

**Connecting
intelligence** *to grow
and create a
sustainable future*

Responsible & Sustainable
Business Update 2018

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RESPONSIBLE & SUSTAINABLE BUSINESS

As a collective of engineers, consultants and project managers, Royal HaskoningDHV has a deeply rooted understanding of the physical and social environment. In our everyday work we digitally transform this ingrained knowledge to create efficient designs that both minimise negative environmental impacts and maximise positive social impacts and society's resilience to climate change.

We recognise that the challenges the world faces, as captured in the UN Sustainable Development Goals, need to be addressed urgently, and can only be tackled by enacting systemic change in the way we conduct business. We aim to have a direct impact on society by going beyond the Triple Bottom Line framework:

- From managing stakeholders, to partnering with stakeholders.
- From managing environmental impacts, to improving the environment.
- From saving money, to creating economic value for the community.

Our promise is to 'Enhance Society Together' with our clients and other stakeholders through innovation and co-creation. This is a commitment we choose to make; because we believe this is the only viable business model. Business has an instrumental role to play in shaping a society that is good for people, the environment and the economy. We focus our impact in areas that we master and can actively influence to contribute to a relevant selection of UN Sustainable Development Goals (SDGs). Our ambition is to leverage our Products & Services and our own Operations to contribute to inclusive sustainable development with our clients and partners.

We set targets, measure performance and report on Responsible & Sustainable Business (RSB) globally. Our ambitions are described in the Sustainability Policy Statement and RSB Charter, and in the RSB Plans and Actions of our businesses and supporting units / corporate groups.



As concern mounts over the accelerating impact of climate change and the urgent need for energy transition, our mission is more relevant than ever. Coupled with our multidisciplinary expertise across water, energy, industry and transport, our company is in an excellent position to deliver distinctive new services and solutions to meet these challenges and enhance society.

Erik Oostwegel
CEO Royal HaskoningDHV

This Responsible & Sustainable Business Update is an integrated part of our Annual Report and provides further information on topics contained in the Annual Report 2018 website and Financial Statement. It provides additional detail and depth to ensure transparency on progress and performance from 1 January to 31 December 2018.

We welcome your comments and feedback, which you can send to us via:

info.cr@rhdhv.com

The RSB Update is a publication of Royal HaskoningDHV's QHSE and Communications & Brand team.

SCOPE & TRANSPARENCY

The major objective of this update is to inform our clients, partners, employees and future employees, and all others who are interested in Royal HaskoningDHV about our developments in 2018. In addition, we hope it will be a starting point for continued dialogue with all our stakeholders.

Scope

The scope of the RSB achievements include all the activities of Royal HaskoningDHV and majority-owned legal entities that are part of Royal HaskoningDHV. This is in line with the scope of the Financial Statements. For more information see the 2018 Financial Statements. This report does not include joint ventures and subcontractors. The selected KPIs for employees relate to our own employees and exclude freelance employees or those hired through temporary recruitment agencies. We report environmental KPIs on our permanent office locations and deviations are made explicit in this update. This update aims to give a representative impression of all our activities and performance in 2018. The RSB Update is not part of the external assurance.

Materiality

Read more on our base materiality analysis below. We aim to update it annually, while also taking our strategy and our RSB approach into account.

We reviewed the materiality assessment undertaken with reference to existing materials, including client and employee surveys and media scan, and questions to key individuals in the organisation. In addition, we reflected on in-depth dialogues about specific issues with our clients and partners concerning projects and proposals with significant societal attention or impact. The results indicated that the original topics identified as most material to our business and stakeholders had not changed in priority and fell within the following areas:

- Economic / financial performance
- Integrity and ethical performance
- Quality and sustainability in our products and services
- Employability
- Health and safety

In addition to these material topics, we address two topics relevant to our business, in our operations, and community development. Furthermore, the following topics were newly identified as high priority:

- Public policy in recognition of the company's dependence on regulatory structures and on government investment decisions in areas including energy and infrastructure;
- Attracting and developing new talent and capacity building which are both important for our strategy;
- Diversity and equal opportunity which are important to Royal HaskoningDHV as an inclusive, transitional organisation and are included in the Global Code of Business Principles;

- Procurement practices due to our accountability for anti-corruption in the supply chain re OECD and ICC guidelines. Connected to this topic, supplier environmental assessment, supplier assessment for labour practices and supplier human rights assessment have been raised from low to medium priority. Within our Global Code of Business Principles for Partners and Suppliers and Third Party Assessments human rights are included;
- Human rights grievance mechanisms and forced and compulsory labour due to our commitment to the Global Code of Business Principles and in line with our ETHIC certification. In addition we apply the requirements of the UK Modern Slavery Act 2016 across all our operations worldwide;
- Customer privacy – strict EU legislation (GDPR) came into force in 2018.

Significance of environmental compliance has been raised as it is fundamental to our values while also being a minimum requirement of doing business. Internal human rights assessment and anti-competitive behaviour have been raised from low to medium priority. We kept security practices under review in the light of increased cyber security threats and our digital strategy.

Reporting process

This Responsible & Sustainable Business (RSB) Update has been created in collaboration with our colleagues in three largest countries, the Netherlands, South Africa and the United Kingdom. Data collection is based on the entire company (as described in section Scope) and facilitated by our own data management system. Data has been reviewed by local data experts and reviewed and consolidated by Corporate Finance and Control. Progress is partly measured with Key Performance Indicators (KPIs) and partly described qualitatively.

GRI table

The RSB information in the Annual Report and this RSB Update is also presented in the **GRI Table (self assessment)**. The Global Reporting Initiative (GRI) provides a comprehensive sustainability reporting framework widely used across the world to communicate transparently on the impact of business on critical sustainability issues such as climate change, human rights, corruption and many others.

Governance

Our processes are certified by internationally recognised bodies and we align with global initiatives for responsible and sustainable business.

Our EcoVadis CSR Performance



EcoVadis assessed our Corporate Social Responsibility (CSR) practices and granted Royal HaskoningDHV (Group) the Gold label in 2018 for the third consecutive year. This means our company is listed in the top 1% performers – within the category

Architectural and Engineering firms and in the top 5% overall CSR performance in all categories. The global supply chain & purchasing index is highly valued in the industry.

Sustainability Standards & Themes

The Gold label 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 highly and we have integrated these in our business processes. We are proud that this is recognised by EcoVadis by awarding us a Gold label.

Our EcoVadis CSR Performance details including a Score Card Summary are available on our [website](#).

Our FIRA CSR Performance

FIRA is an Assurance provider and verifies CSR performances of companies and organisations. Our Dutch branch, HaskoningDHV Nederland B.V., expresses commitment to the principles of corporate social responsibility (CSR), and discloses its ambition on CSR issues as prioritised by FIRA, including management approach, policies, measures and plans in a basic CSR report via the FIRA Platform.

FIRA provide us with an external assurance statement on the reliability of our Corporate Social Responsibility information as presented in the FIRA Platform and re-assess us annually.

Outlook and actions focus 2019 and beyond

We will continue to refine the detail of our ambitions and will complete a framework to measure our progress during 2019. In doing so, we monitor updates on the global CS / SDG measurement framework created by GRI and UN SDG.

STRATEGY & GOVERNANCE



STRATEGY & GOVERNANCE

Our ambition is to run a financially healthy business by putting our collective intelligence into practice with clients and partners to have a positive impact on people, our living environment and the economy. We drive inclusive sustainable development with our clients in areas that we master and can actively influence. Our purpose is to Enhance Society Together. This is also reflected in our company strategy and how we use innovations, technology and digitisation.

As concern mounts over accelerating impact of climate change, scarcity of resources and the urgent need for energy transition, it is clear that our mission to Enhance Society Together is more relevant than ever.

We are a people organisation bringing together skills, passion, creativity and entrepreneurship to serve our clients and build a stronger company that remains relevant.

Enhancing Society Together is a guiding principle for all our colleagues and unites us with common purpose and drive.

Our engineers, consultants and project managers have a vast knowledge of the physical and social environment and local governance. It is through the 'marriage' of these skills with technology new ideas emerge. Our faster, more crowded and interconnected world needs innovative solutions that help people, businesses and governments to take the right decisions that help the world move forward – sustainably. We use our 4 Questions for sustainable growth to connect and align with our clients (see 6.1. 4 Questions and added value). We focus our impact in areas that we master and can actively influence to contribute to a relevant selection of UN Sustainable Development Goals (SDGs). Our ambition is to leverage our Products & Services (global leading services, premium export services, technology and innovations) and our own Operations to contribute to inclusive sustainable development with our clients and partners.

2.1 RSB AND INTEGRITY GOVERNANCE

Responsible & Sustainable Business (previously known as CSR) within Royal HaskoningDHV is managed by embedding RSB tasks at every level of the management structure, in business lines and in corporate groups. As of January 1st 2016, responsibility for RSB has been fully integrated into our activities, led by senior management from strategy to delivery. CEO Erik Oostwegel spearheads our RSB commitment and discusses strategic relevance with the Supervisory Board. We walk the talk by including these aspects in our projects as well as our own operations. Business Line Directors and Corporate Group Directors all have responsibility to incorporate RSB into their activities supported by sustainability managers in the business. In addition, we have created a network of internal ambassadors who help to create awareness among our employees.

The Sustainability Policy Statement, RSB Charter, and key ambitions for the development of the company were redefined in Q1 2018 and are evaluated annually. The ambitions have been translated by the businesses and corporate groups to address their specific contribution. For local engagement, Regional Management Boards and Resident Directors take responsibility for local RSB Plans and Actions which are also based on the RSB Charter.

RSB is managed at a functional level across our strategic and operational areas, with responsibility rolling up to executive level. Responsible & Sustainable Business Working Group is co-chaired by our Corporate Director Communications & Brand and our Group Integrity & Compliance Officer. With representation from senior leaders and specialists, it serves as the central coordinating body for our responsible business strategy, benchmarking and reporting.

Governance and Reporting

Responsible & Sustainable Business is integrated in the governance model of the company (including description of the roles and responsibilities of our management (as well as Business Line Managers Sustainability) and The Workers Council). It is part of the management targets starting at Board level and working downwards. RSB is a shared ambition of the Board, although it is a key responsibility of one Board member.

Documents that reflect our structure and target setting:

- Our company strategy;
- Annual Plans;
- Annual Reports.

Integrity & Compliance Governance Structure

For our Business Integrity Management System a separate Integrity & Compliance Governance structure is active. This is integrated in our Management System and independently externally audited.

Our Integrity Management System explains core expectations regarding ethical conduct and business practices and includes guidelines to help employees deal appropriately with a broad range of topics like human rights, labour and social standards, anti-corruption, health and safety, environmental protection, privacy and data protection.

Principles and standards

As an international company, we are guided by the principles and standards of the UN Global Compact, UN Guiding Principles on business and human rights, OECD, ISO26000 (Guidance on Social Responsibility) and ILO.

