

Delivering on our purpose of Enhancing Society Together

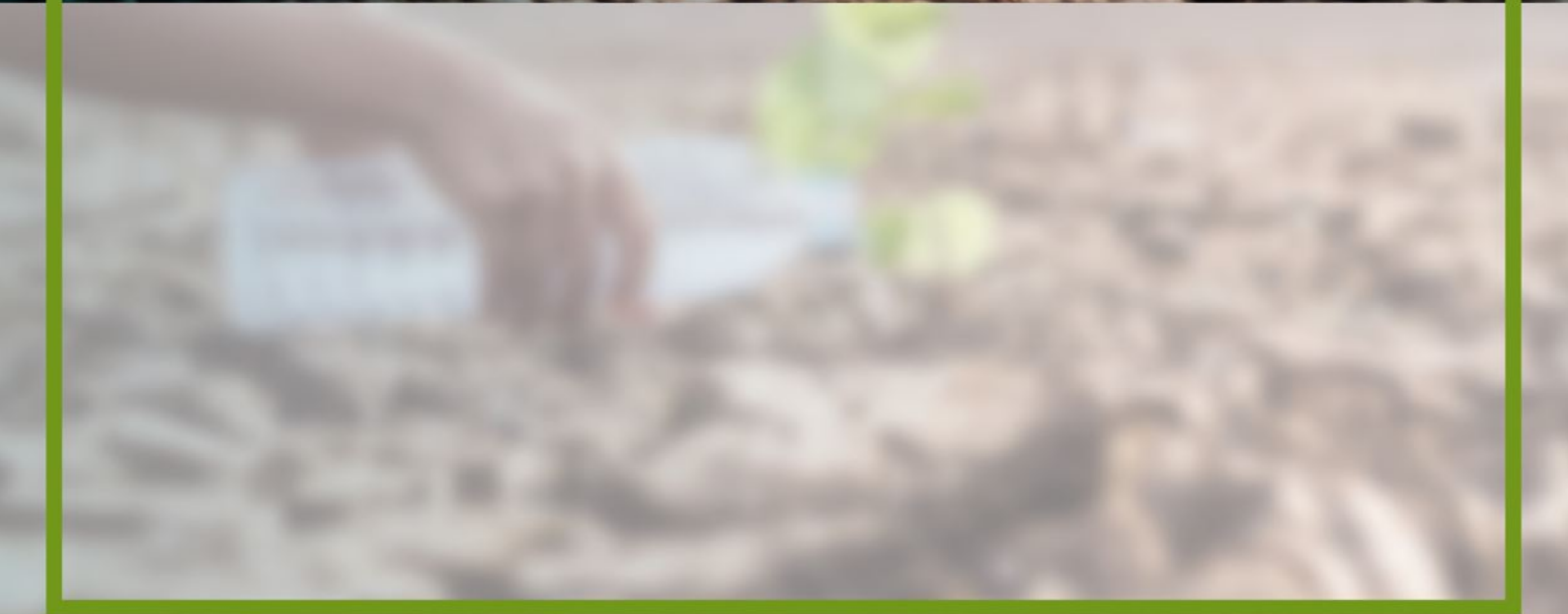
Corporate Social Responsibility Report 2021



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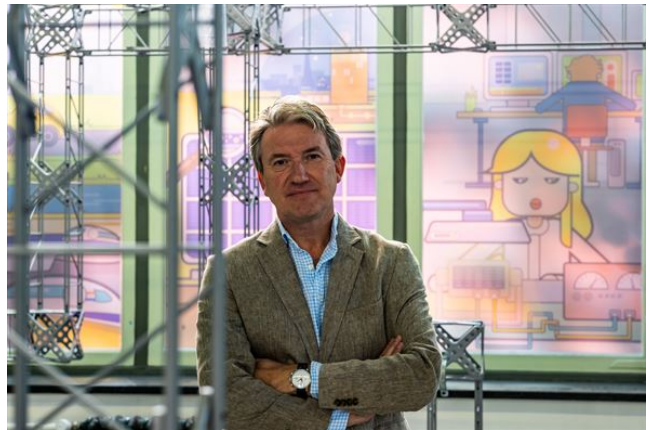
Introduction



1 Introduction by our CEO

Dear reader,

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



The complexity of the challenges facing society requires advanced levels of cooperation to provide new perspectives on the challenges at hand and come to integrated solutions. In addition, we know that by combining our engineering, design and consultancy with data and digital technologies, we can better support our clients to deliver reliable services to their customers. It was difficult to make a selection of example projects to show in this CSR report, since there were many.

For example, we are involved in projects and strategies that mitigate the impacts of natural hazards and increase climate-resilience: A roadmap for the [Cantanduanes Island in the Philippines](#) and [nature based solutions for Kansai International Airport in Japan](#). In the [Netherlands we are working on a system called ZOET](#). The system can bring many benefits for urban areas such as increasing biodiversity, improving water quality and reducing greenhouse gas emissions. In the United Kingdom, Royal HaskoningDHV won the [Environmental Impact Award at the Mersey Maritime Industry Awards \(MMIA\) 2021](#) celebrating the best of the United Kingdom's maritime industry. [An overview of all the example projects shared in this CSR report and our Annual Report can be viewed here.](#)

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

It was a great pleasure for the whole company to come together to celebrate our 140th anniversary as independent consulting engineers. To mark 140 years of operation, we also organised monthly inspire sessions connecting the past with the present and we asked History Now to research the history of our company resulting in nine great stories, which are published in the book "Shaping the Future".

During World Cleanup Day, some 900 colleagues in more than 40 locations around the globe, filled 860 bags with litter while catching up with colleagues they hadn't seen in person for a long time. Even where this wasn't possible due to Covid-19 restrictions, our teams organised alternative initiatives to create a cleaner and healthier world. This, of course, very much aligns with our purpose Enhancing Society Together.

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

In the lead up to the UN Climate Change Conference COP26, we set additional climate change targets to further reduce greenhouse gas emissions from our 65 global offices and business travel of our 6,000 people.

I hope these highlights encourage you to explore our 2021 report which is at the forefront in engaging, interactive content. Last year's report won Bronze in the [Digital Communication Awards](#)' CSR & Annual Report category among some 400 entries. I welcome your comments and feedback.

Our ca. 6,000 colleagues never cease to amaze me, and I hope you will be inspired by their passion and creativity too, working with clients and stakeholders to deliver on our purpose of Enhancing Society Together.

Erik Oostwegel
CEO

Scope of this report

Our Corporate Social Responsibility (CSR) report informs clients, partners, employees and all who are interested in Royal HaskoningDHV about progress we have made during 2021 in our mission to Enhance Society Together. It complements our Annual Report, providing additional detail to ensure transparency on our progress and performance from 1 January to 31 December 2021. It is not part of the external assurance.

The scope includes activities of Royal HaskoningDHV and majority-owned legal entities and does not include joint ventures and subcontractors. This is in line with the scope of our Financial Statements. Data collection is facilitated by our data management system. Data is reviewed by local data experts before further review and consolidation by Corporate Finance and Control. Progress is measured partly with Key Performance Indicators (KPIs) and partly described qualitatively. KPIs regarding 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. Any deviations are made explicit in this update.

Version: 31 March 2022, 02

Our Role in Society



2 Our Role in Society

The work we do impacts everyone's lives – from water systems to transport, energy networks, food production and lots more. Alongside our design, consultancy and engineering activities, we are developing technology and digital solutions that drive and optimise the operations of many of these systems to make them more sustainable and efficient. Our activities are focused in nine global leading markets, [described in our Annual Report Section Our Global Leading Markets and the Netherlands](#). Because our work impacts so many areas of society, we want to do it well. We want to introduce solutions that will withstand the test of time, that are resilient in the face of the increased challenge from a changing climate, and that bring broader benefits to society. [More information about our organisation appears in our Annual Report Section Our Company](#).

2.1 Our Purpose

We believe we can help society move forward and this is embodied in our purpose - Enhancing Society Together. Our purpose drives us and helps differentiate ourselves in the market. It's also our daily compass:

'We care deeply about our people, our clients, and society at large. We take responsibility for having a positive impact on the world and we constantly challenge ourselves and others to develop sustainable solutions to local and global issues. We feel the urgency and are committed to accelerating the measurable benefits we deliver. We act with integrity and transparency and hold ourselves to the highest standards of environmental and social governance. We are diverse and inclusive. We will not compromise the safety or well-being of our team or communities – no matter the circumstances. We actively collaborate with clients, partners and stakeholders in projects and initiatives, together. Our actions, big and small, will drive the positive change the world needs, and will enhance society now and for the future.'

We want to be a consulting company with purpose; one that is trusted by society, valued by clients and motivating for our employees. We believe we have the experience and expertise, the relationships and the reach, the skill and the will, to do this.

Our success as an organisation supports us in our purpose. The more we are recognised for the leading role we play in innovation and sustainability, the more we can expand our activities and our influence. We have the opportunity to make a positive difference through the projects we are undertaking, co-creating solutions that enhance the lives of communities everywhere. We are committed to use this opportunity and ensure we are driving positive change at every level – globally and locally. We do this by exploring different perspectives, shaping new solutions to make the transition to smart and sustainable while considering the ethical implications of these solutions. Our contribution in 2021 - activities, initiatives and example projects - are presented in the section [Our Performance](#).

Our values

Enhancing Society Together provides us with a daily compass which is supported by our values. These are key to our ambition and our purpose because they form the basis of who we are and what we want to be. The following five points, which create the acronym

B R I T E, explain these values:

- **Brightness:** We keep an open mind to ideas that lead to the best solutions for our clients. We innovate and are eager to lead by inspiration. How? One of our solutions is [the use of our 4 Questions](#).
- **Result driven:** We aim to get the best possible results for our clients and our company to ensure sustainable financial performance. [Read more on how we ensure quality and sustainability of the products and services we deliver for clients](#).
- **Integrity:** We care about our clients, our staff and society as a whole. We create integrated, sustainable and pragmatic solutions with a high respect for people and their environment. We have zero tolerance for non-compliance with our integrity code. Read more about our standards and performance in the [section Integrity and ethical performance](#).

- **Team spirit:** Our way of working is proactive, open and inclusive. How we encourage diversity of thought and unlock our full potential is presented in the [section Employability](#).
- **Excellence:** We deliver on our promises and strive to continuously improve the added value of our services. [Read more on how we ensure quality and sustainability of the products and services we deliver for clients.](#)

Insights from an employee survey as well as from client interviews could lead to changes in these values in the course of 2022.

2.2 Our Value Chain

We aim to effectively utilise our resources, capital and capabilities to create value for our stakeholders; this is an integral part of our strategy to Enhance Society Together. The schematic overview shows how our business creates value for its stakeholders and subsequently for society as a whole. The input capitals are based on the six capital-model of the International Integrated Reporting Council (IIRC).



Watch our full interactive visualisation [online here](#)

2.3 Our Strategy - Enhancing Society Together

Our promise to Enhance Society Together becomes ever more relevant with each year that passes. Our world is changing and so must we. The trends and developments we take into account are described in the [Annual Report Section Our Strategy](#).

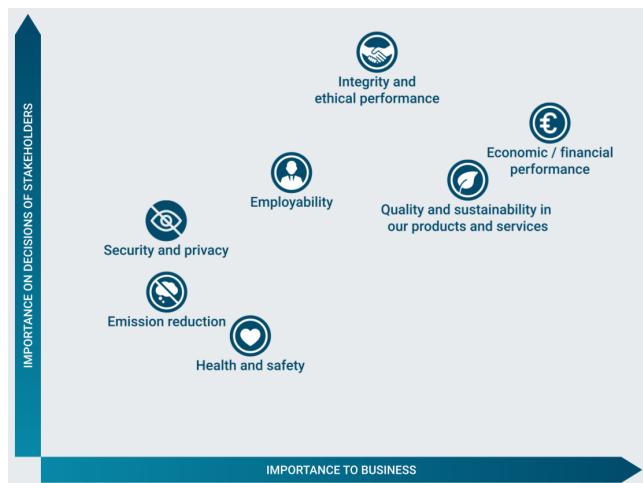
Strong22 was the strategy for 2017-2021. It had a clear focus on new digital technologies and climate change. Since its launch we have made great progress, improving performance, building awareness and desire and creating new knowledge and skills. The strategy was good and has put us in a strong position for growth, but the targets set were ambitious. An assessment of progress and description of broader market dynamics appear in our [Annual Report Section Our Strategy](#).

During 2021, we refined our corporate strategy towards 2025. A vital part of this was to reconfirm Enhancing Society Together as our overarching mission while making its meaning more tangible and targeted. Our new strategy *Stronger25* is described in more detail in the [section Outlook and actions for 2022 and beyond](#) and our [Annual Report Section Our Strategy](#).

In the meantime, during 2021, we continued with the defined important material topics for our stakeholders and related them to the actions and decisions we take, for example by steering on our [Key Performance Indicators](#).

Materiality assessment

To ensure the right focus as an organisation, we define the important material topics for our stakeholders and relate them to the actions and decisions we take.



Watch our full interactive visualisation [online here](#)

Our current top seven priorities (material themes), in no particular order, as approved by the Board are:

1. [Health and safety](#)
2. [Quality and sustainability in our products and services](#)
3. [Integrity and ethical performance](#)
4. [Economic / financial performance](#)
5. [Employability](#)
6. [Emission reduction](#)
7. [Security and privacy](#)

In 2021, we took the first steps to reassess our current materiality, [as we planned last year](#). To do so, we continued discussions with relevant internal and external stakeholders, through several activities:

- We assessed whether each topic definition was in line with how it is currently managed and how some stakeholders and the industry perceive it.
- We conducted desk research of peers from comparable industries, collecting insights from non-financial reporting institutes and perspectives from internal stakeholders.
- Insights from external stakeholders were obtained from client interviews that were carried out in 2021, our 2019 client survey and through other regular stakeholder interactions.
- The results were internally discussed with our newly-appointed Leading Professional for Enhancing Society. Together we validated the current set of material topics and identified whether there were any new material topics.

This potentially 'new' set of material topics is being further developed in our ways of working. A large-scale survey among clients and employees is planned in 2022. Based on these and additional client conversations in 2022, we will refine our materiality analysis.

Our contribution to the Sustainable Development Goals

We recognise our capacity to drive positive change in society. Our commitments support a number of the Sustainable Development Goals (SDGs) set out in the United Nations Agenda 2030. These (interlinked) goals are a universal (urgent) call to action by all countries - developed and developing - in a global partnership to end poverty, protect the planet and ensure everyone enjoys peace and prosperity, now and into the future. They are designed to be ["a blueprint to achieve a better and more sustainable future for all people and the world by 2030"](#). It is inherent in our responsibility to apply our expertise in water, energy, industry and transportation to support these goals through new services and solutions and it forms a central pillar in the company's vision for the future.

During 2021, our activities were aligned with the following SDGs in respect of our projects: SDG 6, SDG 7, SDG 9, SDG 11, SDG 12, SDG 13 and SDG 17. Go to [this page for an overview of project examples per SDG](#) (from our Annual Report 2021 and our CSR Report 2021). For our operations, these were: SDG 4, SDG 8, SDG 13 and SDG 17. Our progress appears in the chapter [Our Performance](#).

2.3.1 Key Performance Indicators

Our CSR strategy is based on our promise to Enhance Society Together. Our impact is measured through key performance indicators. These are described together with results for 2021 in our [Annual Report Chapter Enhancing Society Together](#). More detailed discussion of our performance, including reference to projects which support these activities, appears in the [Performance](#) chapter.

