

## REPORT

# Royal HaskoningDHV United Nations Global Compact Communication of Progress (CoP) 2021

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## Table of Contents

<b>1</b>	<b>2021 Statement of continued support</b>	<b>3</b>
<b>2</b>	<b>Company Profile</b>	<b>4</b>
<b>3</b>	<b>Communications on Progress 2021 – UN Global Compact Principles</b>	<b>5</b>

## 1 2021 Statement of continued support

### *CORPORATE SOCIAL RESPONSIBILITY (CSR) AND ENHANCING SOCIETY TOGETHER*

Welcome! It is a pleasure to share news of our accomplishments and activities in 2021. Once again Covid-19 brought challenge, but we have remained connected and focused, delivering sustainable solutions for our clients and achieving very satisfying financial results.

The complexity of the challenges facing society requires advanced levels of cooperation to provide new perspectives on the challenges at hand and come to integrated solutions. In addition, we know that by combining our engineering, design and consultancy with data and digital technologies, we can better support our clients to deliver reliable services to their customers.

Within our organisation, we invested time and resources to support our people in unlocking their full potential to Enhance Society Together. We value talent in all its diversity and encourage our people to bring their true selves to work because we believe diversity of thought leads to better results. To stimulate contact between colleagues, much missed while working from home, we introduced serendipity calls, virtual lunch breaks, global online events and several well-being initiatives. Such initiatives contributed to everyone's enjoyment and engagement.

Our engineers, consultants and digital experts create the world around us. It's a very important role and we feel a deep responsibility to do it well, fully aligning with the principles of the UN Global Compact on human rights, labour, environment and anti-corruption. While in 2021 we looked back to past achievements, we also looked forward, creating a strategy through to 2025. Enhancing Society Together is central in the strategy and will guide us in client selection and project delivery. We aim to deliver measurable impact in our projects and our own operations across five themes linked to specific UN Sustainable Development Goals. To this end, I am proud to say we have also committed our own organisation to achieve net zero by 2030 through the UN Business Ambition for 1.5 C.

We set targets, measure performance and report on CSR/Sustainability globally. Our ambitions are described in the CSR/Sustainability Policy Statement and CSR Charter/Programme, and in the CSR Plans and Actions of our businesses and supporting units / corporate groups. Our policies and Global Code of Business Principles incorporate and support The Ten Principles of UN Global Compact. This is also reflected in our CSR/Sustainability policy, our CSR and Integrity Governance structures, our Integrated Management system, our HR policies and practices and our (BRITE) values and behaviours

The interactive Corporate Social Responsibility (CSR) Report 2021 iReport is complementary to our Annual Report and provides further information on topics contained in the interactive Annual Report 2021 iReport and Financial Statement. See also our Homepage RHDHV - iReports (2021). It provides additional detail and depth to ensure transparency on progress and performance from 1 January to 31 December 2021.

Our mission is reflected in our company strategy and is a guiding principle for all our colleagues, uniting us with a common purpose and drive working with clients and stakeholders to deliver on our purpose of Enhancing Society Together.

Erik Oostwegel  
CEO Royal HaskoningDHV



Amersfoort, 17 May 2022

Royal HaskoningDHV is an independent consultancy which integrates 140 years of engineering expertise with digital technologies and software solutions. As consulting engineers and scientists, we care deeply about our people, our clients and society at large. Through our mission Enhancing Society Together, we take responsibility for having a positive impact on the world. We constantly challenge ourselves and others to develop sustainable solutions to local and global issues related to the built environment and the industry.

Change is happening. And it's happening fast –from climate and digital transformation to customer demands and hybrid working. The speed and extent of these changes create complex challenges which cannot be addressed in isolation. New perspectives are needed to accommodate the broader societal and technological picture and meet the needs of our ever-changing world.

Backed by the expertise of almost 6,000 colleagues working from offices in more than 25 countries across the world, we are helping organisations to turn these challenges into opportunities and make the transition to smart and sustainable operations. We do this by seamlessly integrating engineering and design knowledge, consulting skills, software and technology to deliver more added value for our clients and their asset lifecycle.

We act with integrity and transparency, holding ourselves to the highest standards of environmental and social governance. We are diverse and inclusive. We will not compromise the safety or well-being of our team or communities –no matter the circumstances. We actively collaborate with clients from public and private sectors, partners and stakeholders in projects and initiatives. Our actions, big and small, are driving the positive change the world needs, and are enhancing society now and for the future.

Our head office is in the Netherlands, and we have offices across Europe, Asia, Africa, Australia and the Americas.