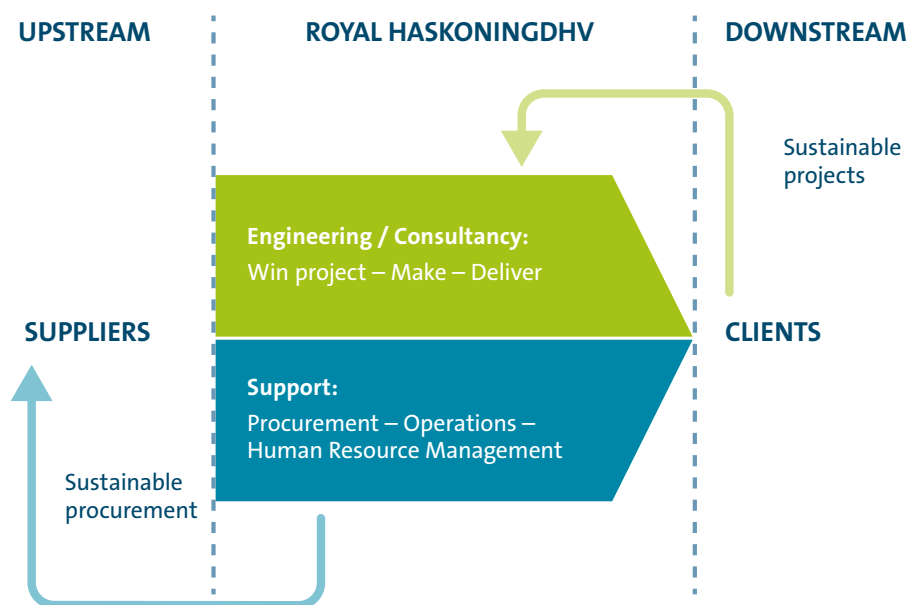
2.2 OUR VALUE CHAIN

Our role in the value chain is visualised in Figure 1. Our main impact and opportunity to influence and contribute to the sustainable development of society is downstream – as our services and projects influence our clients and their activities. Our clients are government organisations, large companies in a variety of sectors, small and medium enterprises and non-profit organisations. In connection with our downstream services, we play an active role in the knowledge community and in public debate. Our direct impact on the environment and society is through our operations. This includes the use of offices, our business travel and the employment we provide. Upstream we can influence our supply chain through selecting and contracting suppliers and subcontractors.

We interact with parties in this value chain upstream and downstream and in our operations through our stakeholder dialogue, procurement policy, partnerships and chain initiatives. In this interaction we aim to reduce our impact on the environment and to enhance society together. We base our RSB approach on the opportunities to create impact within this value chain and within society at large.

We aim to update our value chain in 2019.

Figure 1: Value chain summary



STAKEHOLDER DIALOGUE

17 PARTNERSHIPS FOR THE GOALS



STAKEHOLDER DIALOGUE

Collaboration and sharing ideas are important in building momentum and accelerating innovation. They are essential elements in the way in which we want to approach Responsible & Sustainable Business. We use structured stakeholder dialogue to achieve this.

Our stakeholder dialogue is based on:

- client feedback;
- round tables and client events;
- employee feedback;
- dialogue meetings with local and international NGOs and governmental agencies.

Feedback is evaluated and conclusions are incorporated, where appropriate, into our strategic development plans, the sustainability programme and annual action plans.

Identification of stakeholders

Our stakeholders are identified on the basis of their relevance to our supply chain, business environment and activities. Our understanding of their relevance has developed over years through meetings with NGOs, clients and public agencies and will continue to develop further on our international stakeholder base. We recognise three modes of influence of stakeholders.

1. One is at a strategic corporate level. On an annual basis, top management (Executive Council) reflects on the consolidated input and draws conclusions for the strategic planning process.
2. The second is at an operational level. The Corporate Groups and Business Lines benefit from specific dialogues with their relevant stakeholders to continuously refine their focus and check on the effectiveness of their actions.
3. Third, stakeholders are involved at project level as much as is feasible. They are a key factor in the delivery of a successful project result, and their input is taken into account by the project team. Stakeholder involvement at project level is part of the 4 Questions to Enhance Society Together (see paragraph 6.1 Questions and added value).

Figure 2: Our stakeholders and how we engage

Our stakeholders and how we engage

Collaborations within and outside our organisation through networks and partnerships are central to the way we operate. By working together, we are smarter, stronger, faster and create more lasting positive impact on society.

Our main stakeholders are:



Structure of the interaction

We structure our interaction with stakeholders as follows:

- Management select their key external stakeholders and maintain an open dialogue with them. This dialogue consists of client interviews and inspirational client events or dinners. In addition quantitative and qualitative research is carried out to measure perception of our performance in relation to Enhancing Society Together.
- Procurement & Facility Management interacts with upstream stakeholders, our suppliers, through an open dialogue and through our sustainable procurement policy complying with relevant international standards (e.g. UN Global Compact).
- HRM organises the dialogue with our internal stakeholders, through staff surveys, polls and open table dialogue sessions. HRM also has a dialogue with our suppliers in the labour market.
- We interact in public and professional debates through our Business Lines and Leading Professionals, through articles, initiatives and participation in events (external publications, conferences, etc.).

3.1 STAKEHOLDER ACTIVITIES IN 2018

Understanding the views and concerns of Royal HaskoningDHV stakeholders, including our clients, employees, shareholders, business partners, and communities, supports our work across our priorities for responsible business. In addition regular engagement meetings were held with our primary stakeholders in a variety of ways, including interaction with stakeholders at various levels of our organisation:

Board level

In 2018 we organised Board2Board Meetings with i.a. Port of Rotterdam, Schiphol, Rijkswaterstaat, TenneT, Jaarbeurs, Prorail, NS and Rabobank. Furthermore we had a dialogue with the Dutch NGO Natuur & Milieu.

Operational level

Employees: all-staff meetings and road shows, manager / employee dialogue, employee ideas portal, our internal digital communications channels, employee surveys and office events; *Shareholders:* direct investor engagement meetings. See for more details our Annual Report 2018, page 11 Shareholders.

Project level

Account Management

Feedback from our key clients requires continuous interaction. We aim to coordinate and structure this interaction through account managers. Integrated account teams for leading clients from across our disciplines are responsible for this. Intensifying the dialogue with key accounts is important to receive feedback on our performance and to develop ideas with regard to future client needs.

Stakeholder dialogue

- *Client:* briefing and direct engagement dialogues, Client Satisfaction Survey meetings,
- *Business partners:* Royal HaskoningDHV hosted events, conference participation, memberships, correspondence, direct engagement,
- *Society:* participation at public gatherings, testimony and publications, direct engagement, social return activities.

Every year, also in 2018, Royal HaskoningDHV carries out client satisfaction surveys.

Our question 'How do you rate: Our delivery on our brand promise Enhancing Society Together?' could be rated with the answers 'very good', 'good', 'bad' or 'very bad'. Approximately 70% responded that they considered delivery on our brand promise to be applicable. From clients who answered this question, approximately 96% rated us 'good' or 'very good' on the delivery of our brand promise Enhancing Society Together.

Public debate

We interact in public and professional dialogues and debates through our businesses and with Leading Professionals by contributing articles and participating in events and initiatives. For example: knowledge platforms such as Duurzaam GWW and the Green Deal Circulaire Procurement 2.0.

Our partnership strategy focuses on influencing policy frameworks and cross-industry transformation, such as the Transition Coalition and the Energy Transition agenda in the Netherlands.

Selection of sustainability conferences attended

- Workshop Nederlandse Vereniging van Luchthavens: Our colleagues helped develop a joint vision on airports in the Netherlands.
- Air Transport Action Group (International Forum), Geneva: Part of the panel to share NACO's efforts on adaptation.
- Airport Council International (International Forum) Seminar, Langkawi: Presentation on how airports should mitigate against the impact of climate change.
- Airport Council International (International Forum) Europe Environment Strategy Committee meeting held at Budapest: Part of the environment committee and discussed the circular economy for airports.
- In the Netherlands: the UN Global Compact Network and the Dutch Network Groene Groeiers from VNO-NCW 'De bedrijfspraktijk & SDGs: van bewustwording naar impact / Business & SDGs: From awareness to impact'.

Actions arising from stakeholder dialogue

Based on our dialogues we identified several opportunities for improvement on themes including: mobility, digital transformation, interoperability and project excellence.

CLIENTS:

96% rate
Royal HaskoningDHV
good to very good in
delivering on its brand
promise 'Enhancing Society
Together'

ACTING WITH INTEGRITY



DO
WHAT IS
RIGHT,
NOT
WHAT IS
EASY

ACTING WITH INTEGRITY

Royal HaskoningDHV has a zero tolerance towards bribery and corruption. We aim to meet and surpass standards for international best practices in anti-corruption compliance and business ethics.



Our integrity policy is embedded throughout the company and we have held the ETHIC Intelligence Anti-Corruption Certificate since 2010, the only company in the engineering consultancy industry with this certification. In 2018, ETHIC Intelligence monitored

our Integrity Management System which is robust and ensures compliant behaviour in our daily business. There were no major integrity incidents during 2018 but reports of 98 issues and concerns were made. This number is higher than in 2017 (80). We experienced increased transparency, awareness and openness across our business in all regions. Characteristics of the reports included: unwelcome workplace behaviour; financial inaccuracies; a substantial number of concerns about working in controversial countries and involvement in publicly disputed projects (for example placement of windmills, working on military projects). All issues were investigated, discussed when appropriate and concerns addressed to resolve and / or mitigate risks. Several requests for advice were received about potential controversies, perceived conflicts of interest and third party due diligence.

Five employees were sanctioned for violating our Business Principles. There were no allegations against the company or its management for bribery and corruption, nor investigations on this by any authority in 2018. We maintained a strong focus on learning and awareness during 2018. Most employees participated in Integrity and Compliance e-learnings and the interactive Integrity Moment in our meetings. All newly hired staff took part in Royal Start Integrity and Compliance training. In addition, we delivered specific business ethics risk training for our project management.

Our activities reflect the trend for integrity to be closely integrated with sustainable business, increased enforcement and accountability for a clean supply chain. In our tenders and offers, we actively show our commitment to the principles of the UN Global Compact which are integrated in our Global Code of Business Principles. Suppliers and sub-contractors in Vietnam and the Netherlands are invited to e-learning on integrity and compliance in our projects.

In 2019, we will further enforce our responsibility for a clean supply chain. For this, the e-learning Business Principles for Partners and Suppliers will be rolled out to all sub-contractors in all countries worldwide. Furthermore, we are investing in Third Party Due Diligence which will be integrated in our project management process and supplier selection process.

4.1 UN GLOBAL COMPACT AND OUR GLOBAL CODE OF BUSINESS PRINCIPLES

UN Global Compact

Royal HaskoningDHV has been a partner of the UN Global Compact (UNGC) since 2008. We support the 10 UNGC principles on human rights, labour, environment and anti-corruption and report our activities annually with our **Communication on Progress (COP)**.

Our Global Code of Business Principles

As an international organisation, we operate in a variety of cultural, social and business environments. Within all these, we conduct our business according to a universal set of principles, as we believe that society can only be served when all stakeholders act ethically and adhere to the 10 principles of the UN Global Compact. These principles are embedded in our daily business through our Code of Business Principles. This is the way we can create inclusive sustainable development and contribute to SDG 8 (Good Jobs and Economic Growth).

The Code is not intended to describe every law and internal policy that may apply to everyone, it defines basic, globally applicable standards of conduct and what is expected from employees. We therefore expect our employees to understand the standards of the Global Code of Business Principles as well as the respective local laws and corporate guidelines, to always abide by them and to attend all mandatory and necessary training sessions. Managers are responsible for supporting their employees in this endeavour.

We also hold our business partners and suppliers to standards for labour practices, human rights, environmental responsibility and business integrity.

International Guidelines and Conventions

Besides the UN Global Compact, our Global Code of Business Principles follows guidance on anti-bribery and anti-corruption set out in the OECD Guidelines for multinational enterprises, the World Economic Forum Partnering Against Corruption Initiative, the Federation of International Consulting Engineers Code of Ethics and Business Integrity policies, the International Chamber of Commerce rules on Combating Corruption, Anti-Trust and Fair Competition and the Transparency International recommendations.

Laws and Regulations

In the execution of our projects we comply with the local applicable anti-corruption legislation, EU legislation and rules for firms on competition, human rights and anti-corruption laws and regulations. The extraterritorial governance of the UK Bribery Act and the US Foreign Corrupt Practices Act apply in all our entities worldwide since they affect our UK and / or US based entities, UK and US initiated projects and / or UK and / or US originated staff.

The UK Modern Slavery Act sets the direction of our worldwide approach against child labour, any other form of forced labour and human trafficking.

The EU General Data Protection Regulation applies to all our entities worldwide since Royal HaskoningDHV is organised in global operating business lines and projects executed globally. For this it is necessary for project-related and personal data to be available in all locations in which we are active.

