

corporate social responsibility report 2008



ROYAL HASKONING

CERTIFICATES

Certificate type	2007	2008
ISO 14001	Certificate valid for UK	Certificate valid for UK and NL
ISO 9001	Certificate valid for UK and NL	Certificate valid for UK and NL

The table shows that certification under ISO 14001 was obtained in the Netherlands in 2008. In 2009 it is planned to obtain OHSAS 18001 certification for both the Netherlands and the UK.

HEALTH & SAFETY

Accidents	2007	2008
Total number of accidents	2	5
Number of accidents per million working hours	0.7	0.2

Despite an increase in the number of accidents reported in 2008 compared to 2007, in percentage terms the number of accidents per million working hours decreased from 0.7 in 2007 to 0.2 in both the Netherlands and the UK in 2008.

ENVIRONMENT

Emissions	2007	2008
CO ₂ emission (tonnes/year)	13,319	12,849
CO ₂ in tonnes/million € turnover	72	63
CO ₂ emission/employee (tonnes)	6.1	5.8

Total CO₂ emission had reduced by 3.5%. The CO₂ reduction in tonnes per million euros of turnover was 12.5%. The CO₂ emission per employee fell by 5.2%.

STAKEHOLDERS

Customer satisfaction survey	2007	2008
Number of questionnaires returned	116	317

In 2008, the Royal Haskoning customer satisfaction survey was completed and returned by 317 clients. The survey shows that our quality has increased in all relevant aspects. We continue to monitor quality closely in 2009.

FINANCIAL

Key figures	2007	2008
Turnover (operating income)	€ 327.1 million	€ 372.6 million
Added value	€ 245.2 million	€ 281.0 million
Earnings before profit sharing and tax	€ 23.2 million	€ 23.7 million
Net profit	€ 11.1 million	€ 8.7 million
Group equity	€ 59.9 million	€ 66.7 million
Solvency	36.8%	40.3%

Once again, turnover increased significantly, mainly through organic growth. Earnings before profit sharing and tax rose from € 23.2 million for 2007 to € 23.7 million for 2008. Net profit for 2008 came to € 8.7 million, corresponding to a net margin of 2.3% (3.4% in 2007).

Key figures 2008	1
Foreword	3
We are Royal Haskoning	4
CSR at Royal Haskoning	6
Core values and policy	10
Products and services	14
Business operation: People, planet, profit	17
Community involvement	25
Verification	27
Our objectives	28
About this report	30
Appendices	
Appendix A Application level of reporting	31
Appendix B GRI Index	32

Corporate social responsibility (CSR) has been an integral part of Royal Haskoning's mission for many years. We treat the environment carefully, listen to the interests of our employees and consider the world in which we operate. Every day our consultants propose sustainable solutions for people and their environment. Royal Haskoning gives substance to corporate social responsibility in four different dimensions:

- >> **We incorporate CSR in our core values and our policies**
- >> **We adapt products and services to CSR**
- >> **We focus our business operation on 'people, planet profit'**
- >> **We support various community initiatives**

One of our core values is transparency. Which is why we have published our Corporate Social Responsibility Report for 2008. It describes our contribution to a sustainable society and the efforts we made during 2008 to make our business as sustainable as possible.

This is our second report on corporate social responsibility and should be read in conjunction with the Annual Financial Report and the Annual Social Report.

The four key areas are examined in the following sections: 'Core values and policy', 'Products and services', 'Business operation: people, planet, profit' and 'Community involvement'.

You will read that the 'Cradle-to-Cradle' philosophy became more firmly established in our organisation during 2008. As part of this philosophy we repeated the international DeltaCompetition in the year under review and, in addition, we investigated new uses for the Afsluitdijk.

In 2009, we plan to further reduce our CO₂ emissions and work towards becoming fully carbon-neutral. Our Health & Safety management system will be certified under OHSAS 18001 and, in addition, we will be working with the Dutch government's Sustainable Purchasing programme.

Board of Management

Jan Bout (chairman)
Erik Oostwegel
Henry Rowe



THINKING IN ALL DIMENSIONS

Royal HaskoningHaskoning's consultants, architects and engineers employ 4,400 professionals. We are fully committed to developing sustainable and practical solutions in a complex, ever-changing world, working in close partnership with our clients. Our specialists come from a wide range of disciplines. Using their expertise and experience, they focus on all aspects of a project, considering technical, logistical, legal, organisational, administrative, social, environmental and economic criteria.

Our structure supports our independent professional status. Owned by an independent foundation, we strive to optimise rather than maximise our profits.

With 60 offices and 11 divisions, Royal Haskoning has a presence in 20 countries. Royal Haskoning has subsidiaries and partners throughout the world, which allows us to offer a locally based, multi-disciplinary, integrated service in all major markets. Our market approach is grouped around three market clusters: Physical Infrastructure and Spatial Development, Built Environment and Water (water and delta technology).

Our goal is to be among the leaders in our market and achieve continuity through good profitability. We will achieve our objective via a long-term strategy that is based on: Clients First, Operational Control and Employer of Choice. Each year we identify new challenges and determine where short-term, strategic fine-tuning is necessary.



Our mission

We develop solutions to problems that relate to the sustainable interaction between people and their environment. We focus on themes such as mobility, transformation of space, climate change, safety and risk, quality of life in the work environment, and aesthetics. This commitment to society is a source of inspiration and our solutions place us at the heart of the community.

Our vision

Sharing ownership of issues that are important to our clients, we see our future continually benefitting our clients through the services we provide.

An extended profile can be found on pages 59 to 62 of our Annual Financial Report. This report can be downloaded from our website.

[Click here to view the report](#)

CORE VALUES

In our eyes, good teamwork is the most important requirement for technical, business and socially responsible success. Royal Haskoning fosters teamwork through consultation, structures and procedures, but above all, through trust. Shared core values express what we think is important in our conduct and creates mutual trust. Our four core values, namely respect, openness, team spirit and integrity, are the basis for successful and sound project results.

Our core values

>> Respect

Appreciating others for who they are, showing consideration for different outlooks, qualities, peoples and cultures, and taking things a step further by creating synergies out of diversity.

>> Openness

Being open to the views of others and taking an interest in other people's opinions. Making others aware of our own opinions.

>> Team spirit

Working together on the same task, with the same goal. Sharing knowledge and experience in order to achieve better results than individuals working alone.

>> Integrity

Being sincere, honest, reliable and impartial. Being alert to ensure conflicts of interest are avoided. Being answerable for our actions and behaviour and understanding the consequences of our actions.

CORPORATE STRUCTURE

Stichting Beheer Aandelen Haskoning (Foundation for the Management of Shares in Haskoning)

Royal Haskoning is a limited company with a two-tier board system (*structuurregime*). The shares of Royal Haskoning are held by Stichting Beheer Aandelen Haskoning or SBAH (Foundation for the Management of Shares in Haskoning) and the B.V. Gemeenschappelijk Bezit Aandelen Haskoning I or GB1 (Common Holding of Shares in Haskoning I).

The objective of SBAH is the management of shares in Koninklijke Haskoning Groep and GB1 and the issue of depositary receipts for shares of GB1. SBAH strives to optimise rather than maximise profits. This means taking a long-term view.

Defining benchmarks by comparing with the market and monitoring trends are vitally important in this respect. Our reason for choosing to work in this way includes our desire to offer services on market terms and at market rates and to give employees the opportunity to develop and contribute to the community. SBAH therefore seeks to preserve the continuity and independence of Royal Haskoning. Employees can acquire depositary receipts for shares in GB1. This gives them a greater sense of involvement in the organisation. Employees bear co-responsibility for the financial results of the company.

The management of SBAH is made up of six people: two from the Supervisory Board, one from the Board of Management and three representatives elected by and coming from senior members of Royal Haskoning staff, which means that a number of checks and balances are already built in.

Supervisory Board

The Supervisory Board of Royal Haskoning consists of Jan Veraart (chairman), Pieter-Paul van Besouw, Marry de Gaay Fortman, Hans Opschoor and Klaas de Vries. The Supervisory Board monitors policy decisions by the Board of Management and the general affairs of the company and its affiliates. It also offers advice to the Board of Management and the company.

Board of Management

The Board of Management of Royal Haskoning consists of three members: Jan Bout (chairman), Henry Rowe and Erik Oostwegel. These three individuals hold collective responsibility for the management of Royal Haskoning, the general progress of business of the company and the state of business within its affiliates. The Board of Management determines the strategic direction of the company and defines its policy. The board is also responsible for the results and for the attainment of the company's objectives.

Supervisory Board



Supervisory Board: Pieter-Paul van Besouw, Hans Opschoor, Klaas de Vries, Marry de Gaay Fortman, Jan Veraart

An **extended profile of the Supervisory Board** can be found on our corporate website: Royal Haskoning/Corporate Governance/Supervisory Board.

Name	Position	Term started	Term ends
Jan Veraart	Chairman	2001	2012
Pieter-Paul van Besouw	Member	2004	2011
Hans Opschoor	Member	2005	2012
Marry de Gaay Fortman	Member	2006	2009
Klaas de Vries	Member	2007	2010

Raad van Bestuur



Raad van Bestuur: Henry Rowe, Jan Bout en Erik Oostwegel

An **extended profile of the Board of Management** can be found on our corporate website: Royal Haskoning/Corporate Governance/Board of Management.

