



2009

Annual Social Report



ROYAL HASKONING

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Erik Oostwegel > Member Board of Management

The theme of this annual social report is the added value that we create at Royal Haskoning – not only for ourselves and in cross-divisional cooperation, but also for our clients and partners. In the current climate it is more important than ever to create value for our clients. We do this by making the best use of our employees' experience, the good relations they have with clients and our reputation. Particularly in the recession, it is vital that we continue to deliver quality, in order to ensure satisfied customers who are happy to come back to us. We are versatile and second-to-none in our ability to adapt to the wishes of customers who increasingly demand integrated solutions. Now, more than ever, we need all the creativity and inventiveness our employees can muster, to seize what opportunities there are.

To respond more effectively to developments in the market, we have introduced three market clusters. Within these clusters, cross-divisional cooperation and active cross-selling in the market are encouraged. Where possible we are shifting the emphasis from a product-oriented to a market-oriented approach. In this way not only do we offer integrated solutions for existing and new clients; it also makes us more attractive as an employer. The new organisational format provides fresh opportunities for employees: working with other divisions on projects is encouraged by the cluster approach.

We seek not only greater value, but also added value. New services are being marketed and Cradle to Cradle® presents us with numerous opportunities. The Innovation Board has breathed new life into our initiatives and is well on the way to creating an effective platform for innovation throughout the entire organisation. PM@Royalhaskoning also plays an essential role in this respect. We discuss diversity in the organisation and the importance of team make-up, all from the point of view of added value. That is to say, added value for our clients and partners, and added value for ourselves.

This annual report is designed to give you a bird's-eye view of the different topics. As usual it focuses primarily on our Dutch operations, but increasingly on the company's other offices, and much of the data comes from the UK, Belgium and France. Happy reading!

Erik Oostwegel

>> For me, 2009 was a year of ... Marianne van de Ven – Draaisma: ““...change; a changed environment, a changed way of thinking.” >>

2009 was the year in which the Netherlands officially went into recession and Royal Haskoning had to bear the consequences of that fact – albeit with the benefit of an efficient organisation full of people ready to buckle down and forge ahead.



However, it was also a year in which the government decided to invest in infrastructure, something from which Royal Haskoning was able to benefit. And it was also a year in which we mobilised our strengths in the field of sustainability and innovation. This is how we looked for added value in the recession, a subject we will return to later in this report.

IN MEMORIAM

Felix Scholten



“You went to work as normal and never came home.” Felix’s wife, could not have put it more poignantly. On the morning of Monday 6 July 2009, we received the sad news that Felix had fallen ill on the train to work and died in hospital. Felix was 44 years old.

In Felix we have lost an extremely competent and inspired designer of bridges and other complex structures. At the time he died he was working on the Muider Bridge project. In November, this project received several awards from the Concrete Association. It was partly thanks to this that Royal Haskoning won the “Constructor’s Prize 2009”. In view of Felix’s enormous contribution, the prize has been dedicated to him. We have also lost a valued friend who always had time for others and on whom you could always rely. Felix leaves a huge gap within the Civil Engineering and Geotechnical Advisory Groups, but the gap he leaves for his wife Monique and his daughters Anneloek and Janieke is many times greater.

Hans Moerman



Hans Moerman died on 24 October 2009 at the age of 62. At the beginning of October he ended his last message about his illness with the words, “Goodbye, all the best and thank you”. For many of us time stood still for a moment. Hans fought his illness with so much confidence that it seemed only a positive outcome was possible. Sadly, the reality turned out differently. Hans exuded confidence. He was a project manager who people looked up to. His experience and expertise ensured calm and focus in many a troublesome project. Hans was valued and respected by team members and clients alike. During his 37 years with the company, he was a credit to the name of Royal Haskoning. We watched with admiration as, despite his illness, Hans remained committed to his work and his colleagues. He was always ready to share and to listen. The Thursday before his death, he was still e-mailing colleagues to ensure that his work was left in good order. We have not only lost a highly valued colleague but, above all, a fantastic person. Our thoughts go out to his wife Winifred, his children and his grand-children.



Tonny Schippers



Tonny worked as a planning law specialist in Rotterdam. His enthusiasm, his expertise and above all his humour made him very popular with colleagues. In February 2009 we learnt that Tonny was suffering from skin cancer. This came as a great shock to everyone who knew him, but Tonny remained outwardly calm in the face of adversity. He fought his illness cheerfully. He looked in on the advisory group just a few days before his death. He had finished chemotherapy and was ready to come back to work. But it was not to be. On 19 October we received the sad news that Tonny had died the evening before. He was 26. Tonny's death came as a blow to all of us. The way he bore his illness left a lasting impression on his colleagues.

QHSE MANAGEMENT (NL) OHSAS

The year of 2009 saw a number of developments in the area of quality, health, safety and the environment (QHSE), foremost among them being the award of the OHSAS 18001 certificate for the 'Health & Safety Management System'. This means that Royal Haskoning now has a certified management system for all three key areas, both in the Netherlands and in the UK.

Multi-site ISO 9001

During 2009 a start was also made on obtaining a 'multi-site' ISO 9001 certificate covering a number of offices abroad. As a result, in December 2009 Russia (Moscow and St. Petersburg) was the first territory to be assessed and passed by LRQA, so that it was added to the certificate along with the Netherlands and the UK & Ireland. The goal is to include the Belgium, Dubai, India, Indonesia, Thailand and Vietnam sites as well during 2010.

SAFETY

Fortunately, we had a relatively safe year. Admittedly, the number of reported incidents (including near-misses) increased slightly. However, in view of the small number of reports in previous years, we are justified in concluding that we are not working any less safely, but that we have become more safety-conscious because the alarm is raised more frequently. In the area of health and safety, a start was made in the Netherlands in 2009 on reorganising the emergency response organisations and updating the Risk Assessment and Evaluations system.

EMS

Regarding our environmental performance, we are able to report that we completed a number of amazing, sustainable projects where the environment was a key focus. One example is the new construction project carried out for the Hague University which won the National Energy Future Trophy 2009. Royal Haskoning was responsible for the architecture and the structural design of the building sited in Delft. Internally we still have some way to go in terms of implementing the 'Environmental Management System' (EMS).

DISPUTES COMMITTEE

Employees can bring disputes to the Disputes Committee, after first trying to resolve the dispute with their manager. The committee does not give an opinion on the circumstances of the dispute, rather it looks at whether procedures have been properly followed. As in 2008, the Disputes Committee did not have to be convened in 2009. No complaints were received.

EMPLOYEE SATISFACTION SURVEY

In December 2009 the two-yearly Employee Satisfaction Survey was carried out in the Netherlands, the United Kingdom, Belgium and France. The response rate was 56% – enough to draw reliable conclusions. The results reflect the difficult economic situation and Royal Haskoning's position within it. The employee satisfaction rating fell from 7.5 in 2007 to 7.1. On all aspects considered, satisfaction was lower than in 2007. Nevertheless, this satisfaction rating is still significantly better than the benchmark for the Netherlands. Three points in particular emerged from the survey:

- >> **Work stress** is the only aspect on which we score lower than the benchmark. Employees experience high levels of work stress and have difficulty switching off in the evenings and at weekends. The Preventive Medical Examination will specifically address this problem in 2010.
- >> The demand for **better internal communication** has increased significantly in these difficult times. We will therefore make a determined effort to improve internal communication in 2010.
- >> Paying **more attention to staff** was the third point highlighted by the survey. Employees feel that this has rather given way to other priorities in recent times, understandable though this may be. From the survey it appears that staff would like to see training, development opportunities and social events moved back up the agenda. In leaner times, employees tend to think more about the long term.

PENSION

Pensions are under pressure as a result of the financial crisis and the sharp increase in the average age. Fortunately, these developments had a relatively limited effect on the Haskoning pension fund in 2009. In line with what is happening elsewhere in the Netherlands, no cost-of-living supplement was granted as at 1 April 2009. In other words, the accumulated pension entitlements of employees and retired staff were not indexed.

In 2009 the fund achieved better-than-expected investment income overall, thereby making up much of the loss sustained in 2008. New rules have been announced regarding how much equity capital should be held by a re-insured fund such as that of Royal Haskoning. The retirement age is also under discussion. All these developments mean that we (the company and the pension fund) must look very closely at our pension scheme in 2010 to see whether changes are needed.

COMINGS AND GOINGS

The senior management of Royal Haskoning saw a number of changes last year. Some people left, others joined, there was job rotation at a high level and as usual these events were reported in the press.

Leo Visser, member of the Board of Management, left Royal Haskoning on 1 May. He had held this position since 1 February 2001. Leo was succeeded on 1 May by Erik Oostwegel, who initially combined his role on the Board of Management with his responsibilities as Director of the Industrial Installations division. Since 1 November of last year he has devoted himself entirely to his duties as member of the Board of Management.



On the same date, two Divisional Directors were appointed to head up two new divisions created out of the Industrial Installations division. Auke Piek became Divisional Director Industrial Concepts and Anton van der Sanden took up the role of Divisional Director Industrial Engineering. The Coastal & Rivers division also acquired a new leader: Sarah Budd was appointed Director of this division on 1 June; she had previously performed this role on an interim basis. Henk Hermans, Divisional Director Architecture & Building, resigned from his post on 1 September. His position was filled by Erik Oostwegel until Architecture & Building was subsumed by the new divisional structure.

On 1 July 2009 Herman Klein Entink resigned as Director of the Environment division, taking up the role of Director Corporate Initiatives on the same day. In August, Walter Buydens took over Herman's role as Director of the Environment division. On 1 January, Craig Huntbatch became Director of the new Development & Transport division whose activities are focused primarily on the United Kingdom.

Finally, on 26 October, after a long period of interim management by John Beekman, the Knowledge & Information Management Support Group acquired a new director in the person of Erik Overvoorde.

THE 'CREATING VALUE' THEME CONFERENCE

A project team of five employees from HRM and Marketing & Communications assisted by many others organised the second theme conference to take place at Royal Haskoning. Around 500 staff members took part in five inspiring workshops that looked at creating added value on several fronts. In this report Peter Gallagher and Auke Piek share their views on the concept of 'Creating Value'.