4.2 CYBER SECURITY AND PERSONAL DATA PROTECTION

Our Information Security Policy is aligned with principles defined by internationally accepted standards. We revise our action plan annually to ensure we can meet the increasing demand to secure our data and our clients' data, and to comply with data privacy regulations. We execute the action plan to implement and embed this security policy in our company. Information security is increasingly included within clients' requirements and we continue to be able to meet their needs by selecting the optimal mix of solutions.

We want to work and provide digital cloud services to our clients in a world of open communication via the Internet, mobile working, and mobile devices which means we take the issue of protecting our data (privacy) very seriously. We are constantly searching for weaknesses which could potentially provide unwanted access to our systems and data. We evaluate countermeasures to reduce risk and continuously improve our security measures to keep up with data privacy regulations, and to increase protection against cyber threats. Our Technology Platform is constantly monitored for security threats and is kept up to date.

Our digital business transformation, focused on extending access for clients to our digital services, online engineering work and online data science insights, is driving profound changes in our Technology Platform. Being aware of the cyber security risks, we have been able to respond adequately to any request and/or risk and we are confident we will continue to do so.

Personal data protection

We operate within a privacy and personal data policy and information security strategy approved by executive management and reviewed by the Privacy Protection Steering Group and Operational Excellence Committee. The policy and strategy unify and drive proactive action across businesses to protect Royal HaskoningDHV from data breach and maintain trust by our stakeholders.

Our Privacy and Personal Data Protection Policy and Information Security policy, the Key Controls, provides a strong foundation for protecting our information assets and confidential client information. The Key Controls also support ongoing compliance with external reviews and regulatory requirements, such as GDPR and ISO standards.

The policy and approach are supported by effective and robust governance processes, risk management activity across three

lines of defence (e.g., regular key risk indicator reporting, compliance testing and internal audits of information security policies and systems) as well as periodic and comprehensive risk reports to the management- and Board-level committees responsible for these areas. In addition, we regularly conduct internal and external assessments to evaluate current performance and risk reduction measures against industry standards. These assessments have consistently confirmed Royal HaskoningDHV's personal data protection and security posture as stable and mature while helping us identify key risks and improvement opportunities.

Internal awareness campaigns

Our 2018 awareness campaign updated our employees on security relating to our systems as well as the new GDPR legislation that came into effect from 25 May 2018 on a regular basis. Information on how to keep systems secure, (e.g. phishing emails, not sharing details with others) and being aware of data security (e.g. keeping ID-documents safe, sharing of Box links) and the consequences of failing to act on data security was shared.

4.3 PARTNERSHIPS

Governments, NGOs and Knowledge Institutions

We engage with various bodies of the Dutch Government to support the international trade and sustainability agenda, participating in trade missions, round tables and the like.

Knowledge development is key to our business and we continuously engage with knowledge institutes on tackling challenges such as urbanisation, resource optimisation, technology disruption and water issues. Our employees have contacts with over 80 universities worldwide. We have selected Delft University of Technology (Netherlands), Imperial College London (United Kingdom), University of Cape Town (South Africa) and Institute of Technology Bandung (Indonesia) for an intensified collaboration. By building a collaborative network, we can channel our expertise, arsenal of products and local knowledge to strengthen our reach in the global market and our positive impact on society.

Royal HaskoningDHV participates in a number of international bodies at advisory and committee level and embraces universal principles as part of our commitment to contribute to a better world. Participation in these platforms contributes significantly to our awareness of issues facing the world and regularly provides the opportunity for joint action. We regard this as an important aspect of maintaining close societal ties.

[See our Memberships on our website.](#)

We continue to develop and extend partnerships and associations across our areas of expertise. The collaboration and co-creation resulting from these connections increases our collective ability to identify and accelerate innovation.

OUR PEOPLE



OUR PEOPLE

We are a people organisation bringing together skills, passion, creativity and entrepreneurship to serve our clients and build a stronger company that remains relevant.

5.1 OWNERSHIP, EMPOWERMENT, DIVERSITY

During 2018, we worked with line managers to develop the right context in which colleagues can take responsibility for delivering on our ambitions. In addition, we defined the changes desired in our people transformation process. To do so, we aligned aspects of behaviour with each of our strategic priorities, looking at where we wanted to move from and to. Throughout 2018, we held sessions with line managers on aspects to develop the desired changes in mindset, behaviour and leadership. In addition, we have appointed 25 culture champions through a training and upskilling programme to

facilitate the process. Our culture champions have started working with line managers and teams on culture and leadership topics.

5.2 EMPLOYABILITY

We believe it is important that our employees continue to be employable in the long run. That's why we focus on modern employment relationships and employment conditions, vitality and continuous development of employees.

During 2018 on average 5,077 (2017: 5,093) people were employed by the Group.

The head count* at the end of the year by geographical area can be broken down as follows:

Figure 3: Number of employees

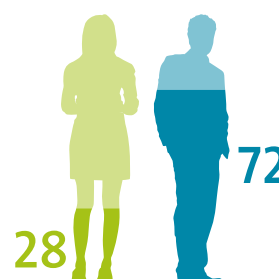
	2018	2017
Netherlands	2,912	2,697
South Africa	520	620
United Kingdom	498	500
Africa, Middle East and India (excl. SA)	416	426
Asia Pacific (excl. ID)	361	298
Indonesia	214	267
Continental Europe (excl. NL)	140	145
Americas	72	67
	5,133	5,020

*Numbers exclude flexible workforce and minority interests.

5.3 EQUALITY, DIVERSITY AND INCLUSION

We are committed to equal opportunities and are proud of our increasingly diverse workforce. This diversity and a culture focused on inclusion offers economic and social added value for our business. We are encouraging more women into engineering through various initiatives, including recruitment campaigns, career encouragement and greater flexibility following parental leave. We also implemented an Equality, Diversity and Inclusion policy in the United Kingdom. In the Netherlands, we have defined new diversity and inclusion goals and started several initiatives to achieve this. We retained our Level 1 Broad-Based Black Economic Empowerment (B-BBEE) accreditation in 2018, having been one of the first engineering consultancies in South Africa to achieve this level. It reflects our long commitment to developing and upskilling emerging consulting enterprises as well as our own employees.

Figure 4: Staff gender percentage



United Kingdom

We recognise that the most diverse teams are the highest performing and have actively sought to increase diversity for many years.

Initiatives we progressed in 2018 included:

- Ensuring recruitment campaigns have the right qualities to inspire women
- Encouraging more women to progress their careers and mentor others
- Supporting our managers to embed diversity within their succession planning

- Driving greater flexibility for those returning from parental leave
- Providing unconscious bias training for all managers
- Working with primary schools to challenge preconceptions about gender-specific jobs

We recognise it will take many years to achieve a true gender balance within our industry, but we are committed to ensuring the success of these initiatives.

As a first step and a follow on from Gender Pay Gap reporting, we started to explore Gender Diversity within the UK and held a survey.

We have also held our first round table discussion regarding Gender Diversity in the UK. This was attended by both men and women and by our UK Resident Director who is very keen to ensure that this topic has the full support of senior management in the UK.

The round table, which was extremely honest and interactive, led to a number of actions which included forming a Diversity and Inclusion Working Group to champion this subject. The main focus of action points were: communication, understanding potential barriers and getting the right policies in place. We are confident that as women continue to join and progress within the company, our gender pay gap will start to decrease. [Website](#)

Netherlands

During the year several sessions were organised on diversity and inclusion when employees and management discussed the importance of these topics. We have defined new diversity and inclusion goals: currently 28% of our staff is female which represents more or less the percentage of female graduates of technical universities and the diversity goals are derived from this. We started several initiatives to achieve them:

- Our female managers have started to coach both men and women
- The management board in the Netherlands embraced a programme – targeting 28% women in leadership positions. Initiatives include:
 - Invite Young Professionals to help explore what we can do
 - Diversity in the selection team on vacancies in general, and especially in leadership roles
 - Re-introduce the training Female Leadership
 - Increase awareness of the importance of inclusion:
 - Dialogue sessions in at least 50% of advisory groups with the help of tooling which has been developed internally
 - Include in onboarding process
 - Engage the culture champions and ask for their help
 - Offer language training
 - In management cycle (monitoring, reporting by HRM; on the agenda of the Regional Management Board two times per year as to what happened in the organisation annual inclusion moment in every advisory group).

Figure 5: Number of women in top positions in NL

	2018	2017	2016	2015
Number of employees	2,882	2,697	2,739	2,880
Number of female employees	720	677	704	733
Number of employees in top positions*	230	214	213	215
Number of female employees in top positions	26	23	22	22
Number of employees in sub top positions**	770	741	717	764
Number of female employees in sub top positions	103	101	98	102
* top = from Global Positioning System (salary scale) 20				
** sub top = Global Positioning System (salary scale) 18 + 19				
Members of the Executive Board	2	2	2	3
Number / percentage female members Executive Board	1 / 50%	1 / 50%	1 / 50%	1 / 33%
Members of the Supervisory Board	5	5	5	5
Number / percentage female members Supervisory Board	1 / 20%	1 / 20%	1 / 20%	1 / 20%

Reference date 31-12: employees who left the company on this date are not included.

South Africa

Broad-Based Black Economic Empowerment (B-BBEE)

We have retained our Level 1 Broad-Based Black Economic Empowerment (B-BBEE) contribution status for the second consecutive year. It reflects Royal HaskoningDHV's commitment to being an organisation focused on empowerment, taking the lead in the engineering consulting industry by assisting Government in achieving its goals of growing an inclusive economy.

Our journey to transforming our organisation to meet the South African government's socio-economic development plan for the benefit of all citizens started over 10 years ago. This journey and our focus on developing a diverse organisation matching our country's demographics has ultimately led to the attainment of the highest B-BBEE achievable status.

5.4 SUSTAINABILITY, KNOWLEDGE SHARING & MANAGEMENT

Our business is a knowledge business and it is essential that our people continue to grow and develop personally and technically so we are not only an employer of choice but also the consultant of choice for our clients.

Examples of how we encourage exchange of knowledge follow.

Royal Start – our induction programme

All our countries have induction and onboarding programmes. In 2019 one global onboarding programme will be introduced. The 'Royal Start' is the induction day for all new employees of Royal HaskoningDHV in the Netherlands when new employees meet all colleagues who recently joined our company. It is an interactive day offering a varied programme, giving an induction to the organisation in all its aspects including sharing our company vision and values. In 2018 the Royal Start took place 12 times.

Young RHDHV

Young Royal HaskoningDHV is the international platform that facilitates our young professionals to get to know the organisation worldwide, to exchange ideas and to learn from each other. The platform aims to create cohesion among our Young staff by offering plenty of networking opportunities. The activities and events are inspiring and require commitment and

personal input. The Young platform is used to raise awareness of opportunities that can impact the daily operations of the company and collaborates with our senior management, corporate groups and business lines. Our management actively supports Young and gives them the opportunity to contribute to the future vision of the company. This way Young Royal HaskoningDHV contributes to the personal development of all young professionals.

Events hosted in 2018 were, among others:

- International Cross Selling Day (250 participants of which 40 were from outside the Netherlands). A one-day event including high-profile internal and external speakers, seminars, business development and network opportunities for young professionals of Royal HaskoningDHV. The programme offers ample opportunities for the young professionals to get to know each other, establish new working relationships and learn.
- College Tour (150+ participants). A high profile guest is interviewed by young professionals. In 2017 this was our CEO Erik Oostwegel and in 2018 it was Ms Jabine van der Meijs (CFO Schiphol).
- In total 20+ events, largely held in at almost all Dutch offices, consisting of; lectures, pub quizzes, sports, debating, knowledge sharing sessions, webinars on various topics, study trips and Be a Boss (spend one full day with one of our directors).

Leading Professionals

Based on their field of expertise, linked to our leading services, Leading Professionals explicitly raise the profile and enhance our visibility and credibility as a professional services provider. Each is recognised as thought leader, spokesperson and innovator, active in strengthening their network. They drive learning, knowledge development and (digital) innovation within their sector and embrace new technologies. They mentor colleagues and connect them with their networks. Appointments are for a period of four years. The Leading Professionals' role is in addition to the primary task these colleagues already have as senior expert, consultant or project manager.



