annual Report and this CR and Sustainability Statement is not part of the external assurance.

Our decision to refrain from a full external assurance is that most of the non-financial impacts of our company are related to our projects and services. We have not yet found a feasible and valuable quantifiable method to measure this impact, nor do we seek one at this stage. With our expertise in environmental and social impact assessment and monitoring, we are very much aware of the limitations and costs of a global monitoring system for such a wide variety of projects and impacts. We are convinced that best project results derive from staff motivation, knowledge sharing and development, sharing of best practices and a shared sense of urgency among colleagues and clients.

#### External references and frameworks

Through this statement, we provide transparency in as much detail as possible.

We voluntarily participate in external communications, audits and verifications on several topics.

Since 2008, we endorse and support the UN Global Compact (UNGC). We report annually on the UNGC 10 principles in a Communication of Progress, at the 'active' level (see our Communication on Progress on [www.unglobalcompact.org](http://www.unglobalcompact.org)). The core principles of UNGC in the areas of human rights, labour, environment and integrity are incorporated in our Global Business Principles and integrity management system.

Our management systems are certified and subject to external audits globally. This includes our environmental management system, health and safety management system, HR management system, integrity management system and quality management system. In South Africa we comply with the B-BEEE requirements, a qualification for the black empowerment scheme, which is also verified externally. In the Netherlands we comply with the CO<sub>2</sub> Performance Ladder (including external verification of our CO<sub>2</sub> footprint).

*(More info in Section 6)*

### 1.9 Scope of the Corporate Responsibility Statement

The scope of the Corporate Responsibility Statement on the achievements of Royal HaskoningDHV includes all the activities and majority-owned legal entities that are part of Royal HaskoningDHV B.V. This is in line with the scope of the Financial Statement. For investments and financial information see the 2014 Financial Statement. This report does not include joint ventures or subcontractors.

The selected key performance indicators for staff relate to our own staff and exclude freelance staff or staff hired through temporary staffing agencies. We report environmental key performance indicators (KPIs) on our permanent office locations and deviations are made explicit in the report.

#### 1.10 Data completeness and comparability

The quantified information has been compiled with a team of managers worldwide, and reviewed by internal experts locally and centrally. For some ambitions, the KPI is not measurable yet. Data definitions are the same as in the 2013 reported CR supplement.

A list of definitions (Glossary) is included at the end of this statement.

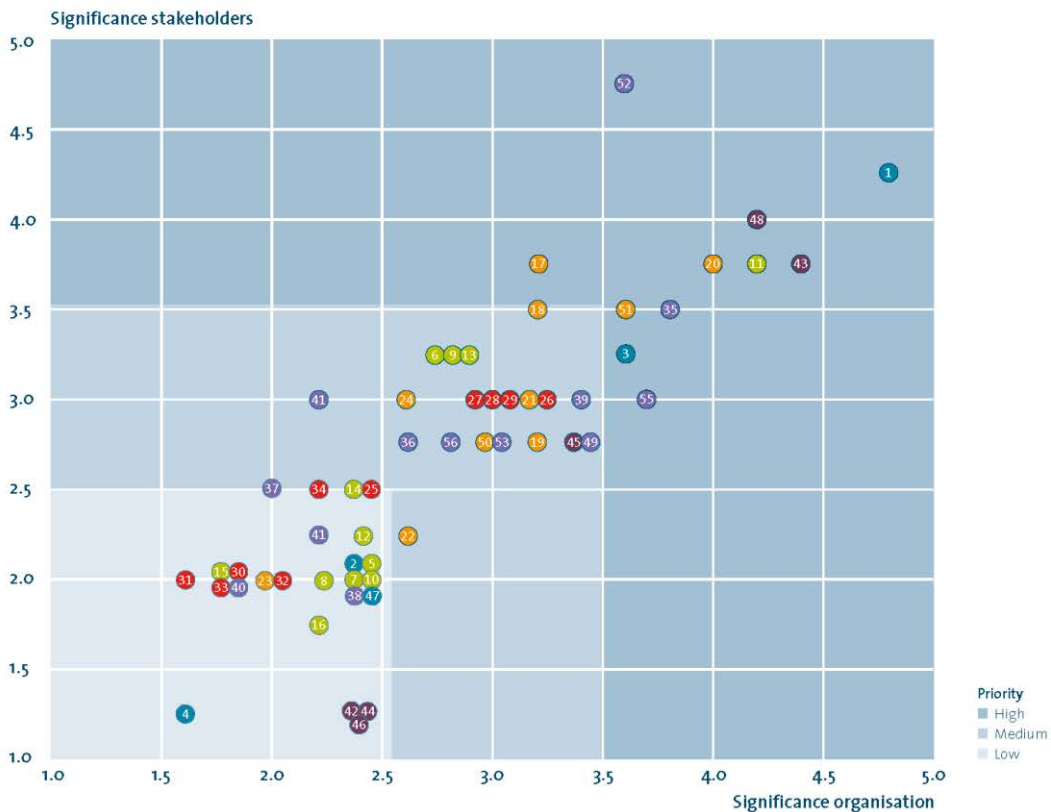
#### Invitation to engage

This report aims to give a representative impression of our activities and performance in 2014.

We welcome dialogue and feedback, and invite you to provide comments and advice for our further development ([email: info.CR@rhdhv.com](mailto:info.CR@rhdhv.com)).



## MATERIALITY ASSESSMENT CHART



### ECONOMIC

- 1 Economic/financial performance
- 2 Market presence (local hiring, local wages)
- 3 Indirect economic impacts
- 4 Procurement practices (local suppliers)
- 47 Responsible tax strategy

### ENVIRONMENT

- 5 Material use offices
- 6 Energy use offices
- 7 Water use offices
- 8 Biodiversity own operations
- 9 Emissions offices
- 10 Effluents and waste offices
- 11 Environmental impact of projects (materials/energy/water/climate change/ecosystems/biodiversity/emissions/effluents and waste)
- 12 Environmental compliance
- 13 Environmental impact of transport of employees
- 14 Overall (environmental investments/expenditures)
- 15 Supplier Environmental Assessment
- 16 Environmental Grievance Mechanisms

### LABOUR PRACTICES AND DECENT WORK

- 17 Employment conditions
- 18 Labour/management relations
- 19 Occupational health and safety (incl. travel safety)
- 20 Training and education of employees
- 50 Attracting and developing new talent
- 21 Diversity and equal opportunity for employees
- 22 Equal remuneration for woman and men
- 51 Employee satisfaction
- 23 Supplier assessment for labour practices
- 24 Labour practices grievance mechanisms

### HUMAN RIGHTS

- 25 Investments and human rights
- 26 Non-discrimination (own operations)
- 27 Freedom of association and collective bargaining (own operations)
- 28 Child labour (own operations)
- 29 Forced and compulsory labour (own operations)
- 30 Human rights training for security personnel (own operations)
- 31 Indigenous rights
- 32 Human rights assessment (own operations)
- 54 Human rights in projects
- 33 Supplier human rights assessment
- 34 Human rights grievance mechanisms

### SOCIETY

- 35 Impact on local communities in projects
- 49 Community investment/development
- 53 Capacity building in the community
- 52 Integrity in projects
- 55 Controversial projects
- 36 Anti-corruption and integrity in own operations
- 37 Influencing public policy
- 56 Providing input for public policy
- 38 Anti-competitive behaviour
- 39 Compliance with laws and regulation
- 40 Supplier assessment for impacts on society
- 41 Grievance mechanisms for impacts on society

### PRODUCT RESPONSIBILITY

- 42 Customer health and safety
- 43 Product and service labelling (incl. customer satisfaction)
- 44 Fair marketing communications
- 45 Customer privacy and information security
- 46 Compliance with laws and regulations regarding provision of products and services
- 48 Sustainability in projects/innovation



## 2 CR and Integrity Governance



## 2.1 Governance

Steering and control of the company, including on the material issues of Royal HaskoningDHV, are described in our Governance section and our Financial Statement on our Annual Report 2014 website. The Authority Matrix specifies the roles and responsibilities of all levels and departments in the organisation for all standard processes and decision making. The CR and Integrity Governance are further explained below.

## 2.2 CR governance

CR is the responsibility of the Executive Board, and steered by one of its members, Piet Besselink, in 2014. The strategic relevance is discussed with the Supervisory Board. To enhance and develop our CR performance, a CR position at corporate level manages implementation and development and reports to the Executive Board.

The CR policy, CR Charter, and key ambitions for the development of the company were defined by the Executive Board at the beginning of 2013 and are evaluated annually. The ambitions have been translated by the businesses and by the corporate groups to address their specific contribution. The result is a sustainability agenda which is part of their annual plan. Royal HaskoningDHV is organised in international businesses and corporate groups. These agendas therefore have a global scope. In each business the agenda is coordinated by a sustainability manager. Progress on the sustainability agendas of the businesses and lessons learned are shared in the Sustainability Business Platform which met six times during the year. The responsible Executive Board member is informed by and participates in this platform.

For local engagement, the Country Management Boards and Resident Directors take responsibility for a local sustainability agenda which is also based on the CR Charter.

Twice a year, progress and topics for development are on the Executive Council agenda. The Council is made up of the Executive Board and Business Directors. These items also appear regularly on the agenda of the meeting of the Corporate Group Directors. Operational sustainability issues and progress are on the agenda of the monthly Operational Excellence Meeting.

