

Responsible and Sustainable Business Update 2020



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1 INTRODUCTION BY CEO ROYAL HASKONINGDHV

Health and livelihoods were at the forefront in 2020 as a consequence of Covid-19 and the intensifying impact of climate change. At the same time, there was a pressing need for continuity in businesses and services in the face of huge disruption.

During the year, our work felt more important than ever. We are involved in activities that ensure the backbone of society keeps functioning - from the supply of clean water and food to maintaining safe environments such as cities, transport hubs, hospitals, schools and workplaces. The resilience shown by our staff, clients and stakeholders by embracing new ways of working helped to safeguard vital services.

At the same time, together with clients and partners, we continue in our aim to run a financially healthy business by putting our collective intelligence into practice (with clients and partners) to have a positive impact on people, our living environment and the economy. We drive and contribute to inclusive sustainable development in our products and services and our own operations (with our clients and our partners) in areas that we master and can actively influence.



Erik Oostwegel, CEO Royal HaskoningDHV

In 2020 we saw demand for our sustainability expertise increase as well as accelerating momentum towards energy transition. We seek to lead by example and are strengthening our CO₂ reduction goals across our operations. We continue to support global partnerships on integrity and sustainability, focusing our impact towards specific Sustainable Development Goals. We act ethically, with transparency in our business dealings and adhere to the principles of the UN Global Compact. We shared relevant related knowledge and maintain connections through webinars and digital conferences throughout the year.

By bringing together digitalisation and our domain expertise – most recently with the launch of Royal HaskoningDHV Digital – we are creating endless possibilities to reshape society for positive impact. Read on to discover how we are Enhancing Society Together, now and for the future.

Click on the figure below to read more.

[Watch online our interactive visuals](#)



Royal HaskoningDHV Enhancing Society Together with and for our clients

[Watch online our interactive visuals](#)



quality

time

2 SCOPE AND TRANSPARENCY

This detailed report on our Responsible and Sustainable Business activities (RSB) during 2020 forms part of our commitment to transparency and accountability across our activities and operations. It seeks to inform our clients, partners, employees and all who are interested in Royal HaskoningDHV about progress we have made during 2020 in our mission to enhance society together.

It indicates where our practices have been certified in line with established international standards and describes how key Sustainable Development Goals provide focus for our business. We hope it will prompt dialogue with all our stakeholders.

This Responsible & Sustainable Business Update is complementary to our Annual Report and provides further information on topics contained in the Annual Report 2020 website and Financial Statements. It provides additional detail and depth to ensure transparency on progress and performance from 1 January to 31 December 2020. We welcome your comments and feedback, which you can send to info.cr@rhdhv.com

Version: 23 March 2021, C03.3

2.1 Scope

This update aims to give a representative picture of our Responsible & Sustainable Business (RSB) activities and performance in 2020. The RSB update is complementary to our Annual Report 2020. It provides more transparency and detail in respect of RSB and the positive impact achieved through our projects and operations. It is not part of the external assurance.

The scope includes activities of Royal HaskoningDHV and majority-owned legal entities and does not include joint ventures and subcontractors. This is in line with the scope of our Financial Statements. The selected **Key Performance Indicators (KPIs)** for employees relate to our own employees and exclude freelance employees or those hired through temporary recruitment agencies. We report environmental KPIs on our permanent office locations. Any deviations are made explicit in this update.

2.2 Reporting process

This Responsible and Sustainable Business Update has been created in collaboration with colleagues in our three largest countries, the Netherlands, South Africa and the United Kingdom. Data collection is based on the entire company (as described in **Scope**) and facilitated by our data management system. Data is reviewed by local data experts, before it is further reviewed and consolidated by Corporate Finance and Control. Progress is measured partly with KPIs and partly described qualitatively.

2.3 GRI Table

The information in the [Annual Report](#) and this [RSB Update](#) is also presented in the GRI Table (self assessment). The Global Reporting Initiative (GRI) provides a comprehensive sustainability reporting framework used globally to communicate transparently on the impact of business on critical sustainability issues such as climate change, human rights, anti-corruption and many others.