Young Royal HaskoningDHV study trip to South Africa.

5.5 TRAINING & DEVELOPMENT

We employ high quality individuals who understand that driving their own development is what really counts. As a company therefore, we aim to ensure we have the tools and support accessible to create the optimum learning and development environment for our people.

We aim to create a learning culture in which people are constantly learning in various ways, which can be via digital features, on the job or through customised information. The learning platform supports employees by providing the information they need to help them with their learning development. The Digital Academy was launched in 2018 and will be followed by a Compliance Academy and Project Management Academy in 2019.

Figure 6: Overview training and development hours from our staff (excluding spare time invested in training and development)

	2018	2017	2016
Average workforce	5,818	5,830	6,197
Total (booked) hours our staff spent on training & development*	203,793	194,280	174,670

**Definition: The number of hours booked by our staff for training and development. This includes amongst others internal and external training, workshops and symposia and online trainings.*

5.6 PULSE CHECK

A satisfaction score of 85% in our Q2 2018 pulse check indicates that our employees are more satisfied with their jobs. This is a significant improvement on the score of 71% recorded in the initial employee engagement survey conducted during the same period in 2016. Employees have expressed that they feel encouraged to come up with new ideas, to make decisions and, importantly, that they have trust in their immediate line manager. However, there is still more work to be done in improving the connection between employees' personal contribution to our strategy, the employee-client orientation and entrepreneurship.

Our culture is one in which we treat each other with respect and recognise each other for who we are and what we do. We value teamwork, ownership and empowerment. We are responsible for our own results. Every person is a source of inspiration, every person in our company has the possibility to make a difference.

Discover what it's like working at Royal HaskoningDHV in [this video](#).

BrITE Foundation

The BrITE Foundation is a charitable fund set up and run by employees of Royal HaskoningDHV. It draws on our collective social responsibility to help create a brighter world. The foundation supports projects that make life more sustainable for people and our planet. Employees donate a proportion of their salary to the fund for small-scale charitable projects proposed by employees.

Since its launch in 2015, the BrITE Foundation has executed the following five projects:

- 1. Grace Home Orphanage, Ghaziabad, India (2016)**
What we do: Constructing works for an Orphan House in India
What is the impact: Creating a safe place and shelter for 100 children
- 2. Water pumps project, Kologo Ghana (2018)**
What we do: Constructing water pumps in remote areas
What is the impact: Improve health and standard of living
- 3. Aqua for Schools, Kenya (2018)**
What we do: Educate people about water safety
What is the impact: Help local communities to improve their water quality
- 4. Safe drinking water in El Progreso, Panama (2018)**
What we do: Research sustainable water supply strategies
What is the impact: Provide safe drinking water in remote villages
- 5. Children homes Lombok, Indonesia (2019)**
What we do: Make the family homes self-sustainable through solar panels
What is the impact: Improve the quality of life for underprivileged children in Indonesia

More information on these projects can be found on [our website](#).

Various fund raising initiatives were undertaken (like mentioned further on in this report), one of them is:

RHDHV Cycling Classic

142 participants, employees as well as clients, cycled to raise money for charity. This year the money raised has been given to the BrITE Foundation to support the project to provide safe drinking water in El Progreso, Panama. With our support, the Dutch SamenScholen Foundation can provide safe drinking water for 80 members of the Emberá tribe in El Progreso within eight weeks.



Community members El Progreso, Panama – Safe drinking water

POSITIVE IMPACT THROUGH
OUR PROJECTS

SUSTAINABLE DEVELOPMENT GOALS

POSITIVE IMPACT THROUGH OUR PROJECTS

6.1 QUESTIONS AND ADDED VALUE

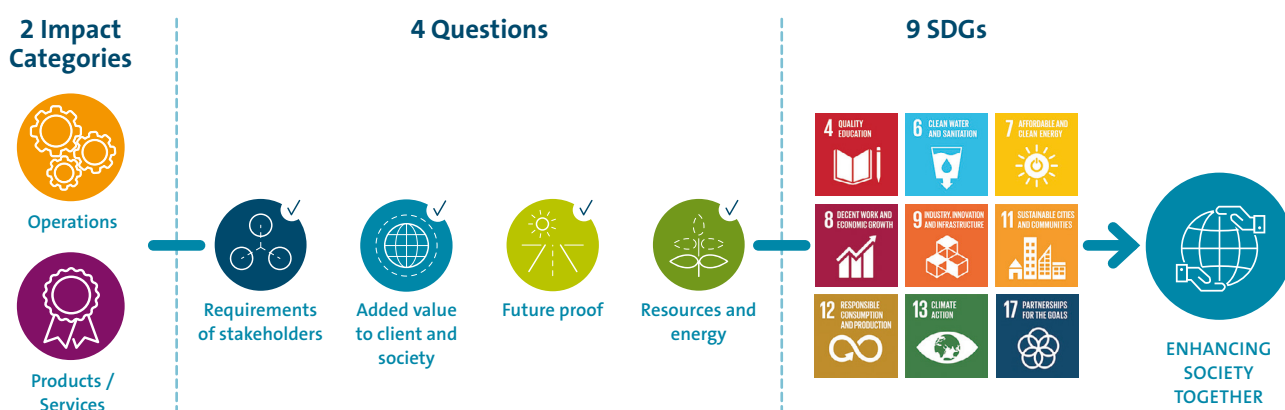
To embed Enhancing Society Together and our contribution to the SDGs in our daily practice, we use 4 Questions. These questions guide our conversations with clients and partners to determine our added value for society, whether it is in our own operations or through our projects:

1. Does the output meet the requirements of most stakeholders involved?

2. Does the output serve added value for the client and society as a whole?
3. Is the result lasting, thus is it future proof?
4. Can we meet the client's demand while minimising the use of natural resources and energy?

During 2018, these 4 Questions were actively used in 76% of our projects.

Figure 7: How we Enhance Society Together



6.2 PROGRESS UPDATE ON OUR PRIORITISED UN SUSTAINABLE DEVELOPMENT GOALS

Our biggest contribution to inclusive sustainable development comes from integrating new ideas, innovations, technology and sustainability into our projects. Our focus is on where we can actually make a difference, connecting products and services key to SDGs where we have scalable solutions which create impact. Together with our clients and partners we aim to contribute to the following SDGs:



We are keen to share some real examples of how we translate our expertise to progress on the SDGs.

SDG 6: Clean Water and Sanitation



Access to safe water and sanitation and sound management of freshwater ecosystems are essential to human health and to environmental sustainability and economic prosperity. There are 844 million people without access to safe drinking water in the

world, as well as 2.3 billion people without access to adequate sanitation. Properly treating the water and wastewater that people have access to is critical to solving this crisis.

Demand continues to increase for our state-of-the-art solutions in these areas, such as Nereda®* for waste water treatment. Extensive life cycle analyses reveal **Nereda** as a truly sustainable technology. Compared to conventional wastewater treatment processes, the Nereda technology not only significantly lowers energy consumption and associated greenhouse gas emission, but also produces, commonly without use of waste generating chemicals, a remarkably high effluent quality. In addition, the cost-efficient technology requires less construction materials and less mechanical equipment resulting in a better environmental construction profile and a small physical footprint. In 2018, new Nereda installations were started-up in, amongst others, Belgium, Brazil, Sweden, Switzerland, United Kingdom and the Netherlands. In addition, national first Nereda applications were commenced for Germany, the Philippines, France, China, India and the United States.

** Nereda® is a proprietary technology owned by HaskoningDHV Nederland B.V. of which the method, the design, the embodiments, the use and/or the operation thereof are protected in various patents around the world. Nereda® is a registered trademark of HaskoningDHV Nederland B.V. in the U.S., the E.U. and other regions and countries.*

SDG 7: Affordable and Clean Energy



We are faced with the enormous challenge of making millions of buildings more sustainable over the next thirty years in line with UN targets. The energy transition requires thoughtful planning in order to accelerate the right decisions and effective implementation.

Norfolk Vanguard Offshore Wind Farms – UK

2018 was a pivotal year for our multi-disciplinary team supporting Vattenfall's Norfolk Vanguard wind farm off the east coast of England. After three years' work by more than 60 consultants from Royal HaskoningDHV, a Development Consent Order application was submitted in June. The offshore wind farm is planned to have 1.8GW export. Our team has been fully engaged in managing environmental risk, working in partnership with the client team, engineers and legal advisors to develop a detailed data-led Environmental Impact Assessment, supporting project design and wide-ranging consultation with stakeholders and the community. In the process, we provided expert analysis of potential environmental impact and proposals to ensure these can be avoided, minimised or mitigated.

Energy transition in the Netherlands: Hydrogen for 20 buses in Groningen and Drenthe

The provinces of Groningen and Drenthe and the municipality of Groningen are focusing on zero emissions from bus transport from 2030. In that context, the intention is to have 20 hydrogen buses running in the area from 2020 onwards. Royal HaskoningDHV supervises the innovative tender for the delivery of the hydrogen. Royal HaskoningDHV previously supervised a pilot for the public transport office with two buses and a gas station in Delfzijl. The aim was to demonstrate the use of hydrogen buses in practice and to investigate the impact of that change for travellers and drivers. Partly on the basis of these experiences, the number of hydrogen buses is now considerably expanded.

H2M – Hydrogen market study North Netherlands

The possibility of developing large-scale production, infrastructure and market for CO₂-neutral hydrogen is being explored in the Netherlands. Royal HaskoningDHV has been involved in researching and analysing prospects for a hydrogen value chain in the north of the Netherlands and extending into north-west Germany. To determine the market potential, we investigated sectors such as energy, industry, transport and the built environment. Methodology included client interviews, qualitative analysis, estimation of market potential and consideration of enabling factors needed to develop a hydrogen market. The project concluded that the market potential for hydrogen will grow over the next 20 years, although in certain sectors technological developments are needed to boost growth, expected to be realised from 2030. In the short term, blue hydrogen can be scaled up relatively easily while green hydrogen production (from renewable sources) will grow more gradually and also requires technological developments. It is recommended that initial focus should be on industry and that active development of the market should be promoted more widely and infrastructure developed.

Biomass White Paper

In support of our commitment to enhance society together, Royal HaskoningDHV actively works on the creation and dissemination of factual information on topics relating to sustainability and renewables. In 2018, we published a white paper outlining the facts about biomass and the opportunities offered by a biobased economy.

To counteract the effects of climate change, our economy needs to become more sustainable by replacing fossil fuels and resources with renewable alternatives. Biomass will play a role in this, just like sun and wind. Furthermore, biomass is unique because there is no other realistic sustainable alternative to fossil raw materials when it comes to the production of plastic and chemicals.

According to a senior consultant Environment and Energy at Royal HaskoningDHV, the energy transition in the Netherlands can be strengthened with the use of biomass but it requires action. In the short term, bioenergy provides adjustable electricity production in addition to solar and wind energy. Longer term, biomass forms a crucial link in biobased production chains. The white paper also highlights the opportunities for the Groningen region to become a new engine of the Dutch economy through investment in biomass. The white paper is intended to promote dialogue on biomass in the public and political domain. Read the full discussion in the [Biomass White Paper 2018](#).

SDG 9: Industry, Innovation and Infrastructure



With Flowtack, Royal HaskoningDHV has created an application that stimulates the flow of traffic and prevents congestion. Flowtack combines information gathered from traffic signals and autonomous vehicles to display the current traffic flow and predict where it is likely to become congested. Road authorities can use this information to change traffic signal priorities, potentially reducing the time people are stuck in traffic and unnecessary CO₂ emissions from their vehicles.