REORGANISATION OF THE DIVISIONS

Following a positive response from the Works Council, a large-scale reorganisation of the divisions took place in the second half of the year. It involved the Architecture & Building, Industrial Installations, Building Services, Building Management & Consultancy and Spatial Development divisions. Following these measures we still have 11 divisions, though the names and activities of some have changed. At the beginning of 2009 the following divisions were formally launched: Building Services & Structures (Frank Sperling), Buildings (Martien Vink), Industrial Engineering (Anton van der Sanden) and Industrial Concepts (Auke Piek).

asked a question, I was able to consult colleagues who represent a vast pool of knowledge and expertise.” >> **Andreas Hoogveen:**

RAILINFRA SOLUTIONS

The new company Railinfra Solutions came into being on 1 May 2009. We joined forces with Witteveen + Bos and the German company DB International to undertake rail infrastructure projects. Six employees from the Infrastructure & Transport division now have a new place of work in splendid new offices in Utrecht, literally around the corner from the division's main client Prorail. In 2009, Railinfra Solutions also achieved preferred supplier status in the engineering consultancy sector for this client.

COMMUNITY PROJECTS

What on earth does a church museum in Elst have to do with Royal Haskoning? Underneath the 'Grote Kerk' church in Elst lies a piece of archaeology that is unique, not just in the Netherlands but in the whole of northern Europe. Here can be seen the remains of two successive Roman temples from the 1st century AD, an early Christian church and a Roman church. There is little in the way of visual materials and maps showing the site and what is available is outdated, having been compiled in the 50s and 60s. These are in poor condition and increasingly fall short of current standards for presentation to the public. Within the framework of the 'community projects' that Royal Haskoning has brought into being over its 125 year history, we have been able to help with the production of digital maps and so extend the options for presentation. On 11 December our colleague Mari Baauw presented the results at the Kerkmuseum.

GOOD TO KNOW.....

- >> that on 26 January the company restaurant in Nijmegen was reopened and that it looks and feels good;
- >> that Steven Bookelman is our 'mind-map guru' and in March 2009 started introducing a sizeable number of employees to this concept;
- >> that the opportunities for flexible working have been extended thanks to the Extended Remote Worker VPN functionality, improving direct access to the Royal Haskoning network from outside the office;
- >> that the Dutch the Minister of Economic Affairs Frank Heemskerk, together with alderman Paul Depla of Nijmegen, visited the Barbarossastraat office in January to talk to Jan Bout, Henry Rowe, Tom Smit and René Noppeney;
- >> that Jan Bout spoke at a Female Leadership Symposium at the University of Leiden. The title of his talk: 'Women should be more dissatisfied!'
- >> that on 1 April several people failed to realise that, while we are good to our employees, we don't really need a pile of Lego to start up a day nursery for infant engineers;
- >> that on 15 July the Integrity Council saw the light and decided not only to monitor integrity (ROTI), but also to focus on the added value of integrity for our business;
- >> that a Development Network has been started which offers a platform for all former participants of the development programmes. The first meeting was attended by 70 former participants who made constructive and concrete contributions to the organisational and personal development process.
- >> that in September the Limburg Water Supply Company named its new boat after our colleague Siem van Veen in recognition of his efforts;
- >> and that the film 'Sensibel' by Michiel van Bakel from the Noise & Vibrations advisory group was screened at the Rotterdam Film Festival.

WHAT WAS ON THE HRM AGENDA IN 2009?

Once again HRM had a busy agenda. In this report you can read more about the issues that came up. It is also safe to say that the economic crisis and all that it entails was high on the agenda at HRM.

- >> Many discussions have taken place with the Works Council and many requests for advice and approval have been submitted – on restructuring, involuntary redundancies, the redundancy scheme, temporary conditions of employment, the take-up, purchase and sale of holiday entitlements, etc.
- >> We gave presentations to the different divisions about the current law on redundancy, the ‘seniority principle’ which requires redundancies to be shared across different age groups, and the way in which Royal Haskoning handles redundancy issues. It is a difficult matter that has to be treated carefully.
- >> The large credit balance of holiday entitlements gave us cause for concern and demanded action. Use was made throughout the organisation of the rule whereby three days’ leave are given during idle periods. In addition, everyone was encouraged to take days off around the public holidays. This led to a significant decrease in the balance of outstanding annual leave.

	Total annual leave credit balance NL	Total number of employees NL	Average annual leave balance per employee NL
31-12-2008	26975	2230	12.1
31-12-2009	20340	2153	9.4

- >> A whole range of rules relating to employment conditions were looked at to see if there was any scope for economies. This year we decided not to give out Christmas hampers and to refrain from hosting parties or social events, as well as other measures. On the other hand, we donated the same amount to good causes as in 2008, and several offices were enlivened by a visit from Santa.
- >> We also postponed a number of things, such as the Chartership, which formally marks the professional transition from level 7 to level 8, which we mentioned in the previous report. This will now get off the ground in 2010.
- >> No new Talent and Potential Development courses were launched in 2009. We did however take the opportunity to consider a change to the programme. See what we have to say about this later in the report in the section on Training. There is no question of the programme being stopped; we are continuing to invest in staff development.

Despite the crisis, work still went on ‘as normal’.

- >> Following a survey carried out among staff and managers in 2008, we updated parts of the appraisal system.
- >> A request was submitted to the Works Council to introduce the variable remuneration system (Tranches 2 A and B), linked to the BBIC, on a permanent basis. We have been operating the current scheme as a pilot for the last three years and it is time for a decision.
- >> We have worked hard to develop a tool for organising coaching within the organisation. This tool went live on 31 December with the launch of a special website. We are currently preparing the implementation.
- >> This report also explains how we converted the Long Mission RUM to the International Assignment Policy, and mentions that we are now looking at the conditions for short missions.

Finally, the HRM department has been busy working on processes for both centralising and decentralising operations. This has led to a redistribution of tasks: everything that can be carried out centrally and standardised has been transferred to the HR Service Centre. Meanwhile, the HR coordinators and their assistants have been preparing to work ‘closer to the business’, developing into business partners and dealing with all that this entails. As of 1 January 2010, the coordinators belong to the divisions in terms of the organisation; and in terms of their role they remain part of the HRM team.

Intermezzo: Added value from the crisis?

Royal Haskoning has not been immune to the economic crisis. Of course it is unavoidable, but you always hope it won't happen and that all will be well. Yet we remain moderately optimistic. Naturally, things have not gone as well as in previous years – years when there was a serious labour shortage and there was huge demand for manpower. It was almost impossible to keep up and our recruitment departments in both the United Kingdom and the Netherlands were hives of industry. It was painful to see this energy draining away over the last year and a half. We have had to let go of many of the staff we took on at the time. Contraction has been the dominant theme in many parts of the organisation during 2009. But the same has been true the world over.

In terms of employee numbers we have scaled back our global workforce by approximately ten percent, largely by reducing our flexible shell. Sadly, it was impossible to avoid shedding staff through involuntary redundancies. These were limited, but happened nevertheless. When redundancies are unavoidable, HRM plays an important part in the process and we make sure it is done carefully, by trying to reassign employees (see article on internal mobility on pages 22/23) and by offering support throughout the process and a satisfactory settlement. Good cooperation with the Works Council, which also has a key role to play, is extremely important.

Looking back over this process we made a couple of slips here and there, but on the whole things went well. Staff were redeployed, soon found other jobs or started up on their own. By reducing the flexible shell and through a number of



involuntary redundancies, we aim to safeguard the continuity of Royal Haskoning. After all, that is what it’s all about: We have to look to our survival, and tough times call for tough action.

What then is the added value of the crisis? The added value comes from the fact that we have been forced to look at the way we work – in a difficult world with numerous competitors and with work falling off. We have been obliged to look at our spending patterns. We have discovered that we sometimes spend money too readily. Like other companies, we are seeking to make economies and are looking more critically at our existing policies. This not only saves money, but also makes us aware of the need to carry out certain processes more efficiently. Sometimes our efforts to economise miss their target and we have to improvise. However, the process is beginning to stabilise and HRM firmly believes that these steps will eventually help to make Royal Haskoning more profitable.

Added value also comes from the fact that we have to examine our own added value. The foreword by Erik Oostwegel says it all. It is absolutely vital that we take steps in this direction. We are investing in this area. We have organised and invested in the Theme Conference because we believe in the concept of value creation. Last year we restructured the organisation along these lines and made it more market-oriented.

We continue to invest in our employees. We offer a wide range of training opportunities – Cradle to Cradle®, Project Management, Management Practices, etc. Value creation: That’s what it’s all about – today and tomorrow. We all need to be aware of this. We should not simply sit back and wait for the recession to go away; we should see it as an opportunity!



project developer.” >> Linda Broenink: “...positive, far-reaching changes. Privately because of the birth of my daughter Laura and job-wise because

CORPORATE VALUES

The Works Council tries to be as valuable as possible to Royal Haskoning. In 2009 the Works Council dealt with 29 advice requests and 14 approval requests. The average time between receipt of a request and the provision of the advice or approval was 6.4 weeks. There were 10 Works Council meetings, 8 consultation meetings between the Works Council, the Board of Management and HRM, 67 Works Council committee meetings, 53 sectoral committee meetings and two meetings of the European Company Council. We received 564 questions and comments from the membership, both verbal and written. We responded to the 438 enquiries 1.7 times on average, with the final, definitive answer being given within thirteen working days in 92% of cases. As a result the Works Council was on average 1.15 times more active and faster at responding than in 2008. Does this mean that the Works Council was more of more benefit than a year earlier?



> Works Council 2009

MEASURING VALUE

Actually, we made these figures up. In reality, we do not keep statistics of meetings, numbers of requests or throughput times. However, this autumn we did monitor the progress of advisory recommendations and approval conditions. With 18 Works Council members, 21 sectoral committee members and a large number of requests, there was a greater need for coordination than usual. But then again: do more enquiries point to dissatisfaction among employees or are they a result of the management's drive to implement changes (or both)? Does a shorter handling time for enquiries indicate slapdash methods or greater efforts? And does the number of responses reflect confidence that the Works Council can achieve something, or concern about what the Works Council is and is not doing?

How do we, the Works Council, create added value? And how do we check whether we are on the right path? On the second point, you can define a number of parameters:

- >> Number of responses and enquiries received by the Works Council
- >> Number of respondents and nature of the responses to the Works Council survey
- >> Number of advice and approval requests handled

But this immediately raises several questions:

- 1 Do we provoke more questions and responses because we are bad at communicating?
- 2 873 employees gave us a 7- (see the Works Council website on Bridge, 'Survey' left column). But what about the 1373 employees who did not respond? What do they think?
- 3 The advice or approval issued on enquiries was positive in virtually all cases.

