



CORPORATE RESPONSIBILITY

AT ROYAL HASKONINGDHV

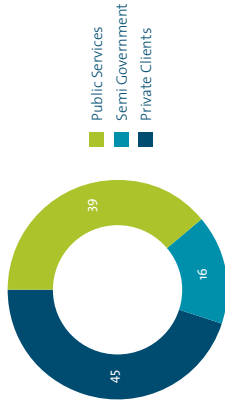
2012



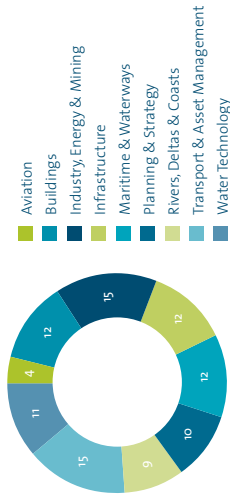
**Royal
HaskoningDHV**
Enhancing Society Together

Key Figures 2012

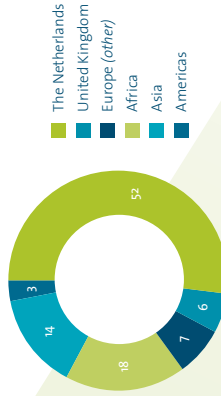
Turnover by client group (in %)



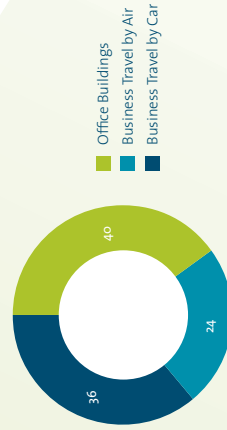
Turnover by market sector (in %)



Turnover by region (in %)



CO₂ footprint 2012 contribution by source (in %)



Revenue

€ 702 million

Average workforce

7,100

Workforce

6,905 end of 2012

Diversity

15% female management

CO₂ footprint

3.23 tonnes per employee

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Cover Image: The University of Wageningen through their Institutes IMARES and LEI together with Royal HaskoningDHV are implementing the project "Eco-engineered coastal defence integrated with sustainable aquatic food production: Pilot project in Bangladesh (ECOBAS)", financed by Partners for Water (PWW) the Netherlands. Small oyster reefs are tested in Bangladesh to see whether these can contribute to the protection of the shoreline, while at the same time providing seafood to the local communities.

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Dear reader,

Welcome to Royal HaskoningDHV's first Corporate Responsibility Report. It is complementary to the 2012 Annual Report and Financial Statements and provides insight into the Corporate Responsibility performance of Royal HaskoningDHV in the year 2012. It describes our commitment to integrating corporate responsibility and sustainability into all our business activities, and the progress we have made during 2012.

The year 2012 saw the merger of our engineering consultancies to create Royal HaskoningDHV. Each company brought with it a history of innovation, integrity and a commitment to contribute positively to the development of society. Today we believe this need for an integrated vision for people, planet and profit is more necessary than ever.

For that reason we have chosen the guiding vision for our organisation as enhancing society together. 'Together' is important because we believe meaningful solutions for the future can no longer be created without collaboration with our partners, clients and other stakeholders. We envisage that value delivery models will evolve from client-supplier to collective initiatives in which each party has a role to play.

Change is happening already but simply does not have the scale or speed that is ultimately going to be required. Our combined business now positions us in the top of the leading independent engineering companies worldwide, delivering projects from more than 100 offices in over 35 countries. We believe our merger was the best possible step for us to increase our contribution internationally.

Our focus is on delivering added value for our clients while at the same time addressing the challenges that clients and societies are facing in terms of the growing world population and the consequences this has on our towns and cities worldwide, on the demand for clean drinking water and water management, on traffic and transport and resource management. By showing leadership in sustainable development and innovation, we are teaming up with our clients to become part of the solution to a more sustainable society.

Of course, 2012 also saw a continuation of the tough market conditions especially in Europe, which forced us to adjust to current demand. Nevertheless, there are major challenges and developments in the world that require expertise. Our strategy over the next 3-5 years is to maintain and build strong positions and international capacity to deliver our commitment to enhancing society together in our key markets.

Our people are integral to our vision. It is through collective effort that this perspective will be embedded throughout our business activities, enabling each unique opportunity presented by projects for clients to be realised by the teams involved. We believe in continuously challenging and developing our professionals, and we focus on client engagement, collaboration and knowledge management.

Our corporate responsibility extends from our projects into engagement with local communities, sharing our knowledge and expertise, and building futures for young people through education, inspiration and empowerment. Our active 'giving back' programme contributes to social, economic and environmental priorities in the countries in which we are established. And we aim to set an example through our own operations, which for us relates mostly to CO₂ reduction, sustainable offices and travel.

We have embarked upon an ambitious journey to be a positive force in society. This document is a mark of progress so far in our commitment to accelerate and add substance to the creation of a more sustainable society for all.

We welcome your comments and feedback, which you can send to Marjolein Demmers, our CR Director at infoCR@rhdhv.com.

Bertrand van Ee
Chair of the Executive Board



This Corporate Responsibility Report forms part of the Royal HaskoningDHV 2012 Annual Report and the Annual Financial Statements.

For an overview of our offices, please visit royalhaskoningdhv.com/offices. An explanation of the abbreviations used in the text can be found in the glossary at the back of this document.

Introduction

Company Profile & Strategy

In addition to the 2012 overview, this Report also includes our ambitions for the coming years.

For further general details about 2012 achievements of Royal HaskoningDHV and the majority-owned legal entities that are part of the Royal HaskoningDHV Group BV, we refer you to the 2012 Annual Report. For information on divestments in 2012, see the 2012 Financial Statements (www.royalhaskoningdhv.com). We do not report on joint ventures or subcontractors. The selected KPIs relate to our own staff and exclude freelance staff or staff hired through temporary staffing agencies. We report environmental KPIs on our permanent office locations.

tangible value creation.

As a consequence of the merger on 1 July 2012, a new approach towards Corporate Responsibility (CR) was adopted during the reporting year. However, data management and reporting structures were not in place to enable full reporting on CR for 2012 in line with this renewed CR approach. We have decided to focus on self assessment this year and to postpone external assurance of our CR until we have implemented our systems. Nevertheless, we have made a significant effort to give an overview of our 2012 CR achievements – following GRI standards – for our stakeholders. We have done so to the best of our ability and based on the data available.

positive difference and are committed to doing so.

In 2012 our newly-merged organisation built on existing strengths to create an international framework for corporate responsibility, based on CSR 2.0. This requires that corporate responsibility

We specialise in aviation, buildings, industry, energy and mining, infrastructure, maritime and waterways, planning and strategy, rivers, deltas and coasts, transport and asset management, and water technology. Our services are aimed at contributing to the sustainable interaction between people and their environment, to achieve our company's brand promise to Enhance Society Together.

Our clients

Relationships with our clients are based on trust. We work closely with our clients to understand and achieve their ambitions, adding value through innovation and local delivery of world-class solutions. Our commitment to innovation goes beyond the immediate; we make long-term investments, co-create with clients and collaborate with knowledge institutions on leading edge sustainable solutions.

- Public services: governments, ministries and municipalities
- Semi government: parastatals and (semi) government entities
- Private clients: industry, contractors and developers

our staff and society as a whole; creating integrated and pragmatic solutions for sustainable interaction with a high respect for people and their environment, having zero tolerance for non-compliance with our integrity code.

Team spirit in our way of working, which is pro-active, open and inclusive.

Excellence in delivering on our promise and our continuous striving to improve the added value of our services.

Our Corporate Responsibility

We work together with our clients and our partners to realise opportunities for sustainable development in our projects. We practice what we preach in our own operations, not only assisting our clients in limiting their carbon footprints, but with attention to our own as well. And we give back by helping to build futures through education and capacity development in communities.

Our brand promise

Our commitment to stakeholder engagement entails that we work in partnership with others, aiming to create solutions that bring about positive interaction between people and their environment.

business and our environment.

More information on our mission, vision, legal structure etc. can be found in our 2012 Annual Report and our 2012 Financial Statements on our website royalhaskoningdhv.com.

Our certifications

Our processes are certified by internationally recognised bodies and we align with global initiatives for corporate responsibility.



A footbridge across the dangerous Senqu river provides a safe crossing and a sustainable future for the 2,000 inhabitants of Mafutho in the Kingdom of Lesotho



Corporate Responsibility

Strategy & policy

Our ambition is to achieve fact-based and recognised leadership in sustainable development and innovation in our markets. We intend to take every possible opportunity to create sustainable value for the mutual benefit of all. Our corporate responsibility policy statement encapsulates our approach. It is being implemented through our development plan and management system, which includes target setting, planning, monitoring and evaluating progress.

Our corporate responsibility approach

Corporate responsibility fits with our intrinsic values. Our independence, professional objectivity and drive stem from this philosophy – as well as from our employee ownership structure. The trust clients and talented professionals place in us is partly a consequence of our understanding and response to the needs of our stakeholders. We have always pushed boundaries in our work in search of new and better solutions for our clients. Being more explicit, ambitious and transparent about our work fits with the contemporary global business environment where delivery of added value has become a vital part of operations.