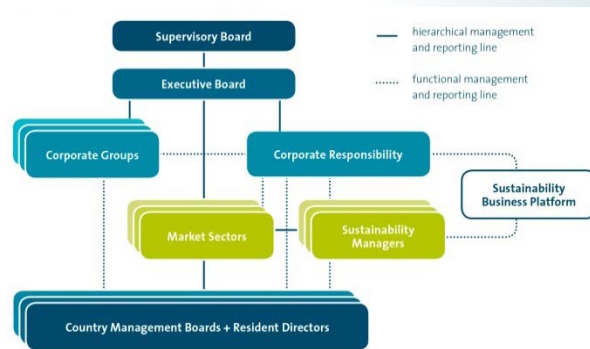


Figure 5 CR governance structure

## 2.3 Integrity & compliance governance

Integrity is a key value and our commitment to zero tolerance for non-compliance therefore starts at the Executive Board. The management of our compliance is supervised by the chairman of the Executive Board, supported by the Group Compliance Officer (GCO), and it is a core responsibility of all directors, managers and staff.

Integrity at a local level is managed by the Resident Director and Country Management Board, supported by Local Compliance Officers (LCOs) for countries in which we operate established offices. They raise awareness through campaigns, training and meetings, and they support local staff.

The policies, standards, business principles and guidelines are available to all staff. A printed copy of the global code of business principles is distributed to all staff. All other materials are available on our global intranet. The GCO has a direct reporting line to the Chair of the Supervisory Board and visits the Supervisory Board annually to report on progress and issues. LCOs report issues to the Group Compliance Officer quarterly.

We operate in a sector that is considered high risk (Transparency International) and in countries that are considered high risk (Transparency International's Corruption Perception Index). Integrity is included in our Quality and Risk Management procedures, which are part of our corporate management system. The Risk Assessment Board (RAB) is the ultimate platform that makes decisions on our engagement in large projects and those that are considered a risk. This represents projects that are greater than 2 million euro, and all projects in countries listed in the Country Policy.

The RAB consists of the Executive Board and the Corporate Director Legal Affairs. The RAB is supported by the risk management department. Internal auditing and reporting is the standard practice to monitor compliance.

We have incorporated an integrity management system that covers the global company:

- Global Code of Business Principles
- Business Principles for partners and suppliers
- Local Compliance Officers
- Integrity Council
- Procedures and Guidelines on gifts, agents, suppliers, concerns and issues (e.g. controversial topics and projects)
- Speak up line (whistle blower)
- Dilemmas and cases (reference book)
- Modules in company training programmes

Non-compliance can result in formal warnings, sanctions, dismissal or prosecution. Through the global network of compliance officers, non-compliances are evaluated and sanctions aligned.

Royal HaskoningDHV supports the principles and standards of the UN Global Compact, OECD and ILO and applies them as our guiding principles. The Group Compliance Officer is in charge of implementation, alignment, learning and development on integrity and compliance throughout the company. This ensures that integrity retains its position as a central attribute and value of our organisation.



Figure 6 Integrity governance structure



### 3 Dialogue with our stakeholders



### 3.1 Dialogue to create value

Royal HaskoningDHV management and staff interact with stakeholders on a daily basis.

In our business sector of professional services, continuous dialogue with clients is key to ensure we deliver value today and in the future. Client interaction includes client visits, interviews, surveys, round tables, client events, and evaluations.

Staff interaction is based on open internal communication within departments, through interactive road shows by the board, meetings and surveys, and dialogue with the work council. In a company of professionals, employees are very well equipped to provide feedback to senior management. Also, for confidential feedback, facilities are provided in our management systems.

Other stakeholder feedback follows from meetings with local and international NGOs and government agencies. Although it is typically an integral part of our work, it is also explicit in the CR agenda to achieve continuous feedback for improvement.

Stakeholders have been identified as groups relevant to our supply chain, business environment and our core activities internationally. We will remain watchful as these groups may change as the world around us is changing, and we will adapt as deemed appropriate.

We recognise three levels of feedback.

#### Strategic corporate level

Top management meets with clients and other key stakeholders all over the world. Top management is also informed through regular reports on key accounts and trends in society, shared in their monthly meetings. This provides important input for strategic decisions. Business managers maintain relationships with key accounts and strategic stakeholders related to their sector. For annual reporting, we focus on this strategic part of our stakeholder dialogue.

#### Operational level

Supporting groups and businesses also benefit from direct dialogue with their stakeholders at the operational level to continuously fine-tune their focus and assess the effectiveness of their actions.

#### Project level

Stakeholder input is a key factor in the delivery of successful projects. A broad range of input is sought by project teams whenever feasible. Stakeholder involvement at project level is part of our professional culture and our project tools.

As most of our impact on society is delivered through our downstream activities, this is also reflected in our stakeholder interaction.

For 2014, we planned five developments and improvements. We scored our progress in the table below.

Table 3 Progress 2014 Stakeholder Dialogue

Plan 2014 – summary	Achieved
1. Explain and evolve our structured stakeholder dialogue with clients; set stakeholder dialogue targets and toolkit for account management and general and local management; provide more support and coordination in 2014.	Limited progress, Change of plans 
2. Leadership in sustainability and innovation through communication and dialogue	Good progress 
3. Client satisfaction survey roll-out with management system internationally	Good progress 
4. Raise awareness by showing clients the value of sustainability solutions in projects	Limited progress, Change of plans 



### 3.2 Stakeholder feedback 2014

During 2014, we learned that even with more support and the toolkit, our approach to stakeholder dialogue has not taken off as planned. In our ambition to initiate dialogue with clients and other stakeholders our focus was on sustainability and CR. However, we have experienced that the stakeholders we interact with do not relate to these topics in general. Although sustainability often is a part of their strategy, most stakeholders do not express feedback or needs in relation to our CR performance or to the general sustainability of our services. The priorities raised by clients in 1-to-1 dialogues are project and content driven. Their interest is the delivery (quality and cost) of projects, communication on progress and professional project management. Leading clients and other stakeholders do express their own core interests and concerns around sustainability and are informed about our ideas and expertise.

This is consistent with the 2014 materiality assessment. Traditional CR topics (our operational impacts) have become a license to operate, and not a topic of high interest to them. We experienced the same with NGOs. They want us to provide showcases and best practices in the market.

Some examples: Quotes

- A.R. Pawar, project manager at Bhopal Municipal Corporation, Bhopal, Government Of Madhya Pradesh, India:  
"RHDHV in Royal HaskoningDHV symbolises Reliability, Hard working, Dependable, Honesty and Value for money"
- Joop Verdoorn, project manager at Port of Rotterdam for transport related projects:  
"It is the strength of Royal HaskoningDHV to execute a project with limited information and to exceed our expectations."

### 3.3 CR as license to operate

While general CR is not top of mind in dialogue, we do see an increase in sustainable procurement by clients: the number of requests for certificates and information is growing, and we receive more and more CR questionnaires from large multinationals, banks, governmental and environmental agencies, in which they ask about our policies and performance in various CR-related areas. This confirms the above. Clients

develop their own framework, using GRI, OECD or the UNGC principles as a source for inspiration. Each client defines a unique set of topics and asks for evidence in different forms. Some make use of the service of third parties such as Ecovadis or Fira.

The requested evidence and information is already publically available on our website and in our annual report, which includes a GRI table for reference. This source is often not used by clients.

### 3.4 Stakeholder engagement and collaboration

Many of our top accounts are explicit in their sustainability challenges and objectives. Dialogue reveals that most clients have ambitions and concerns that are related to expected changes in the future. This varies from social-economic issues (e.g. local need for higher skills, capacity building, and social return in South Africa) to ecological issues (e.g. impact of climate change and the consequences for natural resources for the food and beverage sector) to risks that affect the client's bottom line (e.g. cost and stability of the supply of energy and resources in the chemical sector).

Even when clients have not requested our support on these issues in their project requirements, they appreciate us looking into options to support them in dealing with these matters. This can be in a direct manner (low carbon footprint of a design, taking implications of a circular economy or climate change into account), and indirectly, by having a positive impact through our local offices in their country (e.g. with our educational initiatives). Anticipating this demand gives us the opportunity to broaden our service offering to include cleaner measures and more sustainable solutions. This strengthens our promise to Enhance Society Together.

### 3.5 Leadership and innovation

We learned that we need to be more explicit about our vision for sustainability and the transitions that are required to achieve long-term success for society. By discussing the four global challenges, we are able to define shared opportunities for the future benefit of the client and society, and we can show the added value of our combined expertise. This was recognised as very valuable by several clients and partners last year.

In our Annual Report you find several examples of solutions that contribute to the four challenges.

### 3.6 Client satisfaction

In 2014 we had two goals relating to feedback from clients on our project and services. The first was to score at least an average of 7.5 (on a scale from 1-10) for client satisfaction and the second goal was to increase response rate to 65%. The last one is tough to achieve but the higher the response rate, the more reliable the scores.

In order to achieve a satisfied client we strive to meet client requirements and exceed client expectations where possible in every project we execute. The average score of 2014 was 8.2, which is above the target 7.5.

To increase response, we send reminders to project managers to request their surveys. In 2014 we received 60% of all submitted surveys. This is below the ambitious target we had set of 65% but shows an increase compared to 2013. It results from staff being more aware of their role in following up the surveys.

An instruction video, available worldwide, will help staff to understand the importance of client satisfaction surveys and how to submit them. The survey is also available in different languages to make it easier for local clients to respond.

### 3.7 Showing sustainability in our projects

We aim to show clients the relevance and possibilities of sustainability in every project. In 2014, we introduced a CO<sub>2</sub> reduction ambition in all Dutch projects that involve the design of a physical object. This followed from our commitment to the CO<sub>2</sub> Performance Ladder, a scheme that stimulates companies to invest in carbon emission reduction.

In addition to CO<sub>2</sub>, our project tool e-Value looks at the wider spectrum of sustainability, and registers the project scope in terms of stakeholder involvement, knowledge transfer, and social and environmental factors. In 2014 it was decided that, due to the diversity in projects and project contexts, we prefer to continue with a simpler and more 'open' instrument that stimulates a shared way of thinking, more than a basic instructive registration tool.