More information, including news, annual reports, and policies, is available via our website [www.royalhaskoningdhv.com](http://www.royalhaskoningdhv.com), or by contacting [info.cr@rhdhv.com](mailto:info.cr@rhdhv.com).

### 3 Communications on Progress 2021 – UN Global Compact Principles

Please note: Corporate Social Responsibility (CSR or CR) was formerly known as Responsible and Sustainable Business (RSB)

	How we are Enhancing Society Together	References:
<p><b>General comments</b></p>	<p>The UN Global Compact principles are embedded in our CSR and Integrity policies/Integrated Management System and in our Global Code of Business Principles.</p>	<p>For references please see:</p> <ul style="list-style-type: none"> <li>➤ Our website, <a href="http://www.royalhaskoningdhv.com">www.royalhaskoningdhv.com</a></li> <li>➤ Our <a href="#">Corporate Social Responsibility (CSR) Report 2021 iReport</a> including               <ul style="list-style-type: none"> <li>➤ <a href="#">Interactive overview our main Key Performance Indicators (KPIs)</a></li> <li>➤ <a href="#">GRI Table 2021 K</a></li> </ul> </li> <li>➤ <a href="#">Our Annual Report 2021 iReport</a></li> <li>➤ <a href="#">Homepage RHDHV - iReports (2021)</a></li> <li>➤ <a href="#">Global Code of Business Principles</a></li> <li>➤ <a href="#">Business Principles for Partners and Suppliers</a></li> <li>➤ <a href="#">Corporate Social Responsibility/Sustainability Policy Statement</a></li> <li>➤ <a href="#">Compliance Integrity Management System (incl. Anti-Corruption Management System) which include:</a> <ul style="list-style-type: none"> <li>➤ <a href="#">Speak Up Line</a></li> <li>➤ <a href="#">Anti-Slavery and Human Trafficking Policy/UK Modern Slavery Act</a></li> <li>➤ <a href="#">ISO37001 and ISO37301 certificates.</a></li> </ul> </li> </ul>
	<p>Royal HaskoningDHV continuously raises awareness (e.g. about Integrity, Labour, Health and Safety, Environment) and monitors compliance with management systems and the Global Code of Business Principles.</p>	
	<p>The Global Code of Business Principles is available in 10 languages and distributed to all staff. We have zero-tolerance for non-compliance with our integrity code. We have a zero-tolerance approach to bribery and corruption and aim to meet and surpass international best-practice standards in anti-corruption compliance and business ethics.</p>	
	<p>The governance of CSR and Integrity is described in the CSR / Sustainability Policy Statement, the CSR Charter (CSR Programme) and in our CSR Report and Annual Report iReports.</p>	
	<p>CEO Erik Oostwegel spearheads our commitment and discusses strategic relevance with Supervisory Board and Shareholders (the Stichting (foundation) HaskoningDHV and the Stichting Administratiekantoor HaskoningDHV (“the Trust Office”)), among others.</p>	
	<p>In 2021 Matthew Hunt was appointed Leading Professional for Enhancing Society Together. He is translating the company’s sustainability strategy into clear priorities, leading implementation, and encouraging and driving change across our business. He is currently working together with the businesses and corporate groups to address their contribution.</p>	
	<p>Integrity and compliance issues and incidents are investigated, appropriate measures are taken and are reported at least quarterly to – and under supervision of – the Executive Board and the Supervisory Board.</p>	
	<p>In all meetings an Integrity Moment is mandatory to stimulate transparency and to share lessons learnt (Prevent and Protect).</p>	
	<p>In the Annual report and the additional CSR Report, the program and actions for 2021 are presented and evaluated. In addition, the plans for the coming year (2022) are shared. This covers all items of the UN Global Compact principles.</p>	
<p>To have a better insight in our supply chain, we do mandatory third-party assessments for new clients. To ensure a proper third-party assessment we acquired an internationally reputed information tool. We also have a mandatory third-party assessment policy in place for sub consultants.</p>		

Each year we launch a mandatory e-learning about a compliance subject. In 2021, we asked all employees to complete an e-learning about anti bribery. It addressed our zero tolerance against bribery and corruption. By the end of 2021, 92% of our employees completed the e-learning.

As an organisation we value everyone and everyone should feel valued. We aim that everyone can bring their true self to the workplace and experience a safe working environment to voice their opinion and speak up in case of unethical behaviour or non-compliance. That's why we organized the SpeakUP Awareness day 29 November where multiple online sessions were hosted on cultivating a safe working environment through building trust in teams, dealing with our unconscious bias and discussing ethical dilemmas.

