

GRI 4.0 2014 - Royal HaskoningDHV

30-3-2015

General Standard Disclosures	Indicator	Details/reference	Omissions	Aspect boundary	External Assurance
STRATEGY AND ANALYSIS					
G4-1	Statement from the most senior decision-maker of the organization (such as CEO, chair, or equivalent senior position) about the relevance of sustainability to the organization and the organization's strategy for addressing sustainability.	2014 Annual Report Highlights Foreword, p. 3. Financial Statement 2014 p. 5	Not applicable	Not applicable	
G4-2	Description of key impacts, risks, and opportunities.	2014 Annual Report Highlights Company Profile, p. 6 / Enhancing Society Together, p. 11-20. CR Statement 2014 Section 1.1-1.4. Financial Statement 2014 Section 5.1	Not applicable	Not applicable	
ORGANIZATIONAL PROFILE					
G4-3	Name of reporting organisation	Royal HaskoningDHV	Not applicable	Not applicable	
G4-4	Primary brands, products and/or services	2014 Annual Report Highlights Our Clients & Markets, p. 8-9 / Our Globally Leading Services, p. 31-43 / Our Companies & Brands, p. 54	Not applicable	Not applicable	
G4-5	Location of Headquarters	Headquarter of Royal HaskoningDHV is in Amersfoort, the Netherlands.	Not applicable	Not applicable	
G4-6	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability topics covered in the report.	Annual Report Website 2014 Our Offices (http://www.royalhaskoningdhv.com/en-gb/our-offices)	Not applicable	Not applicable	
G4-7	Nature of ownership and legal form.	2014 Annual Report Highlights Strategy, p. 10 (bottom). Financial Statement 2014 Shareholding Structure, p. 80. Corporate Website Legal Structure (http://www.royalhaskoningdhv.com/en-gb/about-us/corporate-governance)	Not applicable	Not applicable	
G4-8	Markets served (geographic breakdown, sector served and types of customer/beneficiary)	2014 Annual Report Highlights Company Profile, p. 6 / Our Clients & Markets p. 8-9 / Sustainable Financial Performance, p. 26 (diagrams). Financial Statement 2014 Turnover by Region/Client Group/Market Group, p. 7-8 / Notes to the Consolidated Financial Statements, Section 16, p. 57-58	Not applicable	Not applicable	
G4-9	Organisation scale (number of employees and operations, Sales, Capitalisation, Quantity of products or services provided)	2014 Annual Report Highlights Key Figures, p. 7-8	Not applicable	Not applicable	
G4-10	a. Total number of employees by employment contract and gender. b. Total number of permanent employees by employment type and gender. c. Total workforce by employees and supervised workers and by gender. d. Total workforce by region and gender. e. Report whether a substantial portion of the organization's work is performed by workers who are legally recognized as self-employed, or by individuals other than employees or supervised workers, including employees and supervised employees of contractors. f. Significant variations in employment numbers (such as seasonal variations in employment in the tourism or agricultural industries).	a. 2014 Annual Report Highlights Building the Best Team, p. 46 . b. (idem a) Start of the year: 6.398 - End of the year: 6.275. c. Numbers by gender: 2014 Annual Report Highlights , p.28 and p.46. d. 2014 Annual Report Highlights Building the Best Team (gender not included). p. 46-47. e. This is the flexible work force of 511 people in 2014, 2014 Annual Report Highlights , p. 46. f. Not applicable	In case of item, <u>d.</u> "gender" is not included, because our stakeholders do not request us to report on such level of detail. <u>f.</u> is not applicable, because we do not have seasonal patterns in our sector.	Gender not included in case of item <u>d.</u>	
G4-11	Percentage of employees covered by collective bargaining agreements	All employees	Not applicable	Not applicable	
G4-12	Describe the organization's supply chain.	CR Statement 2014 Section 1.3, The Value Chain. Annual Report Website 2014 Adding Value now and in the Future (http://www.royalhaskoningdhv.com/en-gb/annualreport-2014/enhancing-society-together/adding-value-now-and-in-the-future)	Not applicable	Not applicable	

G4-13	Significant changes during the reporting period regarding the organization's size, structure, ownership, or its supply chain, including: - Changes in the location of, or changes in, operations, including facility openings, closings, and expansions - Changes in the share capital structure and other capital formation, maintenance, and alteration operations (for private sector organizations) - Changes in the location of suppliers, the structure of the supply chain, or in relationships with suppliers, including selection and termination	<u>Changes in location</u> CR Statement 2014 Section 6.6. <u>Changes in share capital</u> Not applicable. <u>Changes in location of suppliers</u> Not applicable.	Not applicable	Not applicable	
G4-14	Whether and how the precautionary approach or principle is addressed by the organization.	CR Statement 2014 Section 4, Acting with Integrity. Annual Report Website 2014 Integrity Governance (http://www.royalhaskoningdhv.com/en-gb/annualreport-2014/about-us/corporate-governance/integrity-governance)	Not applicable	Not applicable	
G4-15	Externally developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes or which it endorses.	Royal HaskoningDHV has global certificates for ISO 9001, ISO 14001 and OHSAS 18001. Based on these standards we implemented our global management system which describes our unified way of working worldwide. In addition, we endorse and support the UN Global Compact (UNGC), ETHIC Intelligence, 'De Groene Zaak', WBCSD and the OECD (Guideline for Multinational Enterprises).	Not applicable	Not applicable	
G4-16	List memberships of associations (such as industry associations) and national or international advocacy organizations in which the organization: - Holds a position on the governance body - Participates in projects or committees - Provides substantive funding beyond routine membership dues - Views membership as strategic	CR Statement 2014 Section 3, Dialogue with our Stakeholders / Section 5, p.29	Not applicable	Not applicable	
IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES					
G4-17	a. All entities included in the organization's consolidated financial statements or equivalent documents. b. Report whether any entity included in the organization's consolidated financial statements or equivalent documents is not covered by the report.	Financial Statement 2014 Section 1.3, Consolidation / Group Companies p. 77-78	Not applicable	Not applicable	
G4-18	a. Process for defining the report content and the Aspect Boundaries. b. Implementation of the Reporting Principles for Defining Report Content.	CR Statement 2014 Section 1.4, Materiality / Materiality Assessment Chart, p. 12	Not applicable	Not applicable	
G4-19	List all the material Aspects identified in the process for defining report content.	CR Statement 2014 Section 1.4, Materiality.	Not applicable	Not applicable	
G4-20	For each material Aspect, report the Aspect Boundary within the organization, as follows: a. Report whether the Aspect is material within the organization. If the Aspect is not material for all entities within the organization, report either: - The list of entities or groups of entities included in G4-17 for which the Aspect is not material. - The list of entities or groups of entities included in G4-17 for which the Aspects is material. b. Report any specific limitation regarding the Aspect Boundary within the organization.	CR Statement 2014 Section 1.4, Materiality. The materiality assessment is carried out for the global company, including all entities.	Not applicable	Not applicable	