Name	Position	Term started
Jan Bout	Chairman	2001
Henry Rowe	Member	2008
Erik Oostwegel	Member	2009

CSR AT ROYAL HASKONING

Corporate social responsibility describes a way of working that is designed to maintain a sustainable balance between people, the environment and profitability in both the short and long term. For Royal Haskoning, CSR means paying attention to the world around us and being aware of social issues – not just from a commercial point of view as part of our operations, but in our position as experts in designing the living environment. We consider it our task to make a useful contribution to the world around us. In fact, we have been doing this ever since our company was founded. For us, CSR also means:

- >> the development of this generation should not stand in the way of future generations
- >> all our employees conduct their work in the right way
- >> we have respect for people inside and outside the company
- >> we respond proactively to national and international legislation and regulations

Sustainable and ethically responsible business practice can be seen in:

- >> the way our business operation is organised
- >> the selection, procurement and implementation of the primary and secondary process

- >> our relations with all stakeholders; we constantly seek a balance between the interests of customers, employees, the environment and shareholders
- >> the control and, where possible, reduction of emissions
- >> our consultancy advice and our designs
- >> the role of our consultants in our products and services

We aim to promote innovative thinking about sustainability, both in-house and to the rest of the world. One example is the 'Cradle-to-Cradle' concept and the resulting Royal Cradle project. Continuous dialogue with all stakeholders in the chain forms the basis of our CSR concepts and guidelines.

PRINCIPLES

In developing our CSR concepts and guidelines we used basic international documents. Such as OECD guidelines, GRI guidelines (included in Appendices A and B) and guidelines of the United Nations Global Compact network. In the process, Royal Haskoning has analysed its own business operation and the input of direct stakeholders. Each year the results of these actions are discussed and new action plans defined. The necessary preparatory work is carried out by the CSR Manager. This is a part-time role filled by a senior manager from the company. The identified key issues, dilemmas and action points are discussed and outline with the Supervisory Board and the Works Council.



DIALOGUE WITH STAKEHOLDERS

Different stakeholders exert an influence on the objectives of our organisation through their various interests and positions. They have an influence on the objectives we formulate and how we seek to achieve them. In 2008, Royal Haskoning communicated with its stakeholders on different areas and at different levels. The principal stakeholders are customers, employees, shareholders, partners and suppliers. We also communicate with many other interested parties about major projects and activities through our public relations department.

External stakeholders

Our most important external stakeholders are our clients who come from both private and public sectors. In this way public authorities, for example local and provincial authorities and government agencies define the legal framework and requirements to be met by our business operations. Suppliers also exert an influence through their products, delivery terms and conditions. Citizens make their voices heard in various ways: via the formal route through public enquiry procedures and expressing opinions in newspapers and lobbying. Moreover, as consumers they have a direct influence on our company's financial performance.



Through stakeholder analysis Royal Haskoning identifies which parties and people exert an influence on the organisation, how they achieve this, and what their concerns are. We also keep a watchful eye on the market in order to identify our clients' issues of concern.

Customer satisfaction survey

In 2008, the on-line customer satisfaction survey was once again an important tool for measuring our performance. The results show that the rating of the quality delivered by Royal Haskoning rose from an average of 7.1 in 2006 to 7.5 in 2008, while overall satisfaction remained at the same level of 7.4. Customers awarded high scores, particularly for our knowledge, reliability and accessibility.

Responses from our customers are analysed at both divisional and corporate level and where necessary, converted into specific actions through the management review process.

In a comparative NEECA survey carried out in 2008, we gained the highest score for our services in the framework contract with the British Environment Agency.

DeltaCompetition & Brighten New Brighton

With the Delta Competition, we challenged students to think up innovative ideas for delta areas that are vulnerable to climate change. The entries for this international competition were once again of a high standard in 2008. The winners identified original and practical natural defences to combat the effects of climate change.

In 2008, we launched an innovative design competition called 'Brighten New Brighton' for architecture and engineering students at Liverpool University. We invited participants to design a landmark for the coastal resort of New Brighton. Michael Otchie, a final-year architecture student, submitted the winning design for a 'chip shop/tea room seahouse'.

Royal Haskoning wins Dar CSR Award 2008

Each year waste-disposal and sanitation company Dar Holding NV, awards a prize to raise awareness among businesses in and around the city of Nijmegen, regarding the benefits of and the need for corporate social responsibility. Royal Haskoning was the winner of the Dar CSR Award 2008. On 9 April 2008, former member of the Board of Management Leo Visser received the award from Wim Hompe, the chairman of Dar's Advisory Board. The Dar CSR Award comes with a cash prize of € 5,000. Royal Haskoning donated part of the money to a local sports club.

Internal stakeholders

Royal Haskoning also devotes a great deal of attention to its internal stakeholders. The objective of communicating with employees and management is to strengthen and raise awareness of shared values. Each year we publish an [Annual Social Report](#). In [People Business](#) we report on various aspects of our business culture and corporate social responsibility. A report entitled [Integrity within Royal Haskoning](#) draws attention to the fact that our company follows an integrity code.

Employee satisfaction survey

At the end of 2007/beginning of 2008 the two-yearly employee satisfaction survey was carried out among all employees with a Haskoning NL or Haskoning UK contract of employment. 1,808 employees returned the questionnaire, representing a response rate of 71%. The results of the survey show an increase in satisfaction. In the Netherlands, the score rose from 7.0 to 7.5. Compared with the Netherlands Satisfaction Index, Royal Haskoning in the Netherlands scored above the average of 7.3. In the UK the score rose from 6.9 to 7.6. In both the Netherlands and the UK, the highest score was for contact with colleagues. The most important improvement apparent from the 2008 survey relates to workload. The HRM department takes the results of the survey into account in its goal setting and strives to improve on the results. The next employee satisfaction survey will be carried out in 2010.

Intermediair employee survey

In 2008, Royal Haskoning scored highly in the annual survey into employee satisfaction within Dutch organisations. Carried out by Intermediair, a print and on-line medium concerned with career opportunities, our organisation came 22nd out of 111 participants. This is a considerable improvement on 37th place achieved in 2007. Royal Haskoning actually gained the highest score in the engineering consultancy category.

Sunday Times Top 100 Companies

In the UK's largest employee satisfaction survey Royal Haskoning came 92nd in 2008. More than 180,000 employees from over 800 companies took part in the survey. In 2007, Royal Haskoning came in at number 80, although a smaller number of companies, 273, took part.

Works Council

For the [Works Council](#), 2008 was a year of renewal. Elections took place for a new Works Council that will sit for three years. 2008 was also a year for looking forward: what issues to focus on, what strengths the Works Council needs to build on, and how to improve membership communication. The key topics for 2009 to 2011 are: diversity, expert role, corporate social responsibility, life-phase-driven HR policy, 'Way of Working' and joint working between groups.



European Company Council

The European Company Council of Royal Haskoning met for the first time on 21 August 2008 in the Netherlands. The formation of the European Company Council (ECC) is a positive event, as it represents a further step towards the internationalisation of the company. The ECC has been set up to deal with cross-border issues. Although the countries concerned are bound by local legal rules, joint consultation, for example, on policy and strategy at Royal Haskoning undoubtedly brings added value. The ECC meets twice a year.

Young Royal Haskoning

Young Royal Haskoning (YRH) was set up in 2005 to bring young colleagues from different divisions and offices in the Netherlands into contact with one another, as well as young employees from other organisations and the Royal Haskoning management team. YRH fosters the development of young employees, introduces them to the many facets of our international organisation and provides them with a forum for sharing ideas and experiences. The establishment of a YRH in the UK began in 2008.

YRH organised the following activities during 2008:

- >> A 'cross selling day' with workshops, debates and networking
- >> Employee exchanges between offices at home and abroad
- >> Sporting events
- >> Visits to multidisciplinary projects

Young Royal Haskoning will expand further in 2009.



Embracing sustainable business and expecting the same of our suppliers by incorporating CSR aspects into the selection process, is hugely motivating for me. I know I'm doing my bit to secure a good future and environment for our children."

**Jessica van Rijsbergen, Facility Management Buyer
Royal Haskoning**

Royal Haskoning gives substance to Corporate Social Responsibility in four different dimensions. This section deals with the first dimension:

>> **We incorporate CSR in our core values and our policy**

- >> We adapt products and services to CSR
- >> We focus our business operation on 'people, planet, and profit'
- >> We support various community initiatives

As engineers, designers and consultants, we have a professional responsibility towards our customers and partners. In addition we have a social commitment to develop our working and living environment to the best of our ability. In this respect, our employees are guided by our core values and code of conduct.

CORPORATE GOVERNANCE

Shared core values express what we think is important in our conduct. Respect, openness, team spirit and integrity form the basis for successful and sound project results, and are therefore essential to Royal Haskoning's [code of conduct](#).