Governance, management & reporting

Under the direction of the Executive Board, corporate responsibility is embedded within our systems, governance model and management tasks. Every section of the organisation incorporates corporate responsibility into strategic and operational plans, activities, monitoring and reporting. As an international company, we follow the principles and standards of the UN Global Compact, OECD

The value chain

Our role in the value chain is visualised in Figure 2. Our main impact and opportunity to influence and contribute to the sustainable development of society is downstream – as our services and projects influence our clients and their activities. Our clients are government organisations, large companies in a variety of sectors, small and medium enterprises and non-profit organisations. Related to our downstream services we also play a role in the knowledge community and in public debate. Our direct impact on the environment and society is through our operations. This includes the use of offices, our business travel and the employment we provide. Upstream we can influence our supply chain through selecting and contracting suppliers and subcontractors.

We interact with parties in this value chain upstream and downstream and in our operations through our stakeholder dialogue, procurement policy, partnerships and chain initiatives.

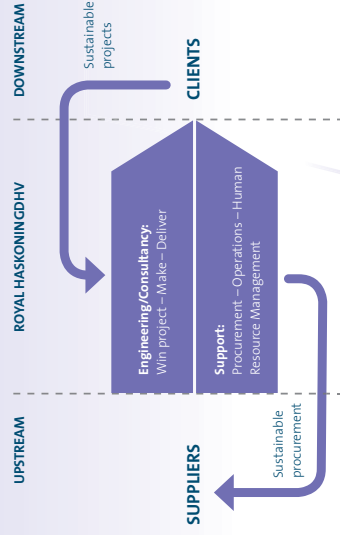


Figure 2. The value chain

In this interaction we aim to reduce our impact on the environment and to enhance society together. We base our CR approach on the opportunities to create impact within this value chain and within society at large.

- For Royal HaskoningDHV, corporate responsibility means:
- Working with passion to enhance society together
 - Taking professional leadership in sustainability and innovation
 - Having a continuous dialogue with stakeholders
 - Maintaining integrity as our highest value
 - Sharing our best practices and insights

This is put into action through our sustainability programme:

- Delivering added value through our projects
- “Walking the Talk” in our business operations
- Giving back through local community engagement

We progressively set targets, measure performance and report on corporate responsibility globally. Our ambitions are described in the CR policy statement and CR Charter, and in the Sustainability Agendas of our businesses and supporting units. Reporting systems will support the process by creating performance information for further decision making in 2013.

Enhancing Society Together

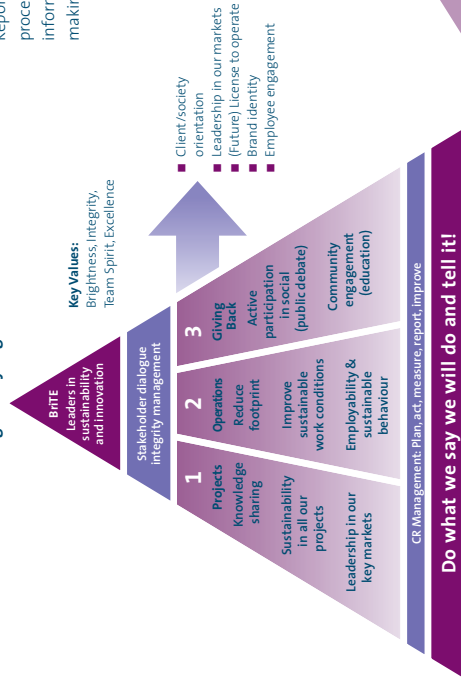


Figure 1. Our CR approach



Corporate Responsibility

Reporting & transparency

In the Netherlands, the transparency of CR reports and integrated annual reports is evaluated in the Transparency Benchmark by the Dutch Ministry of Economic Affairs. In 2012, DHV was ranked in the top 20 for the fifth consecutive year with the DHV Sustainability Report 2011 (16th position). The 2011 Royal Haskoning Report did not include detailed CR information, and was benchmarked as 'average' in transparency (55th position in 2010 and 193rd for the report of 2011).

For the reporting year 2012, we have chosen a pragmatic approach. The major objective of this report is to inform our clients, partners, staff and potential staff, and all others who are interested in Royal HaskoningDHV about our CR developments in 2012. In addition, we hope it will be a starting point for (further) dialogue with all our stakeholders. However, as we describe in our introduction, circumstances do not allow for a complete, detailed and audited report.

Reporting process

This report has been created in collaboration with our three largest countries, the Netherlands, South Africa and the United Kingdom. Data collection is based on the entire company, and facilitated by our CR data management system. Data has been reviewed by local data experts, and reviewed and consolidated by Corporate Finance and Control. As this is the first year of the new company, the process of data and information collection was hindered by many organisational changes, discontinuities and differences in reporting.

For 2013, a new management and reporting system will be implemented and we expect to give an improved overview of the company's sustainability objectives and results.

Looking back on 2012

In 2012, during the merger of Royal Haskoning and DHV, corporate responsibility was identified as a common commitment which would feature prominently in the merged company.

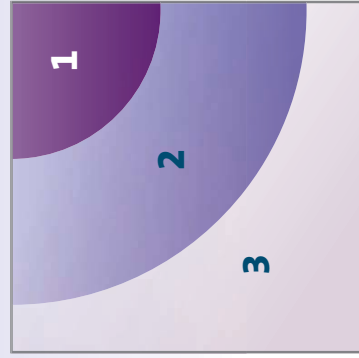


Figure 3. Relevance of themes for Royal HaskoningDHV and our stakeholders

Relevance for Royal HaskoningDHV

- 1: Focus**
 - Sustainability in projects
 - CO₂ (offices and business travel)
 - Employability
 - Integrity
 - Community engagement
- 2: Responsibility**
 - Diversity
 - Sustainable procurement
 - Paper use
 - Office waste
 - Biodiversity
- 3: Passive**
 - Water use
 - Use of materials

Summary of results in 2012

- Through our merger and new ambitions, we have taken important steps in preparing the company for international growth with a focus on 'Enhancing Society Together'. At the same time, tough market conditions in Europe also required short term adjustments in our organisation and capacity.
- During the merger in 2012, Royal HaskoningDHV developed a new and integrated CR approach, building on past experiences. CR was integrated in the company's strategy and structure, a CR director was appointed, a sustainability business platform was formed, and policies, targets and plans were defined.
- In 2012 we redesigned our Integrity Management and Global Code of Business Principles, and we added an Integrity Council to enhance our internal dialogue on issues and dilemmas.
- We redesigned our management systems (focusing on project management, risk management and Quality, Health, Safety and Environment).

Innovative renovation of eight steel bridges in the Netherlands

- We delivered professional contributions to sustainability through our projects, and through public debates and events, including our annual National Sustainability Congress in the Netherlands.
- We introduced a development-oriented HR appraisal system and included sustainability aspects in our tools and training modules.
- We continued with our efforts to measure and reduce the footprint of our operations (focusing on CO₂).
- We redefined our sponsorship policy and 'Giving Back' programme, while making significant contributions at a local level with community activities and capacity building.

Stakeholder dialogue

Introduction

Collaboration and sharing ideas are important in building momentum and accelerating innovation. They are essential elements in the way in which we want to approach corporate responsibility. We use structured stakeholder dialogue to achieve this, e.g. client feedback, round tables and client events, employee feedback and meetings with local and international NGOs and government agencies. This provides us with a 360-degree perspective, constructive feedback and opportunities for partnership and co-operative assistance. Feedback is evaluated and conclusions are incorporated, where appropriate, into our strategic development plans, sustainability programme and annual action plans.

Our aim is to integrate stakeholder dialogue into our operations at all levels. Every activity will take into account the needs and values of the parties that are directly and indirectly involved. We can distinguish a large number of different stakeholder groups due to the nature of our work. For the sake of clarity we consider our stakeholders to be those groups that are directly affected by our activities and those who have shown interest in our role. They have been identified as groups relevant to our supply chain, business environment and our core activities internationally. We will remain watchful as these groups may change as the world around us is changing, and we will adapt as deemed appropriate.

Currently, we recognise three main focal points for influence:

- **Strategic corporate level:** Each year the Executive Council reflects on the consolidated input and draws conclusions for the strategic planning process.

- **Operational level:** Our supporting groups and businesses benefit from specific dialogue with their relevant stakeholders to continuously fine-tune their focus and assess the effectiveness of their actions (see page 15).
- **Project level:** Stakeholder input is a key factor in the delivery of a successful result. A broad range of input is sought by project teams wherever feasible. Stakeholder involvement at project level is part of our e-Value tool (see page 17).