G4-21	For each material Aspect, report the Aspect Boundary outside the organization, as follows: a. Report whether the Aspect is material outside of the organization. If the Aspect is material outside of the organization, identify the entities, groups of entities or elements for which the Aspect is material. In addition, describe the geographical location where the Aspect is material for the entities identified . b. Report any specific limitation regarding the Aspect Boundary outside the organization.	CR Statement 2014 Section 1.4, Materiality. The materiality assessment is carried out for the global company, including all entities. The materiality outside of the organization has been defined based on media analysis, stakeholder feedback and sector specific trends and topics. <u>a.</u> The significance of the CR Aspects has been defined based on the overall significance, deducted from these sources. No specific geographical locations or groups of entities were visualised separately. <u>b.</u> Specific limitations have not been experienced.	Not available. Materiality assessment had a more generic character. Stakeholders have not requested this level of detail.	No detailed identification of specific groups of entities or geographical locations per Aspect.	
G4-22	The effect of any restatements of information provided in previous reports, and the reasons for such restatements.	CR Statement 2014 Section 6.2.1	Not applicable	Not applicable	
G4-23	Significant changes from previous reporting periods in the Scope and Aspect Boundaries.	There are no significant changes in the Scope/Aspect Boundaries in comparison to previous reporting periods. See CR Statement 2014 Section 1.6-1.10 for additional information.	Not applicable	Not applicable	
STAKEHOLDER ENGAGEMENT					
G4-24	List of engaged stakeholders.	CR Statement 2014 Section 3, Dialogue with our Stakeholders.	Not applicable	Not applicable	
G4-25	Basis for identification and selection of stakeholders.	CR Statement 2014 Section 3, Dialogue with our Stakeholders.	Not applicable	Not applicable	
G4-26	Organization's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process.	CR Statement 2014 Section 3, Dialogue with our Stakeholders.	Not applicable	Not applicable	
G4-27	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting. Report the stakeholder groups that raised each of the key topics and concerns.	CR Statement 2014 Section 3, Dialogue with our Stakeholders.	Not applicable	Not applicable	
REPORT PROFILE					
G4-28	Reporting period	01-01-2014 till 31-12-2014	Not applicable	Not applicable	
G4-29	Date most recent previous report	April 2014	Not applicable	Not applicable	
G4-30	Reporting Cycle	Annual	Not applicable	Not applicable	
G4-31	Contact information for questions regarding the report	2014 Annual Report Highlights, Financial Statement 2014: margie.alders@rhdhv.com. CR Statement 2014: marjolein.demmers@rhdhv.com	Not applicable	Not applicable	
G4-32	a. The 'in accordance' option the organization has chosen. b. The GRI Content Index for the chosen option. c. The reference to the External Assurance Report, if the report has been externally assured.	<u>a.</u> In our self-assessment we defined that RHDHV reports according to the 'in accordance' option 'core' (in a extensive way). <u>b.</u> The GRI index can be downloaded from the Annual Report Website 2014: http://www.royalhaskoningdhv.com/en-gb/annualreport-2014 <u>c.</u> Financial Statement 2014 Independent auditor's report, p. 75	Not applicable	Not applicable	
G4-33	a. The organization's policy and current practice with regard to seeking external assurance for the report. b. If not included in the assurance report accompanying the sustainability report, report the scope and basis of any external assurance provided. c. The relationship between the organization and the assurance providers. d. Report whether the highest governance body or senior executives are involved in seeking assurance for the organization's sustainability report.	<u>a.</u> CR Statement 2014 Section 1.8, External Assurance. <u>b.</u> Not applicable for CR statement. Our financial statement is subject to external assurance by KPMG. Our decision to refrain from a full external assurance is that most of the non-financial impacts of our company are related to our projects and services. We have not yet found a feasible and valuable quantifiable method to measure this impact, nor do we seek one at this stage. <u>c.</u> KPMG is the nominated auditor for the RHDHV Financial statement. <u>d.</u> Yes, the Supervisory Board has been involved in this decision. The full report, including decisions on content and assurance, has been reviewed and approved by the executive board, supervisory board and shareholders	Not applicable	Not applicable	
GOVERNANCE					
G4-34	Report the governance structure of the organization, including committees of the highest governance body. Identify any committees responsible for decision-making on economic, environmental and social impacts.	CR Statement 2014 Section 2, CR and Integrity Governance. Annual Report Website 2014 Corporate Governance (http://www.royalhaskoningdhv.com/en-gb/annualreport-2014/about-us/corporate-governance/corporate-governance)	Not applicable	Not applicable	