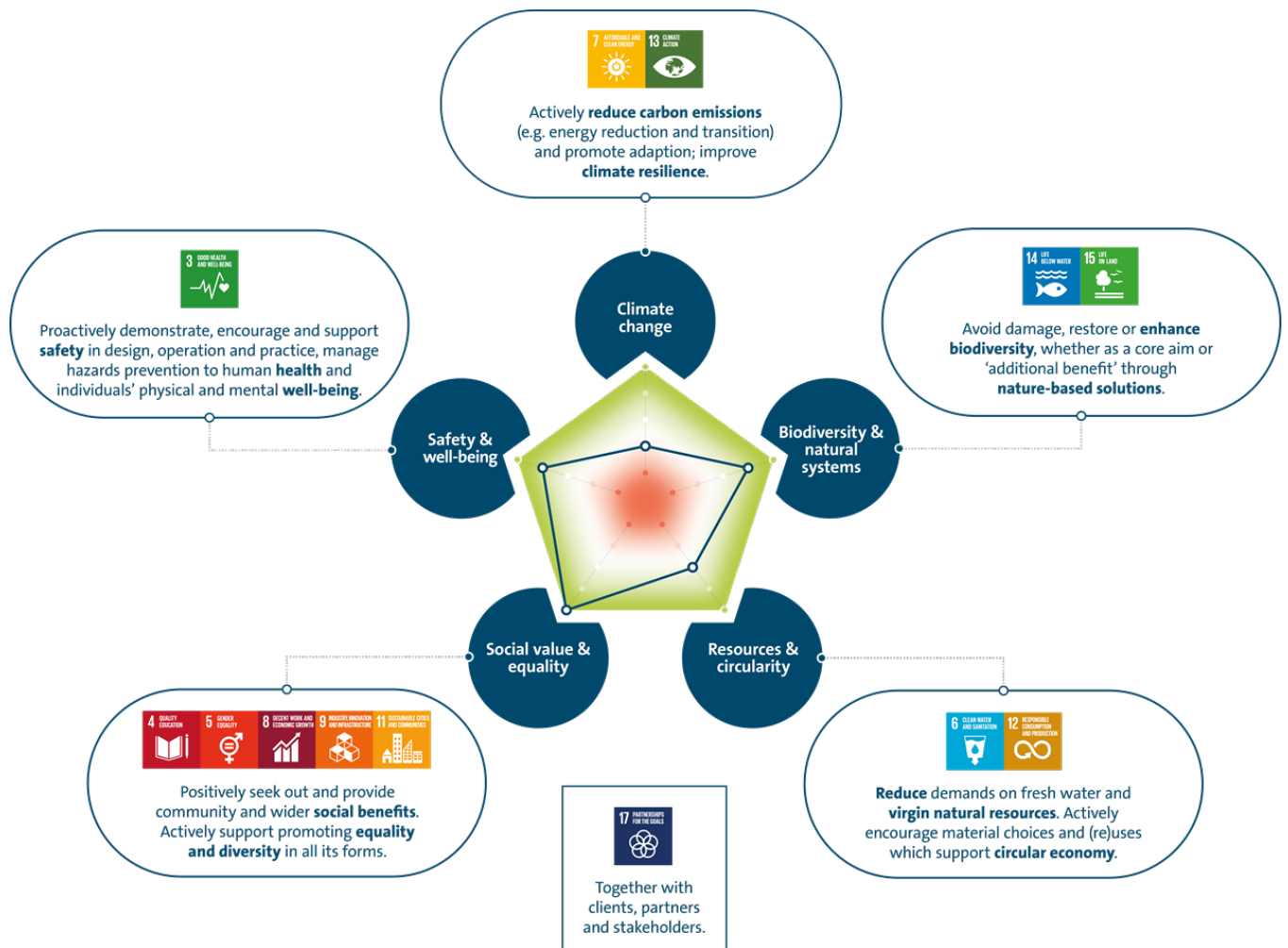
| Key Performance Indicator | Key results 2021 |
|---|--|
| Health and safety | |
| Employee engagement and well-being | Executive Board messages, global online events, local initiatives Employee resilience pulse checks |
| Integration and continuous improvement of our Integrated Management System | Continued our ISO 45001:2018 certification for our Occupational Health and Safety Management System |
| Zero fatalities | Zero fatalities |
| Lost Time Injury Frequency (LTIF) < 0.13 | LTIF = 0.05 |
| Health and safety behaviour | Nearly all employees followed an e-learning to boost Occupational Health & Safety awareness |
| Quality and sustainability in our products and services | |
| Integration of our Global Integrated Management System | Our digital engineering processes received BIM/ISO 19650 certification Existing certificates were audited and continued |
| Sustainability in our work | Online training sessions on sustainability during our global Learning Weeks Appointment Leading Professional Enhancing Society Together Renewal of our EcoVadis Sustainability Rating Gold |
| Use of our 4 Questions including explanation in 85% of our lite and full projects | 4 Questions actively used in 85.7% of our lite and full projects (excl. basic projects) |
| Integrity and ethical performance | |
| Zero tolerance for bribery and corruption | Close to 100% of our employees followed an e-learning about our commitment to zero tolerance for bribery and corruption |
| Integration of our Compliance Integrity Management System | 130 issues and concerns were registered of which 11 were high-risk compliance issues. Mitigating measures were taken. Existing certificates were audited and continued |
| Economic / financial performance | |
| Revenue growth and EBITA recurring | See Key Figures |
| Employability | |
| Developing digital capabilities across our organisation | Digital Academy in place with learning options to strengthen skills in digital ways of working |
| Embed culture of innovation | Online platform, the Innovation Hub, in place to share ideas, contribute to ideas, explore innovations currently in development, share best practices and connect with like-minded colleagues |
| Modern employment relationships and employment conditions | Regular pulse checks, good consultation with Dutch Works Council Work From Home Agreements in the Netherlands and the United Kingdom |
| Equal opportunities | Global online Speak Up Awareness Day Launch Future Leaders Journey |
| Emission reduction | |

| Key Performance Indicator | Key results 2021 |
|---|---|
| Carbon footprint (yearly reduction in % per employee compared to 2019): | We committed to our own operations being net zero for greenhouse gas emissions by 2030 |
| office buildings -10% | Carbon footprint for offices reduced by 31.8% |
| business travel excl. flights -10% | Carbon footprint for business travel (excl. flying) reduced by 36.9% |
| business travel by air -10% | Carbon footprint for flying reduced by 78.6% |
| Security & privacy | |
| Continuous improvement of our Information Security Management System | Implemented an Information Security Management System |
| | Maintained full certification to ISO/IEC 27001 |
| Protect information globally from evolving threats | We adopted zero trust security principles. We only work with suppliers that have a robust level of security in place. We follow the advice of the Dutch National Cyber Security Centre. |

2.3.2 Outlook and actions for 2022 and beyond

We will continuously develop and improve how we embed Enhancing Society Together in our strategy, ambitions and actions. For example, the materiality assessment review needs to be finalised, by implementing feedback from our most important stakeholders, clients and employees on the newly proposed focus areas. We plan to do this before the end of 2023.

Other improvements, such as our new strategy *Stronger25*, our ambition to create a measurement framework and our progress towards Net Zero are [described in Chapter Enhancing Society Together in the Annual Report](#).



In our new strategy Stronger25, our commitments are focused on five important themes, where we can have the most influence and which are linked to the delivery of specific Sustainable Development Goals of the UN Global Compact. These five themes are relevant to everything we do, for our people and our clients, the way we operate as an organisation and how we implement our projects. They are: 1. Climate change, 2. Biodiversity & natural systems, Resources & circularity, 4. Social value & equality, 5. Safety & Well-being

2.3.3 CSR and Integrity Governance Structures

CSR is at the heart of who we are as a company. It is part of our approach across all aspects of our business and the way we work. It is encapsulated in our brand promise: to Enhance Society Together. Governance structures for CSR and Integrity define and guide this approach. It is integrated in our way of working via our Integrated Management System and covers our QHSE Management, our Compliance Integrity Management and our Information Security Management. Our Integrated Management System ensures all employees follow common working practices.

Integrated Management System

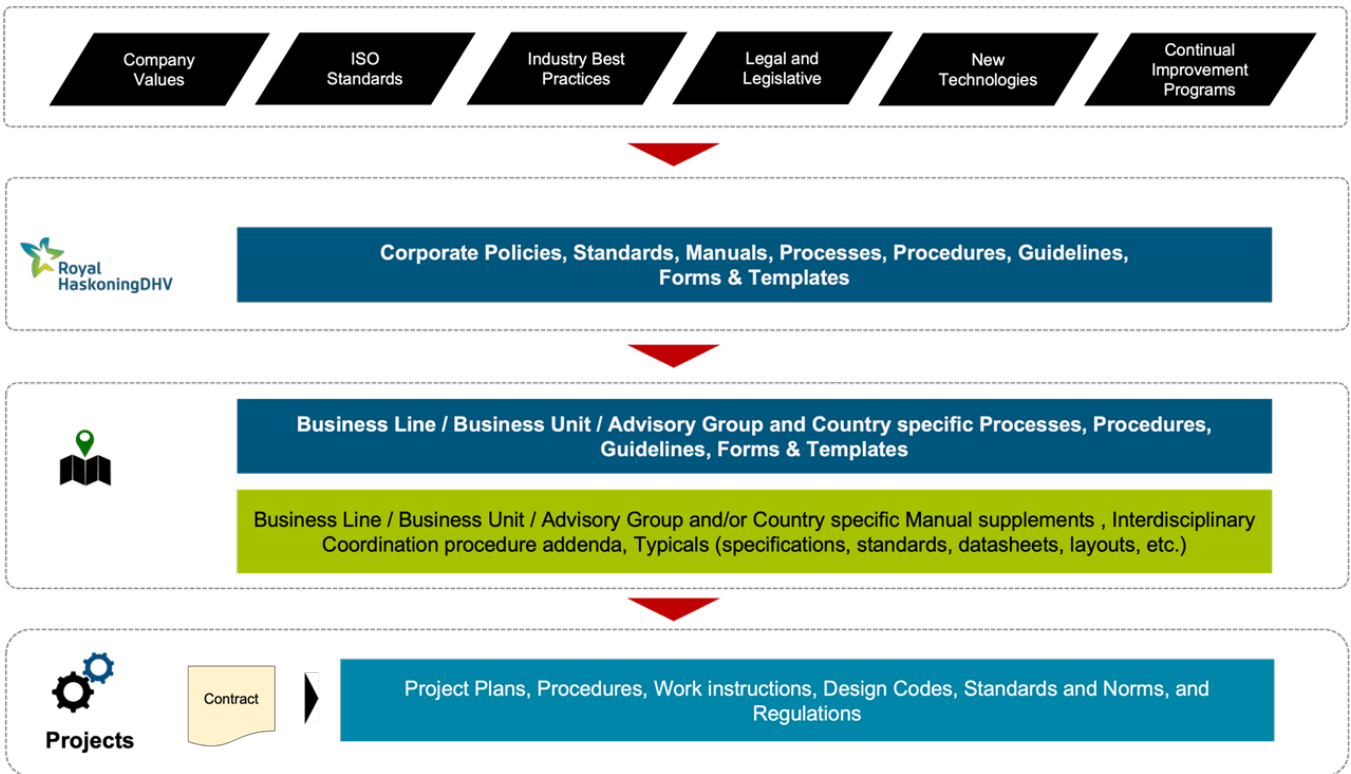
Our Integrated Management System enables us to deliver quality products and services to our clients across the world based on common working practices. It covers quality, health & safety and environment, as well as integrity, business continuity, knowledge management, information security, data privacy and our business principles.

The Integrated Management System is based on and certified against international standards: ISO 9001:2015 (Quality), ISO 14001:2015 (Environmental), ISO 45001:2018 (Occupational Health & Safety), ISO 37001:2016 (Anti-Bribery) and ISO/DIS 37301 (Compliance).

As a result of audits done in 2020 and 2021, our [ISO 9001](#), [ISO 14001](#) and [ISO 45001](#) certificates remain valid until September 2022.

Eurocompliance is our certification body for [ISO 37001:2016](#) (Anti-Bribery) and [ISO/DIS 37301](#) (Compliance) certificates, which are valid till November 2023. Before the ISO standards were in place, we held the Anti-corruption Compliance System Certificate issued by ETHIC Intelligence since 2010.

—CEO Erik Oostwegel: "I am proud that the ongoing dedication of our circa 6,000 colleagues is recognised and meets high international standards. Our ongoing efforts have clear benefits. The impact of corruption is felt across societies as it hinders social and economic development around the world. Our zero-tolerance to corruption is a fundamental part of our promise to enhance society together and contribute to the Sustainable Development Goals of the United Nations. It's important to continue our good practice, act with integrity and maintain our zero-tolerance for non-compliance with our global code of business principles."

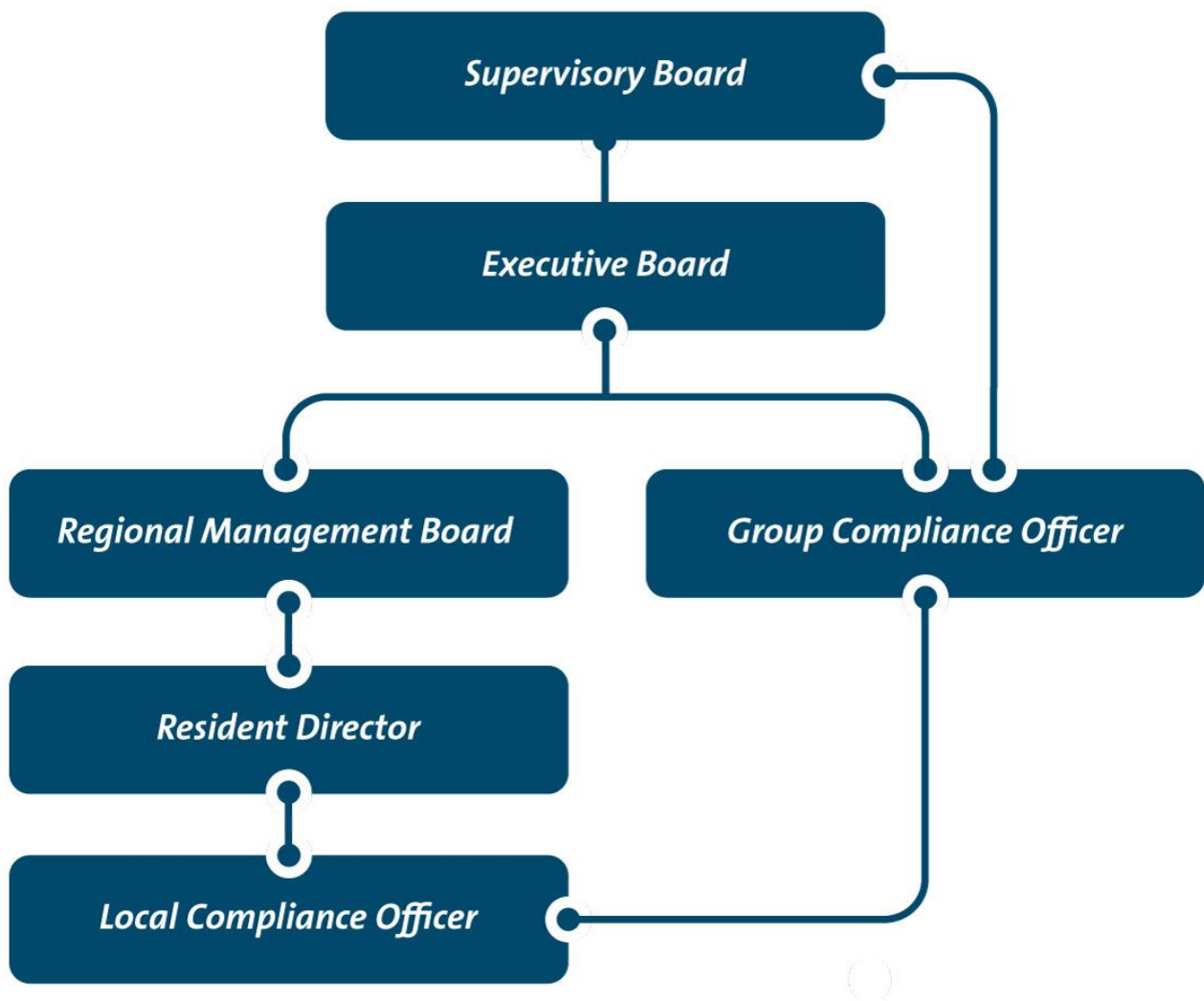


Integrated Management System

Acting with integrity

Royal HaskoningDHV acts ethically and with transparency in our business dealings. We have a zero tolerance towards bribery and corruption, and we aim to meet and surpass standards for international best practices. Our commitment to decent behaviour and integrity is integral to our culture, rooted in our vision, mission and core values. Integrity is communicated through our Global Code of Business Principles and our Compliance Integrity Management, which are ultimately owned by the Executive Board.