#### *Manager in Qatar:*

"Sustainability is gaining attention in Qatar, but is not yet by nature adopted in design and construction. At Royal HaskoningDHV, we are not afraid to show our passion for sustainability and to point out the potential gains. With our commitment and in depth knowledge we support our clients in reaching their goals for sustainability. We sometimes have to put a lot of effort in convincing clients, but when we get a client satisfaction form back with an 8 and a 10 on a scale of 10, it feels that it has been worth the effort and energy, enhancing society together."

### 3.8 Controversial projects

Our objective is to be able to show our line of thinking around controversial projects and topics. In 2014, we made steps forward on developing the company viewpoint on several matters – See Section 4 for more information.

### 3.9 Stakeholder dialogue plans for 2015

Based on our evaluation of stakeholder interaction in 2014, the following key points are taken into account for further development:

- We will adjust our stakeholder dialogue with clients and partners to focus on shared value creation, bringing the topic of sustainability closer to their business and their interests by addressing the four global challenges. We will continue to develop leadership around these four challenges. The Executive Board is leading this development.
- We will continue to develop, implement and use our client satisfaction feedback system internationally.
- We will implement a new and more simple approach to deliver sustainable solutions in projects that concentrates on the message of the Executive Board; always ask yourself five questions in each project (even if the client did not request it explicitly).
- We continue to address concerns of stakeholders on controversial topics and projects by applying our guidelines and providing information on our position and viewpoints.

### How does our staff influence the company?

People are invited to give feedback in several ways. To inform staff and to ask for their feedback, the Executive Board invites all staff to visit their interactive presentation of the strategy and results of the company every year in a road show visiting all main offices and countries. Also, business managers monitor employee satisfaction through meetings and employee surveys. People can easily approach the work council, who meet with the Board frequently. Staff can also give feedback to Local Compliance Officers, file suggestions for improvements or complaints using our digital form, or report anonymously through the speak-up line.

Recently, over 450 colleagues from around the world have shared their individual opinions and views on Vision 2018 through an anonymous online survey. Colleagues from 11 countries, all business lines, all position levels and job families participated. A summary of the responses will be shared with the Executive Board to enhance fulfilment of Vision 2018.

## 4 Acting with integrity





#### 4.1 Acting with Integrity

In 2014, the integrity management system (IMS) was further enforced and communicated in line with our plans (see table below).

The IMS is based on the Global Code of Business Principles, including a zero tolerance statement of the Board. The scope of integrity stretches from compliance with anti-bribery and fraud legislation and global standards, to business ethics from an economic, social and environmental perspective.



#### 4.2 Integrity as joint responsibility

Preventing corruption and fraud is highly relevant to our business. Building and construction is a high risk market sector. Many countries in which we operate are ranked as high risk on the Corruption Perception Index of Transparency International. In fighting corruption, the UK Bribery Act is a driving force internationally. Also the UN Global Compact is creating urgency for the 10th principle in their strategy. This helps to raise global awareness of what is acceptable and what is not. It is very important to us that we act within the safe boundaries of integrity at all times.

In February-March, SGS carried out an international audit on our integrity management system. Based on their report, the ETHIC Intelligence Certificate for our anti-corruption compliance system was renewed to 2016.

In the certification report, the strong 'tone at the top' was highly appreciated. Also awareness and practices on the work floor clearly showed that integrity is a core value and principle in the company. Two points for improvement were also identified:

- Communication and formal risk-based training
- Third party due diligence

Table 4 Progress 2014 Integrity Management

Plan 2014 – summary	Achieved
1. Continue to reinforce the IMS during 2014 under the guidance of the Chair of the Executive Board, the Group Compliance Officer, the Local Compliance Officers and the International Integrity Council.	Good progress 
2. Support by internal communication, awareness sessions, e-learning, integrated training modules, and reference guides.	Good progress 
3. Further integrate and align related policies; <ul style="list-style-type: none"> <li>o communicate and apply the guideline for controversial projects,</li> <li>o develop the integration of the integrity management system with our risk management and country policies and procedures.</li> </ul>	Good progress 



### 4.3 Raising awareness

In a company of professionals, individual responsibility to comply with our policy and principles is essential. In 2014 several corporate initiatives were taken to improve awareness, and provide and develop training.

- To increase awareness and knowledge of our integrity system, the global code of business principles was brought to the attention of all staff again, in hard copy or in digital version.
- In some countries the English language is a barrier for people to fully understand the principles. In 2014 we decided to translate the document into several languages. The translations will be available in 2015.
- On our global intranet site, a space has been created that explains the integrity policy and procedures and presents several tools and ready-to-use presentations for staff and management to increase their understanding.
- The intranet provides details of the Local Compliance Officers for easy access. It also includes details about the speak-up facilities and procedures.
- At the start of all management meetings a standard item - the "Integrity Moment" - was introduced in addition to the health and safety item. During this moment, teams share their experiences and observations, and managers and Local Compliance Officers share specific topics, e.g. on gifts and hospitality or dealing with confidentiality.
- In a small campaign communicated as *Integrity Moments*, key integrity messages were highlighted on the internal home page of the global company. These were supported by local communications including posters with cartoons.



- Local Compliance Officers have increased their visibility and interaction with staff and management through regular meetings and updates.

#### Development of training programme

Based on an assessment of risk groups and available training, a training and development plan has been created. This will be implemented in 2015. Training consists of a general e-learning course with an exit-test for all staff, on-boarding training, and more specific training modules embedded in professional in-company training programmes. The e-learning was delayed due to technical complications. In 2015 it will be launched step by step across the world.

#### The role of Local Compliance Officers (LCOs)

LCOs are crucial in our integrity management system (see Integrity Governance). They are the key people staff and management to turn to with questions or concerns. They ensure training and information is provided and risks are recognised and mitigated. They also play an important role in investigating incidents and reports of non-compliance. In 2014 the Group Compliance Officer and local management invested in appointments of several new LCOs and in developing their position and network. LCOs have met each other in conference calls, sharing best practices and learning from real cases. In 2015 further training of LCOs is planned.

### 4.4 Third parties

In many projects we work with partners and sub-contractors internationally. In some specific situations we make use of agents to provide local support in countries where we do not have an office. Selecting responsible partners is a task for local and international business managers. They are very much aware that their assessment is crucial to avoid integrity risks and reputation damage.

Partners and suppliers are requested to sign up to our Business Principles for Partners and Suppliers and integrity requirements are included in our standard contracts.

To further support our managers and to protect the company against corruption risk, we were advised to adopt a more formal and risk based screening method and to register our working relations.

#### Screening agents

In 2013 we had already made an inventory of agents and a corporate register, including contracts and agreements. It was clear that – in line with the company policy - the use of agents had decreased significantly. A procedure and standard contract for agents is compulsory for new or renewed agreements, and approval of the corporate Risk Assessment Board is required. In 2014, the active agents were reviewed in more detail, with a newly developed approach for third party due diligence. It was agreed that all agents act according to our principles. One red flag was defined, which means that extra care is taken to mitigate risk in that specific case. The activities of agents will be reviewed annually.

#### Third party assessment

In 2014, we broadened our scope in terms of corruption risk management, by developing a risk based method for third party assessment (TPA). The system is evaluated successfully with business managers and quality and risk managers and was recently approved by the Risk Assessment Board.

In 2015 this TPA will be integrated in our standard work procedures and implemented in practice, starting with countries that are ranked as high risk in the Corruption Perception Index 2014.

The third party assessment (TPA) will potentially lead to the recognition of 'red flags', facts that indicate increased integrity risk. These red flags will be reviewed by management, and may lead to further discussions with the third party (clarifying the matter), mitigation measures to manage the specific risk or disqualification of the third party.

In 2014, a sub-contractor in a running project was debarred by the World Bank (World Bank Listing of Ineligible Firms & Individuals). We requested detailed information of the sub-contractor to understand the background of the violation, and the measures taken by the third party to correct and prevent further non-compliance. We also consulted the client and the funding agency of the project. Based on the responses, we agreed not to end the contract, but to monitor their improvement training program closely, also by visiting their offices on a regular basis.

#### 4.5 Concerns and non-compliances 2014

Royal HaskoningDHV makes use of an external international 'whistle blower' service to provide all staff with a safe speak-up facility that protects their identity, while also allowing two-way communication and progress reports in all relevant languages. In 2014, the service was extended to cover all countries in which we have established positions.

Several LCOs have tested the facility and gained direct experience in 2014. The facility is promoted on our company intranet and was included as a key message in the integrity campaign. Nevertheless, the system has not been used in 2014. In our policy we promote a culture of open communication, and we instruct staff to speak to their manager or LCO if they have any concern. We advise them it always an option to use the speak-up facility if they prefer.

Most incidents have been reported directly or indirectly to our Local Compliance Officers by management, support staff or other employees.

The issues were non-conformities, mistakes and concerns of relatively small size (in value). Nevertheless, we take them all very seriously, and full investigations have been undertaken. The cases have been evaluated and appropriate measures have been taken for correction and prevention. In most cases, concerns could be addressed with further communication and changes in procedures. In six cases we terminated the contract with an employee that acted against our global code of business principles and/or local legislation, based on the evidence found in our investigations. In all cases, related clients or partners have been informed and involved. In one case, the issue has caused a project delay.

#### 4.6 Controversial projects

##### Working in the Middle East

In 2014 we took a closer look at our activities in the Middle East. This is a growth market for our business, and we have been successful in acquiring many large projects. These projects are for instance related to infrastructure and planning, which support the countries in their development. How do we work in countries which have a different culture, governance model and legal framework?

We reflected on this question in the Executive Board and with staff who work in the Middle East. Externally we discussed the issue in the SER/UNGC Conference on responsibility in international business.