TOADIES OR SPARRING PARTNERS?

Is point 3 above meaningful, or the opposite? Does it say anything about the attitude of the management or of the Works Council? Are we unquestioning toadies or are we constructive sparring partners for the management? Just to be clear: we aim to be the latter. We don't approve requests unthinkingly; we ask more questions, hold follow-up discussions and ask for things to be added or changed where necessary before issuing our agreement. Feelings sometimes run high both inside and outside Works Council meetings. We are constantly faced with dilemmas. Who should the Works Council stand up for: a small group of employees for whom an unfavourable decision has been proposed, or the larger group whose long-term prospects may benefit from this decision? How much our advice is appreciated depends on which group the interested

of the new, refreshing and enthusiastic Environment division where I ended up after my maternity leave.” >> **Ruud Viëtor:** “...for me was the year



party belongs to. It may also depend on the solidarity that exists between employees. How altruistic are our members when wages and job security are on the line?

IS IT THE RIGHT TIME FOR A SALARY INCREASE?

We polled members’ feelings on this question in the last Newsflash of 2009. For the first time the accompanying e-mail included four buttons which allowed members to give their opinion on the starting position for salary negotiations. The question was: ‘do you think a salary increase is appropriate in view of the current economic situation and the expected situation in 2010, and what should be the components of any increase?’ 650 out of 2536 people responded to this question. 5% of them thought a salary increase was inappropriate. However, the majority of respondents were in favour of a general increase and also an individual increase based on assessment.

INTERNATIONAL EMPLOYEE PARTICIPATION

So much for opinion in the Netherlands. Since 2008 a European Company Council (ECC) has existed within Royal Haskoning, which includes three members from the Dutch Works Council and two from the British Company Council. The ECC holds discussions with the Board of Management about the policy and strategy of Koninklijke Haskoning Groep and the impact of the changing market on the different countries in which we operate. Sharing of knowledge between countries is another important issue. But whether such initiatives should be evaluated for a global workforce, and how, we really have no idea.

So, it is difficult to express the added value we create in actual figures. Surveys provide an idea of how much we are appreciated, but we are wary of generating ‘survey fatigue’. We try to evaluate and improve our advice and working methods based on the responses we receive to Newsflashes. What more can we do?

TWITTER

To get members more involved, we considered tweeting from meetings, raising our profile through Works Council events and piquing your interest by taking certain decisions. But we are keeping these awareness-raising activities under wraps for now. We did however start holding members’ meetings in April of last year. Maastricht was first on the list, being the furthest for all Works Council members to travel. Since then we have visited Goes, ’s-Hertogenbosch, Groningen, Nijmegen and Hoofddorp. The other Dutch offices will follow. That is how we hope to increase our value to you. We, for our part, would value your attendance at meetings and your constructive criticism.

TRAINING & DEVELOPMENT

of the downturn. Things were not as good as they had been, but they were still good. There's a lot to be said for creating more value out of less!"

	NL		UK
	2008	2009	2009
Number of types of RH Academy course	26	28	20
Number of seminars	64	51	29
Number of participants in RH Academy	916	740	224
Number of participants in development courses	141	122	105
Number of external training courses taken	300	266	532 *
Number of hours	57,352	53,999	28,131 *
Cost in hours	€ 2,217,983	€ 2,151,287	€ 789,962 *
Out of pocket costs	€ 1,989,641	€ 1,429,478	€ 490,880 *
Total costs	€ 4,207,624	€ 3,580,765	€ 1,280,842 *
Average cost per participant	€ 3,101	€ 3,174	€ 1,488 *
Average cost per RH employee	€ 1,887	€ 1,663	€ 1,895 *



** This is the total amount of education activities in the United Kingdom, including follow-up sessions, internal workshops and seminars.*

Last year was one of change for the world. Royal Haskoning responded by putting new and revamped products and services on the market, partly based on the results of the 'Value Creation' Theme Conference. By adapting our training programme to these developments, we have put ourselves in an even better position to create added value for our clients.

The Royal Haskoning Academy offers a range of training courses covering the different phases of employee development – for junior, middle and senior staff. The courses focus on developing the individual and on developing the organisation as a whole. Even though Royal Haskoning faced an economic headwind in 2009, the company invested as much as ever in its staff. The focus was shifted towards Cradle to Cradle®, project management and innovation.

CRADLE TO CRADLE®

During 2009 much attention was devoted to Cradle to Cradle®, also known internally as Royal Cradle. A total of 46 'Royal Cradlers' were trained in the Cradle to Cradle® method and philosophy during seven sessions under the inspiring leadership of the external consultants Michael Braungart and Douglas Muhlhal. Sustainability is an important issue for Royal Haskoning and through Cradle to Cradle® we play an important role in our clients' thinking on sustainability and in the creative solutions applied. At the end of the programme, Messrs Braungart and Muhlhal said they were impressed by the progress achieved during the training and by the knowledge that already exists within Royal Haskoning.

PROJECT MANAGEMENT

In 2009 we worked hard on developing projectmanagement@royalhaskoning (PM@RH). PM@RH describes the principles of good project management the 'Royal Haskoning way'. The quality system provides us with a basis and, furthermore, the programme draws to a large extent on our existing practices and methods. The use of PM@RH will eventually lead to an efficient approach to projects and good results, which of course means satisfied clients. In short, PM@RH delivers added value for all parties concerned. The two-day Project Management (PM) Basics training courses started at the end of 2009. This is the first in a series of project management training courses. In addition, IPMA-D and IPMA-C certification programmes were offered. IPMA stands for International Project Management Association, an internationally recognised project management standard. Working with the IPMA improves the chances that project objectives will be achieved within the limits of time and budget.



» Participants, A Royal Start December 2009

INNOVATION TRAINING COURSES

In 2009 the Innovation Training programme, launched in 2008, was refocused away from innovation management and towards ‘consultative selling’. Within the organisation there was a pressing need to make the training more practical and aim it at stimulating and generating alternative solutions, alongside the conventional ones. During the training, participants learn that all this can be achieved by placing clients’ needs in a broader perspective. Over the past year 30 employees – both managerial staff and senior consultants, Dutch and British – have participated in the training.

DEVELOPMENT PROGRAMMES

No new Talent and Potential Development programmes were started in 2009, partly to reduce costs and partly because of the need for a ‘makeover’. These courses were evaluated by the participants and by the Divisional Directors, leading to a new approach which will be put into effect in 2010. The programmes were positively rated. Networking, getting to know young people and looking beyond the boundaries of your advisory group are valuable aspects which will be retained. The programmes will remain much the same, but we want to involve the outside world more.

LOOKING BEYOND THE FIGURES

On the whole the 2009 figures show a falling trend compared with 2008. This is partly because the intake of new staff was lower than in 2008. This is reflected in the number of enrolments on training courses at the Royal Haskoning Academy. There was a fall in the average cost per training course; this is the result of keener purchasing and more cost-conscious weighing of alternatives. In the United Kingdom a training planner was introduced in 2009 to centralise the organisation of all coaching and training courses. During 2009 as a whole in the UK, 169 people took part in training courses, spending a total of 10,216 hours in training. Last year it was again mainly junior professionals within Royal Haskoning who took part in training courses at the Royal Haskoning Academy. Communication Skills was one of the most popular courses and was taken by 116 employees. Consultancy Skills I & II lay not far behind, with 101 employees taking these courses. The internal programmes were taken up with enthusiasm not only by junior staff; an increasing number of senior staff also took part. Innovation Training, Leadership in Projects and Appraisal Meetings were particularly in demand from senior staff. This trend is expected to continue in 2010.

Henry Rowe (member Board of Management and Innovation Board) and Bart Vander Velpen (Innovation Manager Environment division and Chairman Innovation Board) discuss the impact of innovation on all RH employees.

What was the objective of Innovation in 2009 and did it change during the year?

Bart >> “Yes, the purpose of innovation changed in 2009. Where we first focused on innovation in general, the objective now is to find quick wins by stimulating responsive innovation initiatives, i.e. looking for opportunities with existing techniques. Looking at an issue from various angles may give new, innovative insights. This will make us stand out from the crowd and show our added value to our clients. We would like to challenge all our colleagues to think out of the box. Dare to be different. In order to meet your client’s ultimate wishes, you need to understand the question behind the question. It will give you the edge you need.”

Henry >> “The Innovation Board defined four areas of innovation. The technical one is the most obvious. The other areas are how you manage the project, how you procure/stretch it and how marketing helps to take it forward. Being able to switch our focus to another direction is necessary. For example: one client, as a result of a highly active Innovation Board member, said: ‘I don’t want to hear about Innovation any more. Just give me what I’m asking for’. The focus was on technical innovations only. So we changed our focus to innovation in project management: how we deliver our products and team management. Then you actually switch into another dimension and that’s real added value to our clients.”

How do you facilitate Innovation to all employees and what’s the impact of those actions?

Bart >> “The training course, Innovation & Entrepreneurship, has been redeveloped, to train people to really understand our clients’ questions. It’s all about the mindset of all employees. That is the reason why I hope the training will make people aware that it is actually not always the cheapest who win the project. It’s all in the mind. And the Innovation Board will see to it that there is an even spread of experience across the four areas.”

Henry >> “A project manager should actually bring together the appropriate people. And a change will be made in how we recruit our new potential staff. Questions like ‘How did you add value for your clients in your past roles?’ should be asked more frequently. By asking those questions instead of the regular ones, we are changing, and we will be recruiting new staff that will fit in with our new way of doing business.”



Henry Rowe > Member Board of Management and Innovation Manager Environment division and chairman Innovation Board

Intermezzo: Innovation members in discussion

Bart >>
“It’s all about knowledge sharing.
People who can appreciate that what they’ve done is innovative.”



Innovation Board and Bart Vander Velpen > innovation
tion Board

tion Board sion

Henry >>
*"It's a blend of creating
value, competitive
advantage and
innovation."*

changing: we are now moving from 'How can I be the cheapest?' to 'what's the question behind the question and how do I distinguish myself from others?'"

That links to our diversity policy.

Henry >> "Equally, the mix of staff will change with time. It's all about knowledge sharing and staff actually appreciating that what they've done is innovative. And, in the end, we're all so incredibly modest. We should be a bit more proud, but that's not our nature."

Bart >> "Diversity acts as a driver for innovation. This is because different people bring different opinions to issues, leading to a wider range of solution strategies and greater creativity."