The world is continuously changing: changes in technology, economies, environments and societies at large influence the needs of our clients. These changes ask us to continuously learn and develop to deliver on our strategic goals successfully. To support the learning journey of our employees, Royal HaskoningDHV is organising learning weeks. In each week, bite-sized learning sessions will be available that are related to our strategy and enabling programmes such as ethical dilemma sessions and training sessions about sustainability.

Our Compliance Integrity Management System is embedded throughout the company and we held the ETHIC Intelligence Anti-Corruption Certificate since 2010. As of 2020, we decided to be compliant to the international ISO standards. We were assessed and certified as meeting the requirements of the ISO 37001 standard for our Anti-Bribery Management System and the new ISO 37301 standard for our Compliance Management System. In 2021, the auditors did not find any minor / major non conformities.

Universal sustainability ratings provider EcoVadis assessed our Corporate Social Responsibility practices in 2021 and awarded Royal HaskoningDHV Group the Gold medal for the sixth consecutive year. The Global Supply Chain Rating of EcoVadis is highly valued in the industry and illustrates the performance of more than 40,000 companies worldwide. The index places our company in the top 2% of architectural and engineering firms and in the top 5% for overall CSR/RSB performance among all businesses rated. The Gold medal covers international standards on sustainable development like ISO 26000, UN Global Compact and Global Reporting Standards (GRI table). The assessment includes environment, labour practices & human rights, fair business practices, anti-corruption and sustainable procurement. We value these subjects and have integrated them in our business processes.

In 2021, we became the first global engineering consultancy to have our digital engineering processes certified against the requirements of the Building Information Modelling (BIM) capability and ISO 19650. ISO 19650 is the international standard for managing digital information throughout the life cycle of built assets and construction projects of all sizes and levels of complexity. The certification is applicable to our operations in six countries, providing clients with better solutions, faster delivery times, improved risk management and better sustainability.

- Our EcoVadis CSR Performance details, including a Score Card Summary and more, are available on our [website](#).
- Our [global certificates for Quality, Health & Safety, Environment, Corporate Social Responsibility and Integrity website](#)

	<p>Corporate Sustainability Reporting Directive: In April 2021, the European Commission adopted a proposal for a Corporate Sustainability Reporting Directive (CSRD), which would amend the existing reporting requirements of the Non-Financial Reporting Directive. The Commission’s proposal for the CSRD envisages the adoption of EU sustainability reporting standards. The planning of the Commission is to adopt the first set of reporting standards under the new legislation by the end of 2022. That would mean that our company should apply the standards for the first time covering the financial year 2023. We welcome these changes, and we will closely monitor the development and requirement coming from these new reporting standards to ensure our sustainability reporting is aligned.</p>	
<p><b>Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights</b></p>	<p>Respecting human rights is utmost important to our company. In our Global Code and in the Business Principles for Partners and Suppliers human rights are included.</p> <p>We have implemented a software tool for third party due diligence. Third party due diligence is made an essential part of our pre-qualification and proposal process.</p> <p>Monitoring of the protection of human rights are fully integrated in our Compliance Integrity Management System. The system is independently audited by ISO as we are ISO37001 and ISO37301 certified.</p> <p>Providing healthy and safe working conditions are key values in within our organisation. Our ISO 45001: 2018 certificate also covers Travel security and incident management.</p> <p>Our global Management System is based on and certified against the globally accepted international standards ISO 9001:2015 (Quality), ISO 14001:2015 (Environmental), ISO 45001:2018 (Occupational Health &amp; Safety) and ISO 27001:2013 (Information Security) and it covers QHSE, integrity, business continuity, knowledge management, information security and our business principles.</p> <p>To confirm ongoing compliance with these standards, internal and external audits are organised and executed annually. The validity of our ISO certificates can be checked in <a href="#">the block chain</a>.</p> <p>To support monitoring, a local compliance officer is appointed in every country where Royal HaskoningDHV has a permanent presence.</p>	<ul style="list-style-type: none"> <li>➤ For references, please go to ‘GENERAL’.</li> <li>➤ <b>No violations have been reported in 2021.</b></li> </ul>
<p><b>Principle 2: Businesses should make sure that they are not complicit in human rights abuses.</b></p>	<p>This principle is enabled though the independent Speak-up line.</p> <p>We will continue to execute and develop our Compliance Integrity Management System and reporting. We also will continue to raise awareness on the importance of speaking-up (directly, or through our anonymous reporting system).</p> <p>By executing frequent internal audits in our operations and project locations RHDHV prevents abuse of this principle.</p> <p>Third party integrity risk assessments are executed on the start of all new projects.</p> <p>Monitoring of this principle is covered by the Integrity Moment during the project execution.</p> <p>At the project closure a project health check takes place which includes an integrity evaluation.</p> <p>To increase the knowledge about human rights, we have created a guidance document to inform our employees what human rights are, what kind of human rights exist, how international enterprises can be involved in human rights and what is expected of Royal HaskoningDHV</p>	<ul style="list-style-type: none"> <li>➤ For references, please go to ‘GENERAL’.</li> <li>➤ <b>No violations have been reported in 2021.</b></li> </ul>