GRI CONTENT INDEX TABLE 2020					
Disclosure Number	Disclosure Title	Sources and reference 2020			Comments
		Annual Report 2020	Responsible and Sustainable Business – Update 2020	Website	
102-01	Name of the organization	Introduction by CEO Royal HaskoningDHV	Introduction by CEO Royal HaskoningDHV	https://www.royalhaskoningdhv.com/en-gb/about-us/company-profile	
102-02	Activities, brands, products, and services	Our company; Report of the Executive Board; Company Brands; About us		https://www.royalhaskoningdhv.com/en-gb/about-us/company-profile	
102-03	Location of headquarters	Notes to the consolidated financial statements - Registered office & group structure	Positive impact through our projects and innovations - Parametric design	https://www.royalhaskoningdhv.com/en-gb/about-us/company-profile	
102-04	Location of operations	Key figures; About us; Our company - Our stakeholders and how we engage	About us	https://www.royalhaskoningdhv.com/en-gb/about-us/company-profile	

The PDF of our GRI Table is available via our Responsible and Sustainable Business Update [download section](#).

The interactive version of our GRI Table is available via our Responsible and Sustainable Business Update.

GRI Table image

2.4 RSB governance and certification

Responsible and Sustainable Business (RSB), formerly Corporate Social Responsibility (CSR), is integrated in our company and way of working via several integrated management processes and systems, which are verified and certified by internationally recognised bodies. Specific certificates are referred to in relevant chapters and global certificates are presented on our [website](#).

Our standards for QHSE and Integrity which form part of our Integrated Management System are explained in the section Strategy and Governance: [RSB and Integrity Governance Structures](#). Our Information Security Management System is explained in [Cyber Security and Personal Data Protection](#). Certifications relating to RSB/ CSR appear in the following pages.

2.5 Gold medal awarded from EcoVadis



Universal sustainability ratings provider [EcoVadis](#) assessed our Corporate Social Responsibility practices in 2020 and awarded Royal HaskoningDHV Group the Gold medal for the fifth consecutive year.

The company's Global Supply Chain Rating is highly valued in the industry and illustrates the performance of more than 40,000 companies worldwide rated by EcoVadis. The index places our company in the top 2% of architectural and engineering firms and in the top 5% for overall CSR performance among all businesses rated.

The Gold medal covers international standards on sustainable development like ISO 26000, UN Global

Compact and Global Reporting Standards (GRI table). The assessment includes environment, labour practices & human rights, fair business practices, anti-corruption and sustainable procurement. We value these subjects and have integrated them in our business processes, so we are proud to receive recognition from EcoVadis with the Gold medal. Our EcoVadis CSR Performance details, including a Score Card Summary, are available on our [website](#).

2.6 CSR performance on MVO Register

MVO Register (formerly FIRA) is an assurance provider with a sustainability platform which verifies CSR performances of companies and organisations. Our branch in the Netherlands, HaskoningDHV Nederland B.V., is committed to the principles of Corporate Social Responsibility and discloses its ambition on CSR issues prioritised by MVO Register. These include management approach, policies, measures and plans. They are included in a basic CSR report via the MVO Register Platform. MVO Register provides us with an external assurance statement on the reliability of our Corporate Social Responsibility information as presented in the platform and re-assesses us annually.



2.7 Outlook and actions for 2021 and beyond

It is our collective intention to continuously develop and improve how we embed our mission Enhancing Society Together in our strategy, ambitions and actions. Our approach is based on Plan-Do-Check-Act. During 2020, we planned for the Executive Board to review our measurement framework, to develop a more integrated approach to driving social, economic and environmental impact. This plan was put on hold due to changed priorities. However, developments were made in other areas. We improved the measurement of our **4 Questions** KPI. In addition, our mobility policy is being reviewed and a new materiality assessment will be conducted in 2021.



3 STRATEGY AND GOVERNANCE

The Covid-19 crisis has shown once again that the world in which we operate changes constantly and unpredictably. This, together with the ever-present issue of climate change, emphasises the importance of flexibility and resilience to safeguard continuity for people, business and society.