You open the door for creating added value.

Bart >> "Why are we doing this? For fun? We're not innovating just for the sake of innovation. No, the objective of Innovation is to add value for our clients. This will result in doing better business."

Henry >> "The idea that innovation is only a cost is all out of date. You actually have to turn it round first: by delivering added value to your clients, you do better business. That brings innovation back into your own business, and that has already been quite successful."

Where do you see us in the innovation world in five years?

Bart >> "In five years time we won't be selling hours any more, but only added value. That's what I want. I want to turn it round. The results count. Ideally, you will first ask the question: 'Why should I do that? Will that create added value for my clients?'"

Henry >> "How you do it is what counts, more and more, not what you do. And 'how' means also, automatically, that the division is going in a direction where the market is. 'How' also relates to what people's capability is at the moment."

Are you happy with what you have achieved until now, if you look at what you have put into it?

Henry >> "I think last year we actually started to make a difference. As a member of the Board of Management, I'm creating the environment to cooperate. At least I don't have to get on the phone to recruit applicants for the innovation training courses. For me that is a strong indication we're moving in the right direction. The willingness to invest in our staff is present."

Bart >> "That's very qualitative. We still have a long way to go before innovation is second nature to our people. But I think we have achieved something already. The mindset is

Bart >>
*"Now it's not
dreaming any more."*

INTERNATIONAL OPERATIONS

for my projects and relations with clients.” >> **Annette van den Berg:** “...of collaboration with my colleagues and finding good, sustainable and

A substantial part of Royal Haskoning’s activities are carried out overseas. As at 31 December 2009, a total of 61 people had been sent abroad on long-term missions. Of these, 12 were deployed in 2009. They are distributed around the world as follows:

Africa	15
Asia	29
Europe (including Russia)	10
North America	3
South America	4

Of the employees sent abroad on a long-term basis, 77% are accompanied by their families.

“For me, the added value of working internationally comes from all the new things I have experienced. It really enriches your viewpoint and never gets boring. Close contact with colleagues and the opportunity to develop new relationships add enormous value to working abroad!”
**Maartje Wise –
 Hoevenaars**

Working abroad is becoming more complicated all the time due to international regulations, competition, security threats and compliance issues. Our expatriate conditions package was becoming out of date as it no longer suited the market and was different from present-day policy among international companies. In 2009 we took an important step by updating the terms of employment for long-term expatriate staff. But these were not the only changes in the area of international HRM.

INTERNATIONAL DESK

We are working in more and more countries. Working abroad means that all sorts of hoops have to be jumped through not just in the host country, but back here in the Netherlands too. The Corporate & Support Groups play an important role in this respect. To respond to international needs more effectively, in 2009 we launched a ‘virtual’ International Desk where international experts from the different staff groups regularly discuss the issues and problems facing those working abroad. A Potential Development group drew up a plan for a Resident Directors’ handbook, to be shared by all staff groups. The aim of this handbook is to support the Resident Directors in their role abroad and to ensure that local laws, conditions and standards are complied with. Further work is needed on the handbook, which will be carried out in 2010. Several Resident Directors have played a part in its development.

UPDATING INTERNATIONAL TERMS OF EMPLOYMENT FOR LONG-TERM MISSIONS

From research carried out it was clear that the conditions of expatriate employment under the Regulations on Assignment of Employees Abroad (Regeling voor uitzending van medewerkers naar het buitenland – RUM) had not kept pace with present-day standards for international assignments. The calculation methodology of the RUM failed to take account of unusually sharp increases in the cost of living in several countries or locations around the world, such as Moscow.

Regulations on Assignment of Royal Haskoning Employees Abroad (RUM)	International Assignment Policy (IAP)
Applicable up to 31-12-2009	Applicable as of 01-01-2010
Expatriate salary is based (partly) on Dutch salary and COLA	Expatriate salary is based on purchasing power of Dutch salary + supplementary allowances
COLA based on out-of-date DGIS tables	Purchasing power calculation based on ‘Cost of living index’ of external independent data provider ECA



Inge Kateman and Theun Elzinga > Maritime division

For that reason it was decided to draw up a new assignment policy that is in line with market conditions and satisfies the compliance rules. The new International Assignment Policy (IAP) was developed on the basis of advice given by a working group in which the different staff groups, the Works Council and the divisions were involved. The key principle of the IAP is that expatriate’s salaries should be based on purchasing power in the Netherlands: what employees can buy with their money in the Netherlands they should also be able to buy once they have been sent abroad. An overview of the principal changes appears above.

EMERGENCIES

The number of medical emergencies among expatriate staff in 2009 thankfully remained very low. In 14 cases our International SOS emergency service was called upon to give advice and support. Partly thanks to its efforts as intermediary, requests for assistance were dealt with efficiently.

INFO FOR EXPATS

The increase in rules and legislation relating to international assignments is not making working abroad any easier for employees assigned to work in other countries. For this reason, HRM is offering increased support for employees and their partners in relation to their assignment abroad and their return to the Netherlands. Hans Hoogendijk and Julia Hajduczenia have the necessary expertise within HRM and make sure – via the HR Coordinators – that expatriate staff receive all relevant information, such as their new terms of employment, but also specific information about the country, information on safety and security, travel preparations, checklists, etc.

ANNUAL MEETING FOR EXPATRIATE STAFF

We believe it is really important to keep in touch with our expatriate staff. Around the end of each year a meeting is held in the Netherlands for expatriate staff and other interested parties. We discuss particular topics of interest to expats. In 2009 attention was devoted to the IAP, medical and personal health and insurance abroad.

SUPPORT FOR FOREIGN STAFF COMING TO THE NETHERLANDS

Last year we were regularly asked by foreign staff who had come to work in the Netherlands for help in applying for work and residence permits. For this purpose we developed various models so that we can advise on the best procedure to follow to obtain permits allowing staff to work and live in the Netherlands.

"...for me 2009 has been a year of tightening our belts with the onset of recession and finding new ways to reduce costs and increase value."

Diversity played its part in adding value in the changing market of 2009. The business case for diversity is well-founded. It is vital for Royal Haskoning that we make optimum use of the available talent and the energy that comes from the differences between people, with the ultimate goal of improving our performance. We continue to focus on diversity in team make-up and gender diversity, as these are the areas where the greatest benefit can be achieved.

"Diversity means appreciating differences and making sure you get the most out of a team by focusing on the unique contribution each member of the team brings."

*Maartje Bouvy –
Director of Finance*

"In any eco-system the rule is: the greater the diversity, the greater the capacity to adapt to changing circumstances. That is equally as true for Royal Haskoning."

*Marcel Grashof –
Chairman of the Works Council*

DIVERSITY IN THE MAKE-UP OF TEAMS

Homogenous teams are vulnerable due to their lack of balance. In a well-balanced team, people work together effectively and reach well-supported decisions. The Myers Briggs Type Indicator (MBTI) is used successfully to gain an insight into people's natural preferences. It increases self-awareness and, in a group context, awareness of colleagues' preferred ways of working. During 2009, 225 colleagues took part in an MBTI session, either individually or in groups (at 15 sessions). These sessions are organised by HRM staff who have been trained and certified to run the sessions.

AMBASSADORS' NETWORK

The new internal Ambassadors' Network is the successor to the Diversity Panel. The network has a balanced male/female ratio. The launch meeting has taken place and in 2010 the network will be further rolled out and Royal Haskoning will help disseminate its policy and raise awareness.

DIVERSITY AS AN ELEMENT OF PROCUREMENT

In November, diversity was defined as one of the criteria to be used when selecting suppliers and partners. In future, how an organisation handles diversity will be taken into account when awarding contracts.

JET-NET, THE YOUTH & TECHNOLOGY NETWORK AGREEMENT

Through Jet-Net, students in secondary and further education are given the opportunity to experience work in a technical-based profession, with the eventual goal of welcoming them as new employees in the future. Colleagues regularly stand in front of the class – during teachers' days, an engineers' day, science events or the Career Day, where this year students were able to create 3D photos of themselves on an interactive stand run by Royal Haskoning. Special attention is paid to advising girls on their subject choices, using speed-dating techniques for example. During the Girls Day, where 2000 girls learned about engineering in practice, Maartje Bouvy took part in a round table discussion with Princess Máxima of the Netherlands.

GETTING OUT AND ABOUT

Royal Haskoning also publicised itself to the outside world as a diversity employer.

- >> We were the only engineering firm to put in an appearance at the Diversity Works careers fair.
- >> Marianne van de Ven and Maud van Etten held diversity workshops for the Confederation of Netherlands Industry and Employers (VNO-NCW) and the Regional Construction Task Force (Regieraad Bouw).

>> Adrian Hoyle: “...starting to think about retirement in 2010 after more than 30 enjoyable years working for Royal Haskoning.” >>



diversity 

Berte Simons > Director Advisory Group Production & Assembly Plants and Jan Bout > Chairman Board of Management

- >> Jan Bout gave presentations on experiences in practice and female leadership at the University of Leiden, the Dutch gas company Gasunie and other venues.
- >> We made a visible and active contribution to the high-profile event ‘Talent to the Top & Strength from Diversity’.

‘TALENT TO THE TOP’ CHARTER

In 2008, Royal Haskoning signed the ‘Talent to the Top’ Charter, whose aim is to encourage the higher intake, promotion and retention of female talent in top positions. The baseline situation was defined on 31 December 2008 and every year progress is reported to an external monitoring committee. The following table illustrates the first progress measurement:

Definition		Proportion of women 1st progress measurement		Proportion of women baseline measurement
		2009		2008
TOP	Everyone ≥ job level 12	NL	5.0%	2.7%
		UK	7.4%	8.2%
SUBTOP	Everyone at job level 10 and 11	NL	8.1 %	7.3%
		UK	12.6 %	13.0%

Only marginal differences can be achieved in a single year. Yet, as you can see, in the Netherlands we took a step towards achieving our objective, namely a doubling of the number of women in senior positions by 2012 (a share of at least 5.6% in leading positions). In the UK, however, the percentages fell somewhat. This is due to some growth in the (sub-)top, with the number of women remaining the same. Tools we use to help us achieve our objective including the following:

WOMEN’S NETWORK

Two interesting conferences were held on the subject of networks and female role models. In the autumn, a survey was conducted among the target group, which will enable the programme to be improved in 2010.