Stakeholder activities in 2012

Partnerships

Through partnerships in sustainability platforms we share the insights and experience we obtain through our projects with others. In 2012 we continued our Dutch partnership with 'De Groene Zaak' (Dutch Sustainable Business Association) and 'MVO Nederland'. Our partnership with

Account management

Feedback from our key clients requires continuous interaction. We aim to coordinate and structure this interaction through account managers. Before the announcement of the merger, both companies had been in the process of restructuring account management. In 2012 we developed a plan for the merged company

according to the motto 'clients first' for an outward-looking focus. We set up integrated account teams from across our disciplines for 50 leading clients. Intensifying the dialogue with key accounts is important to receive feedback on our performance and to develop ideas with regard to future client needs.

Stakeholder dialogue with clients

In 2012, we organised the following activities to develop and support feedback and dialogue with our clients:

- In 2012 DHV and Royal Haskoning carried out client satisfaction surveys. In the Netherlands, almost 800 surveys were completed, in South Africa, 88 were returned. The average rating from the DHV (NL) surveys was 7.8 on a scale of 10. Of all Royal Haskoning respondents, 96% were satisfied or very satisfied, especially with regard to reliability and expertise.

On our question "is sustainability applicable for this project", almost 70% answered that they did not consider sustainability to be applicable. However, of the clients that answered this question affirmatively, approximately 98% were satisfied or very satisfied with the extent to which sustainability aspects were covered. Further investigation into these responses is required. We see opportunities to improve our presentation of

sustainable options more explicitly. In 2012 we developed a new client satisfaction monitoring system for Royal HaskoningDHV. With this system we are able to continue and expand our monitoring of client satisfaction systematically, including clients' perception of our added value in relation to sustainability.

- For our executive relations, we held an exclusive dinner in the evening of the National Sustainability Congress in the Netherlands for our key stakeholders. Paul Gilding presented his book *The Great Disruption* and a discussion followed on implications for us, our stakeholders and the sectors in which we operate. It reminded us of the urgency for change and it gave us the opportunity to exchange ideas on how to raise awareness in our organisations.

Our client said:

"Your policy to focus on projects and show cases is important. You need to continue to remind us, and show us the options."

Public debate

We interact in public and professional dialogues and debates through our businesses and with leading professionals by contributing articles and participating in events and initiatives. For example:

- We are active in organising platforms such as the Dutch National Sustainability Congress which saw its 13th edition in 2012. Some 700 people participated in the congress entitled *The Revisalisation of Sustainability: Serve and Deserve*.
- We co-organised an in-depth bio-based conference in the World Trade Center in Rotterdam on biomass as feedstock for industry, chaired by our CR director.



Stakeholders can contact us with questions, suggestions and complaints through their personal contact within our company and/or by contacting our CR team at info.CR@rhdhv.com. All staff are instructed to apply our standard procedure (as described in our ISO 9001 quality management system) to ensure that complaints are correctly answered and addressed.

Stakeholder dialogue

and politicians exchanged views through practical workshops and more wide-ranging seminars.

- We took part in a three day Resource and Waste Management (RWM) Conference in partnership with the Chartered Institute of Waste Management in the United Kingdom. Around 14,000 visitors, 650 exhibitors and 100-plus expert speakers met to explore the latest industry developments affecting everyone from local authorities and landfill operators to retailers and recycling consultants. The conference programme included three of our experts as presenters to share their expertise with a wider audience.
- In South Africa we organised two informative seminars for universities providing multidisciplinary insights on the possibilities for greening their campus.

client meeting in our office in Deventer, the Netherlands. Ten participants shared and discussed experiences and obstacles encountered when implementing local policy for sustainable development regarding infrastructure. In addition, we interviewed ten Dutch provinces, municipalities and water boards individually on this subject.

Dialogue with Staff

We use round table discussions for internal dialogue with our staff on strategic topics. These encourage people to exchange views and experiences, and to take ownership of our shared vision and ambition. Round table dialogue works as an effective 'bottom up' feedback, engaging participants while also providing indirect benefit for those who cannot attend. We developed a round table toolbox which is now being used at the various dialogues organised across our offices worldwide during the Executive Board Roadshow.

attention to cultural awareness, and to give more appreciation to 'female' characteristics. The second dialogue clarified the parameters that define people's perception of appreciation. The group concluded that there is a need for more attention and positive feedback among employees, which was fed back to HR for input into its training programme and tools.

Our staff said:

"Integrating sustainability in our projects is a learning process. We run into dilemmas that require further consideration. We need guidance in this."

Actions arising from stakeholder dialogue

With our stakeholders we reviewed our achievements, opportunities and options for improvement. The following key points are taken into account for further development:

- Increasingly our clients feel the need to raise sustainability to a higher level. They expect us to help them in this. Our expertise in sustainability is applied in our projects, but can remain hidden or unnoticed. Our consultants are encouraged to discuss any possible sustainable elements in the project they are delivering.

Plans for 2013

- In 2013, we will further develop and implement our stakeholder dialogue, as outlined in our approach. This includes that we will address sustainability and CR in our strategic meetings between our business management and our key clients. These meetings are an integrated component of Account management. We aim for 5-10 full reports on feedback of key clients on our CR and sustainability performance. In addition, we will collect and evaluate the feedback that was given in other client interactions and client satisfaction reports.
- With our staff, we will continue the dialogue through staff surveys and feedback sessions on specific topics. We aim for at least three round table sessions with written outcomes and conclusions for follow-up.
- We will organise feedback interviews with stakeholders on our CR policy and 2012 report. We aim for at least five reported interviews.
- To address sustainability in our markets we will organise round tables and events with key players. We aim for at least one round table and one executive event.

reference book for further internal and external sharing. Dilemmas will also be addressed through our new International Integrity Council. In our view, controversial projects will always be part of our work, as we have a role to play as an independent expert. However, we need to be clearer about the balance we seek, the added value we provide to clients and society, and the boundaries we set.

- Dialogue with external parties is often used for direct and local purposes. In addition to this 'natural' and role-related dialogue, we need to ensure that messages and feedback are also funnelled back from all over the world to support decision making and planning at corporate level. This requires structuring our approach. We have set up a structure for interaction with our stakeholders at various levels for 2013:

Our approach to stakeholder dialogue

- The Board, the CR director, business directors and resident directors select their key external stakeholders and maintain an open dialogue with them. The dialogue takes place through client interviews, inspirational events and round tables. In addition, this is supported by quantitative and qualitative research of our Marketing & Communications Department (M&C) where possible.
- The Procurement & Facility Management Department interacts with upstream stakeholders through an open dialogue with our suppliers and through our sustainable procurement policy, compliant with relevant international standards (e.g. UN Global Compact).
- Our Human Resources (HR) Department organises the dialogue with our internal stakeholders through staff surveys, polls and round table dialogue. In addition, HR talks regularly to our suppliers in the labour market.
- Our experts and business managers are in continuous contact and interaction with our stakeholders. They participate in the public and professional debate related to our markets, by writing opinion pieces, technical articles, speaking at events and taking various other initiatives.

Integrity management

In 2012, we worked on our Global Code of Business Principles to outline the way we work. Our integrity policy and management system has been defined based on best practice standards. The scope of integrity includes business ethics from an economic, social and environmental perspective.

Compliance Officer at corporate level, and local Compliance Officers in every country, and an anonymous reporting line operated by an independent external organisation.

During 2012 questions were raised by staff with regard to high profile or controversial projects, some of which we are involved with. The questions were researched and answered by the Corporate Responsibility Director and

However, this process highlighted the added value that dialogue and issue management bring to clarify our role in high profile or controversial projects.

In 2012, two minor non-compliances to our former integrity policy have been reported by our Compliance Officers. They have been evaluated and adequate measures have been taken and were implemented.

Plans for 2013

- The Integrity system will be reinforced during 2013 under the guidance of the Corporate Compliance Officer and the International Integrity Council.
- This will be supported by internal communication, e-learning and reference guides.
- The dialogue on dilemmas and issues will be continued, to develop our position and issue management process. We aim to raise awareness on potential issues, by including an analysis of potential controversies in the project acquisition phase.
- We will continue with our International 'Ethic Intelligence Certificate', awarded by the ETHIC Intelligence Certification Committee.

Sustainability in projects

and challenges which we operate in (country, client and industry). We aim to deliver value to these projects. The following pages can be found in our 2012 Annual Report and on our website.

Inspired by Cradle® and the Strategic Framework for Sustainable Development of The Natural Step (Foundation for Sustainable Development), we promote diversity and a commitment to being a force for good. This means that we aim to do things which are right instead of doing things which are 'less bad' for society. To get the best results, we focus our efforts on the challenges in our markets, as identified on the following pages. We aim to support our clients in their objectives, and we believe that our ability to offer sustainable added value will contribute to the successful continuity of the activities of our clients and ourselves.

In the past few years we have developed and used a project tool, e-Value, to support staff in identifying sustainability aspects of the project to be addressed in dialogue with clients, in our project proposals and in project evaluations. This tool is now part of our standard work procedures.