ProRail Safety Ladder

The Rail and Transport Hubs groups of HaskoningDHV Nederland B.V. have risen to the fourth level of the Safety Ladder. Transport Hubs is specialised in station buildings and related issues, Rail is specialised in rail infrastructure. The Safety Ladder is a certification scheme, designed to measure and continually improve safety awareness and safe designs & operations. It was developed in the rail industry, but other industries are starting to use it too. The Ladder has five levels. The higher a company scores on its safety awareness, the higher its position on the Safety Ladder. In the Rail Industry, ProRail (track manager in the NL) rewards companies for safety awareness by taking their Ladder score into account in tendering procedures. Both groups have taken steps to promote safety awareness among their employees. Our progress on the Safety Ladder proves that we work proactively and we have made safety an even more integral part of our work. The knowledge we gain within the Safety Ladder, is widely distributed within the entire organisation. After all, we want to ensure that everyone returns home safely after each day's work.

SDG 11: Sustainable Cities and Communities



Rapid urbanisation has brought enormous challenges, including growing numbers of slum dwellers, increased air pollution, inadequate basic services and infrastructure, and unplanned urban sprawl, which also make cities more vulnerable to disasters. Better urban planning and management are needed to make the world's urban spaces more inclusive, safe, resilient and sustainable.

BlueLabel®, which provides insight for improving flood resilience in vulnerable areas, is a good example of our contribution to SDG 11: Sustainable Cities and Communities.

Aviation

It's widely accepted that extreme weather events are happening more frequently across the globe. At the same time, sea levels are steadily rising. These phenomena are driving airports worldwide to defend against major threats to their operations.

The closure of any airport clearly has critical impact. In addition to commercial implications for the airport operator, a closure has an instant effect on economics in that region. The social implications are significant too. Every individual unable to land or depart from that airport has to manage some personal impact – whether it relates to work, family or even medical emergencies.

Many airports are seeking the support of NACO to help them become resilient to the impact of climate change.

In 2018, we completed the first comprehensive climate change resilience study for one of the landmark airports in Asia-Pacific – Changi International Airport, Singapore.

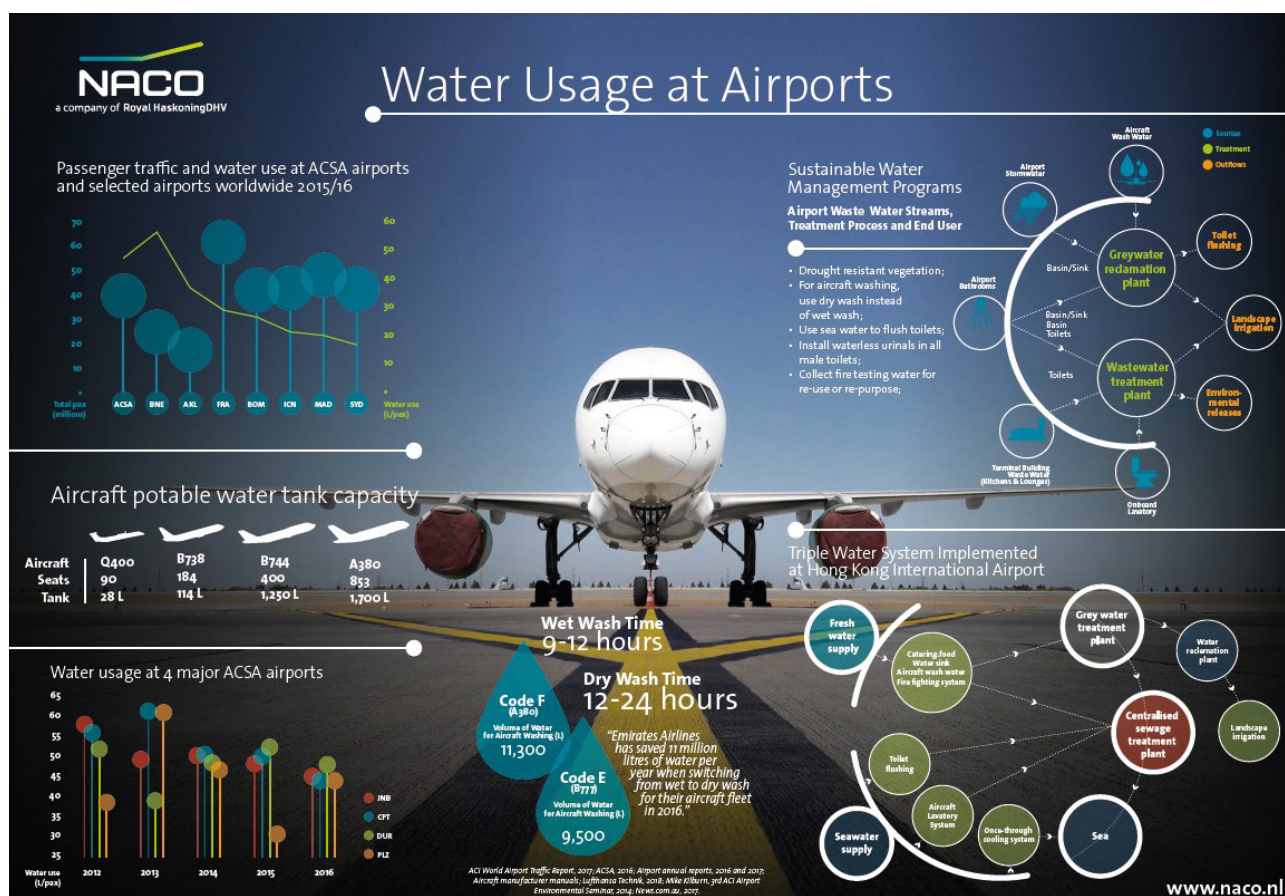
Another example is Don Muang Airport which approached NACO following a successful project with Bangkok's primary airport. When this secondary airport for Bangkok was devastated by floodwater and much of the city was submerged, the primary Suvarnabhumi International Airport continued its operations unaffected, thanks to our polder design which was based on robust water management systems, mitigating against future threat.

The water crisis in Cape Town has been widely reported and the government has implemented drastic restrictions on water usage.

While the country continues to deal with severe water shortages, passenger traffic at South African airports continues to grow. Our colleagues from NACO took a closer look at water usage at airports and highlighted sustainable management at a conceptual level.

Sustainable airports contribute to SDGs 9 (Industry, innovation and infrastructure), 11 (sustainable cities and communities), and 13 (climate action). We support the transition to make the aviation industry more sustainable.

[Click here](#) to view *Water Usage at Airports*



FastLane

We are faced with an enormous challenge to make millions of buildings more sustainable over the next thirty years in line with UN targets and The Paris Agreement. The energy transition requires thoughtful planning to accelerate the right decisions and effective implementation. **FastLane** is an approach which speeds up the decision-making process, ensuring your buildings meet the Paris Agreement and local climate policy faster, without unnecessary investments.

With the FastLane approach you gain insight into the short- and long-term effects of sustainability measures per building and for your entire building portfolio. This enables you to take action more quickly, because it becomes clear to you and other decision makers within your organisation which measures are realistic, cost-effective and future-proof.

With FastLane our expertise in the field of making buildings sustainable, current market data and your buildings' information is combined into one software tool, allowing you to quickly compare the costs and effects of various sustainability measures and scenarios and determine the optimal approach for your building portfolio.

Flash® Flood Service

The City of Parramatta in Australia has introduced the FloodSmart tool to create better resilience and protection for residents and businesses from the negative impact of floods. FloodSmart Parramatta was launched in August 2018 and incorporates Royal HaskoningDHV's Flash® Flood Service, which uses real-time and forecast weather data to predict flooding and provide early warnings to government, local residents and businesses directly to their computers, tablets or smart phones, creating a connected, resilient community by minimising the impact of flooding. It is powered by Royal HaskoningDHV's Flash® tool, developed together with Nelen & Schuurmans which has long standing experience in flood forecasting and information systems.

Residents can access information on the City's FloodSmart webpages, showing the potential impact of flood to their property, and learn how to prepare for and potentially avoid major impact from flooding.

SDG 12: Responsible Consumption and Production



In 2018 we signed an implementation agreement with the Schieland and Krimpenerwaard Water Authority for the Kralingseveer wastewater treatment plant. This will be the first full scale innovative Themista® sludge digestion technology plant. The Themista technology makes it possible to extract more energy from biomass. Biomass, such as wastewater sludge, contains energy. The digestion of biomass produces gas. However, current digestion and biogas production methods often are not optimised. Themista®, developed alongside Ephyra® (another sludge digestion technology), is a thermal pre-treatment technology focused on improving and optimising sludge digestion processes at wastewater treatment plants. It uses higher temperatures compared to conventional digestion plants, to result in better mixing, greater sludge breakdown (and less residual waste), greater biogas production and eliminates foam problems. Royal HaskoningDHV and the Water Authority developed the technology together with STOWA

(Stichting Toegepast Onderzoek Waterbeheer in the Netherlands) and the Zuiderzeeland Water Authority.

In 2018, Royal HaskoningDHV finalised the plant's design, selected contractors, applied for permits and started construction. The latest completion date is mid-2020, although the aim is to deliver the fully tested Themista plant earlier. This project is funded with a contribution from the European Union's LIFE financial instrument and with the Top Sector Energy grant from the Ministry of Economic Affairs.

SDG 13: Climate Action



Mitigating climate change and its impacts will require building on the momentum achieved by the Paris Agreement on Climate Change, which came into force in November 2016. Stronger efforts are needed to build resilience and limit climate-related hazards and natural disasters.

In 2018, our leadership in flood risk management was underlined with an award for Excellence in Climate Resilience for the Moray Flood Alleviation project in Scotland. The project, which took 17 years to complete, provides a return on investment of 74% for the client and protects 40,000 people and 3,000 homes across four communities.

We are focusing on energy transition, in areas from policy setting to the engineering and design of solutions. This focus draws on our multidisciplinary knowledge and expertise in our projects. We recognise the importance of this issue through our own commitment to transition our fleet of over 500 cars to electric vehicles in the Netherlands by 2021, and internationally by 2030. Our building renovation decision-making tool FastLane aids governmental bodies and building owners in their efforts towards achieving energy efficiency. Through FastLane's 8-step process, we cooperate with our clients to tailor-make energy efficiency solutions for their buildings. We are continuing our involvement in the development of offshore wind farms on the Dogger Bank: having been the lead environmental impact assessment and consents advisor, we are now delivering an equivalent role in the **Dogger Bank Wind Farms** plan for construction. Each of the projects will see the installation of up to 200 wind turbines, powering approximately 850,000 homes annually with clean renewable energy.

Green Deal Sustainable Infrastructure 2.0

The Dutch government supports sustainable economic growth, or 'green growth', by stimulating sustainable innovation. This has a positive economic impact through (growth and jobs) and avoids harm to the climate, water, soil, raw materials and biodiversity. Companies, community organisations and other government bodies that want to take steps towards sustainability sometimes encounter barriers. Central Government can help them overcome such barriers by closing a Green Deal with other parties. In this way, the Green Deal approach aids the implementation of sustainable initiatives.

Royal HaskoningDHV signed the Green Deal on sustainable infrastructure in January 2017. Now, we have updated our annual plan ([click here](#) for the interactive Dutch iReport of our Sustainable GWW (Grond Weg Waterbouw) portfolio including our Annual Plan).

Within the Green Deal Sustainable Infrastructure four transition lines have been determined:

- From costs to value;
- From re-active to pro-active;
- From unique to uniform;
- From alone to together.

In all our Dutch infrastructure projects, in which we play a consulting role, we apply our 4 Questions (see 6.1), which form the basis of our brand promise “Enhancing Society Together”.

Our 4 Questions also cover the four transition lines as described in the Green Deal. Sustainable infrastructure (including the environmental aspects energy, climate and circularity) is a focus area for knowledge development within studies and projects. The CO₂ Performance Ladder as well as the CO₂ Footprint are an integral part of our corporate processes.

A good example is the design of the nature bridge “De Mortelen”, a railway crossing in a nature reserve near Eindhoven in the Netherlands. The national railway network infrastructure organisation was the client and the nature reserve was of one of the most important stakeholders. We applied the software tool DuboCalc, which enables quick and easy calculation of sustainability and environmental design variants of ground, road and water works. It enables us to consider all types of sustainable measures in the design stage, aiming for a lasting solution embedded in nature, satisfying both the railway organisation and the nature reserve and using a minimum of natural resources and energy.