FEMALE LEADERSHIP

In 2009 eleven participants learned how to raise their game within the organisation and how to define and make their own ambitions known. The training was greatly appreciated and Maartje Bouvy’s contribution to the evening programme was an inspiring addition.

Intermezzo: Theme Conference

From: Etten, M.P.C. van (Maud)
Sent: Monday 1 February 2010 16:44
To: Piek, W.A. (Auke); Gallagher, P.D. (Peter)
Subject: Value of Theme Conference - discussion
Importance: High

Dear Peter and Auke,

OK, I've understood you're both willing to cooperate and that's great, thank!
So let's start immediately: We only have *one week* for this conversation.
Please *reply all* on every mail and we'll see where it leads us. You may react to each other as well.

**About which aspects/elements of the TC as a whole do you still think daily?
(and if not daily: weekly or monthly). Why?**

Kind regards,
Maud van Etten

From: Piek, W.A. (Auke)
Sent: Monday 1 February 2010 17:32
To: Etten, M.P.C. van (Maud); Gallagher, P.D. (Peter)
Subject: RE: Value of Theme Conference – discussion

Dear Maud,

Very nice initiative indeed. Hi Peter, How's life over there?

- 1) About the role of the Royal Ambassador.
- 2) We need to communicate better and in a more structured way with each other to establish the true outside in client approach, therefore we need to focus on all our Royal Ambassadors.

Auke

From: Gallagher, P.D. (Peter)
Sent: Thursday 4 February 2010 14:45
To: Etten, M.P.C. van (Maud); Piek, W.A. (Auke)
Subject: RE: Value of Theme Conference – discussion
Importance: High

Dear Auke and Maud

Finally I reply! I have been so busy creating value (by winning a new project with a new client with a 30% advance payment!) that I have neglected this conversation – for which I apologize!

So now my reply to Maud's question: Every week I see examples of how the behaviour and attitude of our staff when they are with our clients has influenced the success of our business - both for better and sometimes for worse I must say. This applies to staff of all levels – from Directors to Junior Technicians. And this often leads me to reflect on how successful a consultancy business could be if all its staff did behave as a real Ambassador would do!

I also often think of the number of senior people who gather in one place for the TC – and how that reminds everyone at the TC of just how big and wide our range of skills are. I truly think we can solve almost any problem our clients have – through our own skills or the skills of all our partners and contacts around the world. I hope this sometimes gives staff the confidence to just offer to help solve a valued client's problem and then leave the client's office and see how they will do it by starting a journey of exploration around the Royal Haskoning family!

And of course I think daily about the aspect I presented at the TC – getting the best commercial returns from all our efforts so we can reward our staff well and create capital to invest back into the business and allow it to continue to grow and develop.

Peter

From: Etten, M.P.C. van (Maud)
To: Gallagher, P.D. (Peter); Piek, W.A. (Auke)
Sent: Thursday 4 February 15:09:07 2010
Subject: RE: Value of Theme Conference – discussion

Dear Peter and Auke,

Peter, congratulations, **clients first!** Both of you refer to the Royal Ambassador. Did you change something in your own behaviour or attitude since the TC, in order to be a Royal Ambassador? What was the result?

Kind regards,
Maud



From: Piek, W.A. (Auke)
Sent: Friday 5 February 2010 5:55
To: Etten, M.P.C. van (Maud); Gallagher, P.D. (Peter)
Subject: Re: Value of Theme Conference – discussion

I changed the way in "infecting" my colleagues with the Royal Ambassadors virus. I showed the benefits of being a real Ambassador and how this behaviour made the targets of getting into contacts with their own colleagues as well as with clients could be also a lot of fun!

Auke



From: Etten, M.P.C. van (Maud)
Sent: Friday 5 February 2010 12:00
To: Gallagher, P.D. (Peter); Piek, W.A. (Auke)
Subject: FW: Value of Theme Conference – discussion

And how about you, Peter? Did you change something in your own behaviour or attitude since the TC? And was that the reason why you've won that new project *with* new client?

Maud



From: Sas, C.F. van (Clementine)
Sent: Monday 8 February 2010 15:05
To: Gallagher, P.D. (Peter)
Cc: Piek, W.A. (Auke); Ven - Draaisma, M. van de (Marianne)
Subject: FW: Value of Theme Conference – discussion

Dear Peter, as Maud is enjoying the 'snow & sun', I take over. I'm curious about your reaction on what you did change in your behaviour and attitude towards 'creating value'. See Auke's reaction as well. Please, don't let us down and surprise us with your next point of view.

Thanks,
Clementine



From: Gallagher, P.D. (Peter)
Sent: Tuesday 9 February 2010 17:47
To: Sas, C.F. van (Clementine)
Cc: Piek, W.A. (Auke); Ven – Draaisma, M. van de (Marianne)
Subject: RE: Value of Theme Conference - discussion

Dear Clementine,

What do I do differently since the last TC? I make even more effort to develop real friendships with our clients and to encourage others to do the same. When we enjoy each others company and look forward to meeting it makes everything so much easier to do: collaborate and share ideas...become enthusiastic...ask difficult questions...chase up payment of invoices...settle disputes...**in summary – create value!**

Peter



MOBILITY IN ALL DIMENSIONS

resulting role change.” >> Richard Potter: “...learning to work on new projects with the Koreans.” >> Pieter Vandessel: “...the

Whereas at the start of 2008 there were a lot of job vacancies, 2009 saw a steady decline in the number of vacancies in the Netherlands. The same was true in the United Kingdom. People starting their careers had difficulty finding jobs.



Many people lost their jobs. People opted for security and were reluctant to change employers. In the Netherlands, despite the crisis and all its consequences, the shortage of manpower in the engineering labour market is not about to go away: it remains difficult to find well-qualified staff. This shortfall is expected to increase further in the coming years. Fewer people are choosing to study technical subjects.

INTERNAL MOBILITY

In 2009 we focused on utilising internal capacity. HRM and above all the recruitment department worked hard to gain a good understanding of the available internal capacity and possible ways of deploying that capacity elsewhere within the organisation. New vacancies have to be agreed internally before being advertised externally. A market place has also been set up to match internal supply and demand in case of temporary projects and if capacity becomes temporarily available. This is still a tricky process and more attention will have to be devoted to it next year. Preserving the jobs of as many colleagues as possible within Royal Haskoning is worth a great deal to all of us! Recruitment helps staff and managers look for new opportunities within the organisation, on the one hand by drawing attention to interesting vacancies, and on the other hand by actively putting employees in contact with managers of divisions in which

Internal mobility results 2009, both permanent and project-based		
From	To	No.
Architecture & Building	Infrastructure & Transport	16
	Environment	2
	Maritime	1
	Coastal & Rivers	1
	Staff groups	2
Building Management & Consultancy	Staff groups	1
Coastal & Rivers	Infrastructure & Transport	1
	Water	1
Infrastructure & Transport	Architecture & Building	1
	Maritime	1
	Water	1
Environment	Coastal & Rivers	1
	Infrastructure & Transport	1
	Staff groups	1
Building Installations	Coastal & Rivers	2
	Industrial Concepts	1
Industrial Installations	Water	1
Total		35



they are interested. Employees can also visit the Royal Jobshop which provides a complete overview of all vacancies within Royal Haskoning.

RECRUITMENT

The number of vacancies fell and fewer staff were taken on. Vacancies for which staff were recruited from outside were mainly specialised and candidates with work experience were looked for. In recruitment this calls for tailor-made solutions. It is not just a matter of choosing the right media, but also issues such as advising managers on agencies' rates and conditions.

Despite lower levels of recruitment, maintaining contact with the market and raising Royal Haskoning's profile among our target groups remain a priority. We need to keep looking to the future. We make a concerted effort to keep the younger generation of 'techies' informed about what Royal Haskoning can do for them as an employer. We must not lose contact with our future employees. We took part in the 'Delftse Bedrijvendagen' (Delft Company Days) and gave presentations at the Techno Experience event and career fairs. Here we described engineering as a career and Royal Haskoning as a company. We also put in an appearance at the Diversity Works careers fair, where we focused on the target group of 'technical

women' and tried to give them an extra nudge in the right direction.

Recruitment also worked internally to develop the Recruitment Database, making it easier to communicate with candidates whose details are in the database about upcoming vacancies. The aim is to have a full database in which we can find the right people to fill open vacancies, making us less dependent on third parties.

Recruitment results	2009	2008
Number of speculative applications NL + UK	2783	3752
Number of targeted applications NL	739	955
Number of applicants offered to divisions/groups in NL	159	438
Number of applicants accepted in NL by Recruitment	21	111

IMAGE SURVEY

Each year the "Intermediar" career website conducts a 'best employer' survey among Dutch companies. This survey is divided into several categories. In the private-sector category, Royal Haskoning took 34th place in the top 50. It also came 5th in the category of consultancies and 8th in the category of companies with 1000-2500 employees. This year Intermediar also published a list of the best employers for working parents – a subject we take very seriously. Of the 82 companies surveyed by Intermediar, Royal Haskoning came in at number 41.

Following on from the best employer survey, a benchmarking exercise is carried out among the nine largest engineering firms in the Netherlands. Royal Haskoning emerged as the engineering employer with the best image among engineers with advanced training. 54% of all advanced engineers would like to work at Royal Haskoning. The image survey looks at different aspects of Royal Haskoning as an employer. On these aspects, 80-100% of respondents rated Royal Haskoning positively. Since this includes both people at the beginning of their careers and experienced candidates, it is a score we can be proud of!

YOUNG ROYAL HASKONING

battling through the recession and facing some difficult decisions and changes, though I believe we have come out of it stronger

For Young Royal Haskoning (YRH), 2009 was a year for making contacts: between young professionals, within the organisation and with other companies.



Board Young Royal Haskoning 2009.
Simon Blake

The organisation is changing. Young employees want to be involved in developments and help plan the future of Royal Haskoning. YRH has engaged in dialogue with the management at various times and in different ways – during the Theme Conference with a thought-provoking dramatic performance and later at a Young Arena event devoted to topics which were also central to the Theme Conference.

Meet-and-greet lunches with members of the Management Council give young professionals the chance to get to know the company's management. These lunches, which have no particular agenda, are also an opportunity to ask questions about developments within Royal Haskoning. In 2009 eight members of the Management Council accepted our invitation, and the event will be repeated in 2010.

A varied and well-balanced range of knowledge-related subjects resulted in a programme of activities that was well attended by a wide audience during 2009. Two master classes helped raise young professionals' awareness of the art of good leadership and the consequences of climate change. Also, various site visits enabled young employees to gain a better understanding of the expertise available within RH and how it is being utilised to carry out fascinating projects.