Compliance Integrity Management



Our Integrity Management Structure

Our Compliance Integrity Management safeguards the integrity of Royal HaskoningDHV and its employees. It is embedded throughout the company. The system describes the scope of compliance, the organisation structure and the reporting lines to ensure compliance with internal policies and legislation. The Group Compliance Officer and Local Compliance Officers form an integrated part of the system. The Group Compliance Officer reports to the Executive Board and has the authority to escalate any serious matter to the Supervisory Board. The 18 Local Compliance Officers are the local representatives for any compliance related matters.

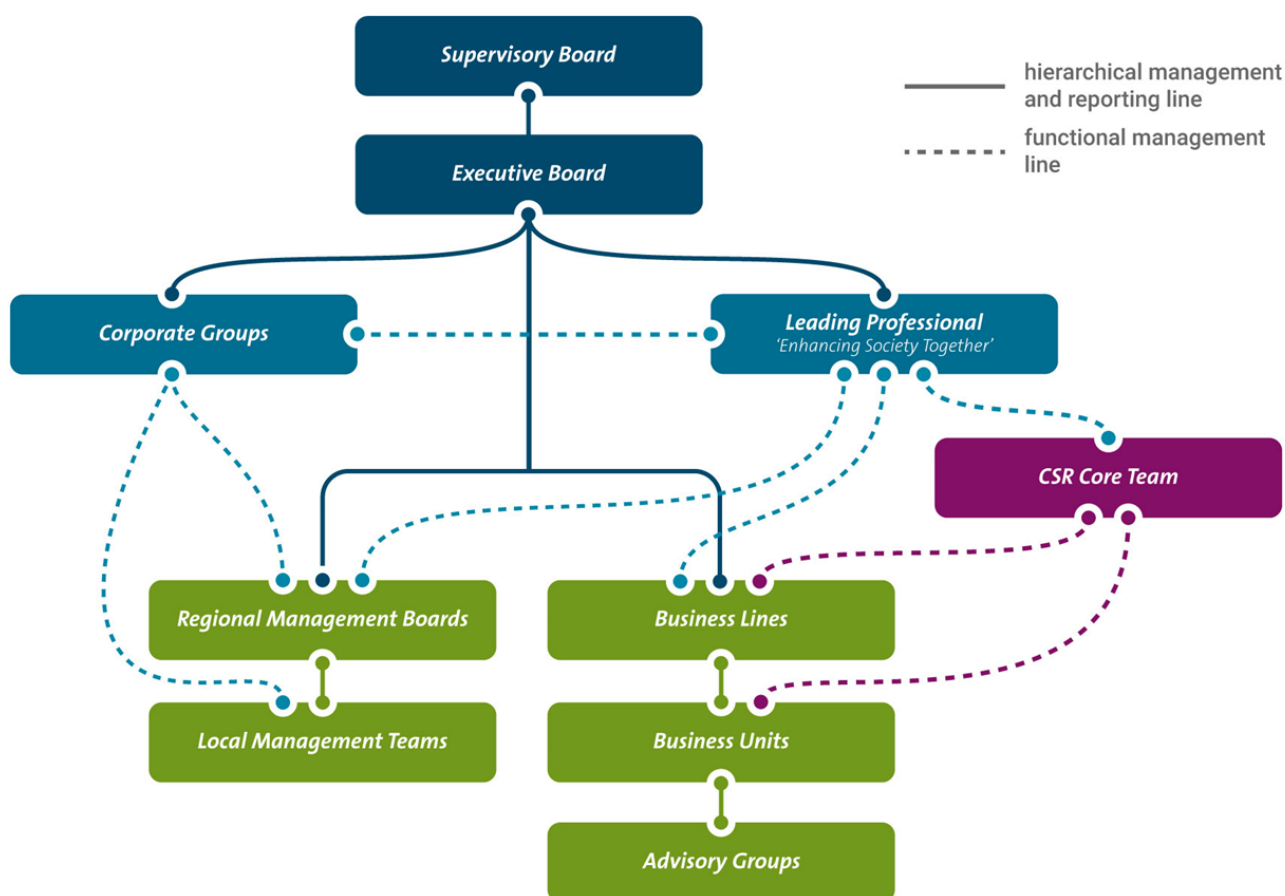
The system also explains our internal policies regarding ethical conduct and business practices. It includes guidelines to help employees deal appropriately with a broad range of topics like human rights, labour and social standards, anti-corruption, environmental protection, privacy and data protection.

Cyber Security and Personal Data Protection

The security of data and information, protection of privacy and safeguarding uninterrupted operations receive ongoing investment, focus and effort, as described in our [Annual Report Section Cyber Security](#).

2.3.4 Our Corporate CSR Structure

Corporate Social Responsibility (CSR) is fully integrated into our activities. It is led by senior management from strategy to delivery.



Our corporate CSR structure

Our CEO Erik Oostwegel spearheads our commitment and discusses strategic relevance with Supervisory Board and Shareholders (the Stichting (foundation) HaskoningDHV and the Stichting Administratiekantoor HaskoningDHV ("the Trust Office")), among others.

In 2021 Matthew Hunt was appointed Leading Professional for Enhancing Society Together. He is translating the company's sustainability strategy into clear priorities, leading implementation, and encouraging and driving change across our business. He is currently working together with the businesses and corporate groups to address their contribution.

Our Sustainability Policy Statement and key ambitions for the development of the company are evaluated annually by our QHSE department (and approved by our CEO).

Business Line and Corporate Group Directors incorporate CSR into their activities, supported by relevant business and corporate group sustainability leads.

Regional Management Boards and Resident Directors take responsibility for local CSR plans and actions which are based on our internal CSR programme called the CSR Charter/Programme. CSR is also managed at a functional level across our strategic and operational areas.

The CSR Core Team serves as the central coordinating body for our CSR strategy, benchmarking and reporting. Chaired by our Leading Professional Enhancing Society Together (Matthew Hunt), it includes representation from senior leaders and specialists.

In addition, we have a network of internal ambassadors who increase awareness among our employees. Each business and corporate group has themed focus areas in their overall and/or separate CSR plans and actions which align to the Sustainability Policy Statement priorities. These include, for example, the realisation of carbon reduction goals in projects and operations. The results are shared in management reports, internal communication channels and tools, team meetings, and in our Annual Report and CSR Report.

CSR is also integrated in our company and way of working via several integrated management processes and systems, which are verified and certified by internationally recognised bodies, [as presented in the subsection Principles, Standards and Certifications](#). Our standards for QHSE and Integrity which form part of our Integrated Management System are [explained in the subsection CSR and Integrity Governance Structures](#). Our Information Security Management System is [explained in the subsection Cyber Security and Personal Data Protection](#).

2.3.5 Principles, Standards and Certifications

As an international company, we are guided by several principles and standards, [as presented in our Annual Report Section Integrity](#) and our [website](#). Additional information on a selection of the principles, guidelines, standards, regulations and certifications can be read below.

Certified Compliance Integrity Management System

Our Compliance Integrity Management System has been audited and certified since 2010. As of 2020, we are compliant to international ISO standards and have been assessed and certified as meeting the requirements of the ISO 37001 standard for our Anti Bribery Management system, as well as meeting the ISO 37301 standard for our Compliance Integrity Management System.



ISO certificates 37001 & 37301

UN Global Compact

Royal HaskoningDHV has supported the UN Global Compact (UNGC) network since 2008 and in 2020 signed the [UN Statement for Renewed Global Cooperation](#). We embrace The Ten UNGC Principles on human rights, labour, environment and anti-corruption which are integrated in our Global Code of Business Principles. We actively show our commitment to these principles in our tenders and offers and share our principles on integrity and compliance with suppliers and sub-contractors through e-learning. Our activities are reported annually through our [Communication on Progress \(COP\)](#).

Our Global Code of Business Principles

We operate in a variety of cultural, social and business environments across the world. 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 Ten Principles of the UN Global Compact](#). These are embedded in our daily business through our Code of Business Principles.

The Global Code of Business Principles defines basic, globally applicable standards of conduct and what is expected from employees. We 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.

Purchasing policy/supplier code of conduct

In 2021, we introduced a sustainable procurement policy in the Netherlands, applicable to all purchases for use within our organisation, excluding those made for client projects. It enables us to purchase in a uniform and sustainable way and covers purchase and maintenance as well as the life cycle use of products and services. The policy favours the selection of suppliers who have embedded sustainable and ethical practices in their organisation and challenges suppliers to reach for the most sustainable solutions at an early stage. With this policy we commit to identify areas of sustainable risk where possible and collaborate with suppliers to reduce this risk. Progress will be included in future CSR reports and new contracts monitored to ensure they meet our guidelines.

In the United Kingdom, supplies and stationery are sourced from a single supplier. Most items on the core list are environmentally friendly.

Third-party assessments

As a follow-up of the implementation of our third-party assessment tool a year earlier, in 2021 we worked hard to extend the tool to include subcontractors. The tool has been used for all new clients. It includes, among other things, a review of the ultimate beneficial owners, directors and politically exposed persons. We will implement this plan for subcontractors in 2022.

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.

Ecovadis certificate



Colleagues celebrating the obtained EcoVadis gold medal in 2021 for the sixth consecutive year



We are proud to receive the Gold medal from universal sustainability ratings provider [EcoVadis](#). EcoVadis assessed our Corporate Social Responsibility practices in 2021 and awarded Royal HaskoningDHV Group the Gold medal for the sixth consecutive year.

The company's Global Supply Chain Rating is highly valued in the industry and illustrates the performance of more than 40,000 companies worldwide rated by EcoVadis. The index places our company in the top 2% of architectural and engineering firms and in the top 5% for overall CSR-performance among all businesses rated.

The Gold medal covers international standards on sustainable development like ISO 26000, UN Global Compact and Global Reporting Standards ([view our GRI table here](#)). The assessment includes environment, labour practices & human rights, fair business practices, anti-corruption and sustainable procurement. Our EcoVadis CSR Performance details, including a Score Card Summary, are available on our [website](#).

Leadership in project information management processes

We are committed to use a standard approach to define, create, validate and share project information. This can be demonstrated with our BIM/ISO 19650 certification [as presented in the Annual Report Section Quality Management](#).

Laws and Regulations

In carrying out our projects we comply with local applicable anti-corruption legislation, EU legislation and rules for firms on competition, human rights and anti-corruption. The extra-territorial governance of the UK Bribery Act and the US Foreign Corrupt Practices Act apply in all our entities worldwide since they affect our entities based in the United Kingdom and United States, as well as staff originating from those countries and projects initiated in them.

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 our projects are executed globally.

2.3.6 GRI Table

The information in the [Annual Report](#) and this CSR Report is also presented in the [GRI table \(self assessment\)](#).

| GRI CONTENT INDEX TABLE 2021 | | | | | |
|---------------------------------|--|--|--|---|----------|
| GRI Standard | Disclosure | Information source | | | Comments |
| | | Annual Report 2021 | Corporate Social Responsibility Report 2021 | Website | |
| GRI 2: General Disclosures 2018 | 2-1 Organisational details | Introduction by our CEO | Introduction by our CEO | https://www.royalhaskoningdhv.com/en/about-us/company-profile | |
| | 2-2 Entities included in the organisation's sustainability reporting | Our Company - Our Global Leading Markets and the Netherlands Our Company - Our Stakeholders and how we Engage | Our Role in Society | | |
| | 2-3 Reporting period, frequency and contact point | Introduction by our CEO - Scope and approach | Introduction by our CEO - Scope of this report | | |
| | 2-4 Restatements of information | | Our Performance - Employability - second table total hours spent on training and development data 2020 | | |
| | 2-5 External assurance | Introduction by our CEO | Introduction - Scope of this report | | |
| | 2-6 Activities, value chains and other business relationships | Our Company - Our Stakeholders and how we Engage | Our Role in Society - Our Value Chain | https://www.royalhaskoningdhv.com/en/about-us/company-profile | |
| | 2-7 Employees | Key Figures - Employees Report of the Executive Board - Our People | Our Performance - Employability | | |
| | 2-8 Workers who are not employees | Key Figures - Workforce | Our Performance - Employability | | |
| | 2-9 Governance structure | Our leadership | Our Role in Society - Our Strategy - Our | https://www.royalhaskoningdhv.com/ | |

Our Performance



3 Our Performance

Across the world, urgent action is needed on social and environmental challenges. We are taking the lead by using our expertise, knowledge, and capabilities to change our own operations to reduce our carbon footprint and become more sustainable. More and more organisations are seeking to do the same and, in 2021, we received a growing number of questions and projects connected to net zero from clients. As organisations make these commitments to sustainability, they see the value in our ability to lead in this area and we can increase our impact through projects and innovations with our clients and partners. At the same time, we are actively involved in initiatives that benefit communities in which we work. Throughout this report, we highlight the ways in which we approach our social responsibility to deliver on our purpose: serving clients, developing insights, supporting communities, and acting responsibly.

Our main performance indicators are based on the topics we identified as being the most important for our stakeholders and for the long-term success of our business, as explained in the [section Materiality assessment](#). By setting targets in these areas and tracking progress, we can continuously improve. This chapter shows the highlights of our performance in 2021 (per material topic).



Watch our full interactive visualisation [online here](#)

3.1 Health and Safety

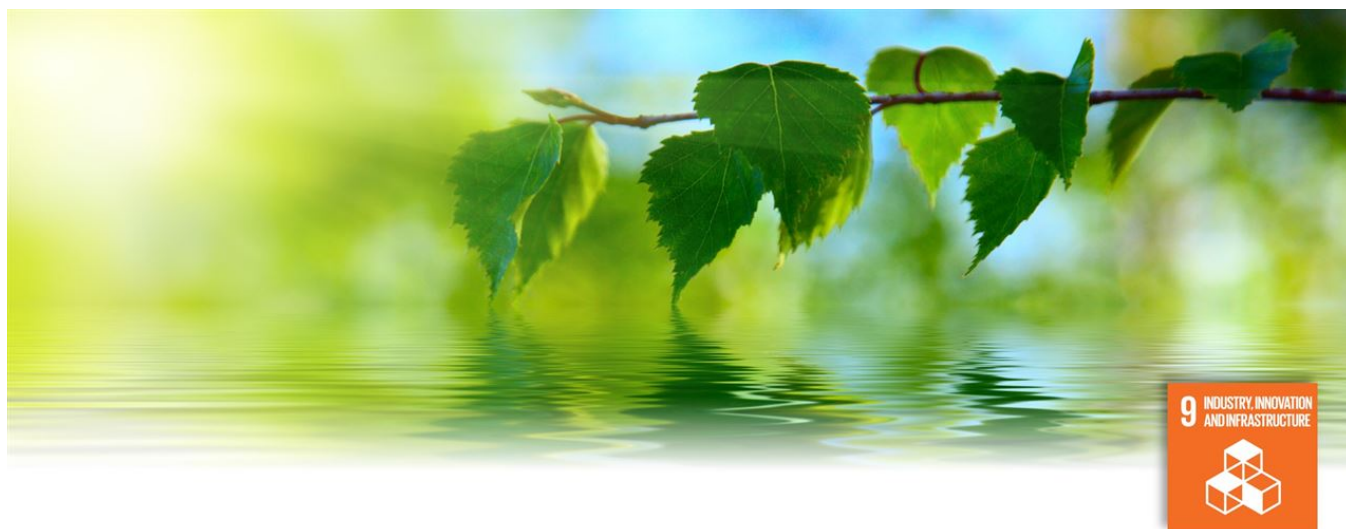
We proactively demonstrate, encourage and support the highest standards of health & safety in design, operation and practice. This applies to our people, our operations and our projects. Our performance, including key figures, [appears in our Annual Report Risk Management](#). The health, well-being and resilience of all colleagues are our top priority, as shown by our [well-being initiatives](#). Additional example projects appear below.