G4-35	Report the process for delegating authority for economic, environmental and social topics from the highest governance body to senior executives and other employees.	Annual Report Website 2014 Governance, including CR and Integrity Governance (http://www.royalhaskoningdhv.com/en-gb/annualreport-2014/about-us/corporate-governance)	Not applicable	Not applicable	
G4-36	Report whether the organization has appointed an executive-level position or positions with responsibility for economic, environmental and social topics, and whether post holders report directly to the highest governance body.	Annual Report Website 2014 Governance, including CR and Integrity Governance (http://www.royalhaskoningdhv.com/en-gb/annualreport-2014/about-us/corporate-governance)	Not applicable	Not applicable	
G4-37	Report processes for consultation between stakeholders and the highest governance body on economic, environmental and social topics. If consultation is delegated, describe to whom and any feedback processes to the highest governance body.	CR Statement 2014 Section 3.1, Dialogue with our Stakeholders. Annual Report Website 2014 Governance, including CR and Integrity Governance (http://www.royalhaskoningdhv.com/en-gb/annualreport-2014/about-us/corporate-governance)	Not applicable	Not applicable	
G4-38	Report the composition of the highest governance body and its committees by: - Executive or non-executive - Independence - Tenure on the governance body - Number of each individual's other significant positions and commitments, and the nature of the commitments - Gender - Membership of under-represented social groups - Competences relating to economic, environmental and social impacts - Stakeholder representation	2014 Annual Report Highlights Composition of our Boards, p. 46 / Diversity, p.47. Financial Statement 2014 Report of the Supervisory Board, p. 12-14 / Report of the Executive Board, p. 15. Annual Report Website 2014 Profile of Executive Board (http://www.royalhaskoningdhv.com/en-gb/annualreport-2014/about-us/leadership/executive-board) / Profile of Supervisory Board (http://www.royalhaskoningdhv.com/en-gb/annualreport-2014/about-us/leadership/supervisory-board)	Not applicable	Not applicable	
G4-39	Report whether the Chair of the highest governance body is also an executive officer (and, if so, his or her function within the organization's management and the reasons for this arrangement).	This is not the case. The supervisory Board members are not executive officers. 2014 Annual Report Highlights Composition of our Boards, p. 46 / Diversity, p.47. Financial Statement 2014 Report of the Supervisory Board, p. 12-14 / Report of the Executive Board, p. 15. Annual Report Website 2014 Profile of Executive Board (http://www.royalhaskoningdhv.com/en-gb/annualreport-2014/about-us/leadership/executive-board) / Profile of Supervisory Board (http://www.royalhaskoningdhv.com/en-gb/annualreport-2014/about-us/leadership/supervisory-board)	Not applicable	Not applicable	
G4-40	Report the nomination and selection processes for the highest governance body and its committees, and the criteria used for nominating and selecting highest governance body members, including: - Whether and how diversity is considered - Whether and how independence is considered - Whether and how expertise and experience relating to economic, environmental and social topics are considered - Whether and how stakeholders (including shareholders) are involved	This is embedded in our HR Management Policy, incl. succession policy. See 2014 Annual Report Highlights Composition of our Boards, p. 46 / Diversity, p.47 for additional information.	Not applicable	Not applicable	
G4-41	Report processes for the highest governance body to ensure conflicts of interest are avoided and managed. Report whether conflicts of interest are disclosed to stakeholders, including, as a minimum: - Cross-board membership - Cross-shareholding with suppliers and other stakeholders - Existence of controlling shareholder - Related party disclosures	CR Statement 2014 Section 4, Acting with Integrity. Annual Report Website 2014 Corporate Governance (http://www.royalhaskoningdhv.com/en-gb/annualreport-2014/about-us/corporate-governance/corporate-governance)	Not applicable	Not applicable	
G4-42	The highest governance body's and senior executives' roles in the development, approval, and updating of the organization's purpose, value or mission statements, strategies, policies, and goals related to economic, environmental and social impacts.	Financial Statement 2014 Report of the Supervisory Board. Annual Report Website 2014 Corporate Governance (http://www.royalhaskoningdhv.com/en-gb/annualreport-2014/about-us/corporate-governance/corporate-governance)	Not applicable	Not applicable	
G4-43	Measures taken to develop and enhance the highest governance body's collective knowledge of economic, environmental and social topics.	Financial Statement Report of the Supervisory Board. Annual Report Website 2014 Corporate Governance (http://www.royalhaskoningdhv.com/en-gb/annualreport-2014/about-us/corporate-governance/corporate-governance)	Not applicable	Not applicable	

G4-44	a. Processes for evaluation of the highest governance body's performance with respect to governance of economic, environmental and social topics. Report whether such evaluation is independent or not, and its frequency. Report whether such evaluation is a self-assessment. b. Actions taken in response to evaluation of the highest governance body's performance with respect to governance of economic, environmental and social topics, including, as a minimum, changes in membership and organizational practice.	Financial Statement 2014 Report of the Supervisory Board. Annual Report Website 2014 Corporate Governance (http://www.royalhaskoningdhv.com/en-gb/annualreport-2014/about-us/corporate-governance/corporate-governance)	Not applicable	Not applicable	
G4-45	a. Highest governance body's role in the identification and management of economic, environmental and social impacts, risks, and opportunities. Include the highest governance body's role in the implementation of due diligence processes. b. Report whether stakeholder consultation is used to support the highest governance body's identification and management of economic, environmental and social impacts, risks, and opportunities.	a. and b. Financial Statement 2014 Report of the Supervisory Board. Annual Report Website 2014 Corporate Governance (http://www.royalhaskoningdhv.com/en-gb/annualreport-2014/about-us/corporate-governance/corporate-governance)	Not applicable	Not applicable	
G4-46	Highest governance body's role in reviewing the effectiveness of the organization's risk management processes for economic, environmental and social topics.	Financial Statement 2014 Report of the Supervisory Board. Annual Report Website 2014 Corporate Governance (http://www.royalhaskoningdhv.com/en-gb/annualreport-2014/about-us/corporate-governance/corporate-governance)	Not applicable	Not applicable	
G4-47	Frequency of the highest governance body's review of economic, environmental and social impacts, risks, and opportunities.	Financial Statement 2014 Report of the Supervisory Board. Annual Report Website 2014 Corporate Governance (http://www.royalhaskoningdhv.com/en-gb/annualreport-2014/about-us/corporate-governance/corporate-governance)	Not applicable	Not applicable	
G4-48	Report the highest committee or position that formally reviews and approves the organization's sustainability report and ensures that all material Aspects are covered.	Executive Board; CR Director Marjolein Demmers. Annual Report Website 2014 Governance, including CR and Integrity Governance (http://www.royalhaskoningdhv.com/en-gb/annualreport-2014/about-us/corporate-governance)	Not applicable	Not applicable	
G4-49	Process for communicating critical concerns to the highest governance body.	Annual Report Website 2014 Governance, including CR and Integrity Governance (http://www.royalhaskoningdhv.com/en-gb/annualreport-2014/about-us/corporate-governance)	Not applicable	Not applicable	
G4-50	Nature and total number of critical concerns that were communicated to the highest governance body and the mechanism(s) used to address and resolve them.	CR Statement 2014 Section 4, Acting with Integrity. Annual Report Website 2014 Governance, including CR and Integrity Governance (http://www.royalhaskoningdhv.com/en-gb/annualreport-2014/about-us/corporate-governance)	Not applicable	Not applicable	
G4-51	a. Remuneration policies for the highest governance body and senior executives for the below types of remuneration: Fixed pay and variable pay: -Performance-based pay -Equity-based pay -Bonuses -Deferred or vested shares Sign-on bonuses or recruitment incentive payments Termination payments Clawbacks Retirement benefits, including the difference between benefit schemes and contribution rates for the highest governance body, senior executives, and all other employees. b. Report how performance criteria in the remuneration policy relate to the highest governance body's and senior executives' economic, environmental and social objectives.	Financial Statement 2014 Notes to the Consolidated Financial Statements, Section 18, p. 58-59. The variable component is related to organisation's performance and defined by the Supervisory Board based on set targets.	Considered to be private and confidential information	Limited insight in details of remuneration is included	
G4-52	Process for determining remuneration. Report whether remuneration consultants are involved in determining remuneration and whether they are independent of management. Report any other relationships which the remuneration consultants have with the organization.	Annual Report Website 2014 Regulations Executive Board (http://www.royalhaskoningdhv.com/en-gb/annualreport-2014/about-us/leadership/executive-board) / Regulations Supervisory Board (http://www.royalhaskoningdhv.com/en-gb/annualreport-2014/about-us/leadership/supervisory-board)	Not applicable	Not applicable	