External contacts were established with 46 other Dutch associations of young professionals in 2009, when we joined the ICA (Inter Company Association) which holds ambassador evenings and other activities. Besides our own activities, we can now participate in a very diverse range of events at those companies at no cost. The activities are advertised on the ICA website (www.ica.nl).

In 2009 YRH launched a professionalisation drive to make it easier for young staff to move within the organisation and become more visible. During a policy weekend in January a structure was laid down for the YRH organisation with task sharing and policy objectives. An archive was created and communication about activities inside and outside Royal Haskoning is going well with the help of flyers and regular newsletters.

On 30 October YRH organised its third Cross Selling Day. This is an event for young employees where they can get to know each other and the organisation a little better. The topic of the day followed on from this year's Theme Conference – Creating Value. Presentations were given by Marketing&Communication and Corporate Initiatives. During a role-play exercise, YRH members also found out what it is like for a management council in an imaginary company to define strategy



From l to r > Frank Sorée, Marloes van Ginkel, Maarten Hendriksen, Emilie van Bommel, Alexandra Cargo, Jos Beckers, Hilde van Duijn,

based on the different perspectives of the corporate and support groups. Thanks to this role-play, younger employees now have an idea of some of the dilemmas faced at corporate level.

In 2009, the UK also got involved in Dutch YRH initiatives and started to build its own organisation. With two local council members and an exchange with the Netherlands, the first steps have now been taken. As well as bringing employees together, this has also led to a clearer definition of goals and of the differing needs of YRH members.

New links were also established between young professionals at branch level in 2009, thanks to the efforts of the branch coordinators. Royal with Cheese lunches, site visits and a pub quiz gave young (and older) employees from the branches the opportunity to meet one another and learn about new things.

Along with all the earnest discussions about the future of Royal Haskoning and the acquisition of knowledge during various master classes and excursions, there was also plenty of opportunity to socialise in 2009. Once the activities were over, people could mingle to reflect on what they had learned and to meet new colleagues at the younger end of the scale. The ski trip organised in 2009 was another opportunity for people to make new contacts within Royal Haskoning.

The YRH Council, started in 2005, consists of six council members, three of whom are replaced on an annual basis. This ensures continuity. The annual switch took place at the start of 2010. Roald Meijer, Laurens Nordkamp and Roel Philippa joined the Council, while Frank Sorée, Marloes van Ginkel and Emilie van Bommel stood down. With the three existing Council members Hilde van Duijn, Jos Beckers and Maarten Hendriksen, the contacts established in the previous year will be strengthened. They will also be looking at new possibilities for extending learning and discussion activities and the YRH network during 2010. To find out more, visit www.youngroyalhaskoning.com.

paddleboard. However, the highlight was leading the Haywards Heath Office cricket team to success over the Chertsey Office twice!"



Intermezzo: Added value through cooperation

Every year the closing of the old year and the start of the new brings plenty of work for the Corporate & Support Groups. All reports and figures have to be compiled on the basis of the old organisational structure, and the new structure has to be incorporated into all systems as of 1 January. This is quite a job at the best of times, but the reorganisation of the divisions has made the task much greater and more far-reaching (see ‘Looking back’).

We set about restructuring in order to increase the added value of all Corporate & Support Groups through better cooperation. We sometimes tend to perform tasks on our own, even though many tasks are interdependent. A restructuring plan was drawn up covering all relevant subjects. Take for example the e-mail groups, ‘who is who’, project rights, the cost centres of all staff as at 1 January and the timesheet authorisations. And that is just part of a much longer list of items. Nearly all staff groups are involved in this process. As programme manager working from within HRM, Greet van Driest coordinated all the changes resulting from the reorganisation, kept a close eye on the overall planning and flagged up potential problems. As a result, all communications were gathered at a central point as far as possible.

Through careful preparation, prior coordination and continuous monitoring throughout, we gained a better insight into each other’s processes and of possible hold-ups in cooperation. Better coordination of activities between the different departments makes it easier to plan. This resulted in lower stress levels, and the joint approach meant we shared plenty of laughs during the project.

By expressly seeking cooperation and getting all staff departments to work on the process together, we took a big step forwards and learned a great deal. We are now working on the evaluation and the resulting recommendations and follow-up activities. By making an early start, we can ensure even better preparation during the year and also involve the divisions in good time in those activities where their cooperation is required. In this way we continually improve the internal processes and structure and anticipate what has to be done more quickly and more effectively when the organisation goes through changes.

And so, at the end of 2009 we took a significant step towards better cooperation which undoubtedly delivered added value. Discussions regularly take place between the Corporate & Support Groups under the leadership of Director Corporate Initiatives Herman Klein Entink. The groups focus on their interrelationships and look for opportunities to work together so as to serve the organisation better.

SICKNESS & HEALTH

Carien ten Cate: “...realising the importance of good client contact. Obviously we have to be good at our profession, but the real challenge is to be

One of the main themes for HRM in 2009 was the changeover to a new health and safety system. Novia assembled a team of company doctors and an absence consultant to work with managers to provide sick leave support.

Absence Signal is useful and tells you what needs to be done. But it's taking me a while to get used to it because – fortunately – it is not something we use routinely.”

The ‘Absence Signal’ application is a new resource that creates a computerised absence dossier on a sick employee which can be updated and consulted at any time. The goal of switching from the normal health and safety service (ArboNed) to this new concept is to ensure optimum support for the sick employee, better record-keeping and compliance with legal requirements.

NOVIA AND ABSENCE SIGNAL

After several months, managers were asked what they thought of the new system. The feedback was generally positive. Of course, when new working methods are introduced there is always room for improvement. A series of statements were presented, and the following responses by individuals provide useful feedback for future improvements.

Statement: “The Absence Signal application ensures clear record-keeping and guides you through the absence process”

“Daily recurring tasks can cause annoyance, and this provides a useful reminder.”

“Once you get used to the system it is a very handy resource.”

Instead of going directly to a medical specialist (the company doctor), your first contact is now the absence consultant.

“Positive: Contact is quicker and actions are well-directed. Also, the absence consultant asks the right questions and is willing to answer queries and give advice.”

“The service is better targeted, but the absence consultant should communicate more briefly and concisely.”

SICKNESS ABSENCE IN THE NETHERLANDS

Year	Net absence percentage	Reporting frequency (per employee per year)	Average duration of absence (per employee per year)
2009	2.9	1.18	6.36 days
2008	2.7*	1.01	6.57 days

* The sickness absence percentage differs from the figure shown in the Annual Social Report 2008 because the part-time percentages are now included in the calculation. In 2008 these were disregarded by the previous health and safety service.

- >> Net absence percentage: number of days’ absence as a percentage of the number of calendar days.
- >> Reporting frequency: average number of new sickness reports per employee.
- >> Average duration of absence: average duration of finished sickness reports.



Lucas van den Bergh > HR coordinator Health, Safety & Environment

A total of 2,815 sickness reports were recorded with a total of 20,880 days' sickness. 38% of employees never reported sick at all and 16% percent reported sick 3 times or more. The absence percentage rose slightly in 2009 compared with 2008. In view of the flu pandemic, some increase was to be expected. We will examine what other possible causes could have played a role. From the increase in the reporting frequency and the fall in the average duration of absence, it appears that we had more and briefer absences than in the previous year. The absence percentage of Royal Haskoning is still below the national average (3.7%) and the average absence percentage (3.8%) in the sector of consultancy firms. As mentioned above, the increase was mainly in brief and frequent absences; this trend will be analysed in 2010 and investigated with the Novia team.

SICKNESS ABSENCE IN THE UNITED KINGDOM

The sickness absence percentage of Royal Haskoning in the United Kingdom rose slightly compared with 2008 (2.4% versus 2.3%). This percentage is still significantly lower than the national average (3.3%). We have 714 staff in the United Kingdom. They were absent for a total of 3,798 days or 5.32 days per person. The figures for the United Kingdom are not comparable with those of the Netherlands, since different definitions are applied.

SICKNESS ABSENCE IN BELGIUM AND FRANCE

In Belgium the sickness absence percentage fell compared with 2008 (5.1%) to 4.8%. In France the sickness absence percentage dropped sharply from 3.7% in 2008 to 1.1% in 2009. These figures are not comparable with those for the Netherlands and the United Kingdom.

PREVENTIVE MEDICAL EXAMINATION

Last year, in consultation with the Social Policy Committee, we considered what potential risks the Preventive Medical Examination of Royal Haskoning should focus on. It was decided to organise the examination and define the target group on the basis of the results of the Staff Satisfaction Survey, the sickness absence figures and the Risk Assessment and Evaluation. The aspects of 'work stress', 'travel stress' and 'CANS' (Complaints of Neck, Arms and Shoulders) were highlighted as potential risks.

Integrity and compliance are topical subjects at the present time. Following on from the establishment of an integrity code which was sent out to all staff, an Integrity Committee has also been set up. Integrity is a core value for Royal Haskoning and something we aspire to with more than fine words. It is a dynamic concept which is influenced by social developments – just think of the financial crisis which shook the world to its foundations. All this has to do with integrity.

We have a duty to recognise integrity issues in good time and where possible discuss them with one another. That is why an Integrity Committee is so important. It acts as a sounding board in case of doubt. And thanks to an effective whistleblower scheme that enables employees to approach the committee without having to fear for their own position, there is little to prevent people from reporting incidents. In this way we put words into action and mean what we say. Members were appointed to the Integrity Committee in the summer of 2009.

In the interests of diversity the committee is made up of male and female employees from the different divisions, branches (United Kingdom and the Netherlands) and age groups. Chairman Frank Montanus, secretary Christianne van Dijk and members Barbara Hellet, John Cunliffe, Martine Leman and Richel Driessen are all appointed in principle for a term of eight years.

In 2009 the committee focused on institutionalising integrity, raising awareness among staff and gaining experience. Procedures have been established for recording and handling dilemmas and archiving them in digital form. They can be accessed on Bridge.

WHAT IS THE MESSAGE OF THE INTEGRITY COMMITTEE?

The committee believes that integrity brings a high degree of added value. Integrity has long been one of our core values. Internally and externally integrity constitutes the most important building block for trust in each other and in our company. An honest demeanour on the part of all staff contributes to creating and adding value.