	specifically to protect human rights of all people involved in a project. It is clearly stated that we will not cause nor contribute to any human right abuse. If Royal HaskoningDHV could be linked to human right abuse, we will use our leverage to mitigate the human right abuse impact.	
<b>Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.</b>	We subscribe to the conventions of the International Labour Organisations (ILO).	<ul style="list-style-type: none"> <li>➤ For references, please go to 'GENERAL'.</li> <li>➤ <a href="#">Report of the Supervisory Board   Royal HaskoningDHV - iReports</a> and <a href="#">more about this award on our Dutch website</a></li> <li>➤ <b>No violations have been reported in 2021.</b></li> </ul>
	We have a global HR policy and an international HR management team and system, which enables us to recognise labour related issues worldwide.	
	A global job positioning system (GPS) is in place to create transparency and equal opportunities for careers for all staff.	
	Our works councils and representatives are actively engaged.	
	<p>Triangle 3D Trophy by the Dutch Alliance for Participation and Governance: The Supervisory Board is delighted that the high quality of consultation that takes place between the Works Council, the Supervisory Board and management has been recognised with an award. In November 2021, Royal HaskoningDHV was awarded the Triangle 3D Trophy by the Dutch Alliance for Participation and Governance. The award recognises the effectiveness and robust nature of structural and informal consultation within the triangle covering employee participation, management and supervision. This is an important success factor for decision making within Royal HaskoningDHV. The Supervisory Board is proud of this award which reflects the mutual respect and will to carefully listen to each other. Read more about this award on our Dutch website.</p>	
<b>Principle 4: Businesses ensure the elimination of all forms of forced and compulsory labour.</b>	This is managed and monitored with our HR management system as well as through our Compliance Integrity Management System (e.g. through our SpeakUp system). We realise that we work in countries where unfortunately forced labour could occur. We do not accept any involvement in forced labour. Neither do we accept this from our clients, business partners or suppliers.	<ul style="list-style-type: none"> <li>➤ For references, please go to 'GENERAL'.</li> <li>➤ <b>No violations have been reported in 2021.</b></li> </ul>
	The content of the Modern Slavery Act applies to all our operations worldwide.	
<b>Principle 5: Businesses ensure effective abolition of child labour</b>	This is managed and monitored with our HR management system as well as through our Compliance Integrity Management System (e.g. through our SpeakUp system). We realise that we work in countries where unfortunately child labour could occur. We do not accept any involvement in child labour. Neither do we accept this from our clients or Business Partners and Suppliers.	<ul style="list-style-type: none"> <li>➤ For references, please go to 'GENERAL'.</li> <li>➤ <b>No violations have been reported in 2021.</b></li> </ul>
<b>Principle 6: Businesses should eliminate discrimination in respect of employment and occupation</b>	Equality, diversity and inclusion are key values in our company and reflected by our Global Code of Business Principles. It is part of our HR management system and Compliance Integrity Management System.	<ul style="list-style-type: none"> <li>➤ For references, please go to 'GENERAL'.</li> <li>➤ <a href="#">Our People   Royal HaskoningDHV - iReports</a> and <a href="#">Employability   Royal HaskoningDHV - iReports</a></li> </ul>
	The Supervisory Board and Executive Board see equality, diversity and inclusion as an important topic for our company.	
	At Royal HaskoningDHV we aspire to be the best. This is accompanied by the desire to be an employer of choice for diverse talents, and to support our people in unlocking their full potential.	

In this way, we can make a difference and enhance society, now and in the future. We value talent in all its diversity because we believe diversity of thought leads to better results. We care deeply about our people who are the leading attribute in our success.

We are committed to providing an enriching working environment for all, which allows individual skills, strengths, and perspectives to be heard, used, and amplified, regardless of gender, age, sexual orientation, religion, physical ability, or nationality.

Our global career positioning system (GPS) supports transparency and equal opportunities for careers.

Unlocking our full potential

At Royal HaskoningDHV we aspire to be the best. This is accompanied by the desire to be an employer of choice for diverse talents, and to support our people in unlocking their full potential. In this way, we can make a difference and enhance society, now and in the future. We value talent in all its diversity because we believe diversity of thought leads to better results. We care deeply about our people who are the leading attribute in our success.

Future Leaders

To realise the leadership potential of our emerging talents, in 2021 we launched our Future Leaders Journey.