Our own business is adapting to ensure we can help our clients rise to the challenges. We are guided by our strategy, Strong22, with its clear focus on new (digital) technologies and changing customer demands. In spite of the disruption connected with Covid-19, we were able to drive forward transformations and investments in 2020, bringing together smart brains, digital technology and physical solutions to provide our clients with the insights and agility they need. We launched Royal HaskoningDHV Digital, increasing focus on our digital transformation consultancy and digital twin concepts. We acquired **Novius**, digital transformation consultancy experts in the Netherlands, bringing complementary capabilities to our new Digital Business Line to create a comprehensive portfolio of services. We have grown our business with UK-based transport consultancy **ITP**, strengthening our capabilities to shape the next generation of sustainable transport networks.

By bridging the gap between the traditional and the emerging, seamlessly integrating deep engineering knowledge with the latest digital technologies and software solutions, we are increasing resilience and adaptability in the face of climate change, while enhancing society together.

Our BRITE values

The foundations of our culture are built on BRITE beliefs – Brightness (keeping an open mind to ideas that lead to the best solutions for our clients), Result Focus, Integrity, Team Spirit and Excellence. While our culture goes through a process of change towards a more agile, entrepreneurial mindset, we are committed to strengthen these values which underpin our mission.

3.1 Reducing risks while adding value to society

Our ambition is to leverage our products and services and our own operations to contribute to inclusive sustainable development. We drive this with our clients and partners in areas we master and can actively influence to contribute to a relevant selection of UN Sustainable Development Goals (SDGs). We use our **4 Questions** for sustainable growth to connect and align with our clients (see section **Progress update on our prioritised UN Sustainable Development Goals in our Projects and Innovations** and the **Progress update on our UN SDGs section in our Operations**) and to ensure we maintain our focus on specific SDGs. Since our clients' projects cannot always have only positive impact, our goal is to achieve a net positive impact by our involvement in these projects. The construction of a new road, for example, will positively impact mobility and economic growth, but will also change land use and emit greenhouse gas emissions both in construction and use. Our 4 Questions guide our conversations with clients and partners on these considerations, and help to identify where we can add value for society while minimising the potential negative impact of projects.

[Watch online our interactive visuals to see how we Enhance Society Together in our projects and innovations and our operations](#)

Procedure when conflicts of interest arise

Responsible and Sustainable Business (RSB) is integrated into our way of working and guides the decisions we take. However, in some projects, more extensive consideration is needed regarding our responsibility and sustainability goals. When a project should be handled with extra care (e.g. certain countries), this is considered by applying integrity checks that we have in place (see **Acting with Integrity**). In addition, we are guided by various international principles and standards, detailed [here](#).

[Watch the video\(s\) of this article online](#)

3.2 Materiality

To continuously improve as an organisation, we identify, understand and balance the most important topics for our stakeholders, and relate them to the actions and decisions we take. A solid materiality analysis provides insights into future trends, business risks and opportunities that influence our ability to create value. It helps identify topics that our stakeholders, internal and external, expect us to focus on.

Current top priorities

Our current top seven priorities, in no particular order, as approved by the Board are:

1. Health and safety
2. Quality and sustainability in our products and services
3. Integrity and ethical performance
4. Economic / financial performance
5. Employability
6. Emission reduction
7. Security and privacy

Our Responsible and Sustainable Business (RSB) strategy is based on our promise to enhance society together and our culture - we walk the talk. Our top material topics are therefore addressed continuously in our projects and operations.

3.2.1 How we obtained our shortlist of material topics

Our first materiality analysis was performed in 2014 and resulted in a shortlist of five material topics. These were obtained by prioritising a long list from the GRI principles, studying our existing business strategy, internal input, and regular stakeholder engagement. It has been used as a baseline ever since, checked and refined when needed, based on our business strategy, customer and employee feedback, and through wider discussions across society and the media.

Our most important stakeholders, clients and employees, are asked regularly for feedback on the company's strategy and performance, which serves as a pulse check. Currently we are interviewing clients, asking them to reflect on our material topics and RSB strategy. This will result in an update of the materiality analysis in 2021.