G4-53	Report how stakeholders' views are sought and taken into account regarding remuneration, including the results of votes on remuneration policies and proposals, if applicable.	Not reported	Not available, not included in our standard management information system	Not applicable	
G4-54	Ratio of the annual total compensation for the organization's highest-paid individual in each country of significant operations to the median annual total compensation for all employees (excluding the highest-paid individual) in the same country.	Not reported	Not available, not included in our standard management information system	Not applicable	
G4-55	Report the ratio of percentage increase in annual total compensation for the organization's highest-paid individual in each country of significant operations to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual) in the same country.	Not reported	Not available, not included in our standard management information system	Not applicable	
ETHICS AND INTEGRITY					
G4-56	Organization's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics.	2014 Annual Report Highlights Our Values, p. 7. CR Statement 2014 Section 4, Acting with Integrity. Corporate Website Global Code of Business Principles (http://www.royalhaskoningdhv.com/en-gb/about-us/integrity)	Not applicable	Not applicable	
G4-57	Internal and external mechanisms for seeking advice on ethical and lawful behavior, and matters related to organizational integrity, such as helplines or advice lines.	CR Statement 2014 Section 4, Acting with Integrity	Not applicable	Not applicable	
G4-58	Internal and external mechanisms for reporting concerns about unethical or unlawful behavior, and matters related to organizational integrity, such as escalation through line management, whistleblowing mechanisms or hotlines.	CR Statement 2014 Section 3, How does our staff influence the company?, p. 20 / Section 4.3 + 4.5	Not applicable	Not applicable	
SPECIFIC STANDARD DISCLOSURES					
Material Aspects		DMA and Indicators	Omissions		External Assurance
CATEGORY: ECONOMIC					
Aspect: Economic Performance					
G4-EC1	Direct economic value generated and distributed.	2014 Annual Report Highlights Foreword, p. 3. Financial Statement 2014 Key Figures, p. 7-8.	Not applicable	Not applicable	
G4-EC2	Financial implication and other risks and opportunities for the organization's activities due to climate change.	Climate change has limited (financial and other) implication for our operations. Mitigation is an opportunity for our housing management, but a challenge for our international travel. Climate change (mitigation and adaptation) is one of our business services as we have the know how to work on both.	Not applicable	Not applicable	
G4-EC3	Coverage of the organization's defined benefit plan obligations.	See Financial Statement 2014 for in-depth information on this topic	Not applicable	Not applicable	
G4-EC4	Financial assistance received from government.	No significant financial assistance has been received from government	Not applicable	Not applicable	
Aspect: Market Presence					
G4-DMA		Our HR approach to our international presence is described in the 2014 Annual Report Highlights Building the best team	Not applicable	Not applicable	
G4-EC5	Ratios of standard entry level wage by gender compared to local minimum wage at significant location of operation.	Wages are locally defined and based on local references and standards. Through international HR management wages are transparently secured and monitored	Our stakeholders do not request us to report on such level of detail	Partially reported.	
G4-EC6	Procedures for local hiring and proportion of senior management hired from the local community at locations of significant operation.	Due to our local offices and local service delivery, most of our employees are local in the countries with established offices. This is also the policy for senior management, although Resident Director is considered to be an international position. In top management, diversity based on nationality is reported on p. 47, 2014 Annual Report Highlights	Not applicable	Not applicable	
Aspect: Indirect Economic Impacts					
G4-DMA		Indirect economic impacts are stated in various sections of our integrated report; and relate mostly to the impact we indirectly have through our projects.	Not applicable	Not applicable	
G4-EC7	Development and impact of infrastructure investments and services supported.	In various sections of our integrated report we describe how our business delivers services for public benefit commercially (our projects and initiatives), acts as a local investor (employment and offices) and provides services through our community engagement (pro deo), in which we focus on education and capacity building.	Not applicable	Not applicable	