The programme involves sessions around leadership development, business and people skills, personal development, and our company's strategy.

In 2021, 48 talents started in the Future Leaders programme, which features in the best practices of the G20 Empower Women to Lead. The group of Future Leaders is diverse: 42% are female and 12 nationalities are represented in five countries.

Overall, we have improved awareness and encouraged open conversations around various equality, diversity and inclusion topics by putting ED&I as a standing agenda item in all company-wide, management team and team meetings. Our directors and managers regularly address important issues in their communication with the business throughout the year and welcome direct feedback from colleagues on issues of concern or areas of improvement. Executive sponsors and allies drive impact throughout our business, striving towards progress and change to ensure inclusivity towards all employees.

The Speak Up Awareness Day we held in November 2021 supported our drive for a collaborative, equal environment where everyone feels comfortable bringing their true selves to work.

It highlighted the importance of the topic, initiatives taking place within our company all over the globe (as described below) and the increasing number of reports of behaviours such as discrimination and harassment.

In 2021 our global equality, diversity and inclusion (EDI) lead continued her work at the head of a network of EDI ambassadors. Together, they aim to ensure consistent implementation of EDI practices, while taking into account local knowledge, cultural differences and political and socio-economic considerations.

- [Outlook and actions for 2022 and beyond | Royal HaskoningDHV - iReports](#)
- [Our Strategy | Royal HaskoningDHV - iReports](#)
- **Sixteen incidents have been reported in 2021. Investigation by Group Integrity & Compliance took place and if necessary, appropriate measures were taken.**

We are proud to have started our journey to reduce inequalities, overcome bias and unlock the power of diversity in our traditional industry and society. Working on lasting change, we took the following steps in 2021:

1. We became partners with the Diverse Sustainability Initiative (DSI) to help transform and promote diversity within our industry. We renewed our membership and commitment to Women in Engineering and Science's (WISE) purpose: growing the number of women and young girls in science, technology, engineering and mathematics (STEM).
2. We appointed female leaders in director positions because of their qualities and as a result have strong female role models in positions where they can effect change and inspire colleagues.
3. We delivered unconscious bias training to teams and especially to managers and recruiters to create awareness of everyone's unconscious bias.
4. We launched employee networks for disability, LGBTQ+ and diverse ethnic backgrounds to guide best practice and understanding of every individual's lived experience.
5. We committed to have equal representation in longlists of recruitment, succession and development programmes. We aspire to having diverse selection teams and interview panels.
6. We ran internal and external campaigns, often around special days like International Women's Day, to share what we are doing and to inspire others.
7. We signed the G20 Empower Women pledge to accelerate women's advancement to leadership positions.
8. In the United Kingdom we launched our first mentorship programme for female employees, striving to develop women to access more senior positions and thus close the gender pay gap.
9. In Vietnam we launched a coaching programme focusing on softer skills, tailor-made to our Vietnamese senior female colleagues. This follows the commitment by our managing director in Vietnam to support the Women's Empowerment Principles in 2020. The seven principles, developed by the UN Global Compact and UN Women, promote gender equality and women's empowerment in businesses and communities.