Dutch Corporate Governance Code

Stock-market listed companies are required to adhere to the [Dutch Corporate Governance Code](#) (also known as the 'Code Tabaksblat', or simply the 'Code').

Although a non-listed company, we are equally aware of the importance of social debate on sound and reliable corporate governance. We regard the Code as an important aid for monitoring the integrity of our company and we therefore apply many of its best practice provisions in our business operations. The Board of Management and the Supervisory Board decided how they wished to apply the Code, and the Annual General Meeting of Shareholders approved their decision in April 2005.

More information about Royal Haskoning's [Corporate Governance Code](#) can be found on our corporate website.



"Making a difference in important community projects – that is what drives me. Working with colleagues who are just as driven as I am is a constant inspiration. Practising corporate social responsibility is therefore second nature to me. I am only too happy to implement Royal Haskoning's policies in this respect."

René Zijlstra, Manager CSR Royal Haskoning

INTEGRITY

We value open and honest business practices, and expect the same from the people we do business with.

We therefore subscribe to the [Code of Ethics](#) of the [FIDIC](#) (International Federation of Consulting Engineers). We have incorporated the guidelines of this code into our own code of conduct and integrity code, which actually goes further than the Code of Ethics.

We observe the laws and regulations of the countries in which our employees and our companies operate. All our commercial transactions are reported honestly and accurately in our bookkeeping. We avoid conflict between private and company business. In addition, we avoid conflicts of interest in our consultancy services for our clients through our independent position. When engaging in business we do not accept gifts or hospitality of significant value in any form, nor do we offer the same. To bring [questions of integrity](#) into the open, Royal Haskoning has a [code of conduct, integrity code, whistleblower scheme](#) and an [Integrity Council](#).

Code of conduct

Our [code of conduct](#) supports employees in their activities. The code increases awareness of our responsibilities towards our clients, employees, business partners, shareholders and society. It is also a guideline for dealing with these responsibilities, which can lead to complex problems and considerations in our work.

Integrity code

The **integrity code** spells out all the rules. Behaviour banned in the code includes fraudulent or corrupt practices, making facilitating payments, paying for an order and paying bribes in order to ensure that an instalment, for example a final instalment, is paid.

Whistleblower scheme

Good arrangements are in place at Royal Haskoning for reporting abuses under the **whistleblower scheme**. This procedure is there to help employees bring situations out into the open. If employees suspect that someone is not acting or has not acted with integrity, they can report it under this scheme. In so doing, they need not fear for their own position, though there are certain rules for the reporting of abuses concerning confidentiality, procedures and enquiries, for example.

The whistleblower scheme is one of the ways that allows us to comply with the codes of conduct and integrity. We are therefore happy to enter into discussions with employees who are prepared to report abuse of the codes of conduct. Whistleblowing enables open communication and the ability to deal with the issue in a straightforward manner. It also enhances integrity and improves the quality of our organisation.

Integrity Council

The **Integrity Council** keeps integrity at the forefront of people's minds and encourages compliance with Royal Haskoning's codes of integrity and conduct. It also stimulates discussion about integrity, gives advice on dilemmas and is a focal point for whistleblowers. The council consists of six members from different parts of the organisation and reflecting a mix of age group and gender.

SUPPLY CHAIN RESPONSIBILITY

As a business service provider, Royal Haskoning is active in a variety of supply chains. In our projects we encourage, motivate and help our clients to do business in a socially responsible manner. One way we do this is to guide our clients towards environmentally friendly options in projects. For example, we provide advice to clients in the oil & gas sector about environmental management and advice on port facilities to those clients who operate in the logistics sector. In the knowledge chain, we play a key role in translating theoretical and general knowledge into applied and specific knowledge. We are involved in various phases of the construction process. We can play a variety of roles in this respect. In some projects, we are the link between the customer and contracting companies. In other projects, we only have contact with the contracting companies. By optimising the different phases of the construction process and acting as process integrator, we create added value for our client. This is particularly evident in the aspects of the environment, such as 'Cradle to Cradle' and health and safety, in the design, preparation, execution and actual use of a project.

Each chain in which we operate has a certain impact on people, the environment and society and we see it as our task to respond to this within the services we provide. We also keep a close eye on our customers' stakeholders. Clients and projects form the first link in the chain. Whatever our role within the chain, CSR is an integral part of everything we buy and sell.



Sales: projects and clients

Our quality system, which conforms to ISO 9001, includes a project risk analysis procedure. We assess the commercial and technical risks and consider the social aspects. For example, we look at whether the client and the type of project may be related to criminal activity and corruption. We analyse not only the client and the project, but also the choice of a particular country and the balance between market sectors within that country.

Royal Haskoning is regularly involved in projects that are the subject of social or political debate. With this type of project, we usually choose to work with the parties concerned. The kind of dilemmas that arise include the problem of working for parties which have different interests within a particular project, or operating in regions or countries that fall within our 'no-go areas', where we need to serve the client in a spirit of independence, integrity and transparency. There are also situations where an employee finds it difficult to work on a project because of their own personal beliefs. In such cases, we would look for an internal solution.

Purchasing: involving other parties

The purchasing of goods and services is in the hands of various departments. The purchasing of services from other knowledge-providers is the responsibility of the different divisions. Both are subject to our quality system. Besides commercial aspects, we take social considerations into account when making purchasing decisions. In 2009 and beyond we will make further improvements to our purchasing procedures, with particular emphasis on environmental and social aspects. In so doing we will work on the basis of our "[Environmental Management System \(EMS\)](#)", our obligations under the Dutch government's Sustainable Purchasing programme and the requirements of our clients. Discussions with suppliers, their commitment to sustainable business practices and their ability to comply with our own integrity code determine whether a supplier is eligible to do business with us.



Goodforall promotional gifts

A good example of sustainable purchasing is provided by our collaboration with Goodforall, a supplier of sustainable promotional gifts. In 2008, we developed an on-line shop where employees can view and order products. Goodforall had a number of products especially designed and manufactured for Royal Haskoning in India. All the items have to meet the following special criteria:

- >> they are kind to people and the environment
- >> they help to combat poverty
- >> they are biodegradable
- >> they contribute to the development of people and society



“It’s all happening in the world of promotional gifts and (Christmas) presents. Goodforall sees this as an opportunity to make the world a slightly better place: every gift provides a little bit of help to people and/or the environment. Goodforall looks for surprising and useful gifts whereby a company such as Royal Haskoning can stand out from the crowd and at the same time make the world a slightly better place. Every little helps!”

Marja Baas, founder of Goodforall BV, Royal Haskoning supplier

Memberships

We share our knowledge and experience with other organisations. Here are some of the associations and partnerships we belong to.

- >> Royal Haskoning is a member of:
 - >> **ONRI**, the Dutch association of consulting engineers
 - >> **Nedeco** (Netherlands Engineering Consultants), an organisation of consultancy organisations working internationally. We are a co-founder
 - >> **FIDIC** (International Federation of Consulting Engineers)
- >> Haskoning UK Limited is a member of:
 - >> **CIWEM** Chartered Institution of Water and Environmental Management
 - >> **ICE** Institution of Civil Engineers
 - >> **IEMA** Institute of Environmental Management and Assessment
 - >> **PECT** Peterborough Environment City Trust
- >> Royal Haskoning Architecten is a member of the **BNA** (Royal Institute of Dutch Architects)
- >> Our urban designers belong to the **BNSP** (Dutch Professional Organisation of Urban Designers and Planners)
- >> We are a partner of **MVO Nederland**

Royal Haskoning gives substance to Corporate Social Responsibility in four different dimensions. This section deals with the second dimension:

- >> We incorporate CSR in our core values and our policy
- >> **We adapt products and services to CSR**
- >> We focus our business operation on 'people, planet, profit'
- >> We support various community initiatives

We deliver maximum added value for sustainability with our products and services. Therefore we have expressly included sustainability in the management systems for which we are certified ([ISO 9001](#), [ISO 14001](#) and from 2009 [OHSAS 18001](#)). These systems are audited externally each year and in this way, we ensure we remain compliant with requirements relating to quality, project and risk management, environmental management and health & safety.

Using the 'Balanced Business Improvement Card', a system based on 'Key Performance Indicators' (KPIs), organisational objectives are defined each year by evaluating measures such as customer satisfaction and internal and external audits, and through internal strategic evaluations. These can vary from one business unit to another, but are structured around the themes of finance, clients, business processes and learn & growth. The remuneration system partly depends on attainment of the formulated targets.

Royal Haskoning has identified socially relevant themes in which global developments meet the personal living and working environment. Within these themes, we see our products and

services contributing to sustainable social development and debate.

These themes are:

- >> Climate change
- >> Quality of life in the work environment
- >> Mobility
- >> Safety and risk
- >> Transformation of space
- >> Aesthetics

A more detailed explanation can be found on our corporate website: [Royal Haskoning/Our vision on/Socially relevant issues](#)

CSR IN OUR PROJECTS

Innovation and partnerships

We are constantly striving to improve our services. Therefore, we are always looking for new forms of cooperation that benefit our clients. As a partner in the consortium Nethwater, for example, we are active in the industrial and wastewater markets in the Middle East and China. We signed an agreement of intent with Ingrepro in 2008 to develop Powerfarms®. These turn waste products into biomass, biodiesel or energy using algae. With PriceWaterhouseCoopers we started cooperation and knowledge pooling in the field of REACH, the European regulations regarding safety in transportation, storage and use of chemicals.

