

Integrity within **Royal Haskoning**



ROYAL HASKONING

thinking in
all dimensions



>> **Respect**

We accept others for what they are. Taking other views, qualities, people and cultures into account and through this creating synergy.

>> **Openness**

Being open to and interested in other people's opinions. Telling others one's own views.

>> **Team spirit**

Jointly working on the same task and achieving the same goal. Achieving better results by sharing knowledge and experience than by individuals working alone.


>> **Integrity**

Being honest, reliable and independent. Being keen to avoid conflicts of interest. Being accountable for our actions and aware of their consequences

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Foreword



At Royal Haskoning we work on special projects. Take the Second Maasvlakte in Rotterdam, the Gladstone Lock, Mersey Docks in Liverpool or the Water Education Park in Gandhinagar, India. Wherever we are at work in the world – the Netherlands, London or Uzbekistan – we concentrate on our projects and execute them with care. We are also honest in the way we do our work. We obey the rules, we do not appropriate what is not ours, and we do not pay others in order to get work. It is no accident that we designated respect, openness, team spirit and integrity – ROTI – as our core values in 2002. In a nutshell, we work with integrity, and we have been doing so for years. But that is only logical, you will probably say. And that is right. So therefore why this focus on integrity?

As Royal Haskoning's management, we consider being involved with our employees and the continuity of the company as one of our primary responsibilities. This means that we closely monitor changes in society – for example greater management transparency after a scandal in the Dutch construction industry a few years ago – and their implications for how we run our operations. Where necessary, we amend our rules and we concentrate on following trends. We do this by drawing matters to people's attention and helping them to enhance their awareness.

Integrity is a subject that has resulted in a critical review of our working practices and how we collaborate with one another and with others. In this case it has resulted in officially establishing (legal) guidelines relating to integrity – the integrity code. This code describes in exact detail which rules we want to adhere to in our company. We recognize that these documents are not easy for everyone to study thoroughly. This booklet has therefore been written to explain briefly and clearly what integrity means to how Royal Haskoning and its employees go about their business. We discuss what we understand by integrity and we show how it is interwoven in every possible way with all our activities.



It is important that everyone in Royal Haskoning realises that we have a code of integrity. We also expect our employees to act in accordance with it.

Read this booklet and think about it. If it gives rise to questions, talk to your colleagues about them. Are there some unresolved questions? You can always ask your manager, the integrity council or one of us.

Board of Management Royal Haskoning

Jan Bout

Erik Oostwegel

Henry Rowe

Collins English Dictionary defines integrity as “adherence to moral principles”

Introduction



- >> A positive concept
- >> Do what you say and what you promise
- >> Carrying out your work with honesty and care, according to the appropriate standards and values

Why a booklet about integrity?

At the end of the day, society decides what integrity is on the basis of its standards. Transparency and external assessment can help if dilemmas occur. In this booklet we explain briefly what we mean in Royal Haskoning by integrity and why we think it is such an important subject. We also describe what we can do together to ensure that everyone can do their work with integrity, in accordance with our organization's standards and values, so that our work can come through society's evaluation with flying colours.

Everyone – from the mail room to the boardroom – has to deal with integrity in their work and their daily lives. Many people think that it is about corruption, fraud, bribes, whistle blowers or a doping scandal. But in fact that is not correct, because these are situations in which integrity is absent.

Integrity is a concept with a very positive meaning. We vote for people we think have integrity. We let our finances be managed by someone who is honest and reliable. And we buy from people or firms we think highly of. We put trust in the people we work with, and we expect to receive the same trust from them. So integrity is everywhere.

Do what you say and believe

It is striking that people who we think have integrity often do work in which they need the trust of others. A general practitioner, solicitor or accountant for instance. We assume that they do their work without hidden agendas or false emotions. We want to do this in Royal Haskoning too. We assume that all our employees act with integrity. This means that they do their work honestly and carefully in accordance with the responsibilities, rules, and standards and values that are associated with them. Everyone is accountable for their behaviour and – just as importantly – can hold others responsible for theirs.