The positive influence of honest behaviour:

- >> dilemmas are easier to discuss
- >> the working atmosphere and employee involvement are transparent
- >> there are fewer conflicts
- >> customer satisfaction increases
- >> image and reputation are enhanced
- >> greater trust from employees, clients, associates and the public

>> **Andrew Holden:** “...work life balance. After the birth of my daughter Haskoning granted 2 months leave and a request for a 4 day week.



Integrity Council. From l to r > John Cunliffe, Christianne van Dijk, Frank Montanus, Richel Driessen, Barbara Hellett (Martine Leman not in photo)

Conversely, just a single case of improper conduct can cause serious and lasting damage to our reputation. Four live dilemmas were submitted to the Integrity Committee, beginning in the summer of 2009. One issue, for example, concerned a celebration to mark the concluding of a framework agreement with a customer. The advice given was not to pay the contract partner's expenses. Another case concerned a project agreement which obliged the company to participate in a joint legal entity and sponsoring. In consultation with Legal Affairs, it was proposed that several provisions of the contract should be dropped. The committee was also informed of the awarding of 'commission fees', of common use abroad. This is common practice abroad, but strictly forbidden under the Integrity Code. To arrive at a joint approach to this type of issue, views were exchanged on the subject by the Management Council. Finally, the committee considers the significance of any legal history of a client for its collaboration with Royal Haskoning. In 2010 we will increase awareness of the committee and of the matters presented to it. This should make it possible to avoid dishonest behaviour before it happens and lower the barriers to approaching the committee. We will also be looking at how the subject of integrity can be more explicitly incorporated into primary process handling (in project management for example), considering the issues of quality and compliance.

DILEMMAS

>> ***You regularly photocopy sheet music for the 30 members of your brass band. Is this allowed?***

Obviously nobody is going to mind if you make the odd copy for yourself. But this is a substantial amount of paper. Royal Haskoning's rights of ownership must be respected. If you are in any doubt, ask your manager for advice. Generally speaking you yourself will know what is reasonable and what is not.

>> ***You receive a Christmas hamper from a supplier. He knows you are seeking a reliable supplier for a large construction project. What should you do?***

Business associates often try to swing things their way with gifts and invitations. In general you are allowed to accept gifts worth up to 100 euros. To be on the safe side, you should tell your manager that you have received the hamper. You should not accept presents if you suspect that the giver expects something in exchange. In that case, it may be better to allow your manager to decide what to do with the hamper. We don't wish to place our clients in awkward situations either, therefore gifts to clients and suppliers should be on a similar scale.

Intermezzo: Social activities

COASTAL & RIVERS TEAM BUILDING

Between 15 and 17 May, all Coastal & Rivers staff came together in Noordwijk to work on openness and team spirit.



Running
Rowing



DAG. On the personal front, I was proud of my eldest daughter's achievement of passing 11 GCSE's; my middle daughter being awarded the

Cycling



CLIENT EVENT IN BELGIUM

A client event in June involved a cycle ride in the new Royal Haskoning cycling outfit.



ROYAL HASKONING WOMEN'S NETWORK

A 'networking' workshop on 24 March. "Every now and then you should carry out a 'network MOT' to make sure your network is in good order and to see where it needs expanding."

ROTTERDAM MARATHON

For the second time we had a Royal Haskoning team competing in the Rotterdam Marathon. We even had runners from England and Belgium taking part.



Intermezzo: Social activities

HELPING THE RIVER WELLAND IN THE UK

Staff from Environment and Coastal & Rivers did their bit to maintain the River Welland in Lincolnshire. Clearing an invasive type of plant from the river will give native plants a chance to grow back.



Running Rowing



ROYAL HASKONING ROWING TEAMS

At the Royal Haskoning 'PEIL' regatta held at the Proteus-Eretes Rowing Club in Delft, two company teams rowed their way to third and fourth places.

Cycling



JET-NET SCIENCE DAYS

In October two colleagues from Royal Haskoning accompanied a group of students to this event to help guide them in their career choices.



ROYAL HASKONING CYCLE RIDE IN ENSCHEDE

Friday 8 May was the fifth anniversary of the Royal Haskoning cycle tour. 75 participants from all over the Netherlands took part in this event.



YOUNG ROYAL HASKONING

Lots of activities were organised by Young Royal Haskoning in 2009. The Young Arena is a great opportunity to discuss all kinds of subjects with other young colleagues and members of the Management Council.



RUNNING FOR A GOOD CAUSE

In the UK a Royal Haskoning team took part in the Great Eastern half-marathon. They raised £750 for research into Duchenne's muscular dystrophy.

there was a great feeling of solidarity with the different disciplines in Amsterdam because of the added value we derive from each other."

“Never a dull moment” This is a difficult period for Royal Haskoning. We in the HRM department find ourselves split between, on the one hand, unpopular measures and ever tighter policy regulations and, on the other hand, the interests of employees whom we want to keep motivated. After all, our employees are our greatest asset.



Our company is changing. We are getting larger and more international, but also more bureaucratic. We have to try and strike a balance. We can't always put individuals' interests first, and this creates tensions. We have a fine set of policy regulations, but don't always live up to them. This is something we will be looking at in the coming years. We need to get a better grip on our internal processes in order to be stronger in the marketplace. This requires everyone to adjust.

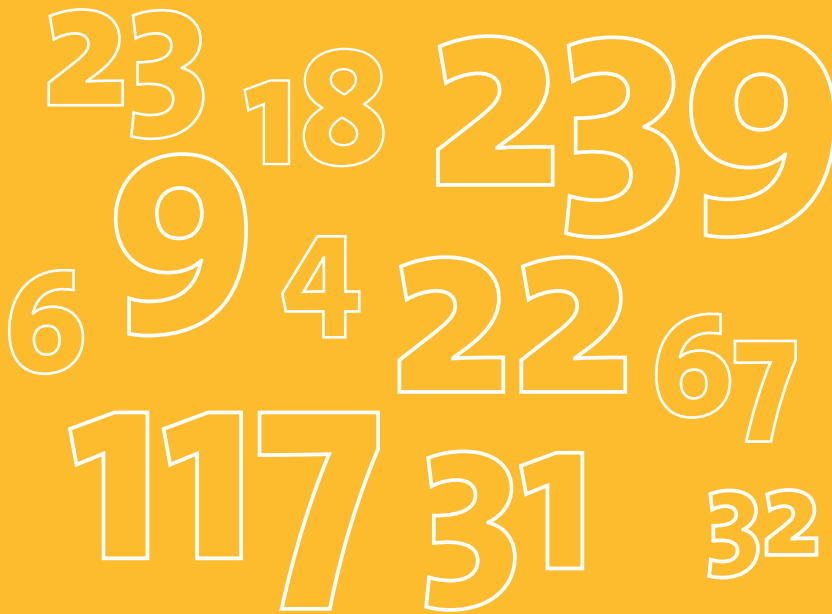
Once again HRM has a full agenda:

- >> In 2010 we will publish and act on the results of the Staff Satisfaction Survey carried out in 2009.
- >> A Preventive Medical Examination will be introduced in the Netherlands during the spring. This is a regular, compulsory examination for staff which focuses on potential health risks linked to work. The main 'risks' we face are work stress, travel stress and working with VDUs.
- >> The Talent and Potential Development programmes have been evaluated and will be updated. The programmes will be more externally oriented, where possible they will be internationally organised, the admission requirements will be tightened up, etc.
- >> Various management training courses will be organised in both the United Kingdom and the Netherlands. The management practices have been reviewed and made the subject of a one-day programme in which the various staff groups guide the management and senior staff through all the major issues affecting corporate and support groups.
- >> HRM organises separate training for advisory groups in both the United Kingdom and the Netherlands and develops a modular training programme for top management.
- >> Following the example of the United Kingdom, the Chartership will be launched in the Netherlands too. First it will be introduced on a trial basis in three divisions (Water, Spatial Development and Coastal & Rivers). This will make for a clearer transition from junior professional to professional. Attention will be devoted to professionalisation through formal training, on-the-job training and personal study, all under the guidance of a mentor.
- >> The Coaching site went live on 31 December. Attention will be devoted to its further implementation during 2010. We make a distinction between several types of coaching and many of our senior staff offer their support to enable others to excel.
- >> Diversity remains on the agenda. In 2010 diversity will be brought closer to the divisions through the introduction of ambassadors. Target-setting, a more transparent succession policy and diversity in the composition of selection teams are subjects you will hear more about this year.



- » Flexible working and organisation of work will be discussed in 2010. Already an increasingly flexible approach is being taken towards working hours, in order to avoid rush-hour traffic and, for example, work at home without distractions. However, management increasingly needs guidelines for dealing with this area. At any rate, the organisation will increasingly (have to) make efforts to facilitate more and better flexible working – not just in terms of hardware and software, but in people’s mindsets too.
- » Central and local: these are important topics for the Dutch HRM organisation. The basis was established in 2009 and implementation will take place in 2010. On the one hand, the aim is to work locally by transferring HR Coordinators to the divisions; on the other hand we want to work centrally by handling as many processes as possible at central level. HR Coordinators will undergo a transition process whereby they will become HR Business Partners. Contracts and the amending and implementation of employment conditions will all be handled in a centralised way at the HR Service Centre.
- » Various matters relating to employment conditions are also on the agenda. For example, leasing arrangements will be examined with a view to greener motoring. We are looking into the possibility of a mobility budget. We are holding talks with the Works Council and other bodies concerning the introduction of a holiday budget or rules to limit annual leave credit balances. The last topic is the new expenses scheme (werkkostenregeling). This has been introduced by the government to bring all the existing schemes under one umbrella. A certain amount of each employee’s salary may be reserved for tax-free benefits in kind which are covered by schemes for things like excursions, fitness, setting up a home workstation, telephone use, etc. This is extremely complicated and will be examined in relation to our existing cost allowances scheme.
- » The process between the Payroll Administration and the HR Service Centre is in need of review. We will be looking into the possibility of a different set-up.
- » The HR Service Centre is busy setting up a Management Information Office. The aim is to supply standard reports which can be selected from an HRM ‘box’.
- » After the terms of employment for long-term foreign missions have been updated, the same will be done for short-term missions.

through a process approach derived from different disciplines." >> Veerle De Cleyn: "...of widening and changing, of deepening in the field



GROWTH IN 2009

Whereas in 2008 the talk was still of growth, except in Belgium/France, the total number of Royal Haskoning employees in the 'home countries' fell. The United Kingdom was the leader in 2008 for growth, but this year for shrinkage.