SDG 17: Partnerships for the Goals



We continue to develop and extend partnerships and associations across our areas of expertise. The collaboration and co-creation resulting from these connections increases our collective ability to identify and accelerate innovation. During 2018, we joined buildingSMART International to lead the development of global open BIM standards. The use of shareable asset information in creating civil infrastructure and buildings worldwide will help

our industry to become more efficient and lead to improvements in costs, value and environmental performance. We have also joined the Smart Water Networks Forum (SWAN), the leading global hub for the smart water and waste water sectors. We are collaborating with colleagues in the industry to make complex water infrastructure more resilient through intelligent technology.

Our focus on innovation and digital transformation creates a need for talent, particularly developers and data scientists, so we were pleased to sponsor the Dutch Open Hackathon. This saw developers gather to work on creative, smart solutions for everyday situations. We were also part of the jury organised by KIVI, the Royal Dutch Institute for Engineers, to judge the results.

Together with Ynformed, a Royal HaskoningDHV company since mid 2018, we developed HydroTwin, which won a big data challenge in the Dutch water sector in 2018. HydroTwin is a software solution which offers water managers information that is needed for climate adaptive water management in regular and threatening situations. By processing and analysing data in real time, HydroTwin offers insight into what is currently happening and what is going to happen within the water system. In this way HydroTwin's smart software helps to minimise economic and social risks in an objective way by providing insight into the effects of measures.

Timeline

June 2019	First implementation at launching customers
Dec 2019	Proven service solution
> Jan 2020	Scaling

As a member of the 100 Resilient Cities (100RC) network and home of the Global Centre of Adaptation, the city of Rotterdam is a potential host for the next 100RC summit. We are assisting the city's chief resilience officer to bring the summit to Rotterdam in 2019. A related initiative is the Climate Campus, launched in May 2018. We are a board member of this venture which brings together more than 40 parties committed



Nature bridge
'De Mortelen' –
Eindhoven, the
Netherlands.

to making cities and deltas resilient to climate change. We continued our collaboration with the Green Village, accelerating innovation for a sustainable future. Besides working together on the development of the Co-Creation Centre, we investigated further collaborations in areas including digital twin developments and the hydrogen economy. Our partnership with tech start up incubator YES!Delft opens up an international network to start ups and has enabled teams from Royal HaskoningDHV to present and develop their early stage ideas. These partnerships are developing radical innovations and digital services to help solve the challenges of the future.

In South Africa, we are partners with Orange Corners, contributing to the country's economic growth by creating an environment in which local entrepreneurship can thrive. Our Mobility Centre for Africa emerged from the need to plan for the disruptive forces shaping the transport industry. It brings together government, industry and academia to find lasting solutions to issues such as congestion, emissions and affordability. In the United Kingdom, we enjoyed a fruitful partnership with the Institution of Civil Engineers' monthly magazine New Civil Engineer. Activities included hosting an exclusive round table debate to explore innovations around financing for infrastructure projects, building stakeholder and

political support and how to deliver best whole life value at an early stage. We also took part in a forum for industry leaders to explore the latest developments that will shape infrastructure projects in 2019, which included our award-winning traffic management solution, Flowtack.

Our partnership (SDG 17) strategy focuses on influencing policy frameworks and cross-industry transformation, such as the Transition Coalition and the Energy Transition agenda in the Netherlands. We have also developed a new partnership initiative aligned to our strategic focus on innovation and digital transformation. This is the Living Lab which connects our building knowledge with technological innovations from start-ups. During the year, it was used by Office App, Lone Rooftop, Octo, Hello Energy and Nuuka as we worked together on innovations to make work environments smarter, healthier and more sustainable. We are also using the Living Lab to test new smart solutions for work environments in co-creation with clients.

POSITIVE IMPACT THROUGH OUR OPERATIONS



POSITIVE IMPACT THROUGH OUR OPERATIONS

7.1 OUR PROGRESS UPDATE ON OUR PRIORITISED SUSTAINABLE DEVELOPMENT GOALS IN OUR OPERATIONS

Sustainable and efficient management of our operation reduces risks and helps to ensure long term continuity of our business. Together with our partners, we aspire to contribute to the SDGs:



Our progress appears below.

SDG 4: Quality Education



As a company, we can only grow and drive innovative sustainable development if people grow.

We strive to add value to local communities through contributing to quality education in the areas of engineering, technology and innovation. As a company, we can only grow and drive innovative sustainable development if people grow.

Community engagement – South Africa

In South Africa, colleagues give their time to teach in our thriving Saturday School programme to improve the marks of underprivileged scholars in mathematics, science and engineering, graphics and design. The programme, which has benefitted more than 1,400 learners to date, improves their opportunity to gain a university place in a technical subject.

We also support colleagues in their own community endeavours that align with our values. Royal HaskoningDHV Johannesburg Office hosted 19 learners from Kwa-Bhekilanga and East Bank High School for the Consulting Engineers South Africa's Annual Job Shadow Day.

Community engagement – Europe

In 2018, we sponsored a colleague who rowed the English Channel to raise funds for a watersports charity, the AHOY Centre, which runs courses for disabled and disadvantaged young people. His efforts will support an apprenticeship at the centre. Several apprentices have gone on to work for our client, the Port of London Authority.

Employees guided groups of students at the Praedinius Gymnasium in assignments on 'A natural gas-free school' and 'Redevelopment of the station area at Groningen'.

Universities

Collaboration with universities is important for Royal HaskoningDHV. Key reasons include strengthening of our human capital due to recruitment of students, cv building of staff (if they teach at universities for example) and binding of staff who enjoy collaboration with universities. Secondly, from a business perspective, collaboration with universities gives us access to state-of the art knowledge and allows co-creating of new knowledge and innovations.

TU Delft is an important partner for Royal HaskoningDHV. Both TU Delft and Royal HaskoningDHV focus on engineers & engineering skills, disciplines and projects and both want to excel in what we are good at, be thought leaders and innovative and look for excellent people. Both are global players with a global network and are multi-headed organisations (faculties – business lines).

We collaborate in many ways. We offer traineeships for students or guidance for master students during their thesis, we have several staff who are part time teacher at TU Delft or give a course every now and then at various faculties. For example, one of our colleagues is guest Lecturer in ProfEd 'Fiber reinforced polymers (FRP) composites in structural engineering'. We are partners in R&D projects, innovation, fund requests and sometimes in international proposals. We also participate in several boards and collaborate in several activities, for example:

JIP TU Delft (Joint Industry Project) on 'The design and construction management of earthquake resisting buildings for Groningen with recycled materials' in which four students have developed a tool to facilitate the data and material flow and the verification process of urban mining. With this tool the designer can see which reusable materials are available. The ability to work with other disciplines is becoming more important as our digital transformation continues, which is why a scrumming course was organised.

"The project was interesting and motivational. It provided a lot of energy and collaboration in a short period of time!", said a JIP student 2018, Royal HaskoningDHV project.

- Lunch workshop on 'The Airport of the Future & Smart Cities' – for Honours students (part of partnership Honours Programme TU Delft)

SDG 13: Climate Action



Climate Action has many focus areas, but one very important focus is the **Carbon footprint**. Our carbon footprint is the key indicator of the impact of our activities on the environment and on climate change. Below you see some key figures on our progress. Percentages are calculated based on our raw data.

Key figures

CARBON FOOTPRINT PER EMPLOYEE

CO₂ footprint
(tonnes CO₂ equivalent per employee)

2018:	2.72	-17.1%*
2017:	3.10	
2016:	3.28	



CO₂ footprint in office buildings
(tonnes CO₂ equivalent per employee)

2018:	0.29	-48.1%*
2017:	0.39	
2016:	0.56	



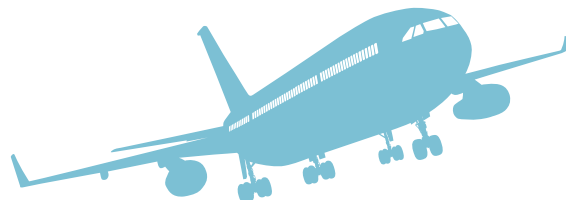
CO₂ footprint for business travel by car
(tonnes CO₂ equivalent per employee)

2018:	1.46	-17.6%*
2017:	1.68	
2016:	1.77	



CO₂ footprint for business travel by plane
(tonnes CO₂ equivalent per employee)

2018:	0.97	+1.9%*
2017:	1.03	
2016:	0.95	



* Trend (to 2016)

Carbon footprint

Our carbon footprint is the key indicator of the impact of our activities on the environment and on climate change. To contribute to SDG13 (Climate Action) we have updated our carbon footprint reduction ambitions for our operations:

For 2018 these reduction ambitions were:

Figure 8: Carbon reduction ambitions 2018

Reduction carbon footprint	Reduction ambition 2018	Reduction result 2018	Reduction ambition met? / evaluation / actions
Office Buildings	-33%	-48.1%	YES. Reduction was mainly achieved by switching to cleaner types of energy (wind) and by reducing our number of offices.
Business travel (excl. flights)	-16%	-17.1%	YES. Reduction was mainly achieved due to on-going initiatives like electrifying our lease fleet in NL, changing our car fleet to cars with less emissions and due to the fact we drove less business kilometres by car.
Business travel by air (flights)	0%	+1.9%	NO. In tonnes CO ₂ eq. per employee there was a slight increase due to the fact the number of employees decreased by 2.4% compared to 2016. In absolute numbers tonnes CO ₂ eq. a reduction has been realised (-0.6%).
Reduction in tonnes CO ₂ per employee compared to base year 2016			

The footprint covers the CO₂ equivalent greenhouse gas emissions directly caused by our operations and greenhouse gas emissions related to energy and paper consumption in our offices and business travel.

Figure 9: Carbon footprint reduction ambitions

	2018	2019	2020**	2021**	2022**
Office Buildings	-33%	-33%	-35%	-38%	-40%
Business travel (excl. flights)	-16%	-25%	-33%	-42%	-50%
Business travel by air (flights)	0%	-2%	-4%	-7%	-10%

* Reduction in tonnes CO₂ per employee compared to base year 2016.

** Feasibility of targets for 2020, 2021 and 2022 to be reviewed annually in Q4 of 2019, 2020 and 2021 and to be adjusted (downwards or upwards) if needed.

CR data collection

The footprint is based on an international CR (Corporate Responsibility) data collection structure and reporting discipline. This tool uses a global emission factor data set which is based on DEFRA emission factors.

In 2018, the reported data covered 85% of our staff (the Netherlands, South Africa, United Kingdom, Indonesia, Poland and India). The weighted average has been applied for the remaining staff.

CR data are collected by a team of local staff, appointed in the countries that participate. They report annually to our corporate data-manager. Their report is based on measurements (provided by meters or bills, internal registration systems or reports from partners or suppliers, e.g. travel agencies). Data definitions are standardised, as well as the procedure on how to deal with missing data. If data is not available in time, the previous year's 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 our actual impact for local and corporate staff.

CO₂-Performance Ladder

Our Dutch branch, HaskoningDHV Nederland B.V., is certified for the CO₂-Performance Ladder, level 5 (highest level). This certification scheme stimulates CO₂-reduction in our operations and in our projects, by implementation of a management system based on four pillars:

1. Insight: To determine different streams of energy and the carbon footprint of the organisation.
2. Reduction: To develop ambitious goals for the reduction of CO₂ emissions.
3. Transparency: To structurally communicate organisation policies for CO₂ reduction.
4. Participation: To take part in business sector initiatives regarding the reduction of carbon emissions.

In the CO₂-Performance Ladder Annual Report we present the CO₂-footprint for the operations of HaskoningDHV Nederland B.V. in 2018, our progress towards our reduction targets and measures we take to reduce our emissions. We share this progress report (including an English summary) via our [website](#).