G4-EC8	Significant indirect economic impacts, including the extent of impacts.	In various sections of our integrated report we describe how our business delivers services for public benefit commercially (our projects and initiatives), acts as a local investor (employment and offices) and provides services through our community engagement (pro deo), in which we focus on education and capacity building.	Not applicable	Not applicable	
Aspect: Procurement Practices					
G4-DMA		General information about our Procurement Policy can be found in the CR Statement 2014 , Section 6.4.	Not applicable	Not applicable	
G4-EC9	Proportion of spending on local suppliers at significant locations of operation	Most spendings (offices) are made locally. General information about our Procurement Policy can be found in the CR Statement 2014 , Section 6.4.	Not applicable	Not applicable	
CATEGORY: ENVIRONMENTAL					
Aspect: Materials					
G4-DMA		RHDHV does not report on resources (materials) other than paper usage. Our stakeholders do not request us to report this information.	Not applicable	Not applicable	
G4-EN1	Materials used by weight or volume	CR Statement 2014 Section 6.6, Paper Usage.	Other data not available. Our stakeholders do not request us to report on such information.	Not material for an engineering consultancy B2B service organisation	
G4-EN2	Percentage of materials used that are recycled input materials	Dutch offices are supplied with FSC-certified paper. This represents more than half our total paper consumption. See CR Statement 2014 Section 6.6 for additional information.	Other data not available. Our stakeholders do not request us to report on such information.	Not material for an engineering consultancy B2B service organisation	
Aspect: Energy					
G4-DMA		According to CR Statement 2014 Section 6.5, our CO2 footprint is the key indicator of the impact of our activities on the environment and on climate change.	Not applicable	Not applicable	
G4-EN3	Energy consumption within the organization.	Our CO2 footprint is the key indicator of the impact of our activities on the environment and on climate change. In depth information can be found in CR Statement 2014 , Section 6.5	Not applicable	Not applicable	
G4-EN4	Energy consumption outside of the organization.	CR Statement 2014 Section 6.5	Not applicable	Not applicable	
G4-EN5	Energy intensity.	CR Statement 2014 Section 6.5	Not applicable	Not applicable	
G4-EN6	Reduction of energy consumption.	CR Statement 2014 Section 6.5, table 7-14	Not applicable	Not applicable	
G4-EN7	Reductions in energy requirements of products and services.	CR Statement 2014 Section 6.5	Not applicable	Not applicable	
Aspect: Water					
G4-DMA		Water usage is not a material aspect for RHDHV as stated in CR Statement 2014 Section 6.5	Not material	Not applicable	
G4-EN8	Total water withdrawal by source	According to Section 6.5, p. 36 in our CR Statement 2014 , water usage is not significant in our carbon footprint	Not material	Not applicable	
G4-EN9	Water sources significantly affected by withdrawal of water	Not included, not a priority	Not material	Not applicable	
G4-EN10	Percentage and total volume of water recycled and reused	Not included, not a priority	Not material	Not applicable	
Aspect: Biodiversity					
G4-DMA		Based on our Materiality Assessment, biodiversity is not a material aspect for RHDHV (CR Statement 2014 Section 1.4)	Not material	Not applicable	
G4-EN11	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Biodiversity has not been defined as material. Nevertheless, we do address biodiversity through our professional business services (expertise in ecology and nature development, including innovation; Nature driven design and ecosystem service). In addition we carry out our membership activities (leaders for Nature), and our facility activities ('natural habitat with domestic species, at office parks, e.g. Amersfoort and Cape Town, including bee-farms, bat housing, etc.)	Not material	Biodiversity is a somewhat less relevant impact of our company. We do address biodiversity actively in our office management and professional activities	
G4-EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.	See G4-EN11	Not material	See G4-EN11	
G4-EN13	Habitats protected or restored	See G4-EN11	Not material	See G4-EN11	
G4-EN14	Number of IUCN Red list species and national conservation list species with habitats in areas affected by operations, by level of extinction risk.	See G4-EN11	Not material	See G4-EN11	

Aspect: Emissions					
G4-DMA		Based on our materiality assessment, carbon emissions are not material. However, we decided to include this aspect as we value our "walk the talk" strategy. According to CR Statement 2014 Section 6.5, our CO2 footprint is the key indicator of the impact of our activities on the environment and on climate change.	Not applicable	Not applicable	
G4-EN15	Direct GHG emissions (scope 1)	CR Statement 2014 Section 6.5.	Not applicable	Not applicable	
G4-EN16	Energy indirect GHG emissions (scope 2)	CR Statement 2014 Section 6.5.	Not applicable	Not applicable	
G4-EN17	Other indirect GHG emissions (scope 3)	CR Statement 2014 Section 6.5.	Not applicable	Not applicable	
G4-EN18	GHG emissions intensity	CR Statement 2014 Section 6.5.	Not applicable	Not applicable	
G4-EN19	Reduction of GHG emissions	CR Statement 2014 Section 6.5.	Not applicable	Not applicable	
G4-EN20	Emissions of ozone depleting substances (ODS)	CR Statement 2014 Section 6.5.	No emissions of this type have been reported, so we have not included this in our tables.	Not applicable	
G4-EN21	NOx, SOx and other significant air emissions	We report CO2 eq. as indicator for energy and fossil fuel related emissions such as NOx and SOx	Not material, based on our materiality assessment	Not applicable	
Aspect: Effluents and Waste					
G4-DMA		Based on our Materiality Assessment, Effluents and Waste is not a material aspect for RHDHV (CR Statement 2014 Section 1.4)	Not material	Not applicable	
G4-EN22	Total water discharge by quality and destination	Not included in our reporting, not a priority	Not material	Not applicable	
G4-EN23	Total weight of waste by type and disposal	CR Statement 2014 Section 6.6, Waste Management, p. 42	Not material	No absolute numbers included	
G4-EN24	Total number and volume of significant spills	Not included	Not material	Not applicable	
G4-EN25	Weight of transported, imported, exported or treated waste deemed hazardous under the terms of the Basel Convention I, II, III and VIII and percentage of transported waste shipped internationally	Not included	Not material	Not applicable	
G4-EN26	Identity, size, protected status and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water runoff.	Not included	Not material	Not applicable	
Aspect: Products and Services					
G4-DMA		Integrated in several sections of our CR Statement 2014 (projects)	Not applicable	Not applicable	
G4-EN27	Extent of impact mitigation of environmental impacts of products and services.	Mitigation of environmental impacts is an integrated and specific part of our commercial products and services, and of our operational activities; see CR Statement Sustainability in projects (Section 5) and Sustainability in our operations (Section 6) for additional information.	Not applicable	Not applicable	
G4-EN28	Percentage of products sold and their packaging materials that are reclaimed by category.	Not included	Not applicable	Not applicable	
Aspect: Compliance					
G4-DMA		CR Statement 2014 Section 4 contains in-depth information on Integrity & Compliance	Not applicable	Not applicable	
G4-EN29	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	No non-compliances have been reported through our quality system or integrity or integrity system	Not applicable	Not applicable	
Aspect: Transport					
G4-DMA		Based on our materiality assessment, carbon emissions are not material. However, we decided to include this aspect as we value our "walk the talk" strategy. Our CO2 footprint is the key indicator of the impact of our activities on the environment and on climate change. Per year we aim for a 4% reduction in the footprint of business travel (CR Statement 2014 Section 6.5)	Not applicable	Not applicable	
G4-EN30	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.	CR Statement 2014 Section 6.5, table 7-12, 'Business Travel'	Not applicable	Not applicable	