Example projects

Our people-centred approach to design – from transport systems to manufacturing facilities – delivers wide-ranging benefits for health and safety. The approach incorporates extensive stakeholder engagement to identify design choices that increase the well-being and enjoyment of users.

For a complete overview of all the project examples in this report (Annual Report and CSR Report), check [the overview of project examples per SDG](#)

Waste removal is quicker and safer with input from AI and digital twins



Lanner uses digital twins for safe and efficient waste removal

A huge clean-up operation is under way in the United States to clear more than 56 million gallons of nuclear waste from a site to protect a nearby river and surrounding habitat. One of the challenges facing the clean-up team is the sheer complexity of decision making. A single question about how to improve throughput may involve 80 possible scenarios, taking a month to provide an answer.

Our predictive simulation experts at Lanner, working with Washington River Protection Systems, have come up with a solution. In combination with digital twins, they are using cloud computing, artificial intelligence and machine learning to support [the safety and efficiency of the clean up](#) and identify where improvements can be made through automatic bottleneck detection.

The impact has been to dramatically reduce overall computing time, so that these complex questions can be answered in a couple of days, rather than 25. The simulations provide detailed insight into how to plan next stages which has boosted efficiency and reduced human error. For example, in assessing a proposed investment to boost throughput at an effluent treatment plant, the model revealed a bottleneck in the filtration system. Without detection, it would have slowed throughput by 75% compared to targets. The work has consistently enabled challenging deadlines to be met, avoiding fines levied for late removal.

Protecting populations from mine water contamination



The area of the former coal mine Siersza (Poland)

The closure of former coal mines and changing weather patterns creates risks for the environment and for populations. If former coal mines flood, water from the mines can contaminate the natural environment and water systems.

At the area of the former coal mine Siersza in Poland, we are diminishing the threat of waterlogging and flood after restoring the groundwater table. A complete drainage system is being introduced covering the area at risk to preserve and restore proper water conditions, preventing hydrogeological damage associated with the end of coal mining.

Understanding key safety issues for employees



Watch our full interactive visualisation [online here](#)

Safety campaign: Do you have your safety glasses on?

A safety campaign addressed safety issues among employees. The idea was to look through the perspective of safety glasses. In online polls employees were requested to answer and discuss 'what is the most important safety issue?'. Ultimately, mental safety was seen as most important to the employees.

3.2 Quality and Sustainability in our Products and Services

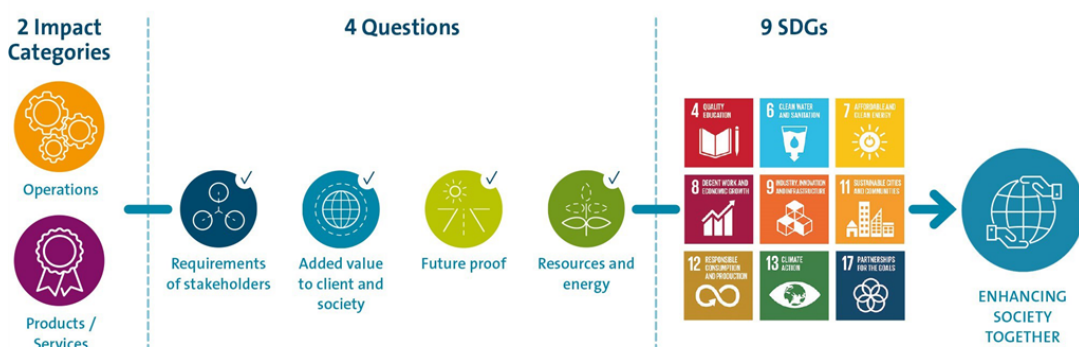
The quality and sustainability of the products and services we deliver for clients are key to our continued success and enable us to deliver on our mission. We ensure global standards and practices are integrated into our ways of working through our [Integrated Management System](#). Certification of the system against international standards supports our commitment to quality. The full range of certifications renewed and gained in 2021 [appears in our Annual Report Section Quality Management](#).

How we challenge our clients to make sustainable choices

We constantly challenge ourselves and our clients to make sustainable choices and use 4 Questions in our conversations with clients and partners to help us identify where we can add value for society, limit the use of resources and minimise potential negative impact. They ensure we maintain our focus on specific SDGs and help us find solutions that meet the needs of society as well as our client.

The use of the 4 Questions provides a performance indicator on our sustainability commitment and, during the year, our 4 Questions were used in 85.7% of our light and full projects (excl. basis projects). The questions are:

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 (including clean water) and energy?

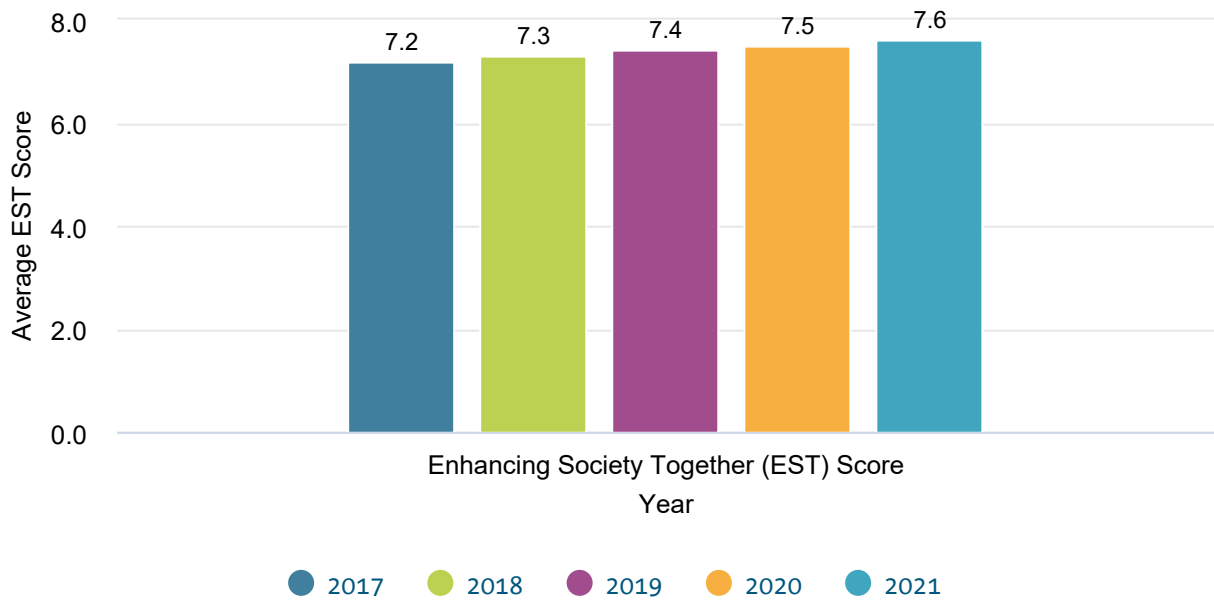


The use of the 4 Questions helps quantify how we are implementing sustainability and has been effective at encouraging change within projects we undertake. However, we are working on a new measurement system which captures our impact in more detail across a wider range of specific measures.

Client satisfaction

Client satisfaction is an important indicator of our performance as a company. We measure this in various ways, including via satisfaction surveys on completion of a project. In the survey, clients provide us with a rating score for Enhancing Society Together. The majority of our clients rates us good or very good on the delivery of our brand promise Enhancing Society Together. This results in an average Enhancing Society Together score of 7.6 on a scale from 0 to 10.

Enhancing Society Together (EST) Average Score



| Year | Enhancing Society Together (EST) Score | # EST question answered |
|---------|--|-------------------------|
| 2017 | 7.2 | 541 |
| 2018 | 7.3 | 827 |
| 2019 | 7.4 | 881 |
| 2020 | 7.5 | 661 |
| 2021 | 7.6 | 701 |
| overall | 7.4 | 3750 |

More Client Reviews

A selection of the comments that are provided by our clients appears in our [Annual Report section Our stakeholders and how we engage](#). Additional examples appear below:

"Working with Royal HaskoningDHV is like having a partner on your project."

City Of Parramatta Council (Australia)

"As per its motto 'Enhancing Society Together' Royal HaskoningDHV was found true to its motto especially in the field of water /waste water. The company has a sufficient and competent work force required for supervision and consultancy in the field of water /waste water."

Stup consultants Pvt Ltd (India)

"With Royal HaskoningDHV you have a partner on board who understands that it is not only about good expertise in the content, but also in line with the culture of your company."

Lamb Weston Meijer VOF (Netherlands)

"In my experience the advisor of Royal HaskoningDHV is understanding towards change processes, as well as progressive and flexible in driving change."

Brabant water N.V. (Netherlands)

"Royal HaskoningDHV provided a very capable and competent team who successfully delivered high quality and meaningful results, which were easily interpreted and understood within expected time-frames."

Bundaberg Sugar LTD. (Australia)

"The contribution made by Royal HaskoningDHV in its role as Independent Engineer to our project has exceeded all expectations to the point that it has become a key player in finding pathways for the project to progress."

AMWC - Al Manara Water Company Limited (Sudan)

"With the Royal HaskoningDHV team we found a competent partner that guided us through our project with knowledge, competence but also partnership. We would definitely pick Royal HaskoningDHV again for any upcoming project."

Saitex Fabrics Dong Nai Co. Ltd (Vietnam)

"Presenting the technical information about the design to the stakeholders was excellent. Often the stakeholders are not technically minded and the Royal HaskoningDHV team bridged that gap very well."

Ho Tram Project Company Ltd. (Vietnam)

"The team from Royal HaskoningDHV has shown considerable personal and corporate commitment in supporting the Sizewell C project. The standard of technical work has been excellent, as has the willingness to 'roll up sleeves', collaborate and solve some complex problems to deliver a solution that balances the needs of the client and numerous stakeholders."

NNB Generation Company SZC Ltd. (United Kingdom)

"Royal HaskoningDHV have been a pleasure to work with. Compared to other design and engineering companies, they really understand how to meet the travel needs of cyclists and pedestrians with other road users. They bring outstanding experience and technical skills as well as excellence in communication and collaboration."

Bike safe West Oxfordshire Limited Oxfordshire (United Kingdom)

"Royal HaskoningDHV provides value for money and make sure projects get delivered within allocated time threshold regardless of the magnitude of the challenges encountered during the execution of the project. I am in awe of the professionalism shown by their senior technical staff just to make the project get delivered. They even volunteered to continue working on the project after budget exhaustion and end of the contract duration. This is rare and cannot go unappreciated."

NMBM (Southern Africa)

Example projects

For a complete overview of all the project examples in this report (Annual Report and CSR Report), check [the overview of project examples per SDG](#)

Working with nature to improve climate resilience at Kansai International Airport



Damage after a typhoon at Kansai International Airport in Japan.

The devastation and flooding caused by a powerful typhoon at Kansai International Airport in Japan resulted in all operations being halted for two weeks. The economic impact on the region was estimated to be around 500 million dollars. With extreme climate events becoming more frequent in the country, the airport needed to mitigate future impacts and reduce downtime.

Our solution was guided by the fact that full flood prevention could not be achieved due to the extreme nature of these climate events. [We needed to build with nature](#) to ensure that future disruption would however be minimised. We explored adaptation and mitigation measures using detailed simulations of what happened when the typhoon struck. One measure we identified was to use a canal running between the north and south areas of the airport to provide a catchment area for flood water.

The impact of our [proposed solutions](#) will reduce climate-related downtime from two weeks to two days and increase the protection of critical assets and priority areas. Through our work, we engaged with stakeholders to raise understanding of flood scenarios which will improve safety of passengers and staff during extreme climate events.

Optimisation strategy avoids Day Zero without new reservoirs



Avoiding Day Zero in La Paz, Bolivia

Changes in weather patterns connected to climate change are bringing periods of sustained drought which put the availability of public water at threat. For example, in 2016 the capital of Bolivia, La Paz, experienced Day Zero when drinking water reserves were almost depleted due to extreme drought. Schools were closed and drinking water brought in by army trucks. A national state of emergency was declared. However building new dams and reservoirs to expand supply creates significant impact on ecosystems, social impact, significant investments and long implementation durations. Is there another way?

We developed a solution which [optimises the existing network of 25 dams and reservoirs](#) and avoids the need to expand the current water system. We have created a semi-online monitoring network powered by solar panels to replace in-person reporting from across the Andes. Data from this monitoring system is linked via smart software to an advanced hydrological model that we have built. The model uses this data as well as weather forecast information to generate possible scenarios. It can provide future Day Zero predictions with around 18 months' notice, providing enough time to prepare adaptive measures and mitigations.

Operational optimisations reduce spillage and evaporation equivalent to introducing a new dam and reservoir. The system also reduces contamination and chemicals needed to purify the drinking water. The impact of these optimisations mean the investments will have paid for themselves within four years. Furthermore, the water system operations will be more robust, preventing supply interruptions to the city of 2.2 million people, and reducing chances of Day Zero from once every four years to once every 10 years. Even when shortages are predicted, sufficient time is provided to allow adaptive measures to be introduced.

Biodiversity boost from zero carbon energy system

Our planet is facing threats on many fronts – from climate change to the decline in the natural environment and water quality. A nature-based solution for extracting renewable energy could bring benefits across multiple areas.

We are evaluating a concept that combines a surface water heating system with a naturally purifying wetland in a case study for the city of Amsterdam in the Netherlands. The system, called ZOET, involves constructing canals which include areas of vegetation for wildlife. The wetland areas improve water quality by trapping sediment and removing phosphorus. They also increase the potential for extraction of thermal energy making surface water heating systems more feasible and profitable.

Such a system can bring many benefits for urban areas. The wetlands introduce areas of nature to increase biodiversity and improve water quality. In addition, the system provides a zero-carbon energy source to assist ambitions to reduce greenhouse gas emissions.



Roadmap starts process to build climate resilience in typhoon-struck island in the Philippines



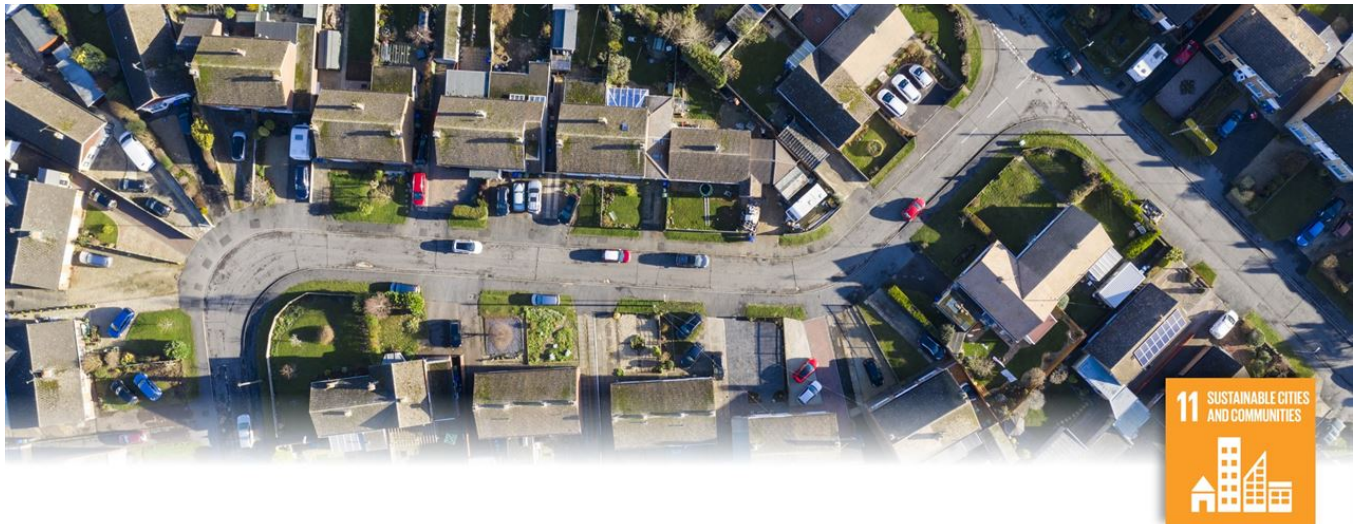
The Catanduanes Island in the Philippines

Inhabitants of the Catanduanes Island in the Philippines are experiencing the devastating impact of climate change. In 2020, four consecutive hurricanes hit the island, including typhoon Goni – the strongest landfalling tropical typhoon on record. Death and destruction were left in its wake. Royal HaskoningDHV, as part of a Netherlands Enterprise Agency (RVO) funded and organised DRR-Team Mission, in partnership with Philippine Reclamation Authority and further support from the Netherlands Government, has developed a roadmap towards a Coastal Management Strategy. This will lay the foundation for improving Catanduanes' climate resilience and safeguarding people's lives and livelihoods.