State of Environment Report, basis for responsible decision making, ensuring a sustainable future, Province of Gauteng, South Africa

Sustainability in projects

Cities

Cities are continually developing and growing. They are contending with urbanisation and changing demography, demand for employment, housing and urban services, while at the same time the effects of climate change and environmental pollution are causing risks. The challenge in developing sustainable cities is to create dynamic and healthy living environments that support people in their needs and happiness, while also anticipating future circumstances. This also requires that cities become more resilient. See below for some related projects we worked on in 2012.

Flood and inundation management project for Ho Chi Minh City, Vietnam: Many urbanised areas are located in coastal areas and river deltas and are threatened by flooding. This is the case for Ho Chi Minh City, a low-lying city with a population of eight million inhabitants. Royal HaskoningDHV and Deltares developed a concept based on climate scenarios in which the city itself will be protected by dykes to provide adequate flood defences until 2025, while controlled flooding will be permitted in outlying areas. In the next decade, it is possible to extend and raise these barriers if sea levels continue to rise. This leads to a long-term flood defence solution which is both smaller and less expensive than initially envisaged.

Sustainable real estate for City of Nijmegen, the Netherlands:

Like many municipalities in the Netherlands, Nijmegen has very high ambitions for sustainability. One of the key goals is to achieve zero CO₂ emission by 2030. Their current real estate portfolio, consisting of about 600 buildings, was never built with this purpose in mind. Royal HaskoningDHV has been awarded responsibility for the maintenance of all municipal buildings in Nijmegen. We have developed an approach to identify opportunities for sustainability improvement linked to

Master Plan Mon Tresor, Mauritius: Mauritius wants to reduce its dependence on the sugar cane industry. Royal HaskoningDHV has developed a long term vision and a master plan for a 400 ha sugar cane site adjacent to the airport and the

maintenance activities resulting in a revolving investment fund. This allows for a very significant reduction in emissions while reducing costs as well.

In addition to our projects, Royal HaskoningDHV works with partners to develop and improve the sustainability performance of the built environment – by initiating and/or participating in several platforms. Examples are:

- Dutch and South African Green Building Councils.
- Sustainable spatial development (NL)
- DuurzaamGebouwd (Sustainable Building)
- Rotterdam Sustainability Initiative (RSI): This foundation sponsors the Academic Chair Cradle to Cradle® for Innovation and Quality at Rotterdam School of Management, Erasmus University

Water

Fresh water is a vital resource, but its availability can be erratic or unpredictable. Climate change requires measures against the effects of water peaks, rising sea levels and droughts, while at the same time dealing with fresh water shortage for communities and food production in urban and rural areas. See below for some related projects we worked on in 2012.

Master plan for the Lower Jordan River:

This famous 200 km river flows through the unique Jordan Valley and is heavily polluted and reduced in size. Royal HaskoningDHV is developing a cohesive and transboundary master plan, steered by principles of sustainable development. This plan supports a healthy ecosystem, equitable sharing of water resources, free public accessibility and economic development for all nationalities involved.

Chuquiaguillo drinking water project, Bolivia:

Royal HaskoningDHV and Vitens Evides International are supporting a Bolivian water company in the development of the Chuquiaguillo drinking water

project. This project will provide fresh drinking water to approximately 125,000 inhabitants of Bolivia's capital La Paz.

Nereda®:

Treatment of wastewater is a key factor in environmental management, creating crucial ecological and health benefits. Cost, energy and spatial footprint are critical factors. Our innovative biological wastewater treatment technology Nereda® consumes less energy and chemicals, has a very small footprint and is more cost-effective than conventional water purification systems. With installations already in operation in Europe and Africa, this technology is on the verge of a major global breakthrough.

In addition to our projects we support a number of initiatives. Examples are:

- Aqua for All – We were involved and supported the development of the FDW* PPP fund water security. At schools we taught water items and we delivered guest lectures.
- WNF (water footprint programme).
- Leaders for Nature.
- 'konderzoekwater' ('1 study water').

*Fonds Duurzaam Water

Nereda demonstration reactor at Fielas Wastewater Treatment Plant, Portugal



Master Plan Mon Tresor, Mauritius



Sustainability in projects

Transport & logistics

People and goods move all over the world. This is important for our economy but it requires energy and places burdens on people and ecosystems. On the one hand, we need our global systems to operate effectively to increase global welfare and to share resources, on the other hand we want to reduce negative impact and pollution. See below for some related projects we worked on in 2012.

sustainable infrastructure design. Royal HaskoningDHV worked with a landscape architect and artist to design the road of the future in the Netherlands, including special designs for viaducts and bicycle tunnels. The design strengthens local identity and is CO₂ neutral.

Sustainable management plan for Doha Metro, Qatar

Public transport is an important factor in creating sustainable cities. Royal HaskoningDHV has been commissioned to develop a Sustainability Management Plan for the Doha Metro - Red Line South. This line connects Doha International Airport with the Doha City Centre and consists of a 12 km metro double track and four underground metro stations. The objective of the Sustainability Management Plan was to demonstrate compliance with the Qatar Sustainability Assessment System (QSAS), to create a sustainable built environment that minimises ecological, cultural and economic impacts while addressing the specific regional needs and environment of Qatar.

M5 rehabilitation project for eThekweni Municipality, South Africa:

With limited funds available for the rehabilitation of South Africa's roads, it is vital that the planning, design and construction processes are geared towards efficient, economical and sustainable practice. Worldwide the Green Roads sustainability rating system has provided guidance in achieving these goals. On the M5 project, Royal HaskoningDHV planned for the use of a Bitumen Stabilised Material as the base course using 100 percent Recycled Asphalt. The principal benefits are cost and energy savings. The M5 project has been a milestone in



Examples are:

- In the past few years, we have taken an active role in development of sustainable infrastructure. We participate in the BREEAM infra development in the Netherlands and the Green infra initiative in South Africa. In Aviation we have supported GRI in defining the qualities of sustainable airports.
- In mobility management we have developed UWAYGO, a service concept to support organisations in providing tailor-made solutions for the travel needs of their staff.
- We have teamed up with the Embassy of the Kingdom of the Netherlands, the Dutch Cycling Campaign and the London 'Go Dutch', to see how the Dutch cycling experience can boost Britain's cycle network and increase safety and public support for cycling.

Industry & resource management

Industry has provided many wonderful possibilities, but we use large amounts of energy and resources in the process, and we cause serious damage to the environment and ecosystems. How can we continue and share the quality of life that we have obtained, while bringing it in balance with the carrying capacity of the world's ecosystem? Frontrunners in industry are taking steps to discover alternatives that have great potential. In the meantime, existing industries continue to extract resources, and produce the goods our society needs and desires today. There is a growing urgency to do this as responsibly as possible, in social, ecological and economic terms. Improvements often involve the total value chain. See below for some related projects we worked on in 2012.

Take back chemicals (Tabachem):

To reduce the impact of chemicals, Royal HaskoningDHV developed the concept of 'Take Back Chemicals' through a series of initiatives in the past few years. In 2012, the Dutch government commissioned us to develop this concept further in co-creation with several partners. Tabachem assesses the feasibility of chemical leasing as innovative ways to address resource scarcity and negative environmental impact.

10MW Earls Hall wind farm, United Kingdom:

Wind energy is an important factor in the plans for renewable energy in the United Kingdom. One of our involvements in wind projects is the design of the recently completed wind farm near Clacton-on-Sea. This wind farm features 125m tall turbines successfully established in complex soil conditions.

Sludge handling facility, Lesotho:

To improve waste handling, the Municipality of Maseru in Lesotho appointed Royal HaskoningDHV to design a sludge handling facility. This facility is a solution for the earlier unsustainable practice which involved a textile manufacturer temporarily applying the contaminated sludge stockpile on the land before transporting it to a landfill site. The new containment facility protects the environment while reducing disposal costs. There is scope in the design to apply solar drying of sludge and possible production of bricks in the future.

In addition to our projects we developed a number of innovative approaches for a more sustainable world. Examples are:

- Royal HaskoningDHV has taken several initiatives to develop a circular economy. Initiatives include Tabachem, 'Factory of the future', Park&all, sustainable textile and clothes (with Dutch aWEARness), and Recover-E (circular model for ICT equipment).
- Every year we lead the organisation of the National Sustainability Congress which saw its 13th edition in 2012 (see also page 13 under Public Debate).



Sustainability in projects

Plans for 2013

The development of sustainability in projects will include the following:

- Build connections across businesses on the sustainability transition needs in our key markets, and align this with our knowledge development and market initiatives.
- Connect with stakeholders (dialogues) to align our services to current and future needs, and to explore opportunities for integrated sustainable solutions.
- Adjust the tool 'e-Value' to the new circumstances internationally, and roll-out the first phase, introduce to all staff and carry out training/coaching sessions.
- Increase awareness with staff and stakeholders, and provide support to address sustainability opportunities, risks and dilemmas in relation to our projects, and discuss this early in the project acquisition phase.