Aspect: Overall					
G4-DMA		Based on our Materiality Assessment, Environmental Protection Expenditures & Investments is not a material aspect for RHDHV (CR Statement 2014 Section 1.4)	Not material	Not applicable	
G4-EN31	Total environmental protection expenditures and investments by type.	Not applicable	Not material	Not applicable	
Aspect: Supplier Environmental Assessment					
G4-DMA		Based on our materiality assessment, this is not material. However, we decided to include this aspect as we value our "walk the talk" strategy. CR Statement 2014 Section 4.4 contains a brief explanation on our Third Party Policy	Not applicable	Not applicable	
G4-EN32	Percentage of new suppliers that were screened using environmental criteria.	CR Statement 2014 Section 4.4.	Not applicable	Not applicable	
G4-EN33	Significant actual and potential negative environmental impacts in the supply chain and actions taken.	Not applicable in this sense	Not applicable	Not applicable	
Aspect: Environmental Grievance Mechanisms					
G4-DMA		CR Statement 2014 Section 6.3 contains information on global management system in the field of environmental aspects	Not applicable	Not applicable	
G4-EN34	Number of grievances about environmental impact filed, addressed, and resolved through formal grievance mechanisms.	We registered and processed 42 internal and external complaints globally during the year. Complaint submitters were contacted and measures to solve the complaints were taken. Many complaints were about ICT and communication. See CR Statement 2014 Section 6.3 for more information.	Not applicable	Not applicable	
CATEGORY: SOCIAL					
SUB-CATEGORY: LABOR PRACTICES AND DECENT WORK					
Aspect: Employment					
G4-DMA		Information on Employment can be found in 2014 Annual Report Highlights Building the best team			
G4-LA1	Total number and rate of employee turnover by age group, gender and region.	Not included.	Confidential information	Not applicable	
G4-LA2	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation.	This is addressed by our HR management policy and standards, according to Dutch law and international standards	Not applicable	Not applicable	
G4-LA3	Return to work and retention rates after parental leave, by gender.	This is addressed by our HR management policy and standards, according to Dutch law and international standards	Not applicable	Not applicable	
Aspect: Labor/Management Relations					
G4-DMA		Financial Statement 2014 Report of the Supervisory Board			
G4-LA4	Minimum notice periods regarding operational changes, including whether these are specified in collective agreements	This is addressed by our HR management policy and standards, according to Dutch law and international standards	Not applicable	Not applicable	
Aspect: Occupational Health and Safety					
G4-DMA		Information on Health and Safety can be found in CR Statement 2015 Section 4.10 / 6.2 / 6.3	Not applicable	Not applicable	
G4-LA5	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs.	All staff have access to our systems and are invited to suggest improvements or requests for changes.	Not applicable	Not applicable	
G4-LA6	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities, by region and gender.	CR Statement 2014 Section 6.3, QHSAS 18001, p. 35. Reported in the perspective of the relevance to our sector and the limited occurrences, this is considered to be sufficiently detailed.	Not applicable	Not applicable	
G4-LA7	Workers with high incidence or high risk of diseases related to their occupation	CR Statement 2014 Health risks are specifically discussed in Section 4.10 / Travel security discussed in Section 6.2.3	Not applicable	Not applicable	
G4-LA8	Health and safety topics covered in formal agreements with trade unions.	CR Statement 2014 Section 6.3, QHSAS 18001, p. 35. Health and safety topics are included in our management system. All staff have access to our systems and are invited to suggest improvements or requests for changes	Not applicable	Not applicable	