The roadmap identified appropriate strategies and measures (structural and non-structural) to mitigate impacts of natural hazards. These take into account technical, environmental, social, financial and economic conditions as well as the increasing challenges of climate change. It provides a useful first step in planning and budgeting, while directing increased efforts towards maintaining existing infrastructure.

The next step is the masterplan which will provide timings for efficient and practical implementation. The capex and opex estimates provided in the roadmap will be useful for prioritising measures and managing expectations. To ensure long-term resilience in the face of the significant influence of climate change on the coastal communities, the masterplan needs to incorporate adaptive path planning. That's because some mitigation measures may be effective in the short term but fail to offer sufficient protection in the longer term.

Financial sector regulations and risk addressed in high-tech solution



Properties and assets at risk from climate-related weather events

New legislation effective from April 2022 in the United Kingdom, and set to be introduced in Europe over the next two years, requires large companies and financial institutions to report on climate-related risks and opportunities. Banks and building societies are complying with regulatory expectations by taking steps to ensure they can provide sustainable lending in the face of a changing climate. To do so, they need to have a clear understanding of risks facing their asset portfolios.

This information is now available through a solution provided by a company of Royal HaskoningDHV, Ambiental. Ambiental's Climate Suite provides a [transparent, data-driven view](#) of properties and assets at risk from climate-related weather events - now and in the future. It enables future risks to be quantified for any given year or across any required timeframe, so assessments can be based on the exact duration of an investment, mortgage, or insurance policy.

It results in safer, more sustainable investments and simplified compliance with the new mandatory financial reporting regulations. For example, the oldest building society in the world - the Scottish Building Society - has assessed the current level of risk to more than £ 400 million (€480m) in mortgage investments using Ambiental's flood risk insights.

New port terminal benefits local economy



New container terminal brings positive impact for the local society by creating new jobs, boosting the economy and meeting international safety standards.

Major infrastructure projects can bring significant positive impact for the local society, creating new jobs and boosting the economy. However, a common challenge is to keep control of costs while ensuring the development will meet future requirements as well as international safety standards. The construction of a [major new container terminal constructed in Vietnam](#) was further complicated by incorporating earlier work that had been carried out nearly a decade previously.

Our solution updated the original design to provide a jetty which can accommodate larger future vessels. We maximised the use of precast concrete elements which significantly improved the quality, safety, speed and ease of construction. Further cost savings were achieved during the tender process in partnership with our client Gemalink.

The impact was to reduce overall project expenditure by 10% compared to the original design from 2010. We helped the local contractor improve working practices which raised health and safety performance on this project and will benefit the contractor's future activities. The success of our approach to design, engineering, tendering and construction project management services was recognised in the [2021 Award of Merit](#) in the ENR Global Best Projects Competition, in the Ports/Airports category.

3.3 Integrity and Ethical Performance

Integrity and ethics are at the core of our company. As well as being guided by various international principles and standards, we aim to meet and surpass best practice standards. As part of our policy, we have zero tolerance for bribery and corruption and integrate our commitment into our [Compliance Integrity Management System](#). Activities to strengthen our commitments appear in our [Annual Report Section Integrity](#), which includes details of issues raised and action taken during the year. Additional examples of our efforts in 2021 appear below.

Example projects

For a complete overview of all the project examples in this report (Annual Report and CSR Report), check the [overview of project examples per SDG](#).

Speak-up Awareness day

If we want to unlock our full potential, we need everyone to bring their true self to work while respecting the other, express their ideas and opinion freely, without fear of any repercussions. It is our shared responsibility to create this safe environment and stimulate people to speak up. We create a safe environment when we openly talk about our own experiences and what we need. We are a learning organisation, which means we are not perfect, but strive to do better every day. To highlight the importance, we organised our Speak Up Awareness Day in November 2021.



Marleen Buis (Group Compliance Officer), Claire de Nerée tot Babberich (Brand Marketing and Communications) and Erik Oostwegel (CEO) in conversation about Speaking Up.

Dilemma sessions

Ethical dilemmas are discussed in Dilemma sessions, focusing on real work situations which could happen to everyone. Together with colleagues we made a deep dive into what options are on the table and why not everyone would respond in the same way. During the interactive sessions, we stimulated awareness of integrity, openness and transparency.

Anti bribery e-learning

In 2021, almost all employees have completed an e-learning about anti bribery. With this e-learning we have created extra awareness for our zero tolerance towards bribery and corruption and our [ISO37001 certification](#).

3.4 Economic and Financial Performance

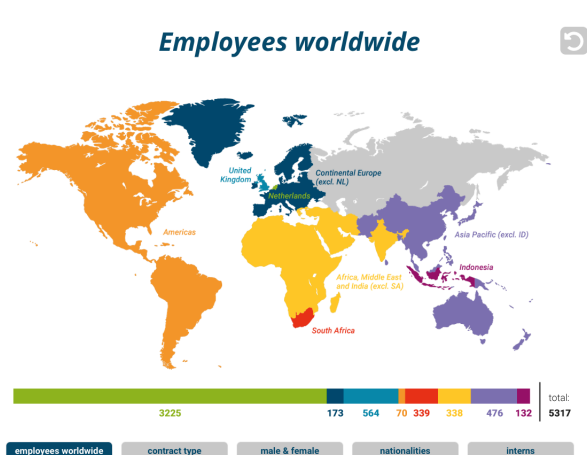
The financial strength of our organisation is necessary for us to fulfil our ambitions. We are very satisfied with our performance for 2021 measured through indicators such as revenue growth and EBITA recurring. [Key figures appear in our Annual Report Section Key Figures..](#)

3.5 Employability

People are a leading attribute in our success. Our commitment to good relationships and working conditions is supported through regular pulse checks and consultation with the Works Council. Equal opportunities are a key part of our policy. Read more about our approach and initiatives undertaken in 2021 in our [Annual Report Section Our People](#), including our measures to enable inclusion, encourage diversity (of thought) and [external recognition for our great working environment in Vietnam](#). An overview of our data and additional initiatives appear below:

2021 Data

Data about our workforce can be viewed in our [Annual Report Section Our People](#).



Watch our full interactive visualisation [online here](#)

Learning and inspiring

The skills and competencies needed in today's working environment are constantly evolving and, in response, we are developing highly-skilled teams with the knowledge and flexibility to rise to the complex challenges faced. We continue to develop digital capabilities at every level and to embed a culture of innovation. As part of our programme [to unlock potential](#), we encourage everyone to have the confidence to share their ideas and perspectives, whatever their age and experience.

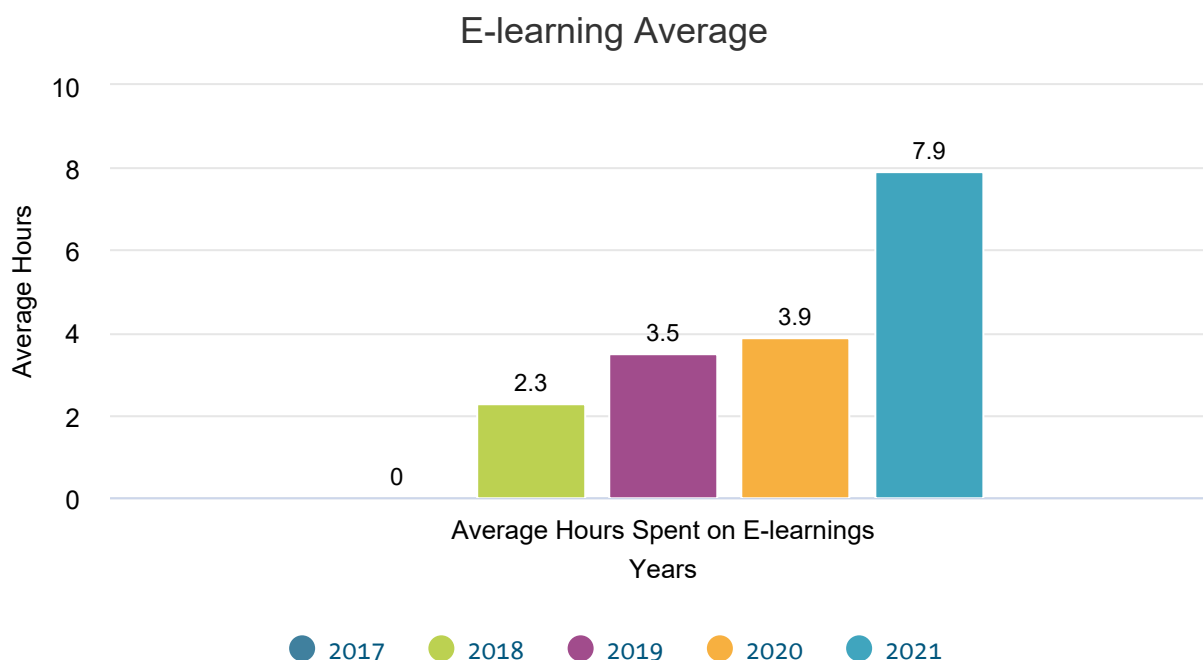


Watch our full interactive visualisation [online here](#)

Online training data

This first table shows internal online training and development hours from our employees. Other learning initiatives such as external training, workshops, conferences and spare time investments are not measured.

| Year | Average Hours Spent on E-learning | Total hours |
|------|-----------------------------------|-------------|
| 2017 | 0 | 281 |
| 2018 | 2.3 | 13.211 |
| 2019 | 3.5 | 20.446 |
| 2020 | 3.9 | 22.709 |
| 2021 | 7.9 | 45.842 |



| | 2021 | 2020 | 2019 | 2018 | 2017 |
|---|--------|--------|--------|--------|------|
| Average workforce | 5721 | 5781 | 5862 | 5818 | 5830 |
| Total hours spent on training and development | 215912 | 182479 | 216015 | 172267 | |
| Average hours per employee | 38 | 32 | 37 | 30 | 33 |

The second table shows the (average) number of hours booked by our staff for training and development. This includes internal and external training, workshops, symposia and online trainings, among others. Excluding spare time invested in training and development. Compared to the table shared in our [report from last year](#), the data for 2020 (average workforce and average hours spent per person) has been corrected.

A new learning initiative in Southern Africa

Across our organisation, we are providing colleagues with the space and opportunities to join in and discover new ways of working and thinking. Level Up is a new learning initiative in Southern Africa, designed to help improve skills, learn new ones, broaden and deepen existing knowledge, and teach others.

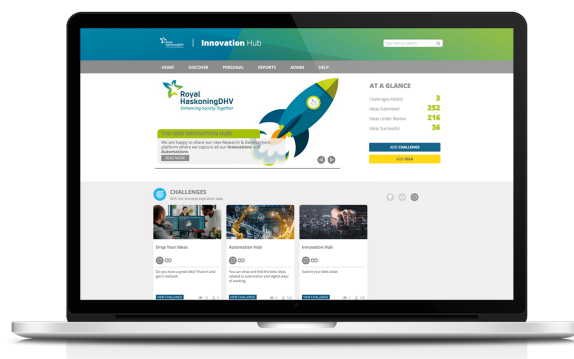


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Watch our full interactive visualisation [online here](#)

The Innovation Hub empowers colleagues and new ideas

The culture of innovation, in which employees feel empowered and able to contribute ideas and innovations to develop our activities and our digital ways of working, is also key to our transformation programme. The Innovation Hub, through which we gather and build on innovative ideas, is becoming increasingly well-used across our business and helps embed the culture. In 2021 we have relaunched the platform. During 2021 around 265 ideas were dropped into the platform. After an idea is contributed to the platforms, innovation leaders can pick up the idea and develop it into innovations or digital ways of working.



Innovation Hub

Digital academies and learning paths



We have several academies to strengthen functional and technical knowledge of our employees, aligning strongly to our [Stronger25 agenda](#). There is a Commercial Academy to strengthen our commercial ways of working, a Digital Academy to improve our digital skills and maturity levels and a People Academy around important soft skills, leadership and behavioural topics.

We also created learning paths with a combination of learning resources (online learning, e-learning, face to face training, articles etc.) to guide employees towards specific learning goals. Some examples:

- Digital learning path for project managers. Since its start, over 400 project managers enrolled.
- Digital learning path on topics of CDE (Common Data Environment) and Python.
- Mentoring approach to allow people to learn from each other. We emphasise the mutual learning: Both mentor and mentee learn from this process

Young Professional Programme

To fast-track the development of new graduates and accelerate technical and digital skills, we continue to offer an 18-month learning programme for graduates which includes one-to-one buddy support, on-the-job training, interactive learning modules, training and networking events. In 2021 there were around 100 participants.

CURRICULUM

Young Professional Programme

Last updated 10/12/2021 Duration 128 hours

Details

Welcome to the Young Professional Programme, Touching the Sky. This is a development programme aimed at the professionals of Royal HaskoningDHV with 0-2 years working experience. In the coming 18 months, you will learn a lot about Royal HaskoningDHV and even more about yourself.

PROGRAMME INSTRUCTIONS

In this chapter, you will find all the relevant information about the organization (structure) of Touching the Sky and subjects we will deal with are mentioned. The course is in Dutch or English but all the materials are written in English language.



Young Professional Programme

Leadership learning path

The vital role played by leaders in shaping the workforce of the future and high-performance teams was recognised in leadership reappointments which took place during the year. To make the transition into a new leadership role successful we focus on the onboarding experience. For new managers there is Lead UP bootcamp to share cultural values and highlight the importance of their role. In 2021 we launched our [Future Leaders Journey](#).

New joiners programme

We have an extensive New Joiners Programme, that provides a new joiner with the needed information and resources to get them up and running. The programme helps the new joiner to settle in, understand the company, our ways of working and highlights important things to do in the first weeks and first few months with the company.

New colleagues are also invited to A Royal Start, which is an introductory event about the organisation in all its aspects. Especially during times of working from home it is a great opportunity to expand one's network across different advisory groups, business lines and corporate groups. It includes the opportunity to chat with a senior manager and ask questions about the company strategy, company vision on Enhancing Society Together, company history, cultural values etc.



| | |
|---|--|
| Your first day <ul style="list-style-type: none"> Global: Your buddy Global: Welcome message Global: How we're organised Global: Our strategy Stronger25 Global: Integrity & Business principles | Your first week <ul style="list-style-type: none"> Global: Our way of working in projects Global: Connecting mindpower Global: Digital ways of working Global: Channels, tools and to do's |
| Your first month <ul style="list-style-type: none"> Global: How to use HR Connect Global: Innovate through digital Global: Responsible and sustainable business Global: How to feel valued and stay motivated Global: Our brand promise | Your country specifics <ul style="list-style-type: none"> Global: Our offices Global: Local induction days Global: Country specifics - South Africa Global: Country specifics - United Kingdom Global: Country specifics |

New Joiners Programme

Quarterly Learning Week

The world is continuously changing, which influences the needs of our clients. These changes ask us to continuously learn and develop to deliver on our strategic goals successfully. To support our learning journey, Royal HaskoningDHV organises a global quarterly Learning Week. The week includes a broad range of webinars, workshops and inspirational best practice sharing. All programmes and workshops are free of charge making the boundaries for people to join as low as possible. We leverage our internal source of knowledge and allow our employees to be a teacher, trainer or mentor on a topic of their passion and expertise.