We concluded the following:

- We have worked in the Middle East already for many decades, and witnessed how some countries have developed positively over time. We work for highly professional clients, with whom we have a relationship of mutual respect.
- Based on its research, the OECD states that Western companies in general have a positive impact on local development in the long run. Avoiding countries often has the opposite effect. In our activities (in-company) we apply our global code of business principles. We follow the 10 principles of the UN Global Compact and the OECD guideline for multinational enterprises. As an example, gender equality is a value that we also practise in this region.
- Interacting in the local setting, we apply our principles while also respecting the conditions and customs in the country. We support our staff to do so, to protect their safety and their dignity.
- Nevertheless, situations can change. In case we cannot work according to our values and principles, we need to evaluate and define the consequences.

#### *Transparency in shale gas*

Royal HaskoningDHV has supported clients in assessing and understanding the social and environmental effects of harvesting shale gas. The topic has become highly controversial, especially in the Netherlands. It is almost impossible to have a balanced debate.

With concerns recognised among staff and clients, we invested in exchanging viewpoints and factual knowledge to establish a shared baseline of information. We published our perspective on our role on our local [website](#) (Dutch).

Clients have also contributed to, and learned from our dialogue. New factors came into the picture for them, and this informed the responses of other clients in the public debate.

#### **Our lesson learned**

As soon as controversy emerges in our work, it is valuable to bring all relevant colleagues and external relations together to share information. We can create a balanced analysis together, preventing polarisation and helping us to collaborate and support our clients better.

#### **4.7 Country policy**

Our country policy serves as an instrument to manage our risks, while also providing guidance to staff about our focus. As part of our country policy, countries are classified according to five categories of priority and risk. We define the fifth category of countries as those in which we only operate with permission of the Risk Assessment Board (RAB). This allows the RAB, supported by review and advice of the risk management team, to decide on our engagement and on required mitigation measures.

The countries under our country policy are reviewed frequently, as circumstances can sometimes change rapidly. For that review we use our internal sources and an external service provider.

As we operate in countries with a high corruption perception risk level, the standard risk procedures for all projects include integrity risk.

The third party assessment (TPA) adds a tool to mitigate corruption risks related to partners and sub-contractors (see above) resident in these countries. This system will be implemented in 2015.

#### **4.8 Internal audits**

The internal audit team visited several countries to assess compliance with all main policies and procedures. Integrity and compliance was included in their assessment. In 2014 audits were executed in Canada, North America, United Kingdom, The Netherlands, Turkey, South Africa, Vietnam and Indonesia.

#### **4.9 Voluntary Disclosure Programme**

Our work methods comply with international and World Bank standards. In 2014 we provided final insights on integrity in projects by means of self-assessments, in accordance with the voluntary compliance programme of the Bank. In 2014 our assessment was approved, and we closed our participation in this programme in agreement with the World Bank.



#### 4.10 Business concerns and dilemmas

In 2014 we have carefully dealt with several issues and dilemmas:

- Travel security – ensuring safety of staff in high risk circumstances and countries

In 2014, the Executive Board has continued giving special attention to health and safety. Due to increased political tensions, international armed conflicts and epidemics, risks profiles changed and additional care had to be taken to protect staff. While our staff is highly aware of these developments and risks, their commitment to clients and business opportunities is also high. We have commitments to clients, which we will comply with, provided we are not faced with situations that qualify as Force Majeure. Examples of Force Majeure are the outbreak of Ebola and the impossibility to reach a project site safely.

This is why we have included the “Health Risk” as a standard check in our Risk Assessment Procedure: in the event of an Extreme Health Risk, travel to that region is not allowed. In the event of a High Health Risk, prior approval is required. In all cases we instruct and train our staff to work and travel safely. Safety of staff is a priority. In the event a member of staff is of the opinion his or her personal safety is at stake, we will accept his or her decisions to mitigate or take away this risk.

- International sanctions and practical consequences

The Crimea and Ukrainian crises prompted a number of governments and the EU to apply sanctions against individuals and businesses from Russia and Ukraine starting from March 2014. Top management of Royal HaskoningDHV followed the developments closely, together with our local management, as sanctions were expected to have direct impact on our business.

It was very clear that the sanctions would require us to be even more cautious, ensuring that all checks and controls are operated correctly. We made additional efforts to engage with stakeholders, clients and staff to ensure that we carefully apply the procedures we have in place to ensure we comply with national, international and supranational sanctions for as far as these are applicable to our projects. If sanctions apply to a certain country as a whole, we will not engage in projects in that country as long as the sanctions apply.

#### 4.11 Integrity Plans for 2015

Key priorities for 2015 are the following:

- Simplify communication and policy materials to increase accessibility and awareness
- Implement training plan
- Implement risk based third party assessment as part of our work procedures
- Professionalise the role of LCO

## 5 Sustainability in our projects





## 5.1 Building added value

Our key contribution to support sustainable development is through our projects and initiatives, creating value for clients and society while managing our business continuity. In 2014, we further developed our ability to deliver on our promise:

Table 5 Progress 2014 Sustainability in projects

Plan 2014 – summary	Achieved
1. Build added value and leadership in four global challenges	Good progress (2014 Highlights) 
2. Develop knowledge sharing and cross selling	Good progress (see 5.2) 
3. Interact with stakeholders, in events, partnerships, dialogues, round tables	Good progress (see section 3 and 5) 
4. Increase staff awareness of the opportunities in sustainability (show-cases, training etc.)	Good progress (see section 5) 
5. Increase use of tools (e-Value).	Changed (see 5.4) 

Our goal is to increase our contribution to society by making our projects more sustainable, and by winning and initiating more projects and concepts that have a positive impact on sustainable development in respect to the four challenges.

### 5.1.1 Contribution to four challenges

Every project has a relationship to the four global challenges. To show some examples from 2014, we have selected projects in our Annual Report that contribute to the four challenges.

### 5.1.2 Innovation agenda

Innovation is fundamental to sustainable development and business development. Therefore, innovation is incorporated in our business plans and coordinated by a cross company team of Technical Directors. Innovations are monitored from idea to market penetration. Collaboration is sought with universities and other experts. Our staff members are stimulated to share their ideas. One way in which this is encouraged is through our annual Da Vinci award.

Da Vinci award – *This internal competition stimulates innovation and successful new business development. In 2014, [TakeBackChemicals](#) was the winning project.*

Showcases include Nereda®, which is now very successfully penetrating the market worldwide. New topics are also high on the agenda; initiatives and forward thinking in Circular Economy for example have led to developments in rail infrastructure, ICT equipment, work wear, chemicals, nutrients from waste water treatment, circular procurement, and more... Externally, our work is rewarded and recognised, which is publicised on our website.

In 2014, we made an additional effort to communicate and showcase our innovations externally. We used global recognized days to highlight our innovations and create interest and interaction across electronic and social media. More on innovation can be found in the 2014 Annual Report Highlights.

### 5.1.3 Awards

Many awards were received for projects and innovations we developed. A list can be found [online](#).

## 5.2 Knowledge sharing and development

Key expertise areas have been identified across our organisation. The main experts in these fields form international networks that are presented on our intranet site. The networks are accessible in order to support other colleagues, and to exchange new experiences and developments.

The sustainability managers lead their international knowledge team in expertise related to sustainability. They make connections across the businesses by taking part in the company sustainability business platform. This is a knowledge-sharing platform and think tank to encourage more results and exchange of expertise, especially within large and complex projects.

To increase staff awareness of opportunities, the sustainability managers identified showcases for each challenge, covering all businesses. These were made available to all staff to show how sustainability is addressed in practice.

CR and sustainability are integrated within all in-company training programmes (on-boarding, talent development, etc.). A dedicated module is included to provide further depth and insights on CR.

#### Report from Indonesia:

“Knowledge is like money; to be of value it must circulate, and in circulating it can increase in quantity and in value. Equally essential in developing impact in the market is in-house knowledge transfer. The value of this is gained by the exchange of expertise on a daily basis, which seems like a challenge since everyone is busy.

In order to initiate and encourage this exchange of knowledge, in Indonesia, Royal HaskoningDHV holds a monthly knowledge programme every second Tuesday of the month. The objectives of this event are:

- A tool for sharing knowledge and as part of capacity building for all employees.
- A tool for our engineers to practise their presentation and selling skills

The programme has been running for one year and we plan to continue to enrich our employees' knowledge.”

#### Taskforce Circular economy

Across the businesses, the taskforce Circular Economy is leading the development of our expertise and services in this new business opportunity for our clients. Royal HaskoningDHV is an active member of the Circle Economy cooperative.



#### Made Blue

Royal HaskoningDHV supports the start-up initiative Made Blue as a partner to contribute to solving global water challenges regarding drinking water availability. '1 liter for 1 liter' is the slogan for Made Blue. During the first year a total amount of €110.000 was brought together by participating companies, ensuring a first 550 million liters of clean drinking water being realised. This achievement has been presented during 'Blue Thirstday' in November 2014.

#### The Sustainability Knowledge Exchange

In October, a Sustainability Knowledge Exchange (trading floor) was organised and opened by board member Piet Besselink. Leading experts from all businesses presented 30 innovative products or services that have recently been developed, and demonstrated the possibilities for clients in other sectors. It was a very strong energizer and made people aware that we have incredible expertise within our company, ranging from highly technical (biobased technology), to surprising (urban cycling planning and promotion), to non-technical (social impact assessment and psychology).