	<p>We are expanding the remit of our Equality, Diversity and Inclusion policies in the United Kingdom and the Netherlands and are working toward a global policy and practices.</p> <p>In 2022, we aim to launch further programmes in other countries where needed. We continue to encourage more women into engineering through initiatives such as recruitment campaigns and career encouragement.</p> <p>In 2022, to embed Enhancing Society Together, our contribution to inclusive sustainable development, in our daily practice, while implementing our 5 Enhancing Society Together Themes framework, we continue to use our 4 Questions. These questions guide our conversations to determine our added value for society, be in our own operations or in projects. One of the 5 Enhancing Society Together Themes is social value &amp; equality (related to SDG 4, SDG5, SDG8). The 5 Enhancing Society Together Themes, and the SDGs they relate to, are climate change (SDG7 and SDG13), biodiversity &amp; natural systems (SDG14 and SDG15), resources &amp; circularity (SDG 6 and SDG12), social value &amp; equality (SDG 4, SDG5, SDG8, SDG9 and SDG11), and safety &amp; well-being (SDG3). Our new strategy Stronger25 is described (and visualised) in more detail, in the CSR Report section Outlook and actions for 2022 and beyond and our Annual Report Section Our Strategy.</p> <p>More great examples are shared in our CSR Report 2021 and Annual Report 2021.</p>	
<p><b>Principle 7: Businesses should support a precautionary approach to environmental challenges;</b></p>	<p>We actively promote taking a precautionary approach to environmental challenges in our projects in cooperation with clients and partners. It is part of our business approach as is illustrated in our Annual Report (Enhancing Society Together) and CSR Report 2021.</p> <p>This is included in our ISO14001 certificate. We were the first engineering and consultancy company in the Netherlands to be successfully audited against the new ISO 14001:2015 Our global Management System is based on and certified against the globally accepted international standards ISO 9001:2015 (Quality), ISO 14001:2015 (Environment), ISO 45001:2018 (Occupational Health &amp; Safety) and ISO 27001:2013 (Information Security) and it covers QHSE, integrity, business continuity, knowledge management, information security and our business principles.</p> <p>To confirm ongoing compliance with these standards, internal and external audits are organised and executed annually. The validity of our ISO certificates can be checked in <a href="#">the block chain</a>.</p> <p>We seek to motivate clients to make sustainable choices, embed Enhancing Society Together and contribute to the SDGs in our daily practice by using our 4 Questions. These guide our conversations with clients and partners to identify where we can add value for society.</p> <p>We have many examples of how we use our expertise and experience to contribute to progress on the SDGs.</p> <p>In 2022, to embed Enhancing Society Together, our contribution to inclusive sustainable development, in our daily practice, while implementing our 5 Enhancing Society Together Themes framework, we continue to use our 4 Questions. These questions guide our conversations to determine our added value for society, be in our own operations or in projects. The 5 Enhancing</p>	<ul style="list-style-type: none"> <li>➤ For references, please go to 'GENERAL'.</li> <li>➤ <a href="#">Key Performance Indicators   Royal HaskoningDHV - iReports and Quality and Sustainability in our Products and Services   Royal HaskoningDHV - iReports</a></li> <li>➤ <a href="#">Emission Reduction   Royal HaskoningDHV - iReports</a></li> <li>➤ <a href="#">Enhancing Society Together   Royal HaskoningDHV - iReports</a></li> <li>➤ <a href="#">Outlook and actions for 2022 and beyond   Royal HaskoningDHV - iReports</a></li> <li>➤ <a href="#">Our Strategy   Royal HaskoningDHV - iReports</a></li> <li>➤ See our regular communication channels: 1. <a href="#">Our RHDHV website:</a></li> </ul>

	<p>Society Together Themes, and the SDGs they relate to, are climate change (SDG7 and SDG13), biodiversity &amp; natural systems (SDG14 and SDG15), resources &amp; circularity (SDG 6 and SDG12), social value &amp; equality (SDG 4, SDG5, SDG8, SDG9 and SDG11), and safety &amp; well-being (SDG3). Our new strategy Stronger25 is described (and visualised) in more detail, in the CSR Report section Outlook and actions for 2022 and beyond and our Annual Report Section Our Strategy.</p> <p>In our operations, we measure the ecological footprint of our offices and business travel; we set targets and carry out action plans for the reduction of CO2 equivalent emissions.</p> <p>Climate reduction ambitions: We decided on a more ambitious commitment than our earlier expressed commitment in 2020 (Paris Proof by 2035): We want to reduce our greenhouse gas emissions to net zero by 2030. This commitment has a wider scope than Paris Proof targets as it covers our 65 offices worldwide and the business travel of our 6,000 colleagues. By 2030, our targets are to reduce greenhouse gas emissions related to our offices and cars by 80%, and those related to flights by 50%. We will report annually through science-based targets, which provide further indication of the seriousness of our intent. In 2021, we committed to the United Nations Business Ambition to limit global warming to 1.5°C. In the United Kingdom, we joined the Pledge to Net Zero, committing to science-based targets to meet the goals of the Paris Agreement and help accelerate the transition to a net zero carbon economy. This involves UK level reporting on a sub-set of our environmental data. We have submitted our targets for verification.</p> <p>Enhancing Society Together is promoted via our regular communication channels and social media.</p>	<p>2. <a href="#">Projects Highlights</a> 3. <a href="#">News Room</a> 4. <a href="#">Papers &amp; Articles</a></p> <p>➤ Via Social Media:</p> <p>➤ <a href="#">LinkedIn</a> ➤ <a href="#">Twitter (@RHDHV)</a> ➤ <a href="#">Facebook</a> ➤ <a href="#">YouTube</a> ➤ <a href="#">Instagram</a></p> <p>➤ <b>No violations have been reported in 2021.</b></p>
<p><b>Principle 8: Businesses should undertake initiatives to promote greater environmental responsibility;</b></p>	<p>The SDG match with our CSR Priorities. We focus where we can add most value. Key to our CSR strategy is the desire to focus our impact in areas that we master and actively influence and, through that impact, contribute to particular UN Sustainable Development Goals (SDGs) in our Projects and in our Operations.</p> <p>The 4 Questions continue to support our teams to discuss better solutions with the client. Our on-going projects, the SDGs and the 4 Questions which we ask in every project to keep our focus on sustainable growth to Enhance Society Together are all interrelated. In 2022, to embed Enhancing Society Together, our contribution to inclusive sustainable development, in our daily practice, while implementing our 5 Enhancing Society Together Themes framework, we continue to use our 4 Questions. These questions guide our conversations to determine our added value for society, be in our own operations or in projects. The 5 Enhancing Society Together Themes, and the SDGs they relate to, are climate change (SDG7 and SDG13), biodiversity &amp; natural systems (SDG14 and SDG15), resources &amp; circularity (SDG 6 and SDG12), social value &amp; equality (SDG 4, SDG5, SDG8, SDG9 and SDG11), and safety &amp; well-being (SDG3). Our new strategy Stronger25 is described (and visualised) in more</p>	<p>➤ For references, please go to 'GENERAL'.</p> <p>➤ <a href="#">Employability   Royal HaskoningDHV - iReports</a> ➤ <a href="#">Stakeholder Dialogues   Royal HaskoningDHV - iReports</a> and <a href="#">Our stakeholders and how we engage   Royal HaskoningDHV - iReports</a> ➤ <a href="#">Overview of project examples, initiatives   Royal HaskoningDHV - iReports</a></p>