Royal HaskoningDHV Learning week

Internal Career Centre facilitates a different experience within our organisation

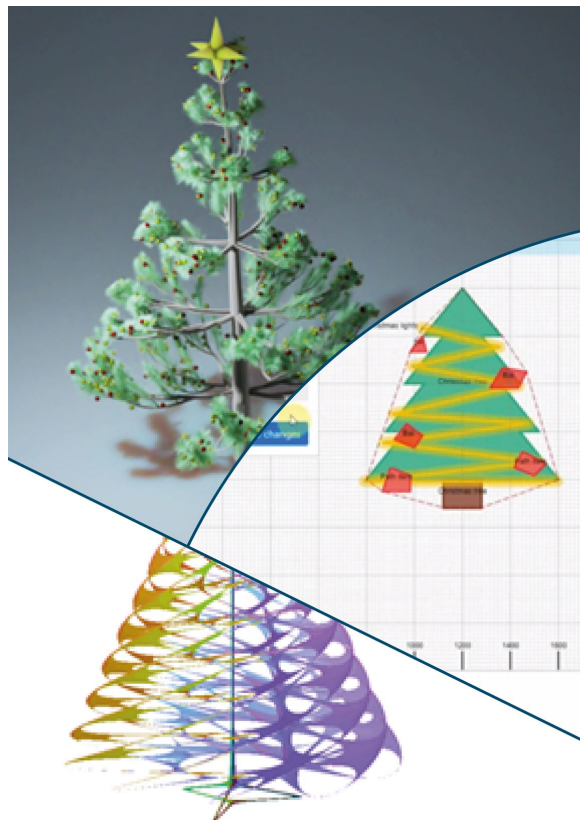
The Internal Career Centre is now in its second year of life. Since its start, around 90 vacancies have been published to all our colleagues worldwide. The Internal Career Centre further promotes our ambition to allow colleagues to grow vertically and horizontally within Royal HaskoningDHV and connects hiring managers with (temporary) vacancies to colleagues seeking a new position. Through the Internal Career Centre, we have already placed dozens of colleagues on new challenges, across business lines and countries.



Internal portal showing a range of HR services such as the Internal Career Centre

Global (alternative for) Computational Design Hackathon

Royal HaskoningDHV is rapidly developing its digital capabilities. To spread the word and make all employees enthusiastic to join this movement, the Computational Design Hackathon was organised in October 2021 for all employees around the globe. We had a kick-off with the Pre-Hack webinar with inspiring speakers Prof. Caitlin Mueller (MIT) and Prof. Dr. Pierluigi D'Acunto (TU München). Due to Covid-19 restrictions the hackathon had to be postponed. Instead, to give people the chance to showcase (and develop) their digital skills, everyone was challenged to design a Christmas tree using digital design tools.



Submitted (digital) Christmas tree designs for the global internal challenge

Hubs@Friday

Hubs@Friday is an initiative that facilitates a 4-Weekly Friday being reserved for personal and professional development. Participants can either work individually to achieve personal goals (through e-learning, books, practice) or work together, orchestrated by Digital Hubs on sharing knowledge & brainstorming.



Hubs @ friday

Graduate Launch Class of '21 / Young UK

The graduate launch programme in the UK is for graduates starting in their careers with Royal HaskoningDHV. The programme takes place over 12 months, and starts with a 2 day residential which covers networking (activities) and training on understanding yourself, communication and body language. After the 2 day residential, we encourage the graduates to attend the quarterly business update webcast. The webcasts cover different topics, among others modules focusing on Client Relationships, report writing and project management.



Graduate launch class of '21

3.5.1 Wellbeing Initiatives

Monitoring the wellbeing of our colleagues

The health, wellbeing and resilience of all colleagues are our top priority. Following the employee resilience survey we started in May 2020, a new survey was organised in 2021. With the survey, we monitor the wellbeing of our colleagues in all regions where we operate, and define appropriate follow-up actions.

We take care of ourselves and each other's health and wellbeing

Take breaks to contribute to your wellbeing



Stay connected with your co-workers





Include some physical movement in your work routine



Daily structure contributes to your wellbeing



Yammer: #westaystrong

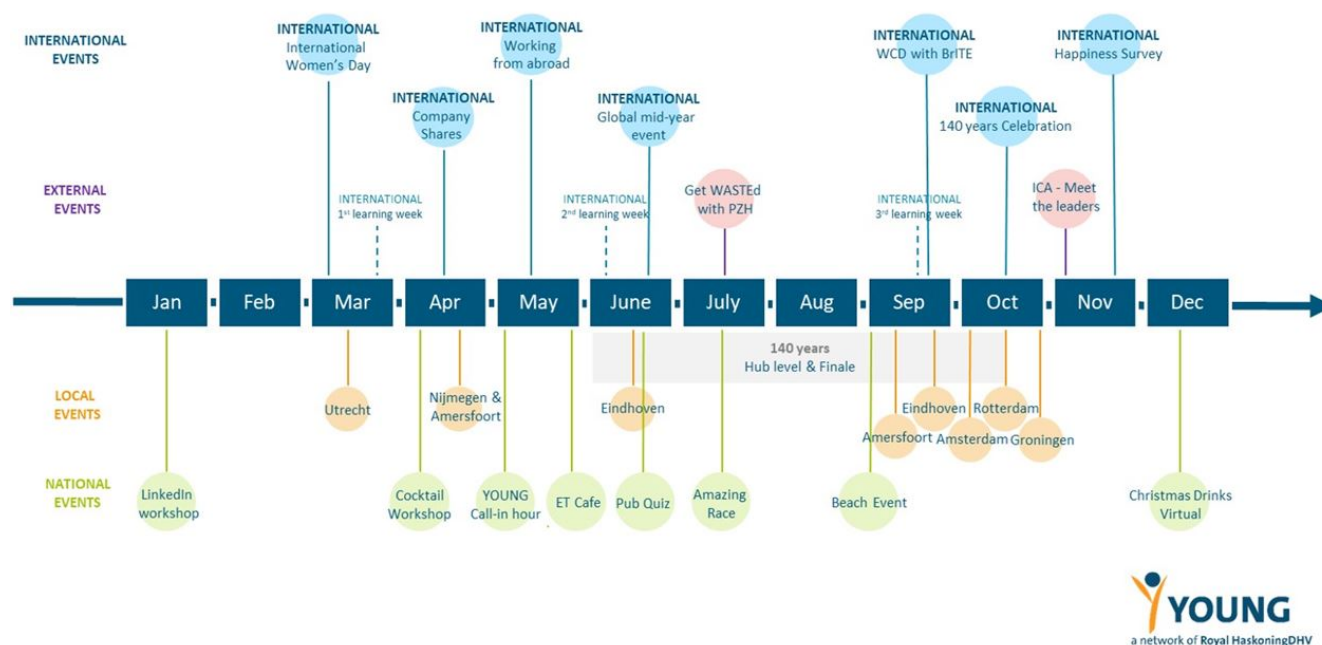
Internal campaign to improve wellbeing of our employees

Inspiring events organised by YOUNG Royal HaskoningDHV

During 2021, YOUNG Royal HaskoningDHV organised various inspiring events, such as a Sustainability Symposium with the Province of Zuid Holland. In addition, lunch sessions were held to discuss issues such as: talent retention within our company; improving engagement between younger and more experienced colleagues; and investing in company shares. Many young colleagues joined together during World Cleanup Day, described in our [Annual Report Chapter Enhancing Society Together](#). With many colleagues working remotely during the year, activities such as virtual quizzes, games and some outdoor events were held to keep people connected and strengthen their networks. Read here about the organisation and goals of YOUNG Royal HaskoningDHV.

YOUNG Royal HaskoningDHV is the international platform that connects more than 2,100 young professionals working for our organisation worldwide. Through its events, young professionals get to know our company, improve their network, exchange ideas and learn from each other. The platform aims to promote cohesion among our young staff by offering plenty of opportunities to connect and stimulate personal development. The platform is also used to raise awareness of opportunities that can impact the daily operations of the company, and collaborate with our senior management, corporate groups and business lines. Our management actively supports YOUNG and provides the opportunity to contribute to the future vision of our company.

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The events of YOUNG Royal HaskoningDHV in 2021.

Training to achieve a healthy balance between work and private life

Working from home has brought benefits to many colleagues – particularly in time saved from the daily commute. However, it's also brought challenges, one of which is establishing a healthy work-life balance. A training programme helped colleagues recognise the issues and identify solutions.

Online Yoga sessions

Working from home can encourage a very sedentary lifestyle when there is no need to travel to a place of work. To counter this and contribute to physical and mental wellbeing, the Mental Health First Aiders team in the United Kingdom arranged yoga sessions for staff. A yoga teacher ran a number of sessions via Teams. These were recorded enabling staff to continue the activity at times convenient to them.

Bring your true selves to work

We're working every day to provide an enriching work environment for all. We encourage individuals' skills, strengths, and perspectives to be heard, used, and amplified. We strive for a collaborative, equal environment where everyone feels comfortable bringing their true selves to work. Read more in our [Annual Report Section Our People](#) about our commitment to breaking down barriers and supporting colleagues and clients.



Watch our full interactive visualisation [online here](#)

Inspiring colleagues by sharing dreams and achievements

Working from home impacted the engagement of our employees. They missed the social and spontaneous aspect of connecting with colleagues in the office. Several online initiatives took place to mitigate this and to keep inspiring each other:

- Our YOUNG Royal HaskoningDHV colleagues created and shared a podcast interview series “How is ... doing?” in 2021 for young colleagues, making 48 episodes to inspire and engage. The series started in April 2020 and has enabled many colleagues to share stories about their life, their dreams, what drives them and what they hope to achieve – as well as explaining more about their daily activities working for Royal HaskoningDHV.
- Serendipity calls and other online events to stimulate engagement ([shared here in our Annual Report](#))
- Every month, architects come together for a meeting where they talk about projects and other things that inspire their work. In the last meeting of the year every architect could send in their favourite project of the year. They had to explain in one minute why this project was their favourite.



The final architects meeting of the year.

Workshops during our quarterly Learning Week

In every learning week we ensure there are workshops and trainings around health and well-being. Examples include: mindfulness, mental resilience, keeping your batteries charged and fit at your desk sessions.

Healthy and sustainable working environment in the Netherlands

We are working on sustainable catering, promoting healthy (high fibre products, vegetables and fruit) and vegetarian food and seeking to reduce waste. In our company restaurant in Amsterdam, the range is completely vegetarian. A limited number of meat options are served in four other offices in the Netherlands. At these offices, we held a week without meat in March and a meat-free day in October coinciding with national awareness campaigns. We favour circular, organic catering products such as tomato ketchup and soup from ‘rescued’ vegetables, mushrooms grown on used coffee grounds, and a wider range of whole wheat bread. We continue to use UTZ certified coffee and tea in the Netherlands.

We continue to stimulate healthy catering in the Netherlands

We continue to stimulate healthy products in our NL offices restaurant run by external caterer (Hutten) for our employees. When prices rose in 2021, we chose to raise the price of (unhealthy) snacks and reduce the increase for healthy food.



Example of healthy company catering served in selected offices in the Netherlands - copyright Hutten B.V.



Initiatives for healthy and sustainable offices in the Netherlands

An increasingly important factor in selecting offices is the availability of green, natural areas to support employee wellbeing and provide outdoor space for meetings and physical activity. Green waste produced in grounds maintenance is kept on location as much as possible to retain natural nutrients and avoid transport emissions. At our Amersfoort head office, all appliances, hand tools and the utility vehicle used by the maintenance team are electric powered – the figure is 75% at Eindhoven. To support biodiversity, non-toxic weed control is applied on paved surfaces for example, and we have insect hotels at Amersfoort, Groningen and Rotterdam.

Our cleaning company uses sustainable products for interior and sanitary cleaning, and seeks to minimise cleaning agents through the use of microfibre technology. Environmentally friendly products are also used by our cleaning company in the United Kingdom.

3.5.2 How we are Supporting Communities

Our colleagues across the world contribute their time, expertise and money to enhance the societies within which we work. We support and encourage their activities and look for ways that we can offer support on an organisational level. You can read more in our [Annual Report Section Enhancing Society Together](#) as well as additional examples here.

Helping young people with reduced job opportunities in the Netherlands

Just as we are encouraging diversity within our own workforce, we are also supporting young people who are disadvantaged or distanced from the labour market to find work. The social entrepreneurship performance ladder measures our 'social return on investment deployment'. In 2021, this was not optimal due to reduced activity in offices resulting from Covid-19 restrictions. Some examples of what we did in the Netherlands in 2021:



- We stimulate and partner with our suppliers, as our outsourced contracts for cleaning, catering and grounds maintenance include social return commitments from our suppliers.
- We offered internships or apprenticeships to six young people facing reduced job opportunities.
- We linked up with the non-profit organisation JINC who strive for a society in which every child gets a fair chance. As part of their activities helping young people aged 8-16 find out about various professions, we offered teaching at our offices for almost 40 children. This helps them discover which kind of work suits their talents and learn how to apply for a job.
- In November our Talent Acquisition Team had a speed-dating event in collaboration with the Refugee Talent Hub. Refugees with a mechanical, civil, electrical engineering or water management background had a speed-date with our recruiters. Afterwards, opportunities for employment were further explored.
- We collaborated with Playing for Success Arnhem in 2021, an organisation that aims to increase self-confidence, self-image and motivation of young people, preventing and ultimately reducing school drop-out. Together we developed a lesson on sustainable energy.



JINC kids building a bridge

Footie Shirt Friday in Liverpool office



Liverpool office registered to join in with the 'Footie Shirt Friday' team to help fund research into bowel cancer. To engage all our colleagues, everyone was asked to wear their favourite sports t-shirt.

Colleagues in the UK wearing their favourite football shirt to work, to engage and help raise money for charity (fund research into bowel cancer).

Donation initiatives in Australia

Several giving back campaigns were held in Australia, resulting in donations to Barnardos Gifts for Kids, Beyond Blue, Australian Marine Conservation Society and Indigenous Literacy Foundation.

3.6 Emission Reduction

“We have committed for 2030 targets. That’s more than eight years from now, but our net zero commitment has an immediate impact on our operations and colleagues in all countries. We will make lowest carbon choices in our operations wherever possible, by further greening our energy supply and reducing travel. When flying is needed, we will prefer the lowest carbon option, like direct flights and travel via sustainable operators.”