#### 5.3 Events and round tables

Highlights of events organised by Royal HaskoningDHV in 2014:

- 15<sup>th</sup> National Sustainability Congress (with CKC) (NL)
- Celebrating 25 years of Dutch environmental policy (NL)
- Environmental policy for the 21<sup>st</sup> century (with VVM) (NL)
- Urban challenge - summer dinner (NL)
- Shale gas – round table (NL)
- Shipyard investor event, Lagos (Nigeria)
- Transport and mobility event, Amersfoort (NL)
- National Stakeholder Management day (NL)
- Round table, Singapore International Water Week

See for the full list [online](#).

#### 5.4 Sustainability tool for projects

We reviewed the use of our e-Value tool, and decided to search for a more simple approach. This resulted into the concept of 'five questions we always ask ourselves'. This will be further developed and implemented in 2015, starting with an engaging process of sharing and feedback by the Executive Board.

#### 5.5 Plans for 2015

The development of sustainability in projects will continue to include the following:

- Increase our added value by connecting stories and business solutions to the four challenges
- Develop knowledge sharing and cross-selling across the businesses through our knowledge management system
- Find new ways to connect with stakeholders (dialogues and partnerships, round tables)
- Replace e-Value with 'five questions'





## 6.1 Walk the talk







Our objective in our operations is to implement new insights and best practices step by step, as an example and learning partner for our clients, our people and our stakeholders.

Nothing speaks more clearly than practical examples. Like our clients, we run into difficulties, limiting circumstances and abilities, but we keep on searching for opportunities, as we are determined to make progress.

Walk the talk concerns our people management, ICT, offices and all other business facilities.

For 2014 we planned the following progress:

*Table 6 Progress 2014 Sustainable Operations*

Plan 2014 – summary	Achieved
1. Implement global HR standards for appraisal, career paths and training in 2014	Good progress 
2. Achieve diversity goals NL (20% women in senior positions in 2016)	Limited progress 
3. Explore further options for increasing social return (2014)	Sufficient progress 
4. Increase awareness of travel security and Integrity globally (2014)	Good progress 
5. Further implement our management system (QHSE) and achieve certification globally (as detailed above).	Good progress 
6. Achieve CO <sub>2</sub> -reduction goal for offices and business travel of 4% per year (average) per employee, to achieve 20% reduction by the end of 2017	Need for action in 2015 

## 6.2 Our people

One of the pillars in our strategy is to 'build the best team'. Employability and diversity are highly material. In 2014, we succeeded in implementing a truly transnational HR management approach. This is explained in the Annual Report. In this CR Statement we focus on additional information.

### Good news

Good news for Royal HaskoningDHV: in 2014 we climbed from 21st to 16th position in the First Employers survey, conducted in the Netherlands for the third time. First Employers 2014 lists a total of 50 companies and organisations.



### 6.2.1 Talent to the Top

Royal HaskoningDHV participates in the 'Talent to the top' initiative in the Netherlands. The objective we have set is to reach a gender diversity of 20% women in top positions in 2016 (professional as well as management positions). In the CR Statement of 2013, we reported a target of 15%. This was not correct, as the percentage had been adjusted shortly after the merger to 20% (2013, p. 25). In 2013 the percentage of women in top Dutch positions increased from 8.5% to 9.3%. In 2014 the percentage of women further improved, reaching 11.2%. Although diversity is increasing, it is taking more time than expected and 20% will be very difficult to achieve in 2016.

Improving the diversity in top positions is and stays high on the agenda and it is explicitly a factor in succession planning and promotions. Talent development and recruitment are important factors that are part of our policy and procedures.

In the Management Development Programme and the Accelerated Development Programme (for talented people) the participation of women is ensured.

### 6.2.2 Social return and participation

On 1 January 1 2015 the new Dutch participation law came into force. Unemployment and distance from the labour market among certain groups in society is a serious social issue. The new law implies that for people that fit the definition, jobs have to be accommodated for by regular companies between 2015 and 2023. For Royal HaskoningDHV this means that we need to generate suitable employment in the Netherlands for probably 100 people in the coming years.

We already offer opportunities to people to improve their position:

- At our head office in Amersfoort we have awarded our cleaning contract to a social organisation for workforce re-entrance (AMfors). This enables 15 people to get back into the labour market.
- On large projects in the Netherlands, we comply with public requirements for social return with solutions that are highly appreciated by the client (on 'social return'-requirement in tenders we are awarded a high score).

To anticipate on the new law we organised an event at our office in Amersfoort where several stakeholder parties participated. When the new law is clearer we will develop a policy for the coming years how to reach the targets.

### Black Empowerment in South Africa

Royal HaskoningDHV in South Africa was proud to receive the Level 2 certification in the Broad-Based Black Economic Empowerment (B-BBEE) scorecard in 2014, after a successful review in 2013 (also reported last year). A legal requirement, the scorecard is instrumental in enhancing economic participation of previously disadvantaged groups. B-BBEE comprises several components – Ownership; Management Control; Employment Equity; Skills Development; Black Procurement; Assisting Enterprise Development; and Corporate Social Investment. Level 1 is the highest level.

Achieving a Level 2 Certification is a milestone achievement for the company which has in recent years

managed a Level 3 Certification, missing level 2 by the narrowest of margins in the past years. This upward move was achieved by focusing on improving our enterprise development, ownership and management structure, enabling us to achieve 100% in the socio-economic development component.

Black Empowerment is a legal requirement that all registered South African companies are classified and in possession of a Black Empowerment scorecard. To work for public sector clients, a minimum score of 65% is required to tender for work (a Level 4 contributor). This score can be achieved by virtue of the structure of the company and key activities in which it participates. These activities ensure companies employ, involve and develop non-white and female employees and support the development of other small to medium black owned enterprises. Companies are audited annually to determine their score. In tenders for the public sector, this score forms 10% or 20% of the evaluation criteria for a submission. If a company's score is significantly lower than the score of its competitors, it results in a serious commercial disadvantage.

#### **Social return in projects**

Social return is a contract term applied in most orders we received in 2014 from our clients from the government and semi-government. This measure implies that the central government requires that people with a large distance to the labour market – at all contracts above 200,000 euro - should be involved/employed in the teams that perform the Assignments. In 2014 RHDHV has employed people with a large distance to the labour market for 5% of the tender amount of most contracts gained from the government, exceeding € 200,000.

#### **Participation through education**

To avoid disadvantages, education is crucial. In the developing countries where we operate in, we contribute with activities surrounding educational and motivational support:

- In 2014, we have offered mentoring and thesis opportunities for more than 120 students (NL)
- Our Saturday School initiative (South Africa) is a continuous and sustainable project since 2007. Grade 12 learners from previously disadvantage communities have been benefiting through tutoring of maths and science and technical exposure by

means of job shadowing nationally. Saturday Schools operate from six branch office locations in South Africa. Since 2007, 1200 children have enrolled in the programme.

- In 2014, our Saturday School Learners were sponsored to attend the Nuon Solar Challenge workshop in partnership with Delft University, University of Cape Town, the Dutch Embassy and the Department of Education.
- We collaborate with NGOs on programmes that introduce career possibilities such as 'Adopt a girl' and 'Bring a girl to work' campaigns in India, UK and South Africa.
- In the Netherlands we support school activities of Jet-Net for technical education. We are also developing direct relationships with schools in cities where we have regional offices (Giving Back programme).

#### **6.2.3 Travel Security**

Due to the strong international focus of Royal HaskoningDHV (RHDHV), an increasing number of our employees travel abroad. RHDHV emphasizes the importance all employees are able to prepare their trip adequately and have an easy access to all relevant travel and medical information prior to their trip. If an employee urgently needs medical or security assistance, this employee must also be able to rely on an international emergency service provider for assistance, wherever he is.

In 2014 therefore RHDHV has contracted the international emergency service provider International SOS (ISOS) for all our Business Travelers worldwide. In earlier years only a number of RHDHV travelers were covered by ISOS, but as of January 2015 all RHDHV employees traveling abroad are entitled to the ISOS membership. This organization is able to assist RHDHV employees all over the world with medical and travel security emergencies, but also with a wide range of information and advice when traveling abroad.

In 2014 also a global Travel Tracker has been launched that enables RHDHV to trace and track all employees worldwide so RHDHV can immediately support our travelers in very short notice worldwide in case of an incident abroad. This Travel Tracker enables RHDHV to also automatically send our travelers relevant pre trip information of their destination, so the right information is sent to the right person at the right time.



The ISOS membership and the Travel Tracker will further support our Duty of Care obligations and will be rolled out the first quarter of 2015.

We implemented a renewed International Travel site for all RHDHV employees. This site provides all policies, guidelines, procedures and checklists for employees traveling for RHDHV.

No fatalities of staff were reported or communicated in any way in 2014. In total 129 incidents and accidents have been reported and dealt with, of which some were non-work related. Based on the quarterly reviews, it was found that a large number of incidents related to international travel.

In 2014 the Corporate Crisis Management Team has been notified of 23 incidents within our company (in 2013: 24) pursuant to the Corporate Incident Management Policy. The Incidents have been managed by The Country Incident Management Teams. The Corporate Crisis Management team did not have to be convened.

Both the Corporate Crisis Management Team 1 and 2 have been updated during a combined meeting on the policies and procedures to prepare for crisis management training in 2015. In 2014 the training of the Country Incident Management Teams has been postponed and will take place in 2015.

A new course on staff personal safety has been devised. This course is directed at our female staff and covers safety when travelling and working abroad. The female traveller training is a one day workshop and is offered in the Netherlands. In the near future the training may also be offered in other countries with RHDHV offices.

Chairman of the Executive Board, Erik Oostwegel presented certificates of Female Traveller Training to the first participants.



### 6.3 Environment, health and safety management

Royal HaskoningDHV has global certificates for ISO 9001, ISO 14001 and OHSAS 18001. Based on these standards we implemented our global management system which describes our unified way of working worldwide. The internal and external audits were globally organised by the corporate group QHSE.