We expect some changes in the priorities as our 2019 client survey already indicated a dramatic increase in demand for sustainability. Customers' key materialities in 2019 were:

- Minimise negative effects of a project on the environment
- Minimise the use of scarce resources and materials
- Adapt to the energy transition and use renewable sources of energy
- Work with consultants from Royal HaskoningDHV who not only do what is asked, but dare to challenge and proactively provide advice and solutions
- Implement innovative solutions to add more value to the project

For our employees, key materialities as presented in the latest survey in 2020 are human rights issues and ethical questions that arise when working on projects in certain countries.

3.3 Our main key performance indicators (KPIs)

Material topic	Key Performance Indicator	Key results	Report section (for more information)
Health and safety	Integration and continuous improvement of our QHSE Management System (incl. alignment with international standards)	Further aligned with international BIM standards + ISO certifications (valid until September 2022)	Strategy and Governance
		Board messages Covid-19 pandemic Employee resilience pulse check	Our People
	Fatalities (target 0) + Lost Time Injury (target 0.18) Frequency (LTIF)	0 fatalities Lost time injury frequency (LTIF) in 2020: 0.03 is below target. This decrease is likely to be an effect of fewer accidents and incidents happening as most staff worked from home for most of the year.	Positive impact through our operations
Quality and sustainability in our products and services	Use of 4 Questions in projects (target 2020 = detailed usage in 65 % of our projects)	Target met: 4 Questions were actively used in 86.6% of our projects	Positive impact through our projects and innovations
Integrity and ethical performance	Integration of our Integrity Management System (incl. alignment with international standards)	Further aligned with international BIM standards + ISO certifications + development of e-learning module	Strategy and Governance
Economic / financial performance	Net turnover, Operating income, Added value	See annual report	Key Figures
Employability	Developing digital capabilities across our organisation	Launch of the Finance Academy and Compliance Academy in addition to our Digital Academy Future leadership programme	Our People
	Embed culture of innovation	Expansion of e-learnings, Internal career centre	
	Modern employment relationships and employment conditions	Regular pulse checks, good consultation with Works Council, working from home arrangement (NL)	Positive impact through our operations
Emission reduction	Carbon footprint (reduction in % per employee compared to 2016) for office buildings (target 2020 = -35%), business travel excluding flights (target 2020 = -33%) and business travel by air (target 2020 = -4%).	Appointment of a global equality, diversity and inclusion (EDI) lead at the head of a network of EDI ambassadors. Mentorship programme for female employees in the United Kingdom Launch of employee networks for disability, LGBTQ+ and diverse ethnic backgrounds	Our People
		Reduction target for office buildings met (reduction of -62% - Due to building improvements and Covid-19 pandemic) Reduction target for business travel (excluding flights) met (reduction of -65% - due to Covid-19 pandemic) Reduction target for business travel by air (flights) met (reduction of -74% - due to Covid-19 pandemic)	Positive impact through our operations
Security & privacy	Continuous improvement of our Information Security Management System (incl. alignment with international standards)	Certification for ISO27001 still in place ISO27001 external audit conclusion: organisation well prepared for working remotely (Covid-19 pandemic) Compliant with stakeholder expectations and our obligations to interested parties, including clients, regulators (data protection), shareholders, employees and governments	Acting with Integrity
	Protect information globally from evolving threats	Risk-based awareness end-user	Acting with Integrity

3.3.1 Emission reduction examples

The pressure across the world to reduce emissions of greenhouse gases is strengthening at every level - from policymakers to consumers. The ambition to reach net zero emissions by 2050, if not sooner, requires a vast transformation of energy sources. We are working with governments as well as public and private sector organisations on the energy transition. Examples include the following projects described through the links below.

- [Natural replacement provides starting point for energy master plan](#) - Gelderse Vallei Hospital
- [Scenario analysis for the energy transition in the province of Zeeland](#)
- [Preparing the way for green hydrogen generation at scale](#)
- [CO₂ reduction roadmap for Tata Steel](#)

3.4 RSB and Integrity Governance structures

RSB sits at the heart of who we are as a company. It is part of our approach across all aspects of our business and the way we work. It is encapsulated in our brand promise: to Enhance Society Together. Governance structures for RSB and Integrity define and guide this approach.