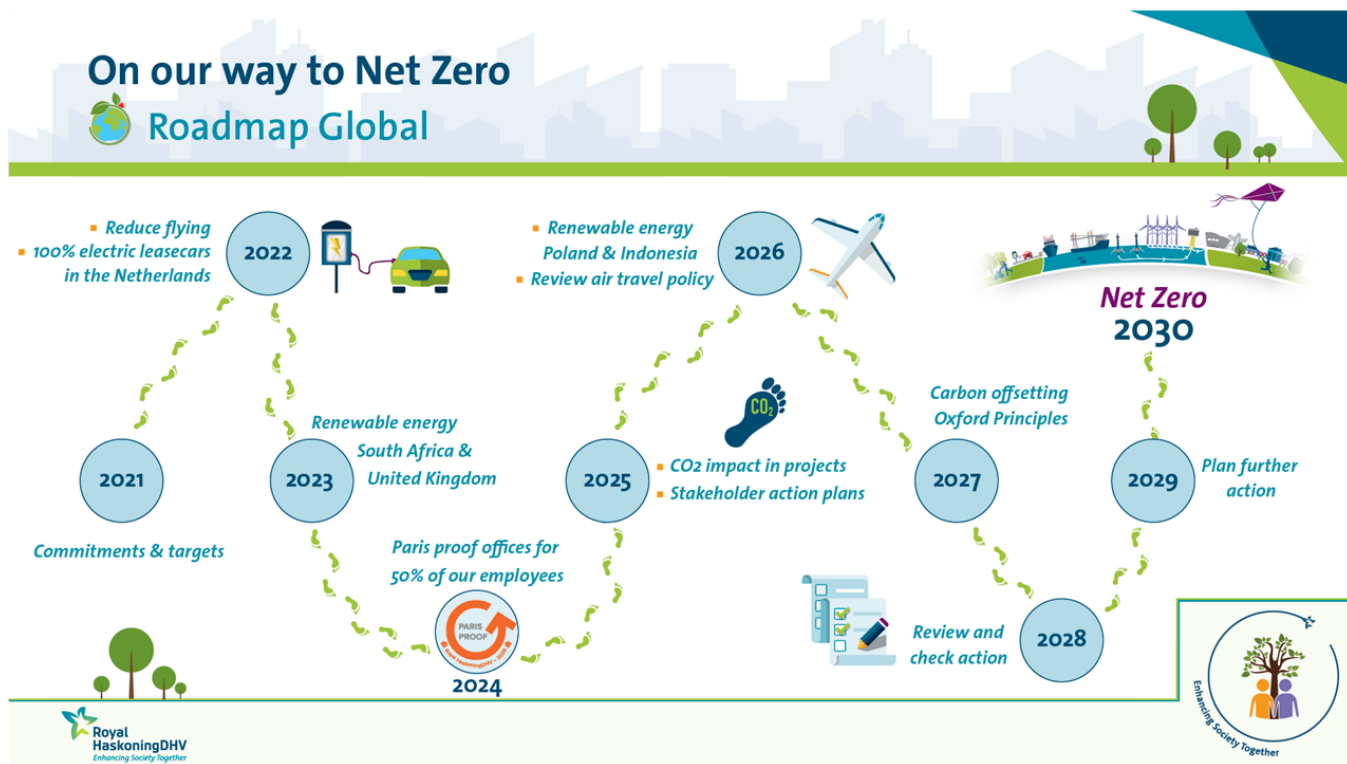
—Erik Oostwegel



In 2021 we accelerated our climate reduction ambitions:

- We decided on a more ambitious commitment than our earlier expressed commitment in 2020 ([Paris Proof by 2035](#)): We want to reduce our greenhouse gas emissions to net zero by 2030. This commitment has a wider scope than Paris Proof targets as it covers our 65 offices worldwide and the business travel of our 6,000 colleagues. By 2030, our targets are to reduce greenhouse gas emissions related to our offices and cars by 80%, and those related to flights by 50%.
- We will report annually through science-based targets, which provide further indication of the seriousness of our intent
- In 2021, we committed to the United Nations Business Ambition to limit global warming to 1.5°C

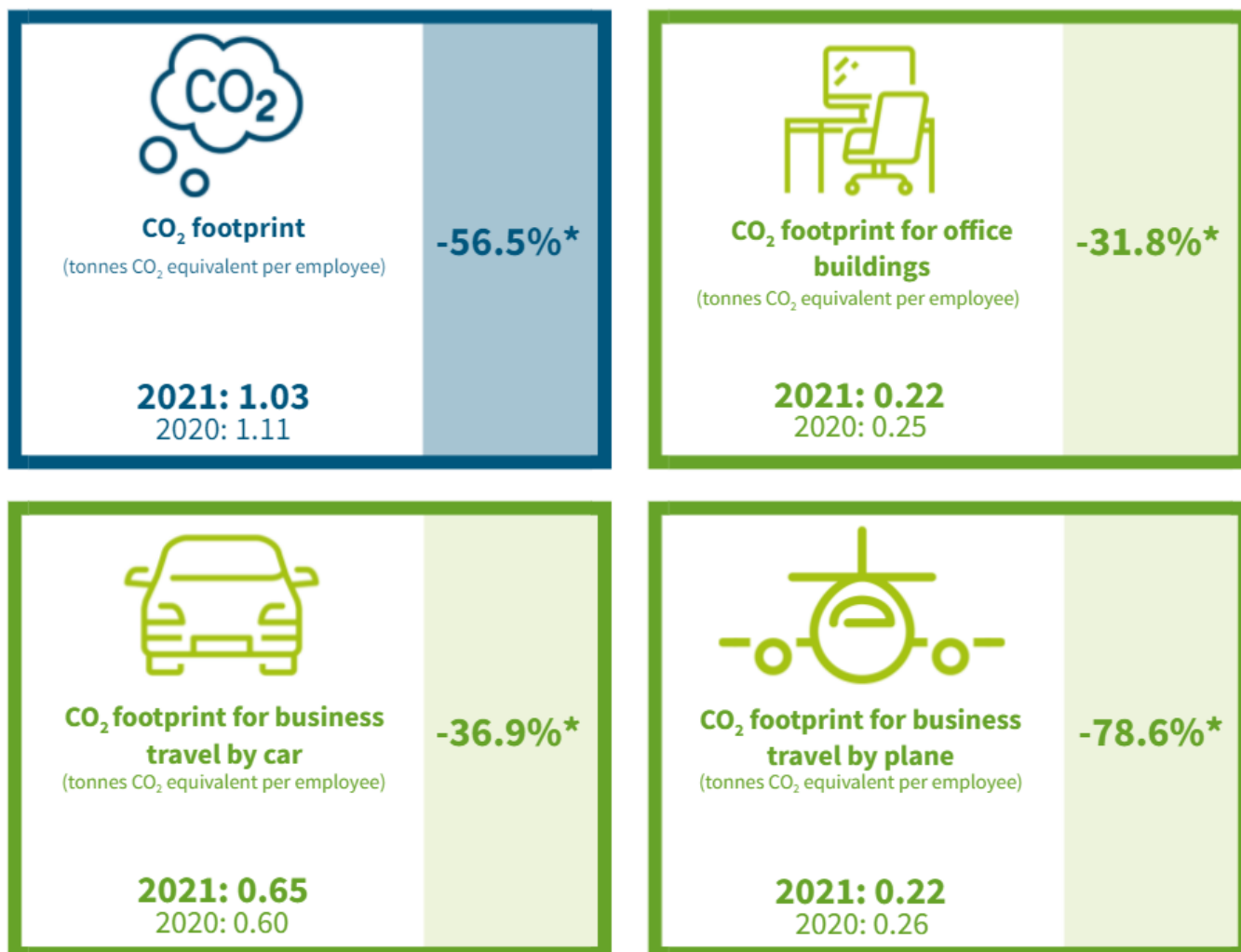
To achieve our ambitions we are aiming for a 10% reduction year-on-year compared to the 2019 baseline. While emissions fell by around 30% over the past two years, we do not anticipate home working and travel to remain at such low levels. We are developing roadmaps to meet this target and, in the Netherlands and the United Kingdom, initiatives on mobility and reduction of energy are helping reduce emissions.



Global Net Zero roadmap

Carbon footprint

Our objectives and achievements in reducing our carbon footprint appear in our [Annual Report Section Enhancing Society Together](#). More details on our carbon footprint last year can be viewed in our [Responsible and Sustainable Business update of 2020](#).



Emission reduction in our offices

Our Paris Proof commitment



Concrete steps are urgently needed to minimise climate disruption. We are eager to take the lead and in 2020 accelerated our ambitions, committing for our [offices worldwide to be Paris Proof by 2035](#) at the latest. It involves reducing energy consumption to levels which can be sustained by renewable supplies, as well as moving to 100% fossil-free sources. While taking steps towards becoming Paris Proof, we are also developing knowledge which we will actively share to help other organisations meet their ambitions.

To achieve our ambition, we have adopted a phased approach, starting in the Netherlands and moving to countries with a large office network, such as the United Kingdom and South Africa, before spreading across the world. We apply the same working method in each country to ensure a uniform global approach. However, there is room for adjustment to respond to individual circumstances. All calculations are based on 2019 figures to avoid distortions connected to home working during the Covid-19 pandemic.

Starting in the Netherlands

A sustainability inventory using our [FastLane](#) approach has been completed. It provides insight into the energy consumption of each office and has enabled us to draw up a road map with measures needed for each building to become Paris Proof. Our energy consumption is already lower than the country's average and reflects the work we have done so far. From here, we need a reduction of around 50%. We have installed an energy consumption monitoring tool in all offices to make improvements visible and help identify trends pointing to follow-up measures.

With the roadmap in place, we have proceeded to planning and implementation. There are two areas of focus: building-related and use-related measures. We can influence energy consumed through working activities and here our facilities staff play an important role. Several initiatives have been realised such as replacing old, inefficient electrical items such as coffee machines and refrigerators, closing refrigerated display cases, limiting office opening times and structurally adjusting lighting so it is not switched on when the building is closed. We have also taken steps in energy generation, making preparations for installing pergolas with PV panels for electric cars and installing solar panels on building roofs.

User-related energy typically accounts for less than 25% of total consumption. Energy connected to building installations such as ventilation and heating plays a very important role in realising targets. However, we cannot influence this alone. In the Netherlands all our offices currently in use are rented and require cooperation from the landlord. Discussions on these matters continued through 2021.

Roll out in the United Kingdom, South Africa and worldwide

Roll out of the Paris Proof programme has started in the United Kingdom. Data was collected during 2020 for an inventory of energy use in 2021. Gas is hardly used for office heating in the United Kingdom and buildings often have no ventilation or cooling. This means average energy use is lower and some offices are already Paris Proof, even without insulation. In addition, availability of renewable energy is greater in the United Kingdom, impacting energy consumption per square metre of usable space. At the same time, there are pressures to provide more healthy working environments with ventilation and cooling. To assess air circulation in our offices, we have installed carbon dioxide meters.

Across the rest of the world, data collection has started. In 2022, we will make initial calculations for offices in South Africa. There is widespread awareness of our commitment, and employees across the world are sharing their ideas. In addition, when local teams are planning an office move or renewing a lease, they introduce new requirements connected to our ambition.

Achievements and challenges

Two of our buildings already meet the Paris Proof criteria – in Amsterdam and Groningen. A third, our [new office in Delft](#), will be Paris Proof when it opens in 2024. This is a considerable challenge as it is a historic building, constructed in 1912 for 60 students in the heart of the Delft University of Technology campus. We are adapting it to provide office space for 800 employees while preserving the historic character and ensuring it is gas free with substantially reduced energy consumption. This is being achieved through a combination of techniques including heat pump, geothermal heat and solar panels as well as considerable stakeholder engagement and smart thinking.

Our roadmap provides the information needed to start dialogues with owners of our rented properties. We identified that investments to become Paris Proof differed greatly per building, ranging from €200/ m² to €750/ m². The quality of the facade is especially important in energy efficiency and the possibility for installing PV panels is often the cheapest solution. However, it appears that the possible increase in real estate value is not a sufficient reason for many to invest. This is expected to change during a transition moment but, in the meantime, we need to find pluses for both sides and create synergy for all parties. We are improving the way we approach this.

In multi-tenant offices we identified that our roadmaps needed to cover the entire building in each location because the narrow focus of our own office space was too limited to be sustainable. Through engagement and alignment with the wider group of tenants and sub-tenants, our activities are bringing impact not just for our own organisation, but for society too. Another challenge with shared offices is correctly allocating energy use for common areas such as reception, meeting rooms and car parks.

A further challenge we encountered was the assessment of district heating. We had detailed discussions with the Green Building Council in the Netherlands on this matter and provided various possible scenarios. At the end of 2021, a solution was being formalised.

All these points underline how we are leading the way on this initiative, solving challenges on the way so other companies can follow. We have also joined seminars on Paris Proof topics bringing valuable insight on subjects such as how to align with building owners.

Peterborough new office



Opening of the Peterborough office

In 2021, our team at Peterborough in the United Kingdom moved to a new office. In choosing the new space, we took the opportunity to seek enhanced sustainability benefits. The new office has a higher EPC level (at B), a BREEAM Very Good rating and a Platinum Cycling Score. Installations include EV charging, motion activated LED lighting and zero waste to landfill. The carpet is made from plant based and recycled materials and we reused much of our existing furniture. Any chairs and desks that were no longer needed from our previous office were donated to a charity called Lighthouse Project Peterborough. The smaller office space includes plenty of shared meeting areas which enables optimum occupancy without increased emissions. For the well-being of our staff, the site includes healthy grab and go food, a relaxing outdoor lakeside terrace, meadow walks nearby and an indoor gym.

Sustainable IT equipment

A new process for IT assets has been developed to increase the sustainability of our IT environment. It encompasses the entire lifecycle: limiting the impact of equipment and supply logistics; encouraging sustainable usage including reduced energy demand; and exploring circularity for end of use. We are investigating local purchase and disposal options to minimise transport emissions. We continue to raise awareness among colleagues about energy efficiency. In the Netherlands and United Kingdom, we work with D-Two on the recycling and reuse of hardware in an arrangement which was expanded in 2021 to cover obsolete equipment from South Africa, Indonesia and India. Printer cartridges are returned and recycled through the Xerox Green World Alliance.

| | 2021 | 2020 | 2019 | 2018 |
|--------------|------|------|------|------|
| Desktops | 10 | 16 | 13 | 10 |
| Laptops | 1008 | 471 | 746 | 707 |
| Monitors | 166 | 186 | 85 | 135 |
| Workstations | 19 | 17 | 15 | 16 |

Achieving a zero waste office

We have been working towards Zero Waste Offices for several years and, in 2021, formalised our ambitions with a policy in the Netherlands which covers purchasing, usage and end-of-use phases of all products and materials. By 2030 at the latest, we intend that all raw materials leaving our offices will be reused or recycled and residual waste will be eliminated. As well as developing the policy, we focused on communication and planning. We started a zero waste pilot in our Groningen office, which will be evaluated and adjusted for national roll out in the future. New waste flows were added in December 2021 at our workplaces to help our colleagues easily separate waste. For workplaces we facilitate the following waste flows: paper (confidential paper is kept separate), cups, residual waste, PBD, organic waste, office supplies, ICT, small toxic, cans & PET bottles. In our offices where we have a caterer we have more waste streams, for example glass, swill, paper towels, fat and coffee grounds. Initiatives are also under way in the United Kingdom where teams have been looking at waste collection and what happens after collection. In both countries, office furniture is recycled or reused and selected office-type chairs are returned to the supplier to be revitalised or recycled.



Internal communication about separating waste flows in the office

Emission reduction in mobility

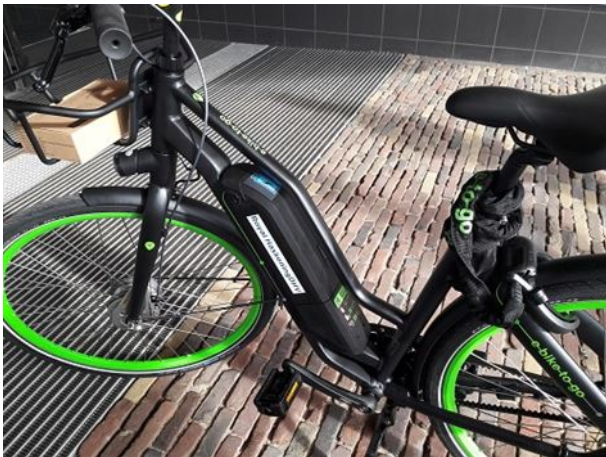
Our ambitions to reduce emissions through mobility operate on a number of levels. We seek to reduce travel by encouraging virtual meetings and home working. Where travel is necessary, we encourage the use of more sustainable methods of transport such as bicycles, electric vehicles and public transport systems. Objectives for 2021 and results are reported in our [Annual Report](#). Additional information appears below.