A global coverage of the company was the major goal for internal audits. The major goal for external audits was to verify compliance to ISO 14001 and OHSAS 18001 for 80% of our company. Both goals have been achieved. In total 205 internal audits have been executed worldwide.

External audits to verify compliance to ISO 9001, ISO 14001 and OHSAS 18001 have been successfully executed in Australia, India, Indonesia, the Netherlands, Thailand, South Africa, United Arab Emirates, UK and Vietnam.

#### ISO14001:

In 2014 two environmental accidents were reported and two near misses. Issues were evaluated for improvements and lessons learned. No fines were reported.

#### OHSAS 18001:

Zero fatalities of staff were reported or communicated in any way in 2014. In total 89 accidents and 53 incidents have been reported and dealt with, of which some were non-work related. Based on the quarterly reviews, it



was found that a large number of incidents related to travel.

#### **ISO 9001:**

We registered and processed 42 internal and external complaints globally during the year. Complaint submitters were contacted and measures to solve the complaints were taken. Many complaints were about ICT and communication. 59 opportunities for improvement were made. All opportunities were reviewed and responded to, and several improvements to the management system were made. During the year 186 sub-contractors were evaluated. No issues that required further action were reported.

#### **Third level on ProRail Safety Ladder**

Railinfra Solutions and NPC have risen to the third level of the ProRail Safety Ladder. NPC is a company of Royal HaskoningDHV specialising in station buildings and related issues. Railinfra Solutions is a partnership between Royal HaskoningDHV, Witteveen and Bos and DB International specialising in rail infrastructure.

The Safety Ladder is a certification scheme, designed to measure and continually improve safety awareness and safe operations within the rail industry. The Ladder has five levels. The more a company scores on its safety awareness, the higher its position on the Safety Ladder. ProRail Infrastructure Management rewards companies for safety awareness by taking their Ladder score into account in tendering procedures.

Both Railinfra Solutions and NPC have taken steps to promote safety awareness among their employees. Our rise up the Safety Ladder proves that we have made safety an integral part of our work. After all, we want to ensure that everyone returns home safely after each day's work.

#### **6.4 Procurement**

The General Purchase Conditions include a paragraph on sustainability since March 2013. By accepting these conditions, our suppliers are underlining the sustainability goals of Royal HaskoningDHV.

##### **Highlights 2014:**

- We signed the Green Deal for Circular Procurement in 2013 and closed our first Green Deal Circular Procurement in 2014. It concerned the office chairs for our new office in Nijmegen. Used office chairs from our offices in Enschede,

Steenwijk, Den Bosch and Nijmegen have been revitalized and re-used, as good as new, in our new Nijmegen office. The sustainability outcome amounts to savings of 69% in material use and 62% in CO<sub>2</sub> emission compared to linear procurement of new chairs.

- As a spin-off of the discussions related to this Green Deal Circular Procurement, all staff involved in the removals of our offices became much more aware of their contribution to sustainable purchases.

#### **6.5 Our carbon footprint**

Our CO<sub>2</sub> footprint is the key indicator of the impact of our activities on the environment and on climate change. The footprint covers the CO<sub>2</sub> equivalent greenhouse gas emissions directly caused by our operations and greenhouse gas emissions related to energy consumption in our offices and business travel. Paper usage, waste, water and materials are also relevant, but on a much smaller scale. However, they are not significant in our carbon footprint.

Our target is to reduce our carbon footprint with 20% between 2012 and 2017. Per year we aim for:

- 4% reduction in the footprint of our offices
- 4% reduction in the footprint of business travel

Based on our calculations for 2014 we conclude that we are meeting the target for offices, but the business travel footprint has increased. This can be explained by our strategy to increase our international collaboration. This does present a challenge for meeting our 2017 target.

For 2014, our footprint was defined as 3.46 tonnes of CO<sub>2</sub> per employee. This is an increase of 1.8% compared to 2013. In absolute terms, the CO<sub>2</sub> emissions remained the same (22,284 tonnes).

Our footprint definition includes CO<sub>2</sub> equivalent emissions from energy use and other sources at our established offices (excluding project offices) and energy use relating to work-related travel (excluding private travel and commuting) per employee. Employees included are all those with a labour contract with one of the entities of Royal HaskoningDHV at 31 December 2014. We used general Defra conversion factors, but for Electricity and district heating we used specific conversion factors of the International Energy

Agency. We compared factors with SKAO, as we will also define a separate footprint with SKAO conversion factors for the Netherlands for our CO<sub>2</sub> Performance Ladder certificate. As the SKAO factors and scope differ from Defra, we chose to use Defra for comparability (as in 2012 and 2013) in our annual report.

#### **CR data collection**

The footprint is based on an international CR data collection structure and reporting discipline. In 2014, the reported data covered 81% of our staff (The Netherlands, South Africa, United Kingdom, Poland and India). The weighted average has been applied for the remaining staff. In 2015 Indonesia and Belgium will also join in the CR data collection, which further increases our coverage.

CR data are collected by a team of local staff, appointed in the countries that participate. They report quarterly to our corporate data-manager. Their report is based on measurements (provided by meters or bills, internal registration systems or reports of partners or suppliers, e.g. travel agencies). Data definitions are standardized, as well as the procedure on how to deal with missing data. If data is not available in time, last year data for that item and period is reported (temporary estimate). In the next quarter, actuals are provided to replace the estimate. Data reports are screened for accuracy and completeness by one local data-provider and by a team of corporate staff. Inconsistencies are reviewed with/by local staff for explanation or correction. This leads to continuous improvement of our data and an increased understanding of local and corporate staff of our actual impact.

#### **Uncertainties**

We are aware that our carbon footprint is still subject of uncertainties. Our data collection still is in a learning curve, and new countries are added every year. Also external factors play a role; our travel is partly project based, and weather conditions will influence the use of heating and cooling. In 2015 we will review the data of the past three years to improve the quality and stability.

## Carbon footprint 2014



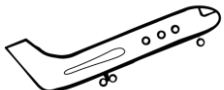
2014	2013	Trend	Domain
3.46	3.40	+1.8%	tonnes CO <sub>2</sub> -eq/ per employee (head count)
0.88	0.92	-4.7%	
1.48	1.57	-5.4%	
1.10	0.91	+20.7%	

Table 7 Carbon Footprint 2014 - tonnes CO<sub>2</sub> per employee

### Carbon footprint of Royal HaskoningDHV 2014

CO <sub>2</sub> -eq emissions	tonnes CO <sub>2</sub> /head	in %
Related to office buildings	0.88	25%
From business travel by car	1.48	43%
From business travel by air	1.10	32%
<b>Total</b>	<b>3.46</b>	

Table 8

### Carbon footprint of Royal HaskoningDHV 2013

CO <sub>2</sub> -eq emissions	tonnes CO <sub>2</sub> /head	in %
Related to office buildings	0.92	27%
From business travel by car	1.57	46%
From business travel by air	0.91	27%
<b>Total</b>	<b>3.40</b>	

Table 9

### Carbon footprint main countries

2014	Total	NL	SA	UK	Other
Number of staff	6,438	3,131	1,001	569	1,737
CO <sub>2</sub> offices	0.88	0.52	1.94	0.89	0.90
CO <sub>2</sub> business travel by car	1.48	1.85	1.60	0.41	1.12
CO <sub>2</sub> business travel by air	1.10	1.38	0.72	0.91	0.87
<b>Footprint in CO<sub>2</sub> per employee</b>	<b>3.46</b>	3.75	4.26	2.21	2.88

Table 10

2013	Total	NL	SA	UK	Other
Number of staff	6,552	3,237	1,033	561	1,721
CO <sub>2</sub> offices	0.92	0.67	1.81	0.52	0.98
CO <sub>2</sub> business travel by car	1.57	1.91	1.61	0.69	1.19
CO <sub>2</sub> business travel by air	0.91	1.16	0.41	0.91	0.74
<b>Footprint in CO<sub>2</sub> per employee</b>	<b>3.40</b>	3.74	3.83	2.12	2.92

Table 11

2012	Total	NL	SA	UK	Other
Number of staff	6,905	3,633	1,108	584	1,580
CO <sub>2</sub> offices	1.36	1.37	2.46	0.58	0.68
CO <sub>2</sub> business travel by car	1.18	1.28	1.64	0.49	0.90
CO <sub>2</sub> business travel by air	0.77	0.95	0.58	1.05	0.38
<b>Footprint in CO<sub>2</sub> per employee</b>	<b>3.31</b>	3.60	4.68	2.12	1.96

Table 12



*Main factors driving the carbon footprint*

2014	Total	NL	SA	UK	Other
Electricity (MWh)	7,978	1,567	2,125	1,014	3,272
Renewable E (MWh)	6,376	6,376	0	0	0
Gas heating		309,277 (m3)	0	18.1 (MWh)	0
Oil heating (litres)	7,009	0	0	7,009	0
District heating (GJ)	9,106	7,360	0	0	1,746
1000 Kms car (total)	56,989	35,940	8,308	1,234	11,507
1000 Kms air (total)	74,567	45,602	7,582	5,449	15,933

Table 13

2013	Total	NL	SA	UK	Other
Electricity (MWh)	7,892	1,845	2,145	562	3,340
Renewable E (MWh)	6,566	6,566	0	0	0
Gas heating		488.679 (m3)	0	13.5 (MWh)	0
Oil heating (litres)	16,109	0	0	16,109	0
District heating (GJ)	10,386	8,386	0	0	2,000
1000 Kms car (total)	60,109	37,563	8,535	2,054	11,956
1000 Kms air (total)	62,860	39,579	4,433	5,377	13,470

Table 14

## 6.6 Sustainable offices

Our ambition is to continuously improve the sustainability of our offices (including CO<sub>2</sub>-reduction).