Royal HaskoningDHV was selected to write the book *Duurzaam Ondernemen Waarmaken* (Put sustainable business into practice), together with Erasmus University in an assignment of SMS (Foundation for management studies). The book was published in 2012 and nominated as best management book of the year in the Netherlands. In 2013, it will be translated into English. A large number of companies have participated in the research. A series of master classes will be organised to share the insights with other organisations.



The University of Wageningen through their Institutes IMARES and LEI together with Royal HaskoningDHV are implementing the project "Eco-engineered coastal defence integrated with sustainable aquatic food production: Pilot project in Bangladesh (ECOBAS)", financed by Partners for Water (PWW) the Netherlands. Small oyster reefs are tested in Bangladesh to see whether these can contribute to the protection of the shoreline, while at the same time providing seafood to the local communities.

Sustainability in operations

Introduction

As an international service provider, the challenge in our operations is to reduce our footprint while building more international collaboration and presence at the same time. This requires a combination of being smarter in our solutions and being more efficient in our operation of office facilities and business travel. At the same time we have to look at optimising staff development, well-being and our added value to society.

Human Resources

Royal HaskoningDHV is a company of people from people. In our CR approach towards staff, we focus on employability, staff involvement, sustainable behaviour and diversity as key factors. We pay special attention to young staff, encouraging active involvement by the younger generation within our organisation. We aim to contribute to social needs in the societies in which we participate.

Employability

In 2012 we developed a new global Performance and Development System, focusing on employability and supporting the development and well-being of staff to contribute to the long-term career and health of employees. We will maintain, evaluate and continuously update our training programme. We have included sustainability in all our training modules where applicable. We aim to introduce e-learning, to increase people's learning opportunities internationally and to decrease travel for training.

Social return

In some of the countries in which we operate, unemployment and distance from the labour market among certain groups in society is a serious social issue. We aim to address this issue in several ways:

- We offer positions to students and graduates to build their work experience and improve their job opportunities.



Royal HaskoningDHV team crossing finish line, Alpe d'Huizes 2012

We contribute by offering jobs to people who are distanced from the labour market. For example, our office cleaning contract in Amersfoort, the Netherlands, was awarded to AMforis, a social reintegration organisation.

Public clients in the Netherlands include a social return paragraph in their tendering procedures for large projects. We take the initiative and approach this paragraph with positive and practical solutions and have received positive feedback from our clients on our approach.

Royal HaskoningDHV has a corporate international travel safety and security policy in place. It includes procedures and guidelines focused on our staff when travelling abroad and staying overseas. In the event of a major security incident which involves Royal HaskoningDHV staff, the incident is managed, the situation is monitored,

management, and communication with business activities. The priority of staff and their safety is always a priority in our projects and operations. This means that we will check, register, evaluate and improve our systems and

Sustainability in operations

Diversity

We monitor diversity in the company because we believe a diverse workforce enhances creativity, innovation and flexibility.

Resident Directors (28) have the nationality of the country in question.

Gender diversity

In the new company, 15% of all management positions were filled by female managers at the end of 2012. Also, diversity is ensured in top management with 25% female (6 of 24 positions) and representatives from the United Kingdom, South Africa and the Netherlands.

In our Supervisory Board, the figure is 25% (2 female members out of eight members).

At the end of 2012, 8.5% of the Dutch top positions in our merged organisation were filled by women. The new target for the merged company in the Netherlands is to increase the share of women in senior positions (managers and professionals) to 15% in 2015.

Table 1. Gender diversity for 2012

	Total	Netherlands	UK	South Africa
Total number of staff* (headcount, end of year)	6905	3633	584	1108
Female workforce (%)	29%	26%	31%	32%
TOTAL Women in Management	15%	18%	13%	10%

* end 2012

Development of Young Professionals

We succeeded in our target to offer two young volunteers the opportunity to work for VSO in Ethiopia and Bangladesh. In addition, five young professionals joined the Nudge Leadership Challenge in which they trained in a leadership challenge for sustainability with other corporate young professionals.

The year 2012 saw the merger of Young Royal Haskoning and Young DHV. Staff aged under 35 from the United Kingdom, South Africa and the Netherlands are active in this platform, which offers the opportunity to broaden their internal network and discover more

about the organisation across the world. In addition, they are inspired to influence the daily operations of the company through regular meetings with top management. The Young platform thus contributes to the personal development of our younger staff.

In November 2012 Young Royal HaskoningDHV organised the sixth

International Cross Selling Day, an event where young professionals and the Board of Management get together and participate in different lectures and workshops. The event provides many opportunities to network. Participants not only included colleagues from South Africa, the United Kingdom and the Netherlands, but also from Ghana and Nigeria (see image).



Example: Diversity in the Netherlands

In the past years, both merger partners participated in the Dutch 'Women to the Top' Charter in the Netherlands. Through participation, the ambition is to increase the share of women in top positions. DHV in the Netherlands had defined a target to fill 20% of senior positions with female managers and professionals by the end of 2013. A taskforce organised activities to increase awareness, provide coaching and to recognise and remove barriers, while HR explicitly included gender aspects in succession and promotion procedures. Royal Haskoning had set a target of 6% in the Charter and achieved an end result for 2012 of 5.4%.

Royal Haskoning had set up an active Women's Network in the Netherlands. The events were mainly focused on diversity aspects in (project) teams and work experiences. Meetings were held to discuss the issue and both male and female colleagues were invited to obtain mutual understanding.

Example: Black Empowerment in South Africa

Black Empowerment is one of the key instruments in South Africa to enhance the economic participation of previously disadvantaged groups in society. It is a legal requirement that all Registered South African companies are classified and in possession of a Black Empowerment scorecard. To work for public sector clients, a minimum score of 65% is required to tender for work (a level 4 contributor). This score can be achieved by virtue of the structure of the company and key activities in which it participates. These activities ensure companies employ

female employees and support the development of other small to medium black owned enterprises. Companies are audited annually to determine their score. In tenders for the public sector, this score forms 10% or 20% of the evaluation criteria for a submission. If a company's score is significantly lower than the score of its competitors, it results in a serious commercial disadvantage.

Royal HaskoningDHV has various initiatives which support this national ambition and position the company as a valued supplier to government. In 2012 we scored as Level 3 Contributor (79 out of 100 points). This was achieved through the following components:

- **Ownership:** We have realised black ownership in the South African business entity.
- **Control:** We have achieved a good diversity in the top management of the company (good share of black and female participation).
- **Employment Equity:** In the next level of management, we have also achieved diversity.
- **Skill Development:** We invest in staff training (evaluated as % of payroll), 'Learnerships' (internships assessed by % of employees), and issue bursaries and execute a mentor's programme (evaluated as % of payroll).
- **Procurement:** Our suppliers and sub contractors are largely Black Empowerment-accredited companies (evaluated as % of procurement).

- **Enterprise development:** We assist small to medium sized black owned companies to improve their commercial and technical skill sets.
- **Corporate Social Investment:** We invest in social improvement projects, such as the Saturday schools initiative (evaluated as % of payroll).



Sustainability in operations

Achievements in facilities in 2012

Our footprint definition is as follows: Energy use and CO₂ equivalent emissions of our established offices (excluding project offices), and energy use related to work-related travel (excluding private travel and commuting).

CO₂ footprint

Our CO₂ footprint represents the impact of our activities on the environment and specifically on climate change. The footprint covers the CO₂ equivalent greenhouse gas emissions of the energy consumption of our offices and business travel. Paper usage, water and materials are also relevant, but on a smaller scale. We will therefore focus on monitoring and reducing emissions of our energy use. The challenge for 2012 was to align and capture the exact information required to calculate emissions worldwide.

For 2012, we have been able to define our CO₂ footprint internationally to be approximately 3.2 tonnes of CO₂ per employee. This will be the new reference for our established goals for the future.

To establish international data consistency, we had to redefine our scope and definition.

approximately be equivalent to 3.3-3.4 tonnes CO₂ per employee. The footprint is partly due to the inclusion of the business in the United Kingdom, which shows a relatively low footprint.

In the past, the DHV Group targeted a 25% CO₂ reduction per employee by 2015 against a baseline of 2008. Royal Haskoning calculated and targeted its footprint for the Netherlands and the United Kingdom (Carbon Disclosure Project). The goal for Royal Haskoning in the Netherlands was to achieve a reduction of 5% per year over a three-year period, from 2011 to 2014.



Electric company car charging at Amersfoort office

Table 2. The 2012 CO₂ footprint of Royal HaskoningDHV*

CO ₂ in tonnes per employee	Total	Netherlands	United Kingdom	South Africa	Other countries
No. of staff	6905	3633	584	1108	1580
CO ₂ emissions related to office buildings	1.28	1.29	0.58	2.46	0.68
CO ₂ emissions from business travel by air	0.77	0.95	1.05	0.58	0.38
CO ₂ emissions from business travel by car	1.18	1.28**	0.49	1.64	0.90
Total CO ₂ footprint	3.23	3.52	2.12	4.68	1.96

*Number of staff at end 2012. CO₂ includes all greenhouse gas emissions.