The positive effects of acting with integrity

- >> it is easier to discuss dilemmas
- >> working atmosphere and involvement are transparent
- >> fewer conflicts arise
- >> client satisfaction increases
- >> image and reputation are enhanced
- >> trust among employees, clients, business contacts and the public grows

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- >> Corporate governance
 - >> Financial annual report
 - >> Social annual report
 - >> Sustainability report

- >> Failing to act with integrity can be damaging to our
 - >> financial position
 - >> image and reputation
 - >> continuity

- >> “You cannot have a little integrity”



Interest in integrity has grown substantially in the private sector in recent years, in particular since the scandal in the Dutch construction industry and the introduction of the Dutch corporate governance code (Tabaksblad Code). Organizations and companies are open about their financial situation and operations in their annual reports and other types of reporting. Corporate social responsibility is also receiving greater priority. All these aspects provide insight into the standards and values that are important to a business.

Royal Haskoning is a company with integrity. It is no accident that our core values are respect, openness, team spirit and integrity (ROTI). In our organization we have always considered these concepts to be of paramount importance. Doing business in a sincere and honest way is part and parcel of this. We also expect the same from those we work with. We express this in more practical terms by setting down guidelines on paper.

Successful company

In Royal Haskoning's opinion, integrity also testifies to professionalism. If we do our work professionally, we provide continuity. We can continue to do what we are good at, and as a result we can remain a successful firm in the long term. If we do not act with integrity, it can damage us. It can lead to fines, being put on blacklists and therefore (special, challenging) orders falling through. And bear in mind that the damage can be more than just financial. Damage to our reputation can have far-reaching consequences for our continuity. And obviously we want to avoid that.

'You cannot have a little integrity'

In 1992 the then Dutch Minister of the Interior, Ien Dales, put integrity in government on the agenda. She made the link between openness and integrity of government during the Dutch mayors' annual conference. Corruption was not something just in developing countries. It was also lurking much closer to home. 'A little bit of integrity is not possible' is one of the best known messages in her speech, which caused quite a lot of commotion in government circles.



The codes and guidelines

Royal Haskoning uses the code of integrity to decide what acting with integrity is, and what it is not. The content of this document is not something that you can take or leave. The rules specified in it have to be complied with. There is also the Royal Haskoning code of conduct. Both are consistent with the guidelines of the International Federation of Consulting Engineers (FIDIC). There is moreover a whistle blower scheme and an integrity council to help with dilemmas.

Code of integrity

The code of integrity spells out all the rules. Corruption is contrary to our integrity and often also to the law. It is logical that corruption is unacceptable to us, whether it is active or passive (for example turning a blind eye to corrupt behaviour). Items banned in the code include 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 one, is paid.

Code of conduct

The code of conduct is a compilation of rules that spell out how Royal Haskoning employees deal with one another, what their responsibilities are, what integrity is, the economic principles we follow and how they should behave in certain situations. This code is consistent with Royal Haskoning's core values (ROTI). The subjects that are addressed in the code of conduct include:

- >> conflict of interests
- >> etiquette
- >> gifts
- >> documentation of information

We want the code of conduct to support employees in their activities. The document raises awareness about integrity, and where necessary it can lead to a dialogue. You can read exactly what is in the code of conduct on Bridge and in People Business. The dilemmas that employees run up against are also on Bridge.

Whistle blower scheme

Whistle blowing is when someone wants to expose a situation, for example where integrity is at stake. Whistle blowing clears the path for open communication and clarity. We are therefore pleased if employees are prepared to stick their necks out in order to raise matters. It also enhances integrity and improves the quality of our organization.