Aspect: Training and Education					
G4-DMA		Information on Training and Education can be found in 2014 Annual Report Highlights Excel in our operations / Building a transnational team	Not applicable	Not applicable	
G4-LA9	Average hours of training per year per employee by gender and employee category.	Training is an integrated part of our HR policy (employability) and our performance and development system. It is embedded in our working practice (on the job training in project teams, training programme in each stage of a career). In our corporate development programmes, gender diversity is a crucial factor for the composition of groups. In 2014 the investment in training has not been quantified in terms of hours per employee. Information on training and development: 2014 Annual Report Highlights Excel in our operations, p. 44 / Building a transnational team, p. 50	Our stakeholders do not request this level of detail	No absolute numbers included	
G4-LA10	Programs for skill management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	2014 Annual Report Highlights Excel in our operations, p. 44 / Building a transnational team, p. 50	Not applicable	Not applicable	
G4-LA11	Percentage of employees receiving regular performance and career development reviews, by gender and employee category.	All staff are included in the performance and development system, which includes regular reviews, and career development plans.	Not applicable	Not applicable	
Aspect: Diversity and Equal Opportunity					
G4-DMA		Relevant information on Diversity can be found in 2014 Annual Report Highlights Diversity	Not applicable	Not applicable	
G4-LA12	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity.	2014 Annual Report Highlights Diversity, p. 47 contains the relevant information for the gender diversity in our company.	Breakdown per age group is confidential information. Minority group membership is not included in our standard managing system	No absolute numbers in case of several breakdowns	
Aspect: Equal Remuneration for Woman and Men					
G4-DMA		Information on equal opportunities and international collaboration can be found in 2014 Annual Report Highlights Building a transnational team	Not applicable	Not applicable	
G4-LA13	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation.	Equal remuneration is ensured by an objective and transparent system of job descriptions and weighing factors. This is applicable to all staff and managed with our performance and development system. No issues of misjudgements have been reported. See 2014 Annual Report Highlights Building a transnational team (P&D and GPS), p. 50	Not applicable	Not applicable	
Aspect: Supplier Assessment for Labor Practices					
G4-DMA		Based on our materiality assessment, this aspect is not material for suppliers. We do provide some information on procurement and we report on integrity of partners (sub-contractors). Information on Procurement & Third Party Assessment can be found in our CR Statement 2014 Section 4.4 / Section 6.4	Not applicable	Not applicable	
G4-LA14	Percentage of new suppliers that were screened using labor practices criteria.	CR Statement 2014 Section 6.4, Procurement. This is included in our Business Principles for partners and suppliers, which is available on our website (http://www.royalhaskoningdhv.com/en-gb/about-us/integrity)	Percentage not available. In 2015 the Third Party Assessment for partners will be integrated in our standard work procedures and implemented in practice, starting with countries that are ranked as high risk in the Corruption Perception Index 2014.	Percentage not included	
G4-LA15	Significant actual and potential negative impacts for labor practices in the supply chain and actions taken.	Not applicable.	Not material	Not applicable	
Aspect: Labor Practices Grievance Mechanisms					
G4-DMA		Internal procedures available, but not reported externally	Not applicable	Not applicable	
G4-LA16	Number of grievances about labour practices filed, addressed, and resolved through formal grievance mechanisms.	Internal procedures available, but not reported externally	Our stakeholders do not request this level of detail	Not applicable	

SUB-CATEGORY: HUMAN RIGHTS					
Aspect: Investment					
G4-DMA		Not material.	Not applicable	Not applicable	
G4-HR1	Percentage and total number of significant investment agreements and contracts that include human rights clauses or that underwent human rights screening.	Not material.	Not applicable	Not applicable	
G4-HR2	Total hours of employee training on human rights policies or procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.	Hours have not been registered. Our CR policy and our Global Code of Business Principles (incl. human rights statements) is communicated internationally and accessible for all staff through our intranet. It is also standard component in our introduction training for new staff, management training and of our quality and project management systems and training.	Hours are not registered. Our stakeholders do not request this level of detail.	No absolute numbers included	
Aspect: Non-discrimination					
G4-DMA		This aspect is included in our Intergrity Management System (IMS) and quarterly reporting	Not applicable	Not applicable	
G4-HR3	Total number of incidents of discrimination and corrective actions taken.	No incidents have been reported.	Not applicable	Not applicable	
Aspect: Freedom of Association and Collective Bargaining					
G4-DMA		This aspect is included in our Intergrity Management System (IMS)	Not applicable	Not applicable	
G4-HR4	Operations and significant suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and measures taken to support these rights.	No suppliers have been identified or reported as such.	Not applicable	Not applicable	
Aspect: Child Labor					
G4-DMA		This aspect is included in our Intergrity Management System (IMS)	Not applicable	Not applicable	
G4-HR5	Operations and suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the effective abolition of child labor.	No suppliers have been identified or reported as such.	Not applicable	Not applicable	
Aspect: Forced or Compulsory Labor					
G4-DMA		This aspect is included in our Intergrity Management System (IMS)	Not applicable	Not applicable	
G4-HR6	Operations and significant suppliers identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of all forms of forced or compulsory labor.	No suppliers have been identified or reported as such.	Not applicable	Not applicable	
Aspect: Security Practices					
G4-DMA		No security staff employed	Not applicable	Not applicable	
G4-HR7	Percentage of security personnel trained in the organization's human rights policies or procedures that are relevant to operations.	All staff (100%) has access, and is included in training and communication on our Global Code of Business Principles, which include human rights.	Not applicable	Not applicable	
Aspect: Indigenous Rights					
G4-DMA		This aspect is included in our Intergrity Management System (IMS)	Not applicable	Not applicable	
G4-HR8	Total number of incidents of violations involving rights of indigenous people and actions taken.	No incidents or violations have been reported.	Not applicable	Not applicable	
Aspect: Assessment					
G4-DMA		Not material.	Not applicable	Not applicable	
G4-HR9	Percentage and total number of operations that have been subject to human rights reviews or impact assessments.	All business units are included in our Integrity Management System and risk audits for integrity management and project management. This management system has been certified.	Not applicable	Not applicable	
Aspect: Supplier Human Rights Assessment					
G4-DMA		Based on our materiality assessment, this aspect is not material us, in regard to suppliers. We do provide some information on procurement and we report on integrity of partners (sub-contractors) . Information on Procurement & Third Party Assessment can be found in our CR Statement 2014 Section 4.4 / Section 6.4	Not applicable	Not applicable	
G4-HR10	Percentage of new suppliers that were screened using human rights criteria.	Not material.	Not applicable	Not applicable	
G4-HR11	Significant actual and potential negative human rights impacts in the supply chain and actions taken.	No non-compliances have been reported through our quality system or integrity system	Not applicable	Not applicable	