Working from home

Covid-19 has shown us that a new way of working is possible – one that brings sustainability benefits. For several countries we've developed a home working policy as working from home will be part of our new way of working even after Covid 19. To increase our understanding of how to approach hybrid working, the impact of offices and where they are needed, we surveyed all our colleagues with a questionnaire, and conducted a round table event.

E-vehicles

We are close to our ambition for 100% electric lease car fleet in the Netherlands, as reported in our Annual Report. In the United Kingdom, momentum is growing and, in 2021, our fleet expanded from 2 to 7 electric cars and from 8 to 13 hybrids. In the Netherlands, we support a government initiative which provides financial incentives for the purchase of e-bikes by employees.



E-Bike at one of our offices

Deliveries

We use bike messengers for the collection and delivery of mail and parcels in the Netherlands. Our city logistics pilot for zero emission transport in the Hague was postponed to 2022 due to the low occupancy of offices through Covid-19. The goal of the pilot is to reduce supplier movements by bundling transport for the 'last mile'.

Business travel

The pandemic has led to a dramatic fall in business flights and prompted alternative approaches to be used to keep in touch with clients and follow progress on projects. We do not expect this reduction to be sustained in the post-Covid environment but aim to reduce business travel (cars & flights) by 50% compared to 2019 levels.

Communication examples

Plastic Awareness Month in Indonesia and Vietnam



Plastic clean-up session in Vietnam.

Together with the organisation ReThink Plastic, a Plastic Awareness Month was held in Indonesia and Vietnam, minimising the use of single use plastics at our offices and in our daily lives (tracked by a weekly online survey). [ReThink Plastic Vietnam](#) is a community-led social enterprise which aims to create awareness and connect stakeholders from businesses, the community and the government. In addition to organising a couple of webinars to educate and inspire, clean-up sessions took place in Ho Chi Minh City and Hanoi.

Sustainability week in the Netherlands

A number of awareness initiatives were organised to coincide with Sustainability Week in October 2021. Our landscape team in Amersfoort demonstrated their 100% electrically powered equipment, hand tools and hedge trimmers. In Amsterdam and Eindhoven offices, a tyre pressure check service was provided which highlighted how maintaining an optimum tyre pressure leads to reduced CO₂ emissions, safer driving, fuel cost savings and less tyre wear. Some offices offered a bicycle repair shop service too.

Example projects

Environment team wins Impact Award

Royal HaskoningDHV won the [Environmental Impact Award](#) at the Mersey Maritime Industry Awards (MMIA) 2021 celebrating the best of the United Kingdom's maritime industry. The award highlights the role played by our Environment team at the forefront of environmental innovations – from wind energy and green hydrogen generation to habitat enhancement and biodiversity.



Employee Jamie Gardiner shows the received award at the Mersey Maritime Industry Awards (MMIA) 2021

Energy transition

What are the energy solutions and infrastructure needed to support the decarbonisation of vessels using the River Thames in London? These were the questions we explored as part of an energy diversity study for the Port of London Authority. Our assessments included analysis of how to power the authority's own fleet in the future.

Our report drew on our expertise in technological solutions to support the energy transition. It considered the use of alternative fuels for the international and inland fleet - such as hydrogen, ammonia, methanol and biofuels - as well as technological aspects such as batteries and fuel cells in combination with associated shore side infrastructure including onshore power supply.



River Thames (London)

3.7 Security and Privacy

In 2021 we saw an increasing demand from our clients to fulfill information security requirements. We continued to find a way of working where all parties felt secure and in control. Our [Annual Report Section Cyber Security](#) includes details of our security management system, certifications and activities undertaken in 2021 to help colleagues adapt safely to the new ways of working. Our efforts during 2021 ensured our systems remained secure and no issues were found in connection with vulnerabilities or threats.

Example projects

For a complete overview of all the project examples in this report (Annual Report and CSR Report), check [the overview of project examples per SDG](#)

Employee awareness activities

We have included security as a topic in our Learning Week programmes to help employees gain a better understanding of how to protect private data. We have informed them about best practices, and lessons learned from internal and external cyber incidents - such as to always use standard/automated shipment options when sending invoices to customers rather than using email. During the entire month of October, additional awareness activities took place across Royal HaskoningDHV, including Security Webinars and online posts, presentations and more, to promote digital security and cyber hygiene in areas of ransomware, hacking, endpoint attacks, personal data breach, and security risk assessments.



Awareness campaign about cyber security - copyright by ENISA

3.8 Awards, nominations and rankings

Royal HaskoningDHV won a number of prestigious awards in 2021. Our most recent obtained awards and nominations are shared on our [website](#). In this section we present an overview of a few examples of the awards we won in 2021, which are shared in our Annual Report, CSR Report and our website:

Last year's Annual Report won Bronze in the [Digital Communication Awards](#)' CSR & Annual Report category among some 400 entries.

[The Supervisory Board](#) is delighted that the high quality of consultation that takes place between the Works Council, the Supervisory Board and management has been recognised with an award. In November 2021, Royal HaskoningDHV was awarded the Triangle 3D Trophy by the Dutch Alliance for Participation and Governance. The award recognises the effectiveness and robust nature of structural and informal consultation within the triangle covering employee participation, management and supervision. This is an important success factor for decision making within Royal HaskoningDHV. The Supervisory Board is proud of this award which reflects the mutual respect and will to carefully listen to each other. [Read more about this award on our Dutch website.](#)

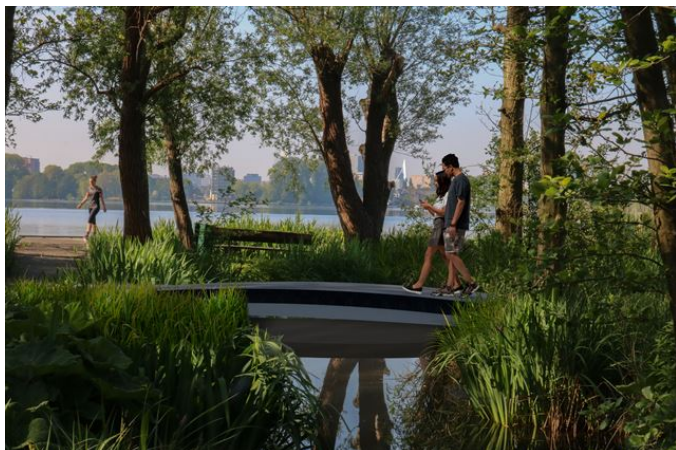
Royal HaskoningDHV won the [Environmental Impact Award](#) at the Mersey Maritime Industry Awards (MMIA) 2021 celebrating the best of the United Kingdom's maritime industry. [Read more about the winning pitch on our website.](#)



A pitch by our Marit van Lieshout (right) and Amar Nikam from our partner SPIE won the case presented by Ducor Petrochemicals at the FieldLab Industrial Electrification side event at the European Industry & Energy Summit 2021. They pitched a business case to efficiently use Ducor's surplus heat from the production of granulate and make their operations more sustainable. [Read more about the winning pitch on our website.](#)



The 3D printed pedestrian bridge made of circular composite was a finalist for the 2021 Vernufteling Award for the most ingenious project of a Dutch consulting engineering firm. The bridge is a cocreation with the City of Rotterdam and DSM Additive Manufacturing. 3D circular printing is the solution for futureproof infrastructure and creates a circular value chain. [Read more about this project on our website.](#)



The Gemalink International Container Terminal has won the 2021 Award of Merit for the ENR Global Best Projects Competition in the category Ports/Airports. The project involved the engineering, tendering and construction management services of the civil marine works of the container terminal at Baria-Vung Tau, Vietnam. We received the award for successfully managing the construction site with focus on Health, Safety and Environment (HSE) and for the way we raised the local staff and contractor's HSE and quality awareness. [Read more about this project on our website.](#)



Stakeholder Dialogues



4 Stakeholder Dialogues

Understanding the views and concerns of Royal HaskoningDHV stakeholders — including our clients, employees, business partners, and communities — supports our work across our business and strategic priorities.

Information about our stakeholders, who they are and selected engagement activities which took place in 2021 appear in our [Annual Report](#).

How we identify stakeholders

We identify stakeholders on the basis of their relevance to our supply chain, business environment and activities. As our organisation changes and refocuses in response to new challenges and the changing competitive environment, the relevance of groups of stakeholders also develops.



We recognise three modes of influence of stakeholders:

- Strategic corporate level: every year, the Executive Council reflects on consolidated input and draws conclusions for the strategic planning process.
- Operational level: Corporate Groups and Business Lines benefit from specific dialogue with their relevant stakeholders to continuously refine their focus and check the effectiveness of their actions.
- Project level: stakeholders are involved at this level as much as is feasible. They are an important factor in the delivery of a successful project result and their input is taken into account by the project team. Stakeholder involvement at this level is part of our 4 Questions to Enhance Society.

Board level discussions

Innovations and partnerships were the focus of a several Board2Board meetings in 2021. Members of the board joined meetings with partners, an independent research organisation and other companies to discuss (international) corporate social responsibility, SDGs and opportunities for smarter, faster and more cost-efficient projects.

The energy transition remains a significant area of focus for many organisations as reflected in Board level meetings. For example, a member of the Board presented a position paper to the European Round Table for Industry on the role hydrogen can play in the route to a climate-resilient future. The energy transition was also part of discussions with leaders from several large Dutch companies. Our CEO, Erik Oostwegel, joined an online event about hydrogen, and spoke at the international Offshore Wind Seminar which focused on multipurpose islands. Other events attended included one connected to the use of digital technology in water systems.

During the year, Board members welcomed representatives from overseas governments, including the Ambassador of Bangladesh, when information about projects we have undertaken was shared, and the Ambassador of Vietnam.

Our new strategy was developed through a process of co-creation with stakeholders and was also discussed and reviewed with shareholders. The annual Shareholder Meeting is attended by the Board Members of the Foundation HaskoningDHV, the Board Members of the Trust Office HaskoningDHV, the Supervisory Board, the Executive Board, the depository receipt holders and (on invitation of the Chairman) the representatives of the Works Council. This enables dialogue between the Executive Board and various groups of stakeholders.

4.1 Examples of Stakeholder Dialogues

For a complete overview of all the project examples in this report (Annual Report and CSR Report), check [the overview of project examples per SDG](#)

Our water expert speaks at the UN Climate Change Conference



Nanco Dolman speaks at UN climate change conference

Nanco Dolman, Royal HaskoningDHV's leading professional in water resilient cities, spoke at COP26, the UN Climate Change Conference. He was a member of a panel of specialists discussing Reimagining the future of water: how landscape-scale adaptation is driving the race to water resilience, organised by Anglian Water on 5 November 2021. Discussions included a focus on the significance of peatlands in combating climate change. Nanco talked about the experience from the Netherlands and components of an approach which can help protect and restore peatlands.

Referring to Nanco's contribution, Peter Simpson (CEO Anglian Water) said: "We have had some fantastic feedback from our stakeholders and industry colleagues about how inspirational the event was, giving them an insight into what is possible when we all work together at a global level to share our learnings and incorporate best practices in order to adapt and thrive in the face of climate change. Your contribution to our event was excellent. I was pleased to have you as a panellist sharing your insights, especially with your long-standing relationship and understanding of the Fens through our shared work with the Dutch government. Your contributions on the crucial importance of preserving peatlands were particularly impactful."

Use cases for technology to boost digital transformation



Smart ports in the UK

In 2019, the UK Government laid out a 30-year vision for the maritime industry – called Maritime 2050 – with a strong focus on the potential of technology to improve the efficiency, sustainability and resilience of the country’s critical supply chains. This Maritime 2050 vision was well received by port authorities, but at Royal HaskoningDHV, we wanted to take it further and consider what practical steps could be taken to push forward the use of digital tools to bring to life these improvements to our industry. Our [Smart Ports team](#), in partnership with Connected Places Catapult, took up the core technology themes from Maritime 2050 and used these as the basis for five use cases.

These use cases centred around real port challenges, making use of existing or soon-to-be feasible technologies in imaginative ways to overcome some typical challenges faced by ports. This included reduction in city truck congestion for ferry ports by using sensing technology for automated check-in, through to monitoring condition of vital marine assets in harsh sea conditions, along with the application of machine learning to guide cost-effective and timely road repairs in ports. The imaginative use of existing technology tools can bring reduced environmental and operational impact of our port industry within the wider supply chains. The event to promote our use cases attracted over 300 attendees from across industry and pushed forward this important agenda.

Alliance for water stewardship Indonesia

Water shortages present increasing risks to communities and organisations. Due to the shared nature of the resource, cooperation across catchment areas is needed where supply is under stress. A framework created by the [Alliance for Water Stewardship](#) provides best practice on how this can be achieved. [Unilever](#) and [Danone](#) have set clear targets to increase performance on water stewardship at a global level as part of their corporate strategies.

In Indonesia, we are working with various partners including the [Alliance for Water Stewardship Indonesia](#) to develop a good water stewardship plan for five Unilever sites and providing recommendations for a sustainable groundwater strategy for five Danone Aqua sites. All sites are in water-stressed basins in West Java. The plan and strategy will support the companies in improving their water stewardship performance at site and catchment levels, by following the principles based on the principles of the [IAWS standard](#).

Partnership to strengthen climate resilience in Singapore

We signed a [Memorandum of Understanding \(MoU\) with CPG Consultants in Singapore](#) as part of an initiative to build local expertise in climate adaptation in the country. This is being done by facilitating knowledge transfer through collaboration with international partners. Together with other local and international specialists, we are pioneering solutions to strengthen Singapore's climate resilience and position the country as a regional hub for climate change adaptation solutions. As part of the project, we are developing and applying the Dynamic Adaptive Pathways Planning method, for which we also produced a paper.



Knowledge transfer and collaboration to improve Singapore's climate resilience

Overcoming coastal erosion in Vietnam



Coastal erosion in Vietnam

While there have been many studies looking at coastal erosion in Vietnam over the past decade, problems continue to rise. Our webinar entitled [A Sustainable Approach to Overcoming Coastal Erosion in Vietnam](#) brought together experts from various backgrounds to consider the main causes of the erosion and what can be done to address it in a sustainable way. This included how to avoid implementing emergency measures that result in much larger investment being required later.

Sharing environmental updates at the GreenPort Congress 2021



Greenport congress

Two of our Green Ports experts spoke at the [GreenPort Congress held in Greece](#) which brought together the global port community to exchange information on the latest in sustainable environmental practice. Our Green Ports Director, Caroline Price, addressed the Congress Stream of the conference with a session entitled The Road to Net Zero: Local Solutions to a Global Challenge. Her presentation highlighted some of the key gains that ports can achieve on a local level to reduce their carbon emissions. She published a [blog](#) exploring outcomes from this and related events in the Green Ports space. Also at the Congress, our Senior Consultant in Electrical Power and Energy, Alex Ruijs, delivered a session as part of the Powering Ports agenda. His presentation explored local renewable power generation and energy efficiency measures in smaller ports.

Joining the Pledge to Net Zero in the United Kingdom

In the United Kingdom, we joined the [Pledge to Net Zero](#), committing to science-based targets to meet the goals of the Paris Agreement and help accelerate the transition to a net zero carbon economy. This involves UK level reporting on a sub-set of our environmental data.

Boosting biobased construction materials in the Netherlands

In the Netherlands, we signed the manifesto for a level playing field for biobased construction materials ([link](#) in Dutch) and for an innovative and sustainable approach to replacing and renovating infrastructure ([link](#) in Dutch).

Stimulating a dialogue with kids about the future

In 2021, a global contest for kids was organised in celebration of the 140th anniversary of Royal HaskoningDHV. The kids were challenged to design the bridge of the future. A jury highlighted several inventive ideas.

Thank you for reading our Corporate Social Responsibility Report 2021.