**The Dutch figures for business travel by car have a different scope than the figures published by DHV in 2011 and 2010. In our new definition we have excluded commuting and private travel with lease cars.

The 2010 and 2011 data in this table have been adjusted accordingly.

Trend analysis based on local data

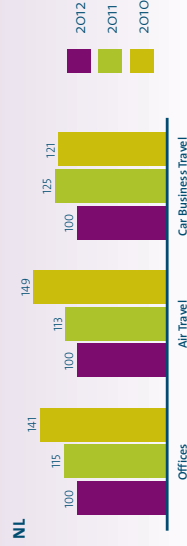
To evaluate our performance we analysed the available CO₂ data for our three largest countries over the last three years: the Netherlands, South Africa and the United Kingdom. This footprint information has been locally defined in scope and conversion factors.

To emphasise the trend instead of the absolute values, these bar charts show the relative changes at national level. Together the three countries represent 77% of the company in terms of number of employees. Due to moving and/or merging of offices in some regions, no trend analysis was possible for other countries.

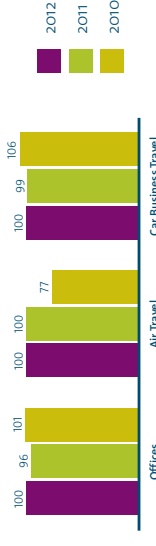
The main CO₂ reduction has been achieved in the Netherlands due to more energy efficiency in buildings, cleaner technology of cars and reduction in air travel.

The reduction of office-related emissions per employee is, by definition, influenced by both energy efficiency and the trend in the number of staff. While staff numbers decreased in the past years in the United Kingdom and the Netherlands, office space did not decrease in line with the trend. This is why energy efficiency improvements are (partly) outbalanced by excess office space. With the appropriate office space reduction, the efficiency improvement should show in future footprints.

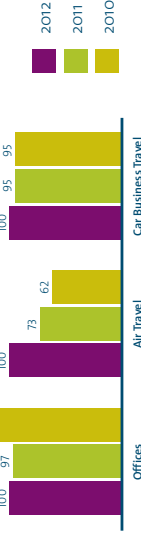
Relative CO₂ emissions per employee per category, index (2012=100)



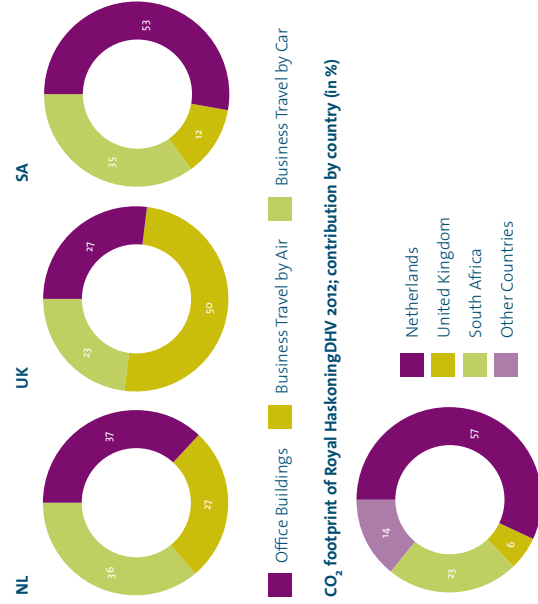
UK



SA



CO₂ footprint of Royal HaskoningDHV 2012; contribution by source (in %)



CO₂ footprint of Royal HaskoningDHV 2012; contribution by country (in %)



Sustainability in operations

The CO₂ performance ladder

In the Netherlands we secured the highest level certificate on the CO₂ performance ladder ('CO₂ prestatieladder'), at level 5. This required compliance with a detailed set of criteria, defined by SKAO, a foundation initiated by public and semi-public organisations. The certificate guarantees extra points in tender procedures with several clients in the Netherlands (e.g. ProRail, RWS). The criteria include foot printing, target setting, planning, communication, procurement and taking sector initiatives. Our sector initiatives include two renewable energy chain initiatives and an initiative to improve the effectiveness of the performance ladder by creating sector specific criteria for engineering and consultancy firms.

From CO₂ compensation to investment

During 2009, 2010 and 2011 DHV compensated for CO₂ emissions. For the new company, we have chosen a different approach. We will fund local reduction initiatives (equivalent to our staff and local communities in CO₂ reduction). This new approach will be further developed and implemented in collaboration with the business and country management.

Paper use

We aim for continuous reduction in the volume of paper we use and for improvement in the environmental quality of our paper. Our current estimate for printing and copying paper used worldwide is approximately 165 tonnes, equivalent to about 26 kg per employee. From the experience of Royal Haskoning over the last few years, it is apparent that further reduction in paper

Table 3. Paper use

	2012	2011	2010
Total company (tonnes)	165	n/a	n/a
Total company (kg/employee)	26	n/a	n/a
Netherlands RHDHV or RH+DHV (tonnes)	90	82(*)	114
Netherlands RHDHV or RH+DHV (kg/employee)	25(*)	22(*)	28
United Kingdom (kg/employee)	9.4	n/a	n/a
South Africa (kg/employee)	40	43	40

(*) lower than actual (missing outsourced paper use)

use is possible. Dutch offices are supplied with FSC-certified paper. This represents more than half of our total paper consumption.

Variety in paper use per employee is partly caused by the difference in availability of data on outsourced printing. This will be addressed in our CR data improvement project in 2013.

Waste management

We aim for a reduction of our waste footprint, while taking into account that best practice and circumstances differ per country. For 2012, we have not been able to collect reliable waste figures globally.

Offices

Our offices are important to us. They provide a working environment where we meet colleagues and clients. Aspects such as size, quality, location, cost and environmental impact therefore have our continuous attention. Offices are managed locally, but policies are partly defined at corporate level, for instance on environmental impacts.

Our total office capacity has not yet been monitored. However, this will be done shortly, for the countries in which we have a well established position. This information will function as the baseline for monitoring energy efficiency and utilisation rates (square metres per employee). Due to lack of data currently, it has not been possible to evaluate trends in office use over the past few years at global level.

Nevertheless, the merger presented many opportunities to increase office efficiency in several countries over 2012. Plans have been made to move to one office per region or city. In parallel,

office improvement plans continued. Several buildings have been scanned for energy performance and reduction options, resulting in measures that will be taken in 2013 and onwards.

At the end of 2012, we changed to a renewable electricity supplier for windpower energy, with hardly any CO₂ impact, formally labelled 'green energy' (by the SMK eco-label system). This applies to offices for which we are responsible for the energy contracts. Examples of measures that have been taken in the past are the renovation of the head office in Amersfoort (improving the energy rating from G (low efficiency) to A (high efficiency) in 2010/2011 and energy efficiency improvements in the office in Nijmegen.

An example in South Africa is the move to a sustainable office in Port Elizabeth (see page 30).

In 2012, a plan was made to increase efficiency and reduce the number of offices and total office area by concentrating our activities and encouraging flexible use of desks and office location. This plan is now being implemented.

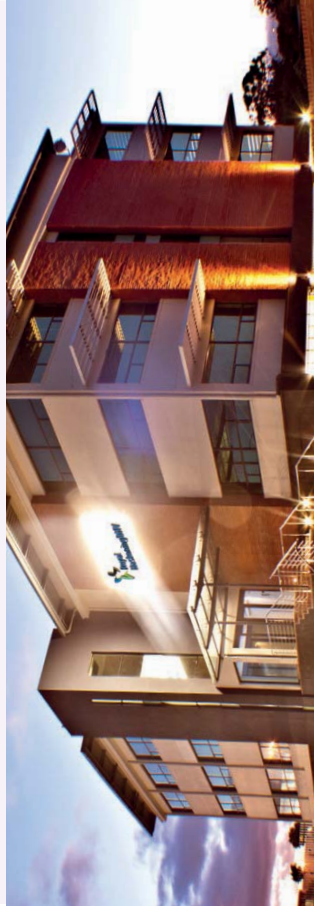
Renovated head office, Amersfoort, the Netherlands



Sustainability in operations

In South Africa, the office in Port Elizabeth has moved into new 'green' premises. With a vision and commitment to sustainable engineering and a complement of Green Star registered professionals, we took the opportunity to specify that this office was indeed 'green' with the inclusion of:

- Thermal performance glass in all windows.
- A recycling station in the basement.
- On the internal fit-out of the building we invested in various energy-saving measures including the installation of:
 - Low energy lighting (fluorescent fittings with electronic ballasts, compact fluorescents and LED down-lighters)
 - External sun screens on the north and west sides of the building.
- An optimised air-conditioning system based on an analysis of the thermal loading of the building. Having considered the life-cycle costs of various options, a split/direct expansion system was selected.
- 7-day programmable time switches to control the air-conditioning
- Solar water heating with a 'smart' controller
- Internal solar blinds
- Rain harvesting for flushing toilets and urinals, as well as for irrigation.