	<p>detail, in the CSR Report section Outlook and actions for 2022 and beyond and our Annual Report Section Our Strategy.</p> <p>With the support of amongst others of our Innovation Hub and the Business Line Innovation Leads we continuously look for new solutions and technologies, with the ambition to increase environmental efficiency and performance and sustainable digital solutions to Enhance Society Together.</p> <p>In 2021 we have relaunched the platform. During 2021 around 265 ideas were dropped into the platform. After an idea is contributed to the platforms, innovation leaders can pick up the idea and develop it into innovations or digital ways of working.</p> <p>Within our businesses we employ environmental specialists that integrate environmental management in our engineering consultancy projects. They share knowledge internationally (Knowledge Management programme).</p> <p>As is custom, CSR (people, planet, profit) were included in several training modules and programmes (e.g. New Joiners Programme), to develop skills and awareness, and to communicate our ambition of showing leadership in sustainability. Our online e-learning portal contains a wide variety of e-learnings on several topics.</p> <p>We have several academies to strengthen functional and technical knowledge of our employees, aligning strongly to our Stronger25 agenda.</p> <p>In 2021 online training sessions on sustainability during our global Learning Weeks were organised. Free of charge making the boundaries for people to join as low as possible.</p> <p>Collaboration, co-creation and partnerships are integral to the way we work. It is through sharing ideas and working together that we build momentum and accelerate innovation. These form the basis of our CSR / Enhancing Society Together approach. Structured stakeholder dialogue is one of the ways we achieve this, based on: client feedback, round tables and client events, employee feedback and meetings with local and international NGOs and governmental agencies. We share several examples in our CSR Report 2021 and our Annual Report 2021.</p>	<ul style="list-style-type: none"> <li>➤ <a href="#">Outlook and actions for 2022 and beyond   Royal HaskoningDHV - iReports</a></li> <li>➤ <a href="#">Our Strategy   Royal HaskoningDHV - iReports</a></li> <li>➤ <b>No violations have been reported in 2021.</b></li> </ul>
<p><b>Principle 9: Businesses should encourage the development and diffusion of environmentally friendly technologies</b></p>	<p>With our business- and market position, we are very well able to distribute environmentally friendly technologies across the globe.</p> <p>Besides distribution of environmentally friendly technologies, we focus on development of new solutions.</p> <p>To make our SDG contribution relevant and actionable we use our 4 Questions to Enhance Society Together. Innovation is integral to our strategy. With the support of amongst others of our Innovation Hub and the Business Line Innovation Leads we continuously look for new solutions and technologies, with the ambition to increase environmental efficiency and performance and sustainable digital solutions to Enhance Society Together.</p> <p>In 2021 we have relaunched the platform. During 2021 around 265 ideas were dropped into the platform. After an idea is contributed to the platforms, innovation leaders can pick up the idea and develop it into innovations or digital ways of working.</p>	<ul style="list-style-type: none"> <li>➤ For references, please go to 'GENERAL'.</li> <li>➤ <a href="#">Our Strategy   Royal HaskoningDHV - iReports</a> and <a href="#">Enhancing Society Together   Royal HaskoningDHV - iReports</a></li> <li>➤ <a href="#">Our Strategy - Enhancing Society Together   Royal HaskoningDHV - iReports</a></li> </ul>