Aspect: Human Rights Grievance Mechanisms					
G4-DMA		This aspect is included in our Integrity Management System (IMS) and our Quality, Health, Safety & Environment (QHSE) management	Not applicable	Not applicable	
G4-HR12	Number of grievances about human rights filed, addressed, and resolved through formal grievance mechanisms.	No non-compliances have been reported through our quality system or integrity system	Not applicable	Not applicable	
SUB-CATEGORY: SOCIETY					
Aspect: Local Communities					
G4-DMA		Although this is not selected as material aspect, we do provide information on Community Engagement. This can be found in 2014 Annual Report Highlights Community Engagement	Not applicable	Not applicable	
G4-SO1	Percentage of operations with implemented local community engagement, impact assessments and development programs.	For all countries in which we have established offices and continuous operations, we are implementing local community engagement plans. See 2014 Annual Report Highlights Community Engagement, p. 25 for additional information.	Not material	No percentage included.	
G4-SO2	Operations with significant potential or actual negative impacts on communities	No operations were identified as such	Not applicable	Not applicable	
Aspect: Anti-corruption					
G4-DMA		Anti-corruption is discussed in Section 2 / Section 4 of our CR Statement 2014	Not applicable	Not applicable	
G4-SO3	Total number and percentage of operations assessed for risks related to corruption and the significant risks identified.	CR Statement 2014 Section 2, Integrity and CR Governance / Section 4.4, Third Party Assessment. All business units are included in our Integrity Management System and risk audits for integrity management and project management. This management system has been certified	Not applicable	Not applicable	
G4-SO4	Communication and training on anti-corruption policies and procedures.	CR Statement 2014 Section 4, e.g. Development of training programme, p. 23. All staff (100%) has access, and is included in communication on our Global Code of Business Principles, which include anti-corruption (http://www.royalhaskoningdhv.com/en-gb/about-us/integrity). A module on Integrity is integrated as a part of our training programmes.	Not applicable	Not applicable	
G4-SO5	Confirmed incidents of corruption and actions taken.	CR Statement 2014 Section 4, Acting with Integrity	Not applicable	Not applicable	
Aspect: Public Policy					
G4-DMA		No such contributions, as this is against our global code.	Not applicable	Not applicable	
G4-SO6	Total value of political contributions by country and recipient/beneficiary.	No such contributions	Not applicable	Not applicable	
Aspect: Anti-competitive Behavior					
G4-DMA		This aspect is included in our Integrity Management System (IMS), CR Statement 2014 Section 4.	Not applicable	Not applicable	
G4-SO7	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes.	None have been taken	Not applicable	Not applicable	
Aspect: Compliance					
G4-DMA		CR Statement 2014 Section 4, Acting with Integrity contains in-depth info on Integrity & Compliance	Not applicable	Not applicable	
G4-SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.	One smaller fine for non-compliances has been reported through our Quality System or Integrity Management System (rectification in payment of social security). Fine size has not been reported.	Not applicable	Not applicable	
Aspect: Supplier Assessment for Impacts on Society					
G4-DMA		Not material	Not applicable	Not applicable	
G4-SO9	Percentage of new suppliers that were screened using criteria for impacts on society.	CR Statement 2014 Section 6.3, ISO 9001 (p. 36) - sub-contractors evaluated. 6.4, Procurement. Criteria are included in our Business Principles for partners and suppliers, which is available on our website (http://www.royalhaskoningdhv.com/en-gb/about-us/integrity)	Not applicable	Not applicable	
G4-SO10	Significant actual and potential negative impacts on society in the supply chain and actions taken.	Not applicable	Not applicable	Not applicable	
Aspect: Grievance Mechanisms for Impacts on Society					
G4-DMA		This aspect is included in our Integrity Management System (IMS) and our Quality, Health, Safety & Environment (QHSE) management	Not applicable	Not applicable	
G4-SO11	Number of grievances about impacts on society filed, addressed, and resolved through formal grievance mechanisms.	No such grievances have been reported. CR Statement 2014 Section 4, Acting with Integrity / Section 6.3, Environment, Health and Safety Management	Not applicable	Not applicable	

SUB-CATEGORY: PRODUCT RESPONSIBILITY					
Aspect: Customer Health and Safety					
G4-DMA		Based on our materiality assessment (CR Statement 2014 Section 1.4) this aspect is not material to RHDHV.	Not material	Not applicable	
G4-PR1	Percentage of significant product and service categories for which health and safety impacts are assessed for improvement.	In direct terms, this is not material as such. Our QHSE policy and performance is reported in the CR Statement 2014 Section 6. Indirectly, we do have impact. The RHDHV products and services for clients often have impact on their decisions for developments in the build environment (Buildings, Roads, Factories, Water facilities etc.). These developments may cause health and safety impacts. These impacts are included in the decision making of the client, in legislation, and often these aspects are included in our engineering and consultancy or project management projects related to the development.	Not material as such	Not material for an engineering consultancy B2B service organisation	
G4-PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes.	Not reported.	Not material as such	Not material for an engineering consultancy B2B service organisation	
Aspect: Product and Service Labeling					
G4-DMA		Based on our materiality assessment (CR Statement 2014 Section 1.4) this aspect is not material to RHDHV.	Not material	Not applicable	
G4-PR3	Type of product and service information required by the organization's procedures for product and service information and labeling, and percentage of significant product and service categories subject to such information requirements.	Not reported	Not material	Not applicable	
G4-PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling by type of outcomes.	Not reported	Not material	Not applicable	
G4-PR5	Results of surveys measuring customer satisfaction	Not reported	Not material	Not applicable	
Aspect: Marketing Communications					
G4-DMA		Not material.	Our stakeholders do not request us to report on such information.	Not applicable	
G4-PR6	Sale of banned or disputed products	None	Not material	Not applicable	
G4-PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications including advertising, promotion and sponsorship by type of outcome.	None	Not material	Not applicable	
Aspect: Customer Privacy					
G4-DMA		This aspect is covered by our Integrity Managements System, Global Code of Business Principles and Project Management System (http://www.royalhaskoningdhv.com/en-gb/about-us/integrity).	Not applicable	Not applicable	
G4-PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.	Customer privacy is covered by our Integrity Managements System, Global Code of Business Principles and Project Management System (http://www.royalhaskoningdhv.com/en-gb/about-us/integrity).	Confidential information	No absolute number included	
Aspect: Compliance					
G4-DMA		CR Statement 2014 Section 4, Acting with Integrity contains in-depth info on Integrity & Compliance	Not applicable	Not applicable	
G4-PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.	No fines for non-compliances have been reported through our quality system or integrity management system.	Not applicable	Not applicable	