Port Elizabeth office, South Africa

Business travel

Also for business travel, our impact reduction plans continued in 2012. These plans included stimulating public transport and cycling, experimenting with electric vehicles, and reducing travel by flexible desking, providing mobile working facilities, and video conferencing. In the run-up to further improvements to stimulate flexible working and less travel in the upcoming years we worked on several pilots and implemented structural measures. Some examples:

- At the end of 2012, we introduced a new and strict travel policy, promoting teleconferencing and video conferencing as much as possible.

- A project to encourage employees to cycle more often (offering an e-bike) to commute to work twice a week (Rijzops).
 - Because of policy implemented in former years, our lease car fleet was further transformed in terms of fuel efficiency.
 - In 2012 we had a total of four electric company cars and several loading points at two office locations in the Netherlands.
- Procurement**
In procurement we adopt best practices relevant to our sector, and we comply with local and international standards for responsible procurement (taking

the ILO, OECD and the UN Global Compact principles into account).

Our procurement includes sustainability as a standard factor in all purchasing processes. Corporate procurement aims at a 30% contract compliance on sustainability/health & safety in 2013 (with a goal for 80% in 2015). Also, sustainability and health & safety will be taken into account in the general terms and conditions of purchasing. This also applies to sub suppliers.

An example in 2012 of sustainable procurement is the 2013 coffee and tea supplier contract (product and machines) for all our Dutch offices. We had two coffee contracts with Douwe Egberts and wanted to combine these for the merged company. We are satisfied with this supplier specifically on account of its sustainability policy. Working with the supplier, we succeeded in our target to reach an even more sustainable office coffee supply than before. The highlights are: UTZ certified coffee, recyclable cups, and power saving measures for coffee machines.

Interior, renovated
Amersfoort office, the Netherlands

Plans for 2013

- In 2013 our focus is on implementing the new goals and plans globally. Focus will be on the following:
- The new systems for appraisal and training will be implemented. This includes the integration of sustainability in training modules.
 - We expect further decision making in 2013 to adjust capacity to market circumstances.
 - We will improve and standardise our data collection to increase the reliability and traceability of our environmental management information. Focus for 2013 is Netherlands, South Africa, United Kingdom and India. Other countries will be included when possible.
 - We will use the 2012 Royal HaskoningDHV footprint for our newly established goals for the merged company. Our reduction goal for office-related CO₂ and business travel is 4% per year (average), which corresponds with a 20% reduction by the end of 2017.
 - To reduce our energy related CO₂ emissions of our offices, we will aim for a 2% energy reduction and a 2% increase in sustainable energy use (gas and electricity). In 2013 the focus will be on Europe; from 2014 onwards we will be focusing on our offices worldwide.
 - For business travel, we will set up and implement plans for footprint reduction. We will develop a long-term plan for travel by car (less and cleaner travel) and a reduction of air travel through better communication tools (e.g. video conferencing) and stricter travel policies.
 - Our focus for ICT is on energy saving and communications alternatives, such as video conferencing and internal communications channels such as Lync, offering flexibility and making travel unnecessary.
 - It is clear from the variation in paper use per employee across Royal HaskoningDHV offices that further reduction in paper use is achievable. Feasible improvement measures will be defined and implemented in 2013. Differences in trends and cultures can influence the outcome.
 - We are moving from compensation for CO₂ emissions to investment (equivalent to compensation) in local reduction initiatives. In this way we can involve our staff and local communities in CO₂ reduction. This approach starts in 2013.
 - In 2013 we aim to achieve global certificates for ISO 9001 (Quality), ISO 14001 (Environment) and OHSAS 18001 (Health & Safety).

Community engagement

Introduction

Royal HaskoningDHV is committed to contributing to local communities. Our aim is to focus on education, to make the best use of our knowledge, expertise and skills. To this end we are developing a structured international programme of involvement in local educational challenges relating to technology and sustainable development – social, economic and environmental, i.e. our 'giving back' programme. Our goal is to enable, motivate, support and inspire children and students to develop their talents, to learn more about technology, and to experience the excitement of creating solutions for a better and more sustainable society. To support this, we have also developed a sponsorship policy which clarifies the aims, management and budget of our corporate sponsorships. Looking at 2012, our community engagement activities ranged from major initiatives involving lots of staff and organising events, to small local activities prompted by enthusiastic individuals.

Community activities in 2012

In 2012 many initiatives have been undertaken by staff of Royal HaskoningDHV, including sports activities that raise funding for charities and medical research, team building activities that refurbish children's facilities, and educational programmes with schools. We are proud of these activities and thank our colleagues for their efforts. Some examples are:

Africa

Saturday Schools:

Run by our own technical and administrative staff in South Africa, our Saturday School initiative was launched in 2007 to help promising pupils into technical careers by providing additional lessons. Over the past five years, more than 1000 students have participated in the programme and, in 2012 alone, 54 of our Saturday School students gained university entrance for 2013. In 2012, we extended the programme to five schools across four South African provinces and donated laptops to students who achieved distinctions in all three subjects for their university studies.

Take a girl to work:

We coordinate requests from schools and NGOs to welcome girls into our 22 offices across South Africa for a day. The girls are introduced to the work we do and spend time with different departments. They are given a presentation and are actively encouraged to ask questions.

Nursery renovation:

Team building and community engagement were very successfully combined in a 2012 project to renovate a nursery school in an impoverished area of the Gauteng Province in South Africa. Forty staff members from the Environmental Business Unit worked together collecting donations from local building supply companies and other Royal HaskoningDHV employees. They then assisted in the refurbishment, painting and repair of broken infrastructure on site. The crèche serves children aged 2-7 in three classrooms and has a capacity of 30 pupils per class. Since the refurbishment, the number of pupils has doubled, and capacity is now available for many more to enroll.

Asia

Initiatives in India:

Our Indian offices have been active in contributing money, clothes and

and how construction can affect watercourses. We have also joined the Engineering Education Scheme which links a team of students and their teacher to a local company in order to work on real scientific, engineering or technological issues. Once again in 2012, we ran workshops at a College Industry Day to inform pupils about industries they could pursue as a career.

Inspiring young people in the Netherlands:

We have been working with two organisations (Jet-Net and RCE) which strive to increase the appeal of science for young people and stimulate interest in sustainability. Through each, around 35 of our employees have been involved with 750 children across in schools. The Dutch, 'I Study Water' (konderzoekwater) initiative in which high school students plan an investigation into an aspect of water and carry it out in association with a water expert has now grown to achieve national prominence and helps to generate enthusiasm in the water sector among students.

Dutch Solar initiative:

In 2012 a group of our Dutch staff decided to practice what we preach by promoting photovoltaic cells (PV) at home. They developed an attractive and reliable package with a selected supplier and supported colleagues to order and install PV panels on their roofs. More than 450 PV panels have been ordered in 2012. The electricity produced is equivalent to two-thirds of the average electricity consumption of 45 households. The initiative continues in 2013.

Europe

Education in the United Kingdom:

We invited a class of seven-year olds to visit a river re-naturalisation project to learn more about rivers and wildlife

Global assistance:

Two members of staff in our Dutch office joined Voluntary Service Overseas (VSO) for six months to work in Ethiopia and Bangladesh within their areas of expertise. At the end of 2012, they returned to their teams and shared their experiences

and what they had learnt through a series of lunchtime presentations. Our Maastricht office organised a donation of a container load of goods for the South African Sthand'izingane Care Project, a non-profit organisation which seeks to bring relief to families affected or infected by HIV/AIDS.

Plans for 2013

- In 2013 we will create more support and communication, in order to share and enhance our contributions globally.
- We aim to focus and increase our efforts to inspire and motivate children about sustainable development and the fascinating world of technology. In 2013 we will therefore start and develop programmes at country level with schools and educational institutions in the cities and regions we work.
- We will improve internal communication for our staff to share their activities and to support collective learning in community engagement.
- Our sponsorship policy will be focused and managed accordingly.

'Giving back' programme: Saturday School, South Africa



Outlook 2013

Our CR plans and targets for 2013 and beyond support the implementation and integration of sustainability in all our activities, operations and projects. We believe that this is key to continuing and delivering on 'Enhancing Society Together'. From 2013, we also expect to be able to give a more comprehensive overview of our CR activities and challenges.

We are well aware that we must work hard and remain focused on our CR objectives in the face of challenging market circumstances. The European market in particular is tough and we expect it will remain difficult for some time. Change is not easy under these circumstances, but together with our stakeholders we can move forward step by step.

From a global perspective, the world is changing fast. Demographic and economic growth is escalating demand for resources, food, fresh water, energy, transport and space for economic activities. At the same time, social and environmental challenges are mounting, creating a real urgency for change. These are issues and challenges faced, not only by societies across the globe, but by our clients too. Our efforts will be directed at providing services and concepts that support them in the process of change, and we aim to continue to deliver added value as we change with them.

In conclusion, our challenge remains to deliver highly relevant solutions that support economic developments today, while also addressing the issues

of society from a wider and longer term perspective. In doing so, Royal HaskoningDHV brings with it more than 130 years of expertise, experience, skills and presence in providing innovative and balanced solutions.