The total carbon footprint of offices decreased with 4.7% in 2014. This is mainly due to less gas consumption for heating in the Netherlands (37%), and less electricity (6%). No correction has been made for the fact that the winter of 2014 has been warmer in Western Europe. In general, we expect further reduction to result from reducing office space (m<sup>2</sup> per employee) and increased use of offices with A/B energy labels. The energy saving measures that have been applied in the Netherlands will be shared with other countries as an example.

We aim for the following improvement and development:

- If we move office, we aim for existing offices with potential for higher efficiency, including energy
- We aim to take measures that increase energy efficiency (lights, facilities, heating/cooling installation, energy control, etc.)
- We aim for flexible desking to make best use of office space (reducing m<sup>2</sup>)
- We prefer to be based on locations with easy public transport access/ cycling facilities
- We deliver good collaboration facilities: video conferencing, I-room, Lync, etc.
- We aim for collection of separate waste streams with centrally positioned bins in our offices (including for paper).

### New way of working

One of the most prominent contributions of Facilities and ICT is to enable people to work and collaborate regardless of their physical location. In 2014 we increased the use of unified communications with the Lync (phone) migration. Staff can use communication tools, such as Lync and Box, for instant messaging, telephony, conferencing and sharing documents. It provides colleagues with the opportunity to change their travel behaviour, saving time, cost and impact on the environment.

### Offices

#### Netherlands

In the company's housing policy of the Netherlands the improvement ambitions (as above) are translated into a strategic plan. We combined quality improvement,

employee value, business added value and cost reduction in one plan, aiming for 10 well located and well serviced offices in 2016, reducing contracted office space with >30% (2013-2016).

#### Efficiency

- We found new locations for our staff in Utrecht, Den Haag, and Nijmegen in existing buildings with energy label A/B (energy efficient) and a better connection to public transport (rail)
- We moved from four locations into one in the Dutch province of Overijssel. For some of our staff, this required an adjustment in terms of travel. Due to this change, four employees left the company. The advantages are efficiency and better collaboration between departments, which leads to more business opportunities and job security
- Flexible desking systems have been introduced in several locations

#### Collaboration

- New virtual collaboration systems were introduced in Nijmegen, Amersfoort, Pretoria and Jakarta in the configuration of I-rooms
- We've put in new LED screens in our meeting rooms to be able to collaborate and share information in a meeting
- We further implemented Lync 2013 for better communication and facilitation of international teams

#### Health

- In some of our main offices we offer sport-facilities and showers. This is partly demand driven
- Cycling to work is facilitated with indoor parking and an annual repair service
- Electric cars are facilitated with loading points, but not yet at all locations. This is something we aim to increase
- Healthy food is promoted in collaboration with our catering partner. This partner was selected on criteria including health and sustainability and competitive price. They serve at least 30% products that we classify as healthy choices, and this percentage needs to increase to 50% in three years' time (2017).
- We measured higher employee satisfaction due to modernized fit out in new offices

#### United Kingdom

- Two offices were sold to create a higher concentration of staff, serving efficiency and collaboration

#### Vietnam

- Energy-saving measures introduced (lights, temperature, replaced generator)
- Efficient cars hired
- Video conferencing installed
- Recycling set up

#### Malaysia

- Moved to a modern office close to a new metro rail station
- Adopted a paperless workplace and improved the waste recycling scheme

#### Australia

- Offices close to public transport hubs
- Energy efficiency measures taken
- Car-pooling promoted
- Bike storage and showers made available
- Recycling of waste implemented

#### China

- Moved to smaller and more efficient office with a 20% reduction in space
- More use of high speed rail (replacing air travel)

#### Qatar

- Implemented video conferencing

#### **Paper use**

We aim for continuous reduction in the volume of paper we use and for improvement in the environmental quality of our paper. A paper reduction of 3.8% was achieved in 2014. Our estimate for printing and copying paper used worldwide is approximately 158 tonnes (in 2013 this was 164 tonnes). Dutch offices are supplied with FSC-certified paper. This represents more than half our total paper consumption. The target is not quantified, but continuous reduction is aimed for and expected, and a continuous push for action is required.

#### **Waste management**

We aim to reduce our waste footprint locally. As definitions and processes vary widely, no reliable data can be reported yet. The target is not quantified, but continuous reduction is aimed for.

In the Netherlands, ICT is involved in the development of Recover-E, an independent service in which equipment is contracted to social and sustainable reuse and recycling.

## 6.7 Sustainable business travel

Sustainable business travel means that we continuously make steps to further reduce the need for business travel, and steps to make our business travel 'cleaner' (with focus on 4% reduction of the carbon footprint annually). As also addressed last year (CR Statement 2013), our car lease policy in the Netherlands is stricter (which has resulted into less lease cars), the policy allows /stimulates cars with low CO<sub>2</sub>-emission per km; Hybrids are included as option and private electric cars are facilitated in most offices (not yet all) and some electric company cars are available for staff in The Netherlands. Services are available to stimulate cycling and the use of public transport is encouraged. In addition, lease car drivers are offered a NS business card, and the option to switch to a personal mobility budget instead of a lease car.

The carbon footprint data show that the impact of business travel by car has decreased with an average of ~5% per employee.

However, we see an increase in air travel of 20%, despite the efforts to put boundaries to business travel by air. This is a consequence of our strategy to provide more global services, and to promote global collaboration. Long distance flights (in kms) have increased most, while short distance travel (in kms) has decreased. Especially Dutch staff is travelling more long distance than last year.

In the Netherlands, air travel is centralised by implementing one travel policy and by using one travel agent. This will offer better options for applying stricter approval procedures.

All over the world, efforts are being made to make local business travel more sustainable (included in 6.6, Sustainable offices).

To decide on additional measures, more in depth analysis is required. Potential measures are to further increase travel restrictions, promote alternatives to flying (e.g. use of ICT facilities), shift from air travel to rail for short distances and compensate unavoidable air travel with additional carbon-reduction targets for offices and car travel.

A pilot will be initiated in the UK in 2015 to experiment with the communication of team-specific carbon

footprints to advisory groups, to be used as a baseline for team improvement plans and initiatives.

### 6.8 The CO<sub>2</sub> Performance Ladder (NL)

In the Dutch scheme for CO<sub>2</sub> reduction - the CO<sub>2</sub> Performance Ladder - we made the switch from a supplier driven reduction effort to a products and services driven reduction effort. This is due to a change in the certification scheme for engineering consultancies. We were certified to be compliant to the new criteria at the highest level, which is level five.

This scheme includes a detailed set of criteria, defined by SKAO, a foundation initiated by public and semi-public organisations. Part of the requirements is measuring and reducing the company CO<sub>2</sub> footprint.

Each year, a *separate* carbon footprint of the Dutch activities of Royal HaskoningDHV is published that differs from the annual report, as the definition of SKAO differs from the international standards.

The certificate provides benefits in tender procedures with clients in the Netherlands that highly value suppliers committed to carbon reduction (e.g. ProRail, Rijkswaterstaat). The reduction targets we apply for the Netherlands are the same as our global targets (average of 4% carbon reduction per year and 20 % reduction between 2012 and 2017).

### 6.9 The Green Fund

#### **From CO<sub>2</sub> compensation to community investment**

In the past we compensated for CO<sub>2</sub> emissions by offsetting our footprint with CO<sub>2</sub> certificates. Since 2013, we have chosen a different approach, namely the Green Fund. Every year, the value of offsetting the total carbon footprint (similar quality certificates as we used in the past) is provided to this fund. This value is currently set at 60,000 € per year. We are aware that the projects of employees will not compensate our emissions. However, we prefer to stimulate initiatives of employees.

The Green Fund gives financial support to staff projects for CO<sub>2</sub> reduction in local communities. The approach has started with some example projects and will be extended internationally. A group of staff developed the idea, and the criteria and procedures to manage the fund as part of their training programme.

### First Green Fund project



#### **Water Filters-4-Philippines**

With the launch of the Green Fund we are also proud to announce the *first use* of the Green Fund.

During the hurricane in November 2013 many villages were destroyed in the Philippines. Royal HaskoningDHV is assisting with a rehousing project. With the help of the Green Fund we are able to fund a water filter project to provide people in the affected areas access to safe drinking water.

This project:

- Distributes 2750 water filters in the Philippines
- Reduces 400 tons of CO<sub>2</sub> (compared to the current situation; buying bottles or boiling water)
- Compensates for the CO<sub>2</sub> footprint of 150 to 500 RHDHV employees (company footprint)
- Improves the livelihoods of people in the Philippines
- Delivers 6 million days of filtered drinking water, and changes habits
- Adds value to the **Water challenge** and the Millennium Development Goals number 7: access to safe and reliable drinking water
- Enhances society together!



#### 6.10 Plans 2015

Other than continuation of the newly implemented and existing standard practices, the following improvement plans have been made for 'walk the talk':

- Analyse mobility developments within Royal HaskoningDHV and define policy to manage air travel
- Further improve our office portfolio by sharing best practices
- Develop hospitality of our offices
- Promote the Green Fund

Develop and share best practices internationally:

- The Netherlands will share CO<sub>2</sub> reduction best practices and measures for offices
- UK will share the impact of providing individual and team business travel footprints.

#### **Community Engagement**

The 2014 achievements in community engagement are presented in the 2014 Annual Report Highlights, as part of the integrated report. Here, several examples of our commitment to society are presented.

In most countries we initiate activities to add value to the local community. Our ambition is to create more impact with our contributions by engaging with schools, addressing educational needs (like we do in South Africa with the Saturday Schools). We made some progress in the Netherlands, where we set up teams to build relationships and coordinate initiatives with schools nearby our main offices. Royal HaskoningDHV is also a member of Jet-Net, stimulating technical education.