Natural Afsluitdijk

Royal Haskoning looked for new ideas and possibilities for using the Afsluitdijk. We did this as part of the 'Natuurlijk Afsluitdijk' consortium, on behalf of the Ministry of Transport, Public Works and Water Management. The integrated plan presents opportunities for sustainable energy production and storage, aquaculture, recreation and new mobility.



SeaGen tidal turbine

In the UK, Royal Haskoning worked with Marine Current Turbines on the SeaGen project. SeaGen is the world's first production-scale tidal powered turbine which can generate 1.2 MW of clean, green electricity. Royal Haskoning successfully completed the Environmental Impact Report for the project and obtained the necessary consent and permits to allow the installation of SeaGen to go ahead in April 2008. In 2009, we are managing the post-installation process with the help of the Sea Mammal Research Unit of the University of St Andrews and Queen's University Belfast.





“Cradle-to-Cradle is different from other approaches to sustainability. Looking at nature, you can clearly see that waste is food. It is obvious to me that we need better cooperation between scientists and engineers to start bridging the gap between theory and practice on a meaningful scale. I am pleased with Royal Haskoning’s contribution to making it happen.”

Michael Braungart, co-founder of the Cradle-to-Cradle philosophy, partner of Royal Haskoning

Sustainability in architecture

The architects at Royal Haskoning stress the need for sustainable building. Our designs are based on and tested against the National Package for Sustainable Building within our Environmental Management System that is certified under ISO 14001. In our projects, we work with specialists in order to obtain the necessary certificates. Examples include GreenCalc+, a computer program that can assess the sustainability of a building or a whole area and determine the energy performance coefficient for sustainable building.

CSR guideline

Over the years, Royal Haskoning has gained extensive experience of CSR, not only in our own company, but also from supporting other organisations. Drawing on these experiences, we have compiled a guideline for getting started with and introducing CSR. The first appeared in 2008: ‘Guideline for CSR in industry’. It is supported by various case studies published by organisations that have successfully started applying CSR principles with the assistance of Royal Haskoning.

Cradle to Cradle

The Stichting Rotterdam Sustainability Initiative (RSI) is a foundation established by parties involved in sustainability in the built environment. They have a shared view of the need for and application of the ‘Cradle-to-Cradle’ philosophy. Participating organisations include Royal Haskoning, Koninklijke BAM Groep, OVG, the Ministry of Housing, Spatial Planning and the Environment, the Government Buildings Agency, Desso, TenneT and the Municipality of Rotterdam.

The central idea of ‘Cradle to Cradle’ is that all the materials used in one product can be used in another product, at the end of its life. In contrast to conventional recycling, there is no loss of quality and no residues to be disposed of. Royal Haskoning is convinced of the value of the ‘Cradle to Cradle’ philosophy. It forces people to look at problems in a different way, so that ‘doing things right’ take second place to ‘doing the right things’. This leads to sustainable, creative solutions.



Cradle to Cradle professorial chair

At the end of 2008, the Erasmus University Rotterdam granted the RSI Foundation leave to endow a chair: 'Cradle to Cradle in relation to sustainable system innovations and transitions in theory and practice'. Michael Braungart, co-founder of Cradle to Cradle, has been appointed professor and holder of the chair. Braungart will carry out education and research at the Erasmus University Rotterdam. He will also investigate the potential applications of 'Cradle to Cradle' in the built environment, working jointly with Peter Luscuere, a professor at Delft Technical University and a director of Royal Haskoning.



"We analyse sustainability and Cradle to Cradle on the basis of what we want to improve (ecology), what it is worth to us (economy) and whether the thing we want will simply shift the problem onto others, in other words whether it is justified (equity). This is the core of CSR."

**Peter Luscuere, Director Building Services
Royal Haskoning**

Royal Cradle

In 2008, Royal Haskoning launched the 'Royal Cradle' training project, a joint effort undertaken by Royal Haskoning specialists. Initially only employees of the building divisions and the Environment division will take part. 'Royal Cradle' is being carried out in advance of the collaboration with Michael Braungart, and the application of research results in our business. The joint venture hopes to arrive at a uniform, and where possible relevant, integral approach to sustainability themes within all divisions, in line with the Royal Haskoning policy. The goal: to work on profitable projects with respect for people and the environment.

Royal Haskoning gives substance to Corporate Social Responsibility in four different dimensions. This section deals with the third dimension:

- >> We incorporate CSR in our core values and our policy
- >> We adapt products and services to CSR
- >> **We focus our business operation on 'people, planet, profit'**
- >> We support various community initiatives

Royal Haskoning is a knowledge organisation with people at its heart. Equality is the foundation for the good cooperation and quality for which we strive. We believe that the company benefits from having teams made up of people from diverse backgrounds. We therefore devote special attention to diversity in project teams, but also the health and safety of our colleagues.

In 2008, Royal Haskoning in the Netherlands received certification under the ISO 14001 environmental management system. This follows the earlier certification of our activities in Ireland and the UK in 2007. The international ISO 14001 standard covers the entire primary process, in our case project execution and content of advice. In our own business management, we focus on things that have the greatest impact on the environment, namely our ecological footprint, our business travel and our policy and management systems.

Primarily, profitability ensures the continuity of our business. As well as financial profit, we also generate social profit through our business operation. Our [Annual Financial Report](#) gives full details of our financial and commercial development. To improve our economic benefit further still, we devote special attention to the three principles: Clients First, Employer of Choice and Operational Control.

Who does what

In terms of business management, various corporate staff and support groups look after different aspects of CSR. For example, the Board of Management discusses the aspects not only with the Supervisory Board but also with the Works Council.

The various social aspects (see page 18) are the responsibility of the Human Resources Management department. This department is also responsible for compiling and publishing the Annual Social Report. The various HRM advisers also support the business in relation to HRM aspects, such as sickness absence monitoring, diversity and training & development.

The environmental aspects (see page 21) are largely handled from within the Environment Management System. The Quality, Health & Safety and Environment Management (QHSE) support group manage this system. The Facility Management support group is also closely involved in the sustainability aspects of purchasing, for example through vehicle lease contracts.

Commercial responsibility (see page 24) rests with the business units, with the Finance corporate group supporting, advising and of course controlling. Financial reporting falls under the responsibility of the Corporate Group Finance. The CSR Report is prepared under the responsibility of the Marketing & Communications support group in consultation with the CSR Manager.



"For me, CSR means telling my children clearly and honestly what I do and explaining what this will mean for them in the future. All of us all hold our children's future in our hands. What is good for our children is also good for our society."

Jan Jansen, Head of Corsmit Consulting Engineers Advisory Group

PEOPLE: OUR PEOPLE

Our employees are the company's most important asset. Royal Haskoning wants to offer more than a place of work. We regard team spirit and opportunities for personal growth as success factors for recruiting and retaining talented professionals. By team spirit, we mean working together on the same task, with the same goal. We share knowledge and experience in order to achieve better results than individuals who work alone.

Details and figures relating to employment at Royal Haskoning and key developments during 2008, can be found in the [Annual Social Report](#). Here we discuss policy issues relating to conditions of employment, diversity, training, the labour market, sickness and health & safety.

Employer of Choice

One of our strategic goals is to be an Employer of Choice; we aim to offer interesting, varied and challenging employment. Themes such as conditions of employment, diversity, health & safety and the [OHSAS 18001](#) certification planned for 2009 fall under this heading.

Royal Haskoning wants to offer an inspiring work environment where individual effort and team spirit are appreciated, where there is room for personal and professional development, talent and diversity. In order to excel we need to be attractive both as a service provider and as an employer. Recruiting and retaining talented professionals is essential for Royal Haskoning to flourish. Our attractiveness as an employer is determined partly by remuneration and terms of employment, but above all by the opportunities for personal growth.

Through training and development, we seek to widen people's horizons and increase their flexibility. We start with training schemes allowing employees to obtain the IPMA certificate and further improve their project management skills.

Diversity

Increasing diversity in the company is a challenge that calls for additional effort in the years ahead. A better balance between men and women has a beneficial effect on working atmosphere, team performance and problem-solving ability.

[Diversity](#) has been a special focus of attention at Royal Haskoning since 2005. We are aware of differences in skills, gender, ethnic background, age, training etc., and seek to utilise the energy this generates. A working environment where differences are respected and shown to be appreciated, leads to better results and makes us more attractive as an employer. Above all, we want to encourage the development of female talent over the next three years, with measurable objectives and yearly reporting.

Initiatives to develop female talent

As an example, we started the Female Leadership training programme, whose primary aim is to encourage the promotion of women to senior positions. We are supported in this initiative by the 'Talent to the Top' Charter, signed in May 2008. This declaration offers 50 companies an additional incentive to deliver results in the area of gender diversity in 2008. Talent to the Top focuses on the promotion of female talent to senior positions within organisations. We set ourselves the goal of doubling the proportion of women in top positions at Royal Haskoning from 2.7% in 2008 to 5.6% by 2012. This equates to 8 women by 2012*.