7.1.1 BUSINESS TRAVEL/MOBILITY

A key area in which we are taking action to combat climate change (SDG 13) is in sustainable mobility. We can improve our ecological footprint in multiple ways. The first is to reduce travel by providing a virtual working environment to allow employees to work and collaborate independently from a physical location. The second is we continue to encourage our employees to use public transport. And the third is for colleagues to travel in a more sustainable way causing less emissions/km. In the Netherlands we are offering our employees the use of company e-bikes.

During the Sustainability Day 2018 in the Netherlands we continued an initiative at our Eindhoven and Amsterdam offices relating to car tyre pressure. Driving with low tyre pressure wastes fuel, accelerates tyre wear and pollutes air with additional CO₂, particulate matter and NOx. During the day, 112 cars were checked, of which 60% required adjustment to the tyre pressure. This has saved 302 litres of fuel and 1190kg of CO₂.

100% electric cars

We have increased our electric car fleet by 275% compared to 2017 (33 in 2017 to 124 in 2018). In addition, we are aiming for our entire lease fleet in the Netherlands to be 100% electric in 2021.

We are steadily increasing the number of 100% electric rental cars for our employees and have introduced a 100% electric 'Car sharing' car with app reservation and access at one of our offices as a pilot.

Furthermore we continued to invest in charging point facilities at our offices.

We are a member of The Climate Group EV100 initiative, committed to accelerating the transition to electric vehicles. In February their 'EV100 progress and insights annual report 2018' was released. The **analysis provided by The Carbon Trust**, shines a light on companies' fleet and charging commitments.

Figure 10: Charging point – sockets / charging point – parking spaces at our offices

Office	Charging point – sockets 31-12-2018	Charging point – parking spaces 31-12-2018	Charging point – sockets 31-12-2017	Charging point – parking spaces 31-12-2017
Amersfoort	34	44	18	18
Amsterdam	2	2	2	2
The Hague	4	4	4	4
Eindhoven	4	4	4	4
Goes	0	0	0	0
Groningen	4	4	4	4
Maastricht	2	2	2	2
Nijmegen	6	6	6	6
Rotterdam	12	15	12	12
Utrecht	4	4	4	4
Zwolle	0	0	0	0
Total	72	85	56	56
Index 2017>2018	129	152	100	100

7.1.2 SUSTAINABLE FACILITY MANAGEMENT

Waste management in the Netherlands

We aim to reduce our waste footprint locally, which we promote through our motto: 'Together we can contribute to a sustainable work environment'.

In all our offices in the Netherlands we collect as much workplace waste as possible via special recycling bins: paper, coffee cups, organic waste and PMD (Plastic/Metal/Drink Carton/Soda cans/Aluminium foil). Paper with confidential information has a separate waste process.



Paper waste

Adjustments have been made in emptying frequencies of containers, number of suppliers and the realisation that more efficient routes lead to more CO₂ reduction.

Sanitation

We implemented the 'cradle to cradle' Satino Black sanitation machine line from Wepa, in our sanitary rooms. Used office paper, coffee cups and paper towels are supplied as raw

material to the factory. Through an ingenious production process, ink and thin plastic coatings are separated from the paper flow. The clean paper flow is processed into new, sustainable toilet and towel paper. This makes the closing of the cycle tangible. Wepa is a globally recognised pioneer and leader in creating sustainable, innovative and trendy solutions for sanitary rooms, which is why we have chosen this concept. Together we investigate new possibilities through pilots. A good example of our participation in the Dutch Green Deal for Circular Procurement 2.0.

Sustainable use of ICT hardware

Royal HaskoningDHV has a "Green Deal" with D-Two to dispose and reuse our (managed) ICT hardware after its economical end-of-life. D-Two focuses on the reuse and recycling of ICT hardware, the financial benefits for the customer and equally important: providing a learning-work experience to people who are habitually excluded from the labour market due to low educational achievement, language barriers or other occupational disabilities. A job coach participates in the working process and coaches all staff in their daily job.

An important step in the reuse and recycling procedure is the data wiping of our hardware in a certified process. Systems that can't be reused are collected, de-assembled and offered to certified recyclers. These recyclers are obliged to reuse the residual materials as much as possible. In addition D-Two is involved in specific workplace services for our company. For example in the new Amsterdam office, employees of D-Two assembled and attached monitor arms on the workplaces.

Figure 11: Returned devices

	2018	2017
Desktops	26	60
Laptops	707	698
Monitors	137	557
Other hardware	534	515

7.1.3 SUSTAINABLE OFFICES

Our ambition is to continuously improve the sustainability of our offices (including CO₂-reduction). In our policy for the Netherlands, our improvement ambitions are translated into a strategic plan which combines quality improvements, employee value, business added value and cost reduction.

There are two possibilities for reducing the ecological footprint of our offices. The first is to have less office space per employee (m²/fte) and the second is to produce fewer emissions per m². We have defined several actions to reduce our footprint, using both possibilities.

We started with the renewal of our office approach, from a functional approach to an integrated approach which connects our strategy, culture & staff and market & clients. This approach will result in a working environment which is more end user focused. To optimise the working environment in our current building, we decided to start a 'Living Lab' pilot in 2018 in our Amersfoort office in the Netherlands. Our own 'Living Lab' business experts are involved. (See also SDG 17 Partnerships (page 27). The Living Lab Road Map focuses on smart & healthy work environments with the end user in the middle. One of the desired outcomes is at reduction in the number of 'office facilities related disturbances and interferences' during a regular working day. The pilot will continue in 2019.

Circular workplace design

Where we renew and set up our offices as circularly as possible, we also do this with our workplace design. With the expansion or replacement of furniture, our Workplace Solutions department first checks whether we can revitalise or reuse. An example of this is office chairs that are provided with new upholstery. At purchase, we prefer re-use furniture, such as used sit-stand desks or furniture that incorporates circular material, such as conference chairs made of PET bottles.

Energy

In 2018 we continued contracting to 100% Dutch wind for electricity consumption in the Netherlands (where the owner / manager of the building has not arranged it and buys grey, we convert this to green energy with the purchase Guarantees of Origin). We also automated the retrieval of data regarding energy performance of buildings which allows us to detect and act on deviations more quickly and easily (to reduce consumption).

We also added wifi AED's at all our office in the Netherlands. With fewer periodic service intervals and remote monitoring it also contributes to reducing our CO₂ footprint.

7.1.4 ENVIRONMENT

Audits highlights

One of the audit focus items of 2018 related to sustainability and environment was the implementation and usage of the 4 Questions to Enhance Society Together in projects. Our external audit provider DNV GL noted the following positive indications with regards to this item:

March 2018 – Dubai

Positive indication:

- There were examples shared in several projects which demonstrated application of 4 Questions to Enhance Society Together.

June 2018 – South Africa

Positive indications:

- In the very difficult economical climate in South Africa, the organisation has nonetheless innovated and grown. Projects like the Mobility Centre for Africa and the Durban Aerotropolis Initiative show the organisation's ability to innovate and focus on customer as well as environmental needs.
- With a limited budget and a timeframe of 2 years, ensuring active technologies on a bioreactor site, Royal HaskoningDHV exceeded the expectation of electricity usage by 20%.

August 2018 – Australia

Positive indications:

- All projects sighted at Newcastle captured the 4 Questions to Enhance Society Together and good examples were shown considering stakeholder requirements, delivering additional added value for users during the project life cycle and minimising usage of natural resources.

September 2018 – Poland

Positive indications:

- Advanced implementation of the 4 Questions to Enhance Society Together approach in operational processes.

October 2018 – Czechia

Positive indication:

- 4 Questions to Enhance Society Together are known and implemented into daily life.

December 2018 – India

Positive indication:

- Green building concept is being considered while planning as part of using 4 Questions to Enhance Society Together.

Accidents & Incidents

In 2018 two environmental accidents were reported. Issues were evaluated for improvements and lessons learned. No fines were reported.

Outlook 2019

We will renew our ISO14001:2015 certificate in all certified entities in 2019.

SDG 8: Decent work and economic growth



We aspire to promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

7.1.5 OCCUPATIONAL HEALTH & SAFETY

We commit to the highest standards of health & safety. Our vision and policies are part of our Management System and are implemented in our processes and procedures. We continue to be proactive in providing a safe working culture for employees, contractors and visitors. Our online report form ensures employees can easily report an accident or incident.

Our objective for 2018 was zero fatalities and a reduction in the frequency of lost time injuries to at least 0.21. During the year 115 accident and incident reports were submitted and no fatal accidents occurred among our employees. From these submitted reports, 77 related to accidents and injuries involving employees. In total 3 accidents resulting in at least one day off work were reported in 2018 (9 in 2017). One of these accidents occurred at an office location and the other two occurred at out-of-office locations. There were 74 other reportable cases. Total recordable cases frequency (TRCF) per 200,000 workable hours over 2018 was 1.92. Although the frequency decreased compared to previous years, it is still a good indication we take health & safety seriously and not only report accidents but also incidents. (2017: 2.84).

Figure 12: Accidents & Incidents

	2018 FY	2017 FY	TREND
Work related Accidents & Incidents of our staff	77	104	-26
Lost Time Injuries (at least 1 day absence)	3	9	-6
Lost Time Injury Frequency (LTIF) (target <0.22)	0.07	0.23	-0.16
Total Recordable Cases Frequency (TRCF) per 200,000 workable hours	1.92	2.84	-0.92

Based on the analysis of the accidents & incidents we saw opportunities for improvement regarding safe driving and HSE on construction sites. We started an awareness campaign on safe driving and created a guideline with regard to HSE on construction sites with input from in-house experts from different regions. This guideline will be the basis for our next awareness campaign in Q1 2019.

7.1.6 TRAVEL SAFETY AND SECURITY

International travel

As an international company with projects in some 150 countries we have a duty of care towards our staff travelling to different countries. In particular, where staff visit high travel risk or extreme medical risk countries, an adequate risk management process needs to be in place. From a company and traveller perspective, we have been able to prepare and respond adequately to such risks.

Travel Safety and Security – Policy

It is Royal HaskoningDHV's Corporate policy to put people first and be responsible for our employees' wellbeing. Therefore we have a Travel Safety and Security Policy. This Policy and related documents address the health, safety and security management for employees of Royal HaskoningDHV whilst travelling abroad or during an assignment to a foreign country. In 2018 this policy and related documents were reviewed and adjusted where needed.

Travel Safety and Security – Awareness

An induction programme on Travel Safety and Security was developed and implemented. The programme covered topics including duty of care/loyalty, awareness, behaviour, where to find relevant travel information and how to get relevant support.

Furthermore the Corporate Crisis Management Teams were trained during a simulation of a crisis scenario testing policy, protocol, procedures and team cooperation.

Travel Safety and Security – Support

In 2018, Royal HaskoningDHV Australia's travel management agency was added to the global International SOS Travel Tracker, being the 10th entity to do so. The travel tracker enables us to trace and track all employees worldwide so we can immediately support our travellers at very short notice in case of an incident abroad. This Travel Tracker enables us to automatically send our travellers relevant pre trip information of their destination, so the right information is sent to the right person at the right time. The international emergency service provider International SOS (ISOS) is able to assist Royal HaskoningDHV employees all over the world with medical and travel security emergencies, and with a wide range of information and advice.

Outlook 2019

We will transfer our OHSAS18001:2007 certificate to ISO45001:2018 certificate in all certified entities.

SDG 17: Partnership for the Goals



7.2 OUR PARTNERSHIPS

Collaborations within and outside our organisation through networks and partnerships are central to the way we operate. By working together, we are smarter, stronger, faster and create more lasting positive impact on society.

7.2.1 SUSTAINABLE CATERING, COFFEE AND TEA AND SUSTAINABLE BANKING

Sustainable catering

Our caterer Hutten provides company catering at four of our office locations in the Netherlands. We chose for a sustainable caterer that uses local products and is committed to people who are habitually excluded from the labour market due to low educational achievement, language barriers or other occupational disabilities. We offer a range of products, at least 50% of which are produced in a sustainable manner, that can contribute to the vitality of the employees. We work in partnerships on measures to decrease food waste by looking for solutions in order options, presentation of products and by offering a 'waste soup' once a week. This soup is made from vegetables from residual flows delivered to De Verspillingsfabriek.