Good arrangements are in place in Royal Haskoning for reporting abuses. A special procedure has been set up that enables employees to make a report. This is the whistle blower scheme. This scheme is one of the ways that lets us comply with the codes of conduct and integrity. If employees suspect that someone is not acting or has not acted with integrity, they can report it thanks to this scheme. In so doing, they do not need to be apprehensive about their own position. However, there are a few rules relating to reporting abuses. They relate, for example, to confidentiality, procedures and investigation. The complete text is on Bridge.

Integrity council

A special integrity council has been set up in order to keep integrity at the forefront of people's minds and to encourage compliance with Royal Haskoning's codes of integrity and conduct. Among other things it stimulates discussion about integrity, gives advice about dilemmas and is a focal point for whistle blowers. The council consists of six members. If you are not sure of your own judgment in a certain situation, or if you want advice from an impartial colleague, you can call on them. The composition, which is given on Bridge, is representative for Royal Haskoning. It is a mixture of young and old, male and female and people from the different parts of the organization.

Dilemmas

You regularly copy sheet music for the 30 members of your band. Is that allowed?

Obviously nobody is going to make a fuss if you have to copy something for yourself on occasion. But in this case we are talking about a substantial quantity of paper. Royal Haskoning property has to be respected. If you are in doubt, ask your manager for advice. As a rule, you know full well what is reasonable and what is not.

You receive a Christmas gift from a supplier. He knows that you are looking for a reliable supplier for a major construction project. What are you supposed to do?

Business contacts often want to achieve something through gifts and invitations. Generally speaking, you may accept a gift up to a value of EUR 100. That is stated in our code of integrity. To be on the safe side, you can tell your manager that you received the gift. You are not supposed to accept gifts if you suspect that you are expected to do something in return. In this case it may be better to let your manager decide what you should do with the present.

During a public consultation evening you overhear a colleague quoting from a document that is not yet in the public domain. What do you do?

Obviously it is improper because this information is still under embargo. This situation tests his integrity, and yours too. The best thing you can do is tackle your colleague about what he has been saying. Let him know that he should not behave like this. If you do not dare or want to, you can also talk to your manager or the integrity council.

Useful questions



Sometimes you find yourself in situations where you are not sure whether they are compatible with the integrity that Royal Haskoning seeks to attain. Ask yourself the following useful questions*. Are you still in doubt afterwards? Talk to a colleague or someone else about it.

1. Does this situation conflict with our core values or professional yardsticks?
2. Is there a conflict of interests or is our independence at risk?
3. Is it legal?
4. Could it be used against me or Royal Haskoning?
5. Can others be affected (colleagues, clients etc.)?
6. Would it be unpleasant for me if others knew that I have opted for this course of action?
7. Is there an alternative that does not cause ethical problems?
8. How would it come across if the papers got hold of it?
9. What would an immediate colleague or manager think about it?
10. Am I comfortable with it? Will I sleep well at night?

** Taken from the Royal Haskoning booklet People Business, chapter 10, useful questions relating to ethical behaviour.*



More Information

In this booklet we have tried to summarize what integrity is, why acting with integrity is important, and what instruments there are to ensure that everyone can work with integrity. Please consult Bridge for the full text of the code of conduct, the code of integrity and procedures for integrity issues. You can also request a printed copy of the complete code from the HR Service Center. Do you have any questions, for example about integrity, our core values or working practices? You can always ask your manager, the integrity council or the Board of Management.

Code of integrity

[Bridge](#) >> [Company Policy](#) >> [Integrity](#)

Code of conduct

[Bridge](#) >> [Company Policy](#) >> [Integrity](#)

Whistle blower scheme

[Bridge](#) >> [Company Policy](#) >> [Integrity](#)

Integrity council

[Bridge](#) >> [Company Policy](#) >> [Integrity](#)

This booklet forms part of a series of books produced by Royal Haskoning to help staff with their work. The booklet People Business gives more information about Royal Haskoning's policies and strategy. You can also find the extended versions of all the codes and guidelines we have discussed here on Bridge, on our web site, in the various annual reports. In addition, you can ask the HR Service Centre for a copy of the extended versions of all codes and guidelines.

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