	<p>We share more information, including trends and developments we take into account, about our (Stronger 25) Strategy – Enhancing Society Together in our CSR Report 2021 and Annual Report 2021. At the forefront of our Stronger25 strategy is our purpose Enhancing Society Together; it drives us and helps to distinguish ourselves in the market. It's also our daily compass.</p>	<ul style="list-style-type: none"> <li>➤ <a href="#">Quality and Sustainability in our Products and Services   Royal HaskoningDHV - iReports</a></li> <li>➤ <a href="#">Overview of project examples, initiatives   Royal HaskoningDHV - iReports</a></li> <li>➤ <a href="#">Our stakeholders and how we engage   Royal HaskoningDHV - iReports</a></li> <li>➤ <a href="#">Stakeholder Dialogues   Royal HaskoningDHV - iReports</a></li> <li>➤ See our website: <a href="#">Shifting Perspectives Stories (royalhaskoningdhv.com)</a></li> <li>➤ See our website: awards &amp; nominations and our news pages.</li> <li>➤ <b>No violations have been reported in 2021.</b></li> </ul>
	<p>Our cleaner technologies are shared and promoted internationally and implemented worldwide (e.g. Nereda®, an innovative and efficient water treatment technology, Aquasuite, nature-based solutions, Helea, and a wide range of other technologies). We share a selection of examples of how we use our expertise and experience to contribute to progress on our selected SDGs in our annual CSR Report and our Annual Report.</p>	
	<p>We continued our long-term relationship with several universities. Several examples are shared in our Annual Report: Our multi-year partnership with Delft University of Technology to collaborate in research, field labs, innovation, start-ups, education and talent bared fruit in various areas in 2021. For example, in research and education we assisted four teams involved in the Joint Interdisciplinary Project with investigations on the energy transition, water storage in the Mekong Delta, global climate change risk mitigation and a 3D-printing quality control system. We also participated in the committee developing a new Masters Programme in Environmental Engineering in the Faculty of Civil Engineering and Geosciences. In 2024, we will open on the TU Delft Campus a new sustainable and Paris Proof office in the monumental Mining Faculty, to become more intertwined in the Delft innovation ecosystem. In the United Kingdom, we sponsor an annual competition for research projects by students on the Maritime Masters programme. In the Netherlands, we also supported VIRTUe, a multi-disciplinary international team from Eindhoven University of Technology, which took part in the Solar Decathlon Europe 2021 with the aim of creating a global solution with relevance beyond the competition requirements.</p>	
	<p>Our partnership (SDG17) strategy focuses on influencing policy frameworks and cross-industry transformation.</p>	
	<p>Royal HaskoningDHV received many awards for our projects and innovations throughout the years. Our most recent obtained awards and nominations are shared on our website. A selection of the awards, nominations or ranking highlights from 2021 are also shared in our CSR Report 2021 and our Annual Report. We promoted new and cleaner technologies at conferences and events.</p>	
	<p>Shifting perspectives Stories shared via our regular communication channels and our website: Discover how we drive positive change by exploring different perspectives By shifting perspectives, we will turn today's challenges into opportunities and transform businesses to enhance society together.</p>	
<p><b>Principle 10: Businesses should work against</b></p>	<p>Integrity and anti-corruption are key to our business and our (moral) license to operate. We have zero tolerance towards corruption. This vision is translated in, and safeguarded by our Compliance Integrity management system, which includes clear instructions and guidelines,</p>	

<b>corruption in all its forms, including extortion and bribery</b>	definitions, the role of our Group Compliance Officer and Local Compliance Officers, reporting structures, anonymous SpeakUp line, a Reference Book, training, and an integrated approach to internal and external auditing. In 2021, we launched an e-learning explaining our anti-bribery policy.	<ul style="list-style-type: none"> <li>➤ <b>In 2021, six cases about bribery were investigated and if necessary, appropriate measures have been taken.</b></li> <li>➤ <b><u>ISO37301 (Anti bribery Management System)</u></b></li> </ul>
	Local Compliance Officers report issues quarterly to their Resident Director and the Group Compliance Officer. The Group Compliance Officer reports monthly to the Executive Board and quarterly to the Supervisory Board.	
	We continue creating awareness on risks and to comply with the requirements of the ISO37001 and ISO37301.	
	In 2021 integrity, anti-corruption and anti-bribery was continuously promoted and communicated internally during the mandatory Integrity Moment in all management meetings.	
	In 2021 six investigations about violations and non-compliances were reported to our Compliance Officers during the year. Each case has been investigated thoroughly and appropriate measures have been taken.	
	The company, nor its executives or other staff were subject to investigations or prosecution by any Authority.	