Coffee and tea

The new coffee machines are adjusted to a sustainable energy consumption. We have opted to use sustainable (UTZ) coffee and tea. New cups have been chosen on which a name can be written, enabling it to be used at least four times. The cup contains less ink, making it better suited for reuse. The coffee grounds are collected separately at locations where we manage the disposal of waste ourselves, and used as raw materials for, among other things, bio-pellets.

Sustainable banking

Our Finance department has looked at this but, for the time being, sustainable banking is mainly available for consumers and freelancers. The sustainable banks cannot offer us the range of services that we need.

7.2.2 PROCUREMENT

We strive for lasting relationships with reliable partners and have high expectations from our suppliers. Suppliers may expect a clear, transparent and honest attitude from us and must comply with our Business Principles for our Partners and Suppliers.

The scope of our supplier landscape in the Netherlands has changed with the merge between Facilities (mainly Dutch suppliers) and ICT (mainly global suppliers) in Workplace Solution. We strive for all our suppliers to work as sustainably as possible. Sustainability can be in the product but also in many different aspects of the organisation. Other examples of our contribution to sustainability are Community Engagement, Circular Economy and Social Return.

Our General Purchase Conditions have included a paragraph on sustainability since March 2013. By accepting these conditions, our suppliers are supporting the sustainability goals of Royal HaskoningDHV. We strive to work as much as possible with our terms. Unfortunately, it is not always possible because of the terms of our supplier. Alongside these terms, we aim to select suppliers that can contribute to our goals.

Improvement actions 2019

Our RSB actions and plans for procurement include: updating our supplier landscape, updating the current Procurement Process: goal to create an efficient 'RSB Measurement & Compliance Framework for our Suppliers and Partners' with deadline Q2 2019.

Social return (SROI)

In contracts for services that are outsourced, such as garden maintenance, cleaning and catering, we ask a percentage of the personnel hours to be deployed by people who are habitually excluded from the labour market due to low educational achievement, language barriers or other occupational disabilities.

OTHER EXAMPLES OF PARTNERSHIPS TO DRIVE POSITIVE CHANGE

Gro Together (Groningen)

In 2018 we launched a new initiative in Groningen called 'Gro Together' to improve the vitality of the area. The initiative started with an exercise to identify the society's needs by listening to the hopes and concerns of inhabitants of the province.

In November, we took part in Let's Gro festival with the theme of 'Happiness'. Around 200 people visited us and shared more than 300 thoughts and suggestions about issues they feel are important in their living environment. Several challenges have been identified including:

- How to deal with the proliferation of bicycles
- What would be the effect if the € 1.15 billion for the National Programme Groningen is distributed as a target benefit to the inhabitants of the area.

Asia

Two of our structural engineers responded to a call for help following the massive earthquake which struck Lombok, Indonesia in the summer of 2018. They travelled to the island to assist the charity Peduli Anak whose housing facilities for street children had been severely damaged.

For the third year running, we took part in the Yangon River Clean-Up Campaign, an initiative by Royal HaskoningDHV Myanmar in collaboration with Myanmar Port Authority (MPA), Yangon City Development Committee (YCDC), Directorate of Water Resources and Improvement of River Systems (DWIR) and co-sponsored by Puma Energy. It raises awareness of the sustainability of upcoming developments in Myanmar and Yangon's ports and rivers and of the need to recycle plastic, and avoid discarding it in rivers and oceans.

Heavy monsoon rains have caused inundation in several townships in Kayin State, Myanmar, affecting and displacing more than 16,000 people. In 2015 Royal HaskoningDHV supported flood victims in Kalay Town, Sagaing Region and more recently our Myanmar and Dutch colleagues decided to contribute to flood victims in Hpa An Town. Through our internal communication platform and e-mail, colleagues were approached to raise funds which were doubled by the Board of Management of Myanmar. As part of our RSB programme, a small team of Dutch and Myanmar colleagues went to Hpa An Town in September 2018 to donate the money and other basic items that had been collected. The team first visited the main camp in Hpa An Town to meet government authorities and receive a certificate of appreciation from the Chief Minister of Kayin State who is also a chairperson of Kayin State Natural Disaster Management Committee. They also visited the monastery where 471 flood victims from 136 households temporarily stay. There the team provided the basic items to representatives of each households. With our expertise in Flood Resilience in Urban Areas, Royal HaskoningDHV has been involved in river studies in Myanmar providing recommendations on improved river navigation and reduced flood risk, one of the leading services of Business Line Water in Myanmar.

OTHER AREAS OF FOCUS

7.3 OPERATIONAL EXCELLENCE: QUALITY, HEALTH, SAFETY AND ENVIRONMENT

7.3.1 QUALITY, OCCUPATIONAL HEALTH & SAFETY AND ENVIRONMENTAL MANAGEMENT

Our mission is to be a company for people from people, and in partnership with our clients, to create solutions for the sustainable interaction between people and their environment. We believe that the success of this mission, thereby also ensuring the continuity, stability and long term success of the company, can be aided by committing ourselves to maintaining the highest standards of quality, health & safety, and environmental (QHSE) management in all areas of our business activities. Every staff member of Royal HaskoningDHV should be aware of these QHSE policies and endeavour to carry them out to the best of their ability.

Our global Integrated Management System ensures all employees follow common working practices. In 2018, the system was aligned with international BIM standards to support and guide digital ways of working. The management system is based on and certified against globally-accepted international standards (ISO9001, ISO 14001 and OHSAS 18001) and also covers integrity, business continuity, knowledge management, information security and our business principles. To confirm ongoing compliance with these standards, internal and external QHSE audits were organised and executed in 2018. Corporate QHSE conducted internal audits in all our Business Lines and offices, while DNV GL conducted external audits in the following countries: Australia, Czechia, India, Indonesia, Netherlands, Poland, Philippines, South Africa, Thailand, Turkey, UAE, United Kingdom and Vietnam. As a result of the QHSE audits, our ISO 9001:2015 (quality), ISO 14001:2015 (environment) and OHSAS 18001: 2007 (health and safety) certificates are continued and remain valid until September 2019.

7.3.2 QUALITY

Client Satisfaction

Our clients' overall satisfaction and Net Promoter Score (NPS) are two vitally important indicators of our performance as a company and are measured through client satisfaction surveys. Clients are invited to provide feedback via these surveys on or near the completion of a project. Our NPS in 2018 was +38%, a clear improvement over 2017 (+34%). The average overall client satisfaction score during 2018 was 8.32 (8.22 in 2017) on a scale from 1-10 and based on a response rate of 59%.

Figure 13: Client satisfaction

	2018 FY	2017 FY	TREND
Net Promoter Score (%) (target 25%)	38.2	34.4	3.8
Satisfaction Score	8.32	8.22	0.10

To improve the effectiveness and efficiency of the process of requesting and receiving valuable client feedback several measures have been taken (e.g. automatic notification to request client feedback around project closure, weekly update of client satisfaction performance with online dashboard).

Comments from clients who scored us 10 on overall project satisfaction include:

NS Stations BV, Renewed entrances to bicycle park

(Netherlands): "Unique performance: completed this project for NS Bicycle on schedule and within budget."

North Ayrshire Council, Millport FPS Design Development

(United Kingdom): "The team of Royal HaskoningDHV delivering the Millport Coastal Flood Protection scheme design is providing an exceptional service. They provide a sound technical delivery with excellent stakeholder and project management with great attention to detail."

Low E Co for rooftop Photovoltaic and brine/ice storage at various sites in the Wooster area (South Africa):

"The team at Royal HaskoningDHV has been incredible to work with. They are extremely professional, innovative (as was proven when we hit – and overcame - a major bump in the road) and accommodating to the inevitable changes in scope for dynamic projects such as ours. Their efficiency and commitment to the project has been an invaluable asset to our project."

Manila Goldcoast Development Corporation, Preliminary Design – Horizontal Development Works, Solar City Reclamation (Philippines):

"At the cutting edge of engineering technology and development paradigms, with the know-how to translate these visions into design drawings."

NL EVD International ORIO, ORIO submission Bijeljina (Bosnia and Herzegovina):

"We have nothing to add or subtract when it comes to drinking water and waste water because Royal HaskoningDHV and the Netherlands have already done everything for us."

(See also section 3.1 Stakeholder activities in 2018).

Opportunities for improvement and complaints

45 opportunities for improvement were submitted. All opportunities were reviewed and responded to, and several improvements to the QHSE management system were made. We registered and processed three external complaints globally during the year. Those who submitted complaint were contacted and measures taken to solve the complaints.

Subcontractor evaluations

During the year 235 subcontractors were evaluated on their performance regarding, quality, occupational health & safety and environment as well as on their adherence to our Business Principles for Partners & Suppliers. No issues that required further action were reported.

Outlook 2019

We will renew our ISO9001:2015 certificate in all certified entities in 2019.

GLOSSARY AND DEFINITIONS

TERM / ABBREVIATION	DEFINITION
BIM	Building Information Modelling
CR data	All collected relevant office and business related travel data used to define our carbon footprint
CSR	Corporate Social Responsibility; the responsibility of a company towards society, the environment and the economy
E-Bike	Electric bicycle
EcoVadis	A global supply chain & purchasing index which assesses Corporate Social Responsibility (CSR) practices
Employability	Employability refers to a person's capability for gaining and maintaining employment
ETHIC Intelligence Certificate	Anti-corruption compliance certificate, awarded by ETHIC Intelligence
Executive Board	Highest executive body for the daily management of the company
Executive Council	Management platform with Executive Board and Business Directors
FIRA Sustainability Platform	FIRA is an Assurance provider with a Sustainability Platform and verifies CSR performances of companies and organisations
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 / HRM	Human Resources / Human Resources Management
ICT	Information and Communication Technology
ILO	International Labour Organization
Integrated Report (IR)	Annual report format that integrates general, financial, environmental, and social performance
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
ISO	International Standardisation Organisation
ISOS	International SOS; An emergency service provider for business travellers worldwide
KPI	Key Performance Indicator
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 CSR topics for stakeholders and for the company
NGO	Non-governmental organisation
OECD	The Organisation for Economic Co-operation and Development
OHSAS	Occupation Health and Safety Assessment Series – standards for safety 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
Resident Director	Country manager; responsible for the local affairs of an RHDHV entity within a country
RSB	Responsible & Sustainable Business: integrated programmes that embed, action and measure the positive role a company needs to play in society, supporting a healthy environment and prosperous economy (previously known as CSR)
SDGs	The Sustainable Development Goals are the blueprint to achieve a better and more sustainable future for all. They address the global challenges we face, including those related to poverty, inequality, climate, environmental degradation, prosperity, and peace and justice.
Social Return	Social value of employing people with a distance to the labour market
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
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
Transparency International	International non-governmental organisation devoted to combat corruption
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
Walk the Talk	Apply the same principles in our business practices as we advise our clients to apply in theirs



Royal HaskoningDHV's mission is to Enhance Society Together. We are an independent, international engineering and project management consultancy with over 137 years of experience. Our professionals deliver services in the fields of aviation, buildings, energy, industry, infrastructure, maritime, mining, transport, urban and rural development and water.

Backed by expertise and experience of 6,000 colleagues across the world, we work for public and private clients in over 140 countries. We understand the local context and deliver appropriate local solutions.

We focus on delivering added value for our clients while at the same time addressing the challenges that societies are facing. These include the growing world population and the consequences for towns and cities; the demand for clean drinking water, water security and water safety; pressures on traffic and transport; resource availability and demand for energy and waste issues facing industry.

We aim to minimise our impact on the environment by leading by example in our projects, our own business operations and by the role we see in "giving back" to society. By showing leadership in sustainable development and innovation, together with our clients, we are working to become part of the solution to a more sustainable society now and into the future.

Our head office is in Netherlands, other principal offices are in the United Kingdom, South Africa and Indonesia. We also have established offices in Thailand, India and the Americas; and we have a long standing presence in Africa and the Middle East.



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