We also launched the Diversity Panel in 2008. This has three priorities:

- >> setting up an internal Women's Network
- >> promotion of diversity in the composition of project teams
- >> gender neutrality of the evaluation system

Royal Haskoning also took part in the DiversityWorks careers fair and welcomed the first female member of the Management Council.

	Total [%]	Target group** [%]	Management*** [%]	Intake [%]	Out-flow [%]
NL	26.5	17.4	9.6	30.0	31.2
UK + IRE	34.5	24.5	16.3	46.8	38.9
NL+UK+IRE	28.4	19.2	11.4	36.0	33.3

Percentage of female employees as at 31 December 2008

* Assuming an unchanged number of 'top managers' compared with 2008.

** Definition: all employees in professional roles from level 5, with the exception of operational professionals and operational staff professionals, up to and including 6.

*** Definition: in this case, management only includes line management in the divisions and staff groups, i.e. not project managers.



"For me, CSR is completely natural because you do what you know to be right. I make deliberate choices more and more often and I find it truly inspiring that more and more businesses are waking up to the benefits of CSR. There is no finer work than helping them in this area."

Susan van Kruijsbergen, Environmental Safety Management Consultant at Royal Haskoning

Health & Safety

At Royal Haskoning the health and safety of people are central to everything we do for our own employees and for our clients, contractors, subcontractors and society in general. In all our activities, we identify the risks to health and safety, then reduce and where possible eliminate them. We pay close attention to this subject throughout the design process, from the feasibility study all the way through to the usage phase, and even after that.



Who does what

All our employees at all levels play a role in health and safety. The QHSE Management support group provides them with day-to-day support. The HSE steering and implementation committees formulate our health and safety policy. They draw up corrective and preventive measures, then develop and implement them. Certain members of the Works Council belong to the HSE steering committee.

Health & Safety Management System

To provide further support to the organisation in achieving our health and safety objectives in 2008, we developed a Health & Safety Management System. This operates in our Dutch and British establishments. We plan to have the system certified under OHSAS 18001, in 2009. This international standard defines requirements for managing health and safety in the workplace. The Health & Safety Management System ensures that we satisfy all relevant laws and regulations, and that we monitor and analyse all of our processes. This guarantees the continuous improvement of our health and safety performance. We carry out improvement projects for flexible working, working abroad, and health and safety in projects, for example.



“During the implementation of our Environment and Health & Safety Management Systems I came into contact with many enthusiastic colleagues. They contributed lots of good ideas. The real challenge is summed up in a saying by the scientist Jan van de Snepscheut: ‘In theory there is no difference between theory and practice. But in practice there is.’”

Jan-Peter Lourens, project manager at Royal Haskoning

Accidents

The number of accidents and incidents reported within Royal Haskoning was higher: five in 2008 compared with two in 2007.

However, the number of reports is still relatively low. In relative terms the number of accidents actually fell. The number of accidents per million working hours (the Lost Time Incidents Frequency or LTIF) dropped from 3.9 in 2006, to 0.7 in 2007, and further still to 0.2 in 2008. Naturally, our goal is to reduce the LTIF to zero. In view of the small number of accidents, we were unable to identify any specific trends in the most commonly occurring accidents or incidents. The impression remains that near misses, potentially dangerous situations and minor injuries, often go unreported.

Sickness absence

Net sickness absence for Royal Haskoning in the Netherlands rose from 2.6% in 2007 to 3.0% in 2008. The sick leave figures remain lower than the national average, which is (3.8%), but this is certainly not something we can be complacent about. The figures for both short-term and long-term sick leave have risen substantially. We need to take a proactive approach to this issue by focusing on employees and learning to recognise signals as a means of reducing the levels of short and long-term absence.

Sickness absence at Royal Haskoning in the UK rose slightly, from 2.06% in 2007 to 2.29% in 2008. The sickness percentage is still significantly lower than the national average of 3.5%.

In the Netherlands, collaboration with ArboNed was evaluated in 2008 and at the same time, a new approach to absence recording and support was discussed, in collaboration with the Works Council. The aim is to pay more attention to the sick member of staff, with the emphasis on cooperation between the case manager and an external absence consultant. We will be working from a single computer file that will make the absence process easy to manage and enable support to be given promptly. Medical information will be protected as a matter of course. Where necessary, the company doctor will still be a partner in this process.

Further information about the health policy of Royal Haskoning can be found in the [Health & Safety Policy Statement](#).



PLANET: OUR ENVIRONMENTAL PERFORMANCE

Among governments, companies and citizens there is a growing realisation that we all have a responsibility to care for our planet. Royal Haskoning wants to go further than simply satisfying the relevant laws and regulations. In projects, we take every opportunity to contribute to a better environment. An example of this is the support we provide to governments and companies in measuring and reducing their carbon footprints. In addition, we always draw our clients' attention to opportunities for realising environmental gains in their own business operations. Sometimes this can lead to dilemmas. The client may prefer a solution that we do not feel is the best from an environmental point of view.

The theme 'Planet: our environmental performance' is divided into the following areas:

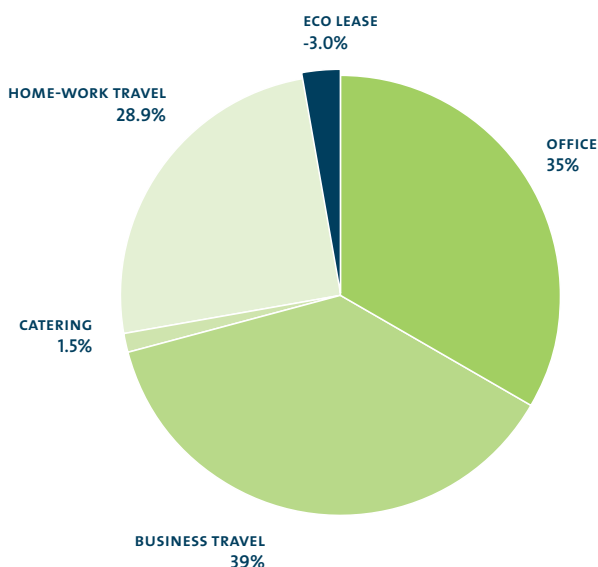
- >> Ecological footprint
- >> Business travel
- >> Policy and management systems

Ecological footprint

The ecological footprint measures the area of land and water used by an organisation or group of people in one year to produce the resources it consumes and to absorb the waste it generates. This footprint can also be converted into tonnes of CO₂. Royal Haskoning has its own footprint, which gives us an idea of our yearly impact on the environment. To identify trends, we relate the figures to sales and workforce growth.

In 2008, the ecological footprint of Royal Haskoning in the Netherlands diminished by 3,5% compared with 2007. This corresponds to an emission of 12,849 tonnes of CO₂ and falls short of the target for 2008: a decrease of 7%. However, the

ECOLOGICAL FOOTPRINT OF ROYAL HASKONING THE NETHERLANDS FOR 2008



environmental impact per employee shrank by 5.2%. Progress was made in the areas of paper consumption and travel but we need to do more. The replacement of lease vehicles with fuel-efficient cars whose CO₂ emissions are offset, is going according to plan.

The methods we use to calculate our ecological footprint improve year by year. We have adopted the generally accepted conversion factors. Some calculations have been modified to a certain extent to enable us to work with the statistics recorded within Royal Haskoning. The statistics are based on figures collected by staff services such as HRM, Finance, Facility and the travel office. In some cases, figures from a few large offices are used to calculate the overall figures. Projects where a clear environmental gain has been achieved are also taken into account on the positive side. For example, one project saved a client 80,000 m³ of natural gas.

The ecological footprint of Royal Haskoning will reduce thanks to a range of measures, but of course, it can never completely disappear. Our objective is therefore to realise ever increasing environmental gains in projects for our clients by devoting yet more attention to sustainable solutions. By offsetting environmental impact in this way, we plan to offset our own footprint entirely in due course.

Business travel

Lease vehicles

In 2008, in accordance with the Regulations on Terms of Employment, we stopped ordering lease vehicles with energy labels E and F. Since 2007, there has also been a sharp decrease in the leasing of cars with energy label D. CO₂ emissions for all newly ordered lease vehicles have been fully offset since October 2007. At the end of 2008, CO₂ was offset for 100 lease vehicles with A, B or C labels. We also continue to encourage the use of bicycles and public transport.

NS-Business Card

One of our EMS objectives is to reduce the CO₂ emission of our business journeys. Less travelling or more frequent rail travel should help us achieve this goal. To encourage drivers of lease vehicles to take the train more often, they were issued with a Dutch Railways (NS) 'Business Card' in 2007. In 2008, lease vehicle drivers covered around 200,000 kilometres by train using these cards.

The eventual aim is that our employees should use public transport as much as possible. In 2008 1.82 million kilometres were travelled by train, equal to 8.8% of total domestic business travel. Every year we draw up a 'top ten' list of employees who have travelled the most kilometres by train. This list is published internally as an incentive to other staff, to encourage them to take the train as well.