INTAKE IN 2009

Intake presented a very different picture compared with 2008. Except in Belgium/France, intake fell dramatically. As a percentage of the overall workforce in 2008, intake in 2009 was 7.6%. In 2008 the figure was 20.0%.

DEPARTURES 2009

The number of employees who left Royal Haskoning was 359. This is 13.5% fewer than the year before. Departures in the United Kingdom fell by substantially less than in the other countries. As a percentage of the overall workforce in 2008, departures in 2009 came to 11.7%. In 2008 the figure was 14.4%.

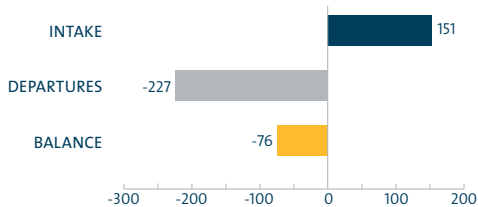
	No. empl. Dec. 2009	No. empl. Dec. 2008	Organic growth (%) 2009	Organic growth (%) 2008
The Netherlands	2153	2230	-3.5	4.2
United Kingdom	676	725	-6.8	13.4
Belgium/ France	101	104	-2.9	-8.8
Total	2930	3059	-4.2	5.9

	Intake 2009	Intake 2008	Intake difference (%)
The Netherlands	150	363	-58.6
United Kingdom	63	201	-68.7
Belgium/ France	17	15	13.3
Total	230	579	-58.5

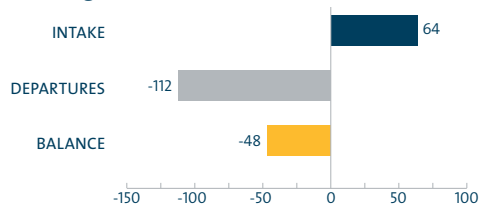
	Departures 2009	Departures 2008	Departures difference (%)
The Netherlands	227	274	-17.2
United Kingdom	112	116	-3.5
Belgium/ France	20	25	-20.0
Total	359	415	-13.5



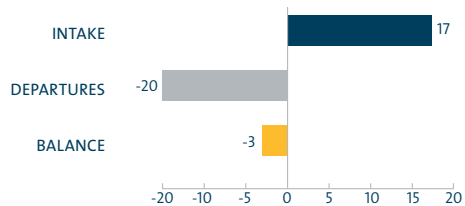
INTAKE/DEPARTURES BALANCE 2009
The Netherlands



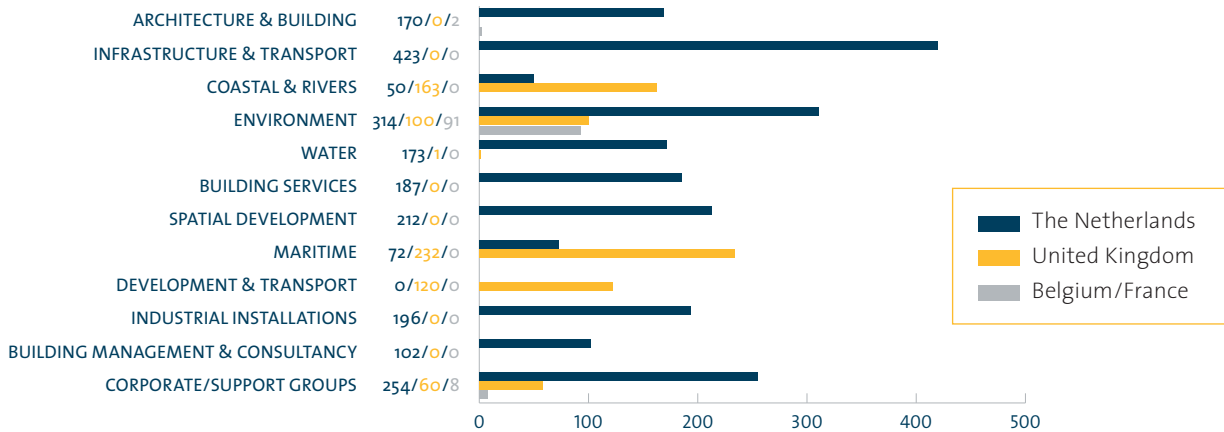
United Kingdom



Belgium/France



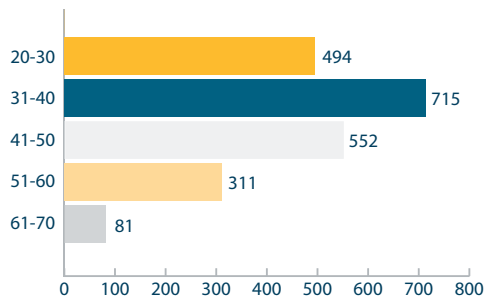
DISTRIBUTION OF EMPLOYEES BY DIVISION/GROUP 2009



FIGURES 2009

that we intend to continue in 2010.” >> Marcel Brussee: “...Pension Fund Governance. The pension fund succeeded in further improving the

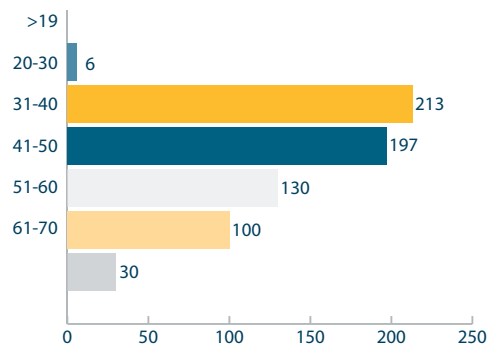
The Netherlands



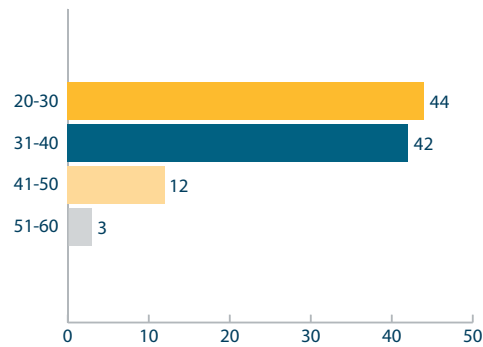
AGE

The average age of employees in all 'home countries' is 39.3 years. In 2008 the average age was 38.5 years. The Netherlands has the highest average age (39.9 years) and Belgium/France the lowest (33.1 years). Employees in Corporate & Support Groups are on average the oldest, while the Coastal & Rivers and Spatial Development divisions have on average the youngest employees. All the men combined have an average age of 40.1 years, while all the women combined are exactly 3 years younger.

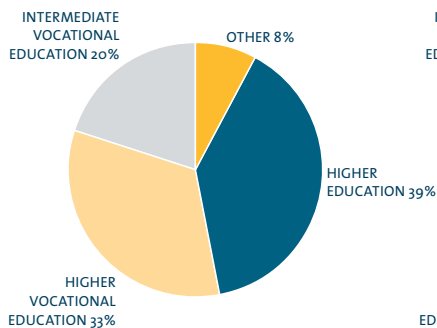
United Kingdom



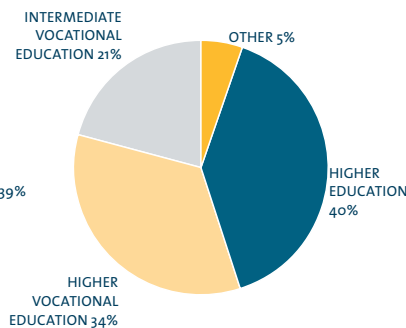
Belgium/France



Level of education in the Netherlands 2009



Level of education in the Netherlands 2008



LEVEL OF EDUCATION

The level of education in the Netherlands hardly differs from previous years. In the United Kingdom and Belgium/France, information about levels of education is not entered in the HR system.

The Netherlands

	No. of employees	% of employees
Men	1600	74.3%
Women	553	25.7%
Total	2153	100%

United Kingdom

	No. of employees	% of employees
Men	460	68%
Women	216	32%
Total	676	100%

Belgium/France

	No. of employees	% of employees
Men	71	70.3%
Women	30	29.7%
Total	101	100%

MEN/WOMEN IN TOTAL WORKFORCE
 On average 27.3% of the total workforce is female. The male/female distribution in the United Kingdom presents the most diverse picture, though diversity fell somewhat compared with 2008. In Belgium/France, diversity increased slightly. The Netherlands remains fairly constant compared with previous years with 25.7% of the workforce being female.

MALE/FEMALE DIVERSITY IN TARGET GROUP
 The number of women in the defined target group* fell by 1% overall compared with 2008. The United Kingdom presents the most diverse picture with 22.1% of the target group being female.
**Definition: All employees in professional roles from level 5, with the exception of operational professionals and operational staff professionals up to and including 6. The figures differ from the figures in the Diversity chapter because a different definition is required for the Charter.*

The Netherlands

	No. of employees	% of employees
Men	1426	83.1%
Women	289	16.9%
Total	1715	100.0%

United Kingdom

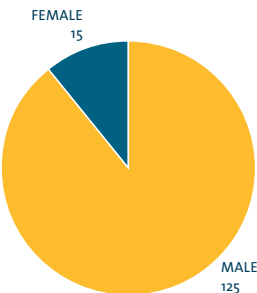
	No. of employees	% of employees
Men	436	77.9%
Women	124	22.1%
Total	560	100.0%

Belgium/France

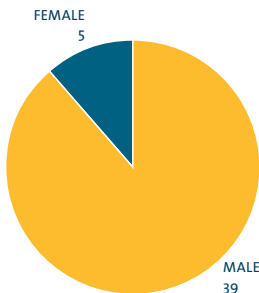
	No. of employees	% of employees
Men	41	80.4%
Women	10	19.6%
Total	51	100.0%

MEN/WOMEN IN MANAGEMENT POSITIONS
 In divisional and staff management, 10.6% are female. This represents a slight decrease overall compared with the previous year. In the Netherlands there was a small increase in the number of female managers (+ 2), but in the United Kingdom and Belgium/France there was a decrease (- 4).

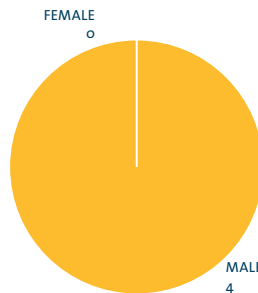
The Netherlands



United Kingdom



Belgium/France



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