From our offices across the world, we remain committed to continue and increase the delivery of added value – with and for our clients and stakeholders – for continuous sustainable development in line with our promise to enhance society... together.

Appendices



Knowledge sharing in Ethiopia through 'Secure Livelihood' programme of the VSO (Voluntary Service Overseas); Frank Soëe (Royal HaskoningDHV), third from the left



"What does an engineer do?" Staff engaging youngsters about the work an engineer does during 'Geo week'

Appendices

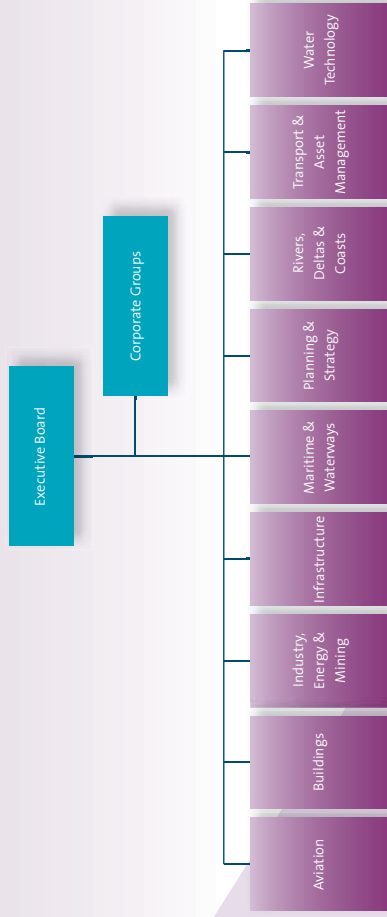


Table 5. Memberships in 2012 (a selection)

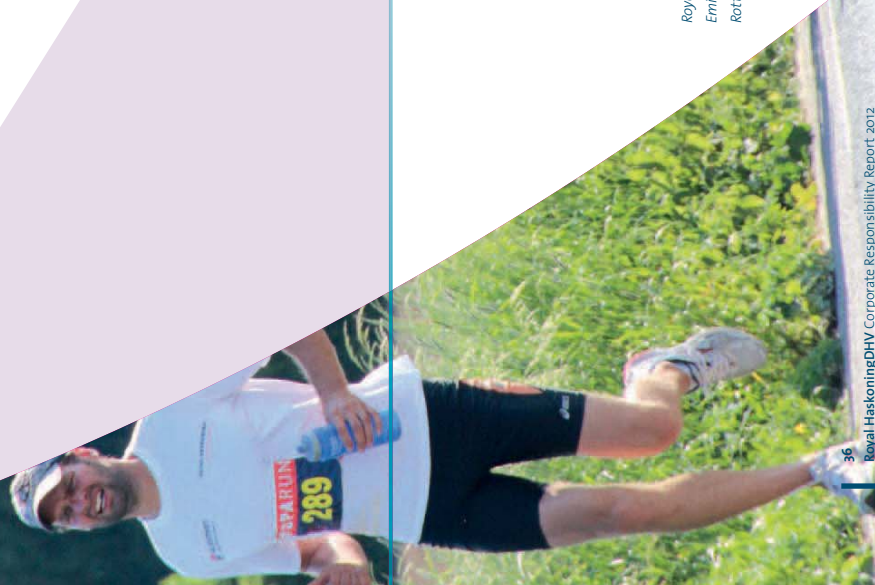
UN Global Compact	Platform for organisations that support and share best practices on the UNGC principles for integrity, human rights and environment – and CR topics.
GRI (Global Reporting Initiative)	Platform for development and standardisation of CR reporting guidelines and knowledge sharing.
Global Leadership Foundation	High level network, chaired by PF de Klerk.
ACTI (Academy of Technology and Innovation)	High level leadership network – part of global academies of engineering, chaired by Bertrand van Ee.
Leaders for Nature	Platform of nature organisations (IUCN) and businesses that support the ambition to protect and restore biodiversity.
De Groene Zaak (WBCSD)	Co-operation of businesses that promote and show leadership in system changes required for a sustainable economy and society; associated to the World Business Council for Sustainable Development (WBCSD).
In each country we participate in several local platforms and initiatives that aim for sustainable developments	Examples are: Green Business Councils (green buildings standards), River Restoration Center, Biobased Innovations, Water footprint network, MVO Nederland, etc.

Sponsorships 2012

Some examples:

- Netherlands Water Center
- Nijmegen's Energy Convenant
- Four Day Marches Festival, Nijmegen
- Weekend schools
- Jet-Net
- RCE Rhine/Meuse
- Responding to climate change
- Roparun
- Alpe d'Huizes
- SANEC
- Saturday schools
- Sem Pringpuangkeo Foundation Scholarship, Thailand
- Shipwrecked, Foundation Oman
- Stg. Instandhouding Leerstoel Project Engineering
- Stichting KIEAMT (Knowledge and innovation in Energy and Environmental Technology)
- Stichting Toekomstbeeld der Techniek
- Stichting VSO Nederland

Royal HaskoningDHV colleague
Emiel Joosse on his way to
Rotterdam, Roparun 2012



Glossary & definitions

BREEM-NL	BREEM-NL originally Dutch assessment method for the sustainability performance (roads, buildings etc.).	ILO	International Labour Organization.
Carbon Disclosure Project	The Carbon Disclosure Project is an organisation based in the UK that works with shareholders and corporations to voluntarily disclose the greenhouse gas emissions footprint of major corporations.	Integrity Council	Diverse international group of nine staff members - advising the Board on Integrity.
CO ₂ Prestatieladder	A Dutch certificate system in the procurement process developed to recognise and reward companies that take CO ₂ reduction seriously.	KPI	Key performance indicator.
CMB	Country Management Board; highest management body for a country in which there are established offices.	MVO	Dutch for Corporate Responsibility (equivalent to CSR).
Cradle to Cradle®	It is a method used to minimise the environmental impact of products by employing sustainable production, operation, and disposal practices and aims to incorporate social responsibility into product development, developed by William McDonough and Michael Braungart.	NGO	Non-governmental organisation.
CR	Corporate Responsibility (equivalent to CSR).	NL	The Netherlands.
CR Charter	Corporate Responsibility policy and high level plans.	NMB	Nelson Mandela Bay Metropolitan University.
CR policy statement	Corporate Responsibility policy statement.	OECD	The Organisation for Economic Co-operation and Development.
CSR	Corporate Social Responsibility (equivalent to CR).	QSAS	Qatar Sustainability Assessment System.
DHV NL	Dutch part of the former DHV Group.	Resident Directors	Managers of the organisation within a country.
e-bike	Electric powered bicycle.	RSI	Rotterdam Sustainability Initiative.
e-Value tool	Tool for proposal and project evaluation to include sustainability.	RWM	Resource and Waste Management.
Executive Board	Highest executive managing body consisting of the Chair, Vice Chair, Chief Financial Officer and two members.	RWS	Rijkswaterstaat; Directorate General for Public Works and Water Management, including the construction and maintenance of water ways and roads, and – importantly – flood protection and prevention.
Executive Council	Operational management body consisting of the Executive Board and the Business Directors.	SKAO	Stichting Klimaatbewust Aanbesteden & Inkopen sustainable purchasing.
FSC	Forest Stewardship Council, an independent, non-governmental, not for profit organisation established to promote the responsible management of the world's forests.	SMEs	Small and medium sized enterprises.
GRI	Global Reporting Initiative.	SMK	Dutch organisation which develops, manages and evaluates criteria for marks and certificates related to CR.
HR	Human Resources.	Supervisory Board	Supervising body, members are external to the company.
ICT	Information and Communication Technology.	UN Global Compact principles	A strategic policy initiative for businesses that are committed to aligning their operations and strategies with ten universally accepted principles in the areas of human rights, labour, environment and anti-corruption.
		UTZ Certified	One of the largest sustainability programs and labels for sustainable farming of coffee, cocoa and tea.
		VCS	Video conference facilities.
		VSO	VSO is the world's leading independent international development organisation that works through volunteers to fight poverty in developing countries.
		WWF	World Wildlife Fund.



World-wide expertise delivered locally

Royal HaskoningDHV is a non-listed engineering company delivering consultancy and project management services worldwide. Our professionals deliver their services in the fields of aviation, buildings, industry, energy, mining, infrastructure, maritime, waterways, strategy, planning, transport, asset management, rivers, deltas, coasts and water technology.

Backed by the expertise and experience of their 7,000 colleagues all over the world, our professionals provide their services locally to public and private clients from 100 offices in 35 countries.

Our connections

Innovation is a collaborative process, which is why Royal HaskoningDHV works in association with clients, project partners, universities, government agencies, NGOs and many other organisations to develop and introduce new ways of living and working to enhance society together, now and in the future.

Memberships

Royal HaskoningDHV is a member of the recognised engineering and environmental bodies in those countries where it has a permanent office base.

Royal HaskoningDHV consultants, engineers, architects, planners, environmental and other specialists are members of their individual branch organisations in their various countries.



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