CO₂ impact of business travel 2007-2008

CO ₂ impact in tonnes	2007	2008
Car travel	3,236	3,057
Offset via ECO lease (business travel)	0	- 236
Train travel	92	91
Air travel	2,012	1,861
Total	5,340	5,245

Nijmegen Energy Covenant

In 2007, Royal Haskoning and the Nijmegen Local Authority joined forces to organise the [Nijmegen Energy Covenant \(NEC\)](#). Under this initiative, prominent organisations in the city of Nijmegen have agreed to reduce their energy consumption and CO₂ emissions. The participants' eventual target is a systematic reduction of around 1.2 million tones of CO₂ by 2010. Royal Haskoning produced a CO₂ emission of 5,500 tonnes in 2007. The target for 2008 was a reduction of 7%, or 385 tonnes. With a saving of around 15%, we have more than achieved this objective.



“Due to economic growth, the quantity of CO₂ in the atmosphere has increased enormously. Reducing emissions is the biggest task in living memory. I want Nijmegen to go for a three percent reduction, and preferably, more, as our studies show that we could aim higher. The Nijmegen Energy Covenant is a useful means of persuasion in this regard.”

Jan van der Meer, Environment and Mobility councillor,
Nijmegen Local Authority, Royal Haskoning client

Policy and management systems

The Board of Management has defined its environmental policy in a formal document. The policy statement says in essence that we at Royal Haskoning should strive to:

- >> as a minimum satisfy legal and regulatory requirements
- >> reduce our impact on the environment
- >> use our expertise in projects to achieve environmental gains wherever possible

Further information about Royal Haskoning's policies can be found in the [Environmental Policy Statement](#) and [Health & Safety Policy Statement](#).

Environmental Management System (EMS)

Our EMS supports our corporate social responsibility in the environmental arena. The EMS considers environmental aspects in our day-to-day office activities and, where possible, in our projects and contacts with clients. Following the example of the UK, in 2008 Royal Haskoning in the Netherlands obtained certification under ISO 14001 for its EMS. The system has also been coordinated with our ISO 9001 quality management system. With the EMS we can systematically:

- >> gain an understanding of our own impact on the environment
- >> fulfil the requirements of legislation and regulations
- >> continually improve our environmental performance
- >> introduce environmental innovations and apply green techniques in our projects

Responsibility for compliance with the systems lies with the business units. The Quality, Health, Safety and Environment support group helps the business in administering the management systems and plays a coordinating role in the area of improvements.



PROFIT: OUR ECONOMIC PERFORMANCE

Our economic principles

We strive for a healthy financial result to guarantee our continuity. This means that our goal is to optimise rather than maximise our profits. We see profitability as a reflection of the benefit we offer our clients. Our aim is to be profitable in a sustainable way by acquiring and maintaining a position at the top of our market. In striving for profitability, we are guided by the principle of free and honest competition. We will never prevent others from freely competing with us.

Commercial performance

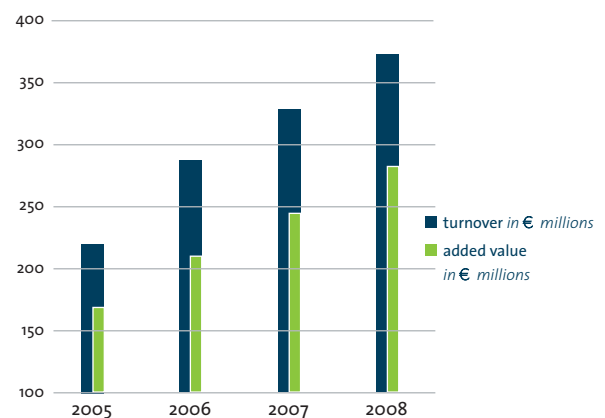
Royal Haskoning achieved a worldwide turnover of € 373 million in 2008, an increase of 14% compared to 2007. Without the devaluation of the pound sterling, turnover growth would have been 18%. New orders to the value of around € 400 million were received in total. The profit before appropriation and taxes was € 23.7 million (€ 23.2 million in 2007). € 10.6 million was distributed to employees under the profit-sharing scheme. Net profit amounted to € 8.7 million (€ 11.1 million in 2007). The charts opposite give an overview of turnover and profits in the period 2005-2008.

Net profit was affected by the lower earnings of subsidiaries, a higher tax burden and a larger distribution of profit to staff (€ 2.6 million more than in 2007). Finally, investments in ICT were substantially increased (€ 4.9 million more than in 2007).

EARNINGS BEFORE PROFIT SHARING AND TAX AND NET PROFIT in € millions



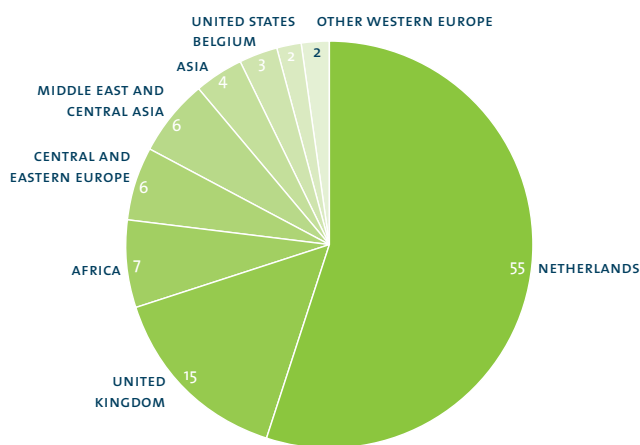
TURNOVER AND ADDED VALUE in € millions



Orders from the private sector accounted for 53% of the turnover. Western Europe remained the basis for our strong market position with a 75% share. In 2008 turnover in the Netherlands, the UK and Belgium increased by more than 11%. Our position in the maritime sector was strengthened by the acquisition in the UK of consulting firm First Marine International.

Turnover outside Europe increased by more than 26%. In particular, the Middle East and Africa show a healthy development and contribute to a further regional spread outside our home markets. The following chart illustrates the distribution of turnover by regions.

NET TURNOVER BY REGION IN PERCENT



The current economic prospects on the world market remain uncertain. In line with this, Royal Haskoning has taken into account a possible decrease in turnover of 5% in 2009, which will call for more flexibility and adaptability than ever.

For a complete overview of our business performance, please refer to our Annual Financial Report for 2008.



“In our efforts to make our business as sustainable as possible, we work hard to improve the quality of life for everyone, all over the world.

We do this in partnership with our stakeholders. We try to meet their expectations and maintain lasting relations with them. A good example is the range of foods in our restaurants. We feel it is important to offer not just healthy products, but organic, locally sourced, fair-trade, cruelty-free products.”

Maurice van Pelt, District Manager Sodexo, Royal Haskoning supplier

COMMUNITY INVOLVEMENT >>

Royal Haskoning gives substance to Corporate Social Responsibility in four different dimensions. This section deals with the fourth dimension:

- >> We incorporate CSR in our core values and our policy
- >> We adapt products and services to CSR
- >> We focus our business operation on 'people, planet, profit'
- >> **We support various community initiatives**

Our community involvement goes beyond implementing projects for our clients. We also contribute to a range of social initiatives. This may involve contributing money, using our knowledge and expertise, sponsorship and our community projects.

SPONSORSHIP

Royal Haskoning has a **sponsorship** policy. The policy has a special focus on the transfer of knowledge within the industry and the sphere of our own work, e.g. water shortages around the world. We are also involved in project-related sponsorship. We provide support in a number of ways to study and student associations that are related to our disciplines. We also support exceptional professors: Jacques van Dinteren, Peter Luscuere, Han Ligteringen and Jan Vambersky. We also support Michael Braungart. In more remote places in the world, we focus on projects in the regions where we have a presence. We sponsor good causes in our own disciplines, but also other projects, such as those assisting children in difficult situations.

Everyone on your bike!

There are few countries in the world where cycling is considered to be so important, as in the Netherlands. For this reason, a number of our employees set up a community-cycling project. Teaching people to ride a bicycle and enabling them to be mobile helps them to be more independent. Most participants are women from immigrant families who did not learn to cycle as children, and others who want to refresh their cycling skills. Participants go through intensive training with the bicycles provided through the project. This intensive training means that by the end of the course they are comfortable cycling in traffic and equipped with the skills to cycle anywhere. The cycling lessons started in Zevenaar, and then introduced in other cities, including Nijmegen, in 2008.



	Total number of applications 2007	Applications accepted in 2007	Total number of applications 2008	Applications accepted in 2008
The Netherlands	145	55	210	70
United Kingdom	10	4	16	5

The number of applications for sponsorship rose sharply in 2008 compared to 2007.

It is our aim to continue to evaluate the growing number of applications for sponsorship and participation in a proper and responsible manner. For this reason, we are reviewing and rewriting our sponsorship policy in 2009.

COMMUNITY PROJECTS

Through our community projects, our employees make a meaningful contribution within the immediate environment of their own office. The main aim of the **community projects** is to deliver a social benefit. It is not primarily for commercial or publicity purposes. The activities always take place within the country in which the office is located. This enables us to get more involved in the local community of which we form a part. In 2008, our professionals were involved in seven community projects.