## Glossary and definitions

## Glossary and definitions

Term / Abbreviation	Definition
ADP	Accelerated Development Programme, one of the RHDHV development programmes
Authorisation Matrix	Appendix to our legal authorised persons that gives an overview of which functions have authorisation on a specific topic
B-BBEE	Broad-Based Black Economic Empowerment; A scheme for businesses in South Africa that aims to improve the economic position of previously disadvantaged groups in society
BrITe	Brightness, Integrity, Team spirit and Excellence
Business Principles for Partners and Suppliers	Code of conduct which contains minimum standards for integrity and responsibility to which we request partners and suppliers to comply, while the partner is at liberty to introduce further codes of conduct with higher requirements or ethical practices for itself and its employees
CE	Circular Economy (see below)
Circular Economy	A concept in which resources are regarded as economic assets that are used effectively and responsibly by closing the loop in value chains
CKC	CKC Seminars is an event organising company
CMB	Country Management Board; highest RHDHV management body for a country with established RHDHV offices
CO <sub>2</sub> eq.	Carbon dioxide equivalent; This is a 'measure' (unit) to express the global warming potential of greenhouse gases, based on their impact compared to the impact of carbon dioxide
CO <sub>2</sub> footprint or Carbon footprint	Key indicator of the impact on climate change of an activity or entity, based on the greenhouse gas emissions caused by the assessed activity or entity, expressed in CO <sub>2</sub> equivalents
CO <sub>2</sub> Performance Ladder	A Dutch certificate scheme with five levels of performances, that qualifies the efforts (policy, measures, initiatives, etc.) made by a company or organisation to reduce their carbon footprint
Controversial Project	Project that gives rise to dispute, especially in a public context, with sides holding opposing views
Country Policy List	List that presents standard practices for various countries, classified according to five categories of priority and risk. Serves as an instrument to manage risk, while also providing guidance to staff about which procedures to follow
CR	Corporate Responsibility; the responsibility of a company towards society, the environment and the economy
CR Charter	Corporate Responsibility plans on high level
CR Governance	The way Corporate Responsibility is managed within Royal HaskoningDHV, including roles and responsibilities
CR Policy Statement	Corporate Responsibility policy statement
Cradle-to-Cradle	Vision that reflects the opportunity of creating fully circular product and service systems that are intrinsically beneficial, harmless to the environment and to people (eco-efficiency), as opposite of linear systems that can only be made less harmful (eco-efficiency)

CSR	Corporate Social Responsibility; the responsibility of a company towards society, the environment and the economy
Da Vinci Award	Internal competition which stimulates innovation and successful new business development
DNR	De Nieuwe Regeling (The New Conditions), standard conditions of the Dutch engineering sector
E-Bike	Electric bicycle
Employability	Employability refers to a person's capability for gaining and maintaining employment
ETHIC Intelligence Certificate	Anti-corruption compliance certificate, awarded by ETHIC Intelligence
e-Value tool	Tool to include sustainability factors in proposals and projects
Executive Board	Highest executive body for the daily management of the company
Executive Council	Management platform with Executive Board and Business Directors
FIDIC	The International Federation of Consulting Engineers (Fédération Internationale des Ingénieurs-Conseils)
Force Majeure	Common clause in contracts that essentially frees both parties from liability or obligation when an extraordinary event or circumstance occurs beyond the control of the parties
FSC	Forest Stewardship Council, an independent, non-governmental, not-for-profit organisation established to promote the responsible management of the world's forests
GCO	Group Compliance Officer
GPS	Global Positioning System (system to align and standardise job-positions internationally)
Green Deal for Circular Procurement	Deal between members that have signed an agreement with the Dutch national government in which they commit themselves to share knowledge and to stretch themselves to apply Circular Procurement
GRI	The Global Reporting Initiative, an organisation that publishes international guidelines for CSR reporting
HR	Human Resources
ICT	Information and Communication Technology
IEA	International Energy Agency
ILO	International Labour Organization
IMS	Integrity Management System
Integrated Report (IR)	Annual report format that integrates general, financial, environmental, and social performance
Integrity Council	International group of individual staff members - advising the Group Compliance Officer
Integrity Moment	Item on all meeting agendas, in which teams share their experiences and observations on integrity, and managers and Local Compliance Officers highlight specific integrity messages
I-Room	"Intelligent room" that provides support in interactive meetings and activities with visuals and data maps on smart displays to create shared thinking and boost collaboration



IIRC	International Integrated Reporting Council, developed the Integrated Reporting Guideline (IR)
ISO	International Standardisation Organisation
ISOS	International SOS; An emergency service provider for business travellers worldwide
KPI	Key Performance Indicator
LCO	Local Compliance Officer
LEED	Leadership in Energy & Environmental Design, a green building certification program
Lync	Software tool for multi-functional communication
M&C	Marketing and Communication
Material topic	Topic that is relevant to understand the development, the results and the position of the company
Materiality Assessment	Analysis that defines the material topics of an organisation, based on significance of various CR topics for stakeholders and for the company
MDP	Management Development Programme, one of the RHDHV development programmes
MVO	Dutch for Corporate Responsibility (or Corporate Social Responsibility) - 'Maatschappelijk Verantwoord Ondernemen'
NGO	Non-governmental organisation
NL	The Netherlands
NPC	Consultancy- and project management company for railway stations and their environment (part of Royal HaskoningDHV)
OECD	The Organisation for Economic Co-operation and Development
OHSAS	Occupation Health and Safety Assessment Series - standards for safety management
P&FM	Procurement and Facility Management
ProRail Safety Ladder	Certification scheme designed to measure and continually improve safety awareness and safe operations within the rail sector
QHSE	Quality, Health, Safety and Environment
RAB	Risk Assessment Board; the platform that protects the company, deciding on acceptable risk exposure and mitigation
Recover-E	Independent foundation, founded by Siso and RHDHV, which provides services that apply circular economy principles to ICT equipment
Red Flags	Facts that indicate increased integrity risks which require attention
Resident Director	Country manager; responsible for the local affairs of an RHDHV entity within a country
RVOI	"Regeling van de Verhouding tussen Opdrachtgever en adviserend Ingenieursbureau"; standard conditions in a service agreement between a client and an advising engineering company

RWS	'Rijkswaterstaat'; Directorate General for Public Works and Water Management, including the construction and maintenance of water ways and roads, and flood protection and prevention.
SA	South Africa
SANEC	Southern African - Netherlands Chamber of Commerce
SER	"Sociaal-Economische Raad"; Dutch council that advises the government, representing Dutch employee- and employers organisations
SGS	Societe Generale de Surveillance; one of the world's leading inspection, verification, testing and certification company
SKAO	"Stichting Klimaatbewust Aanbesteden & Inkopen"; Foundation that manages a Dutch certification scheme (the CO <sub>2</sub> performance Ladder) used in sustainable procurement
Social Return	Social value of employing people with a distance to the labour market
Speak Up-line	Internal 'whistle blower' service that is provided by an independent provider which protects the identity of the reporter
Stakeholder	Stakeholders are people and organisations with an interest in the company and its activities
Supervisory Board	Supervising body; a group of individuals chosen by the shareholders of a company to promote their interests by supervising the executive board
Sustainability Business Platform	Knowledge-sharing platform and think tank of the sustainability managers within RHDHV
Sustainable Development	Development that meets the needs of the present without compromising the ability of future generations to meet their needs
Sustainable Procurement	Procurement process whereby organisations meet their needs for goods, services or capital projects, while achieving 'value' on a life cycle basis in terms of the impact on the organisation, society, the economy and the natural environment
TakeBackChemicals	Circular business model for chemicals, in which producers maintain ownership of the chemical, receive payment for the provided functionality (instead of the quantity), and take back and process the chemicals for reuse.
Talent to the Top	Initiative to reach a higher level of gender diversity in top positions
Taskforce Circular Economy	Taskforce within RHDHV in which professionals share learnings and develop strategies and initiatives to expand our contribution to the development of the circular economy
TB	Transparency Benchmark; an initiative of the Dutch Ministry of Economic Affairs to score the transparency of annual reports
TDP	Talent Development Programme; one of the RHDHV development programmes
"De Groene Zaak"	Association of leading Dutch companies in the field of sustainable business that promotes more ambitious public policies
TI's Corruption Perception Index	Transparency International's Corruption Perception Index; Index of the perceived corruption level of countries
TNS	The Natural Step; a strategic framework for sustainable development
TPA	Third Party Assessment; a method to define the integrity of third parties

Transparency International	International non-governmental organisation devoted to combat corruption
UK	United Kingdom
UK Bribery Act	Act of the Parliament of the United Kingdom that covers the criminal law relating to bribery, including measures that commercial organisations are required to take to prevent bribery within and outside the UK
UN	United Nations
UNGC/UN Global Compact	UN Global Compact is a critical platform for the UN to engage and partner effectively with enlightened global business
UN Global Compact Principles	Ten universally accepted principles in the areas of human rights, labour, environment and anti-corruption
VC	Video Conferencing
VVM	"Vereniging van Milieuprofessionals"; Dutch association of environmental professionals
Walk the Talk	Apply the same principles in our business practices as we advise our clients to apply in theirs
WBCSD	World Business Council for Sustainable Development; a CEO-led organisation of forward-thinking companies that galvanizes the global business community to create a sustainable future for business, society and the environment
WESSA	Wildlife and Environmental Society of South Africa (an NGO)
WWF	World Wildlife Fund (an NGO)
YPY	Young Professional of the Year; competition for best young professional in The Netherlands
CCMT	Corporate Crisis Management Team; Group of key staff in charge of taking action in a situation of (potential) crisis
RAR	Risk Assessment Report; Report of project proposal manager that describes the project risk profile

Table 15