Blaydon Race Newcastle

Royal Haskoning employees in Britain took part in the Blaydon Race for the second time on 9 June 2008. We also provided volunteers for the refreshment stands, handing out water to the runners. The 5.9 mile course begins in Newcastle and passes the Royal Haskoning offices, en route to the finish in Blaydon. Always held in support of a good cause, in 2008 the beneficiary was the Grace House North East Children's Hospice Appeal. The aim of this organisation is to ensure that families can be close to their terminally ill children during stays in hospital, by building a centre where families can be temporarily accommodated.



TRAINING & EDUCATION

Jet-Net, the Jongeren & Technologie Netwerk agreement

Royal Haskoning has been involved with the Jet-net scheme for young people and technology, since 2006. As part of the scheme, the company has contact with a number of secondary schools throughout the country. The aim of the scheme is for young people to experience work in a technical-based profession at first hand and to stimulate interest in science subjects.

A perfect example is the first 'Girls' Night Out' - held in 2008. This took the form of an evening event at which staff members' daughters and their friends had the chance to experience technical subjects in action, in a fun evening that included games. We continued these and similar initiatives in 2009.

Water toolkit

Royal Haskoning sponsors the 'Water toolkit' that has been developed for primary schools. This is a teaching resource to help pupils become more aware of the importance of water. The package includes a number of activities and is designed specifically to the childrens' age and environment. The aim is for this learning material to be used by 3,500 primary schools throughout the Netherlands, by 2012.



"My work within the Coastal & Rivers division is helping people in the Netherlands and the UK to adapt to climate change. I advise people in my role as a consultant.

This challenging work can make a real difference to people's lives and the environment. It's important to listen to the client and make a connection with them and their stakeholders. My role can be demanding at times, but it's also very rewarding!"

Marnix de Vriend, Senior consultant at Royal Haskoning

Royal Haskoning has decided not to have the 2008 annual social report externally verified. However, it is expressly our intention to have our activities in the CSR arena verified by an independent body. Some parts of the report have been verified externally.

- >> Our external auditors PricewaterhouseCoopers issues a statement of our financial figures at the end of each financial year. The Supervisory Board appoints the auditor.
- >> Lloyd's Register Quality Assurance checks Royal Haskoning's ISO certification on an annual basis. ISO 9001 and ISO 14001 were checked for 2008.



OUR OBJECTIVES >>

SHORT-TERM CSR OBJECTIVES

The overview below shows what our CSR objectives were for 2008, the extent to which we have achieved them and our CSR objectives for 2009.

Area	2008 objective	2008 result	2009 objective
Stakeholder dialogue			
External	Continue with continuous online customer satisfaction survey	317 clients filled in the online customer satisfaction survey. In 2007 the figure was 116	- Prepare for changes to the layout of the customer satisfaction survey based on 'net promotive score' - Action plan to expand dialogue with stakeholders
Internal	Process data from the 2007/2008 employee satisfaction survey and define areas for improvement	Outcomes of the 2007/2008 customer satisfaction survey were processed and areas for improvement defined	Make appropriate changes and improvements to the customer satisfaction survey for 2010
People			
Customer satisfaction survey	To be among the top 25 in the annual Intermediar survey of employee satisfaction in Dutch organisations	We took 22nd place in the ranking in Intermediar's survey of employee satisfaction in Dutch organisations	To be among the top 25 in the annual Intermediar survey into employee satisfaction in Dutch organisations again
Diversity	Extend the Ambassadeursnetwerk to an initiative for the diversity policy	- Diversity policy was set up within the organisation - Participated in the Talent to the Top Charter	- Appoint diversity adviser - Make the progress of the Talent to the Top Charter clear and measurable
Integrity	Broaden and embed the integrity code in the organisation	Integrity code set up, initiative launched for the appointment of an integrity committee	Appoint integrity committee, publish integrity code and distribute to employees
Planet			
Carbon footprint	Reduce the carbon footprint by 7% (compared to 2007)	in 2008, CO ₂ emissions were reduced by around 6.1%, just outside the target	Reduce the carbon footprint by 7% (compared to 2008)
Profit			
Turnover	Growth in turnover of at least 5%	Turnover increased by 14%	Royal Haskoning is forecasting a 5% decrease in turnover
Profit	Net profit margin of at least 2.7%	Net profit margin of 2.3%	Net profit margin of at least 2.7%

OUR OBJECTIVES >>

Area	2008 objective	2008 result	2009 objective
Liquidity	Cash flow from operating activities to remain at least equal to the net profit	Cash flow from operating activities was not equal to net profit due to tax payments	Cash flow from operating activities to remain at least equal to the net profit
Community involvement			
Community projects	Start up projects in the Netherlands and the UK	Seven community projects were undertaken in the Netherlands and the UK	Make appropriate changes and improvements to the community projects policy and carry out projects in the Netherlands and the UK
Sponsorship policy	Process sponsorship applications in the Netherlands and the UK	216 sponsorship applications were processed in the Netherlands and the UK of which 75 were accepted	Update sponsorship policy and check the applications against new guidelines, research in-house initiatives
Reporting and transparency			
Social reports	Issue 2007 sustainability report	First sustainability report presented. Report submitted for the Ministry of Economic Affairs transparency benchmark. Gained 43rd place in the ranking	Widen the scope of the sustainability report and translate into general social reports. Improve ranking in benchmark
Annual financial report	Test the annual financial report in the Scenter Survey of Annual Reports with the aim of maintaining top place in the ranking	The annual financial report achieved 2nd place in the rankings in the Scenter Survey of Annual Reports and got a score of 9.6	Retain top place in the ranking in the Scenter Survey of Annual Reports

ABOUT THIS REPORT >>

Notes to the report

The 2008 sustainability report only relates to Haskoning Nederland BV and Haskoning UK Ltd. in the Netherlands and the UK. The report covers the period from 1 January to 31 December 2008.

The future development of the report will take place in line with the G3 guidelines of the Global Reporting Initiative (GRI), level C 'self declared', including the 'comply or explain' principle. Royal Haskoning also complies with the OECD guidelines for multinational companies.

In line with the aims of this publication, there has been a conscious effort not to place an additional burden on the environment through its production. For this reason, the report has been produced in digital format and can be downloaded via the website.

List of abbreviations

Afkorting	Betekenis
HRM	Human Resources Management
H&S	Health & Safety
ICT	Information and Communication Technology
ISO	International Standards Organisation
KTO	Customer satisfaction survey
MTO	Employee satisfaction survey
NL	The Netherlands
RH	Royal Haskoning
SBAH	Stichting Beheer Aandelen Haskoning (Foundation for the Management of Shares in Haskoning)
UK	United Kingdom
VGW	Health, safety & welfare

APPENDIX A >>

Report application level

GRI -G3 APPLICATION LEVEL

Application levels for the Global Reporting Initiative index (G3) 2006. Royal Haskoning report at level C based on 'self declared'. The available levels and the relevant reporting areas are shown in the table below.



Report Application Level	C	C+	B	B+	A	A+
STANDARD DISCLOSURE	<p>Report on:</p> <p>1.1 2.1-2.10 3.1-3.8, 3.10-3.12 4.1-4.4, 4.14-4.15</p>	REPORT EXTERNALLY ASSURED	<p>Report on all criteria listed for Level C plus:</p> <p>1.2 3.9, 3.13 4.5-4.13, 4.16-4.17</p>	REPORT EXTERNALLY ASSURED	<p>Same as requirement for Level B</p>	REPORT EXTERNALLY ASSURED
	<p>Not Required</p>		<p>Management Approach Disclosures for each Indicator Category</p>		<p>Management Approach disclosed for each Indicator Category</p>	
	<p>Report on a minimum of 10 Performance Indicators, including at least one from each of: social, economic, and environment</p>		<p>Report on a minimum of 30 Performance Indicators, at least one from each of: economic, environment, human rights, labor, society, product responsibility</p>		<p>Respond on each core G3 and Sector Supplement* indicator with due regard to the materiality Principle by either: a) reporting on the indicator or b) explaining the reason for its omission</p>	

*Sector supplement in final version

Global Reporting Initiative index (G3) 2006

Reference

ACSRR	Included in annual CSR report
ACSRR*	Partly included in annual CSR report
AFR	Included in the annual financial report
ASR	Included in annual social report
-	Not included
NR	Data not relevant

All the key indicators are shown in the index plus the relevant additional indicators.

Strategy and analysis

Reference/explanation

Profile

1.1 Statement from the CEO	ACSRR: Foreword/AFR: report from the Board of Management, pages 13-20
1.2 Impacts, risks and opportunities	AFR: report from the Board of Management, pages 13-20

Organisational profile

2.1 Name of the organisation	AFR: figures published in the report
2.2 Products and services	As above
2.3 Operational structure	As above
2.4 Location of headquarters	As above
2.5 Countries where the organisation operates	As above
2.6 Legal form	As above
2.7 Markets	As above
2.8 Scale of the company	As above
2.9 Changes to the organisation	As above
2.10 Awards received	As above

Report parameters

Report profile

3.1 Reporting period	ACSRR: About this report
3.2 Previous report	As above
3.3 Reporting cycle (annual)	As above
3.4 Contact person(s)	ACSRR: Publishing information

Scope and boundary

3.5 Process for defining report content	ACSRR: Royal Haskoning defines CSR
3.6 Boundary of the report	ACSRR: About this report

3.7 Limitations on the boundary of the report	As above
3.8 Basis for reporting on joint ventures	No changes
3.9 Bases of calculations	Standard
3.10 Re-statements of information	No re-statements of information
3.11 Changes in reporting	No changes
<i>GRI content</i>	
3.12 Standard disclosures	ACSRR: Appendix B; this table
<i>Assurance</i>	
3.13 External assurance policy	ACSRR: verification
Governance, commitments and engagement	
<i>Governance structure</i>	
4.1 Governance structure	ACSRR: Royal Haskoning profile/AFR: report of the Supervisory Board, pages 10 + 11
4.2 Chair of the highest governance body	As above
4.3 Independence	As above
4.4 Mechanisms for shareholders and employees	As above
4.5 Senior managers' pay	Not declared
4.6 Processes to ensure conflicts of interests are avoided	ACSRR: corporate governance/AFR: report of the Supervisory Board, pages 10 + 11
4.7 Qualifications and expertise of members of the highest governance body	As above
4.8 Statements of mission or principles drawn up internally	'Mensenwerk' publication
4.9 Procedures of the highest governance body	ACSRR: profile, corporate governance/AFR: report of the Supervisory Board, pages 10 + 11
4.10 Performance of the highest governance body	As above
<i>Commitments to external initiatives</i>	
4.11 Precautionary principle	NR
4.12 Voluntary external initiatives	ACSRR: Cradle to Cradle
4.13 Membership in associations	ACSRR: supply chain responsibility + community involvement
<i>Stakeholder engagement</i>	
4.14 List of stakeholder groups	ACSRR: stakeholder dialogue/AFR: stakeholders, pages 2, 3 +18
4.15 Identification and selection of stakeholders	Not declared
4.16 Approach to stakeholder engagement	As above
4.17 Key topics and concerns raised through stakeholder engagement	As above

Economic indicators

Economic performance

EC 1 Direct economic value	ACSRR: profit/AFR: pages 42-57
EC 2 Financial implications due to climate change	-
EC 3 Coverage of defined benefit plan	ACSRR: profit/AFR: pages 42-57
EC 4 Financial assistance from government	As above

Market presence

EC 5 Ratios of starting salary	Not declared
EC 6 Locally based suppliers	As above
EC 7 Local recruitment of staff	As above

Indirect economic impacts

EC 8 Investment in infrastructure	As above + AFR: page 18
EC 9 Understanding of economic impacts	-

Environmental indicators

Materials

EN 1 Weight of materials	-
EN 2 Materials used from external sources	-

Energy

EN 3 Direct primary energy consumption	-
EN 4 Indirect energy consumption	-
EN 5 (add.) Energy saving and efficiency improvements	-
EN 6 (add.) Initiatives to provide energy efficient and renewable energy	-
EN 7 (add.) Initiatives to reduce indirect energy consumption	-

Water

EN 8 Total water consumption	-
EN 9 Water sources	-
EN 10 Volume of recycled and reused water	-

Biodiversity

EN 11 Location of land in or adjacent to protected areas	NR
EN 12 Significant impacts on biodiversity	NR
EN 13 Habitats protected or restored	NR
EN 14 Strategy for managing biodiversity	NR
EN 15 Rode lijst IUCN	NR

Emissions, effluents and wastes

EN 16 Greenhouse gas emissions	ACSRR: Planet
EN 17 Other indirect greenhouse gas emissions	-
EN 18 (add.) Initiatives to reduce emissions	-
EN 19 Emissions of ozone-depleting substances	-
EN 20 NO, SO air emissions	-
EN 21 Total water discharge by quality	-
EN 22 Total weight of waste	-
EN 23 Number and volume of significant spills	NR
EN 24 Hazardous waste	NR
EN 25 Water discharge	NR

Products and services

EN 26 Initiatives to mitigate environmental impacts	ACSRR: Planet
EN 27 Percentage of products sold that are reclaimed by weight	NR; Royal Haskoning does not sell any products

Compliance

EN 28 Monetary value of significant fines	None; € 0,-
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Transport

EN 29 Milieugevolgen van transport	MV: Planet; zakelijk verkeer
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Overall

EN 30 Environmental protection expenditure and investment	ACSRR: products and services + community involvement
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Social aspects

Employment

LA 1 Profile of workforce	ACSRR: People/AFR: page 6/ASR: pages 22-25
LA 2 Net number of jobs	-
LA 3 Benefits provided to full-time employees that are not provided to part-time employees	-

Employee/employer relations

LA 4 Trade union membership	0%
LA 5 Minimum notice period(s) in relation to operational changes	-

Health and safety

LA 6 Percentage of workforce on health and safety committees/ programmes	-
LA 7 Sickness and absence figures	ACSRR: People/ASR: page 36
LA 8 Risk-control programmes in relation to serious diseases	-
LA 9 Health and safety agreements with trade unions	NR

Training and education

LA 10 Training and courses ASR: pages 26-28

LA 11 (add.) Programmes for skills management and lifelong learning ASR: pages 26-28

LA 12 Percentage of employees receiving regular performance and career development reviews -

Diversity

LA 13 Composition of governance bodies and breakdown by gender ACSRR: People/ASR: pages 14-16

LA 14 Ratio of basic salary of men and women Not declared

Human rights

HR 1 Investment agreements that include human rights clauses
 HR 2 Screening of significant suppliers on the upholding of human rights
 HR 4 Discrimination
 HR 5 Freedom of association

This area has not been researched specifically. This report covers the Netherlands and the UK where human rights are usually properly upheld. In the years ahead, Royal Haskoning plans to survey the risks in this area for its international activities.

HR 6 Child labour

Royal Haskoning emphatically renounces child labour and will not permit child labour to form part of the value chain in which Royal Haskoning operates. The nature of Royal Haskoning's activities (consultancy), there is no real likelihood of child labour taking place. Royal Haskoning operates in accordance with the Code of Ethics.

HR 7 Forced and compulsory labour

Royal Haskoning emphatically renounces forced and compulsory labour and will not permit this to form part of the value chain in which Royal Haskoning operates. The nature of Royal Haskoning's activities (consultancy), there is no real likelihood of forced labour taking place.

HR 8 Security practices

This area has not been researched specifically. This report covers the Netherlands and the UK where human rights and security are usually properly organised. In the years ahead, Royal Haskoning plans to survey the risks in this area for its international activities.

HR 9 Rights of indigenous peoples -

Community

The community

SO 1 Managing the impact of community activities	None
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Corruption

SO 2 Business units analysed for risks related to corruption	ACSRR: integrity/Integrity publication within Royal Haskoning
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SO 3 Training in anticorruption policy	As above
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SO 4 Actions taken in response to incidents of corruption	As above
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Public policy

SO 5 Public policy positions	ACSRR: contribution to community discussions and development
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SO 6 Value of contributions to political parties	None; € 0,-
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Anti-competitive behaviour

SO 7 Number of legal actions for anti-competitive behaviour	-
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Compliance

SO 8 Monetary value of significant fines	-
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Royal Haskoning delivers consultancy services to its customers. Advice to customers is drawn up on the basis of state-of-the-art' knowledge and expertise held by employees and is provided in accordance with procedures under the ISO9001 quality system and ISO14001 environmental management system. Where relevant, health and safety aspects are also addressed in the advice given. The contractual responsibilities are agreed with the customer on individual basis.

Product responsibility

Health and safety

PR 1 Assessment of the health and safety impacts	NR
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PR 2 Number of incidents of non-compliance with regulations	-
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PR 3 Required information on products and services	NR
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PR 4 (add.) Productinformatie en etikettering	NR
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PR 5 (add.) Customer satisfaction	ACSRR: stakeholder dialogue
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Marketing communications

PR 6 Compliance with laws relating to marketing communications	ACSRR: integrity/Integrity publication within Royal Haskoning
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PR 7 Incidents of non-compliance with laws relating to marketing communications	None
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Customer privacy

PR 8 Number of substantiated complaints related to breaches of customer privacy	-
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Compliance

PR 9 Monetary value of significant fines	None; € 0,-
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Production

Royal Haskoning, Marketing & Communications

Text

Royal Haskoning
HDtt Communicatieadvies, Nijmegen

Design and layout

Charles Whalley Advertising Ltd, Peterborough
(UK)

Photography

Royal Haskoning
Royal Haskoning
Photography Bart Nijs
David G Erwin
(Project photograph, Marine Current Turbines. Page 14)

This annual report can be downloaded from:

www.royalhaskoning.com

It is also available in Dutch.

Royal Haskoning has also issued an annual financial and social report for 2008. If you would like to receive a copy, please send an email with your postal address to:

info@royalhaskoning.com

These reports can also be downloaded from the website.

www.royalhaskoning.com



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