It is integrated in our way of working via our [global Management System](#) and covers our QHSE Management System, our Integrity Management System and our Information Security Management System.

Our global Management System ensures all employees follow common working practices.

3.4.1 RSB Governance structure

Responsibility for RSB is fully integrated into our activities, led by senior management from strategy to delivery. Our CEO Erik Oostwegel spearheads our RSB commitment and discusses strategic relevance with i.a. the Supervisory Board. We walk the talk by including these aspects in our projects as well as our own operations. Business Line and Corporate Group Directors all have responsibility to incorporate RSB into their activities, supported by sustainability managers in the business. In addition, we have a network of internal ambassadors who help to create awareness among our employees.

Our [Responsible and Sustainable Business Policy Statement](#), RSB Charter, and key ambitions for the development of the company are evaluated annually. The ambitions have been translated by businesses and corporate groups to address their specific contribution. Regional Management Boards and Resident Directors take responsibility for local RSB Plans and Actions which are also based on the RSB Charter.

RSB is managed at a functional level across our strategic and operational areas, with responsibility rolling up to executive level. The Responsible & Sustainable Business Working Group serves as the central coordinating body for our Responsible Business strategy, benchmarking and reporting. Chaired by our Corporate Director Communications & Brand in 2020, it includes representation from senior leaders and specialists.

3.4.2 Governance reporting

Descriptions of the roles and responsibilities of our management, Business Line Directors and the (HL) Works Council in respect of Responsible & Sustainable Business are integrated within the governance model. It is part of management targets starting at Executive Board level and is cascaded downwards. Responsible and Sustainable Business (RSB) is a shared ambition of the Executive Board, although it is a key responsibility of the CEO.

Documents that reflect our structure and target setting are:

- Company strategy
- Annual Plans
- Annual Reports

3.4.3 Integrity and Compliance governance structure

Integrity & Compliance are integral to our Responsible & Sustainable business and ways of working and have a separate governance structure. This is integrated into our ways of working through our Business Integrity Management System, which is independently audited externally, and forms part of our Global Management System. Further information appears in the [Acting with Integrity](#) section.

3.5 Global Management System and certification

Our global Management System ensures our employees follow common working practices and that these ways of working comply with our governance structures. It explains core expectations regarding ethical conduct and business practices and incorporates guidelines to help employees deal appropriately with a broad range of topics like human rights, labour and social standards, anti-corruption, health and safety, environmental protection, privacy and data protection.

The global Management System is based on and certified against globally-accepted international standards: ISO 9001:2015 (Quality), ISO 14001:2015 (Environmental), ISO 45001:2018 (Occupational Health & Safety), ISO 37001:2016 (Anti-Bribery) and ISO/DIS 37301 (Compliance). To confirm ongoing compliance with these standards, audits were organised and executed in 2020. Internal audits were conducted in all our Business Lines and offices, while [DNV GL](#) (our external certification body) conducted audits in the following countries: United Kingdom, Australia, Indonesia, the Netherlands, Poland, Singapore, Nigeria and the United Arab Emirates. As a result of the audits, our [ISO 9001](#), [ISO 14001](#) and [ISO 45001](#) certificates are valid until September 2022. The validity of these certificates can be checked in the [block chain](#).

Eurocompliance is our certification body for [ISO 37001:2016](#) (Anti-Bribery) and [ISO/DIS 37301](#) (Compliance) certificates and these are valid till November 2023. Before the ISO standards were in place, we held the Anti-corruption Compliance System Certificate issued by ETHIC Intelligence since 2010.

3.6 Opportunities for improvement and complaints

During 2020, 66 opportunities for improvement were submitted. All were reviewed and responded to, and several improvements to the QHSE management system were made. We registered and processed four external complaints globally during the year. Those who submitted complaints were contacted and measures were taken to solve the complaints.

The most important improvements were made in the field of communication, internal facilities and tools, procedures and resources.

3.7 Subcontractor evaluations

During the year, 106 subcontractors were evaluated on their performance regarding quality, occupational health & safety and environment as well as on their adherence to our Business Principles for Partners & Suppliers. No issues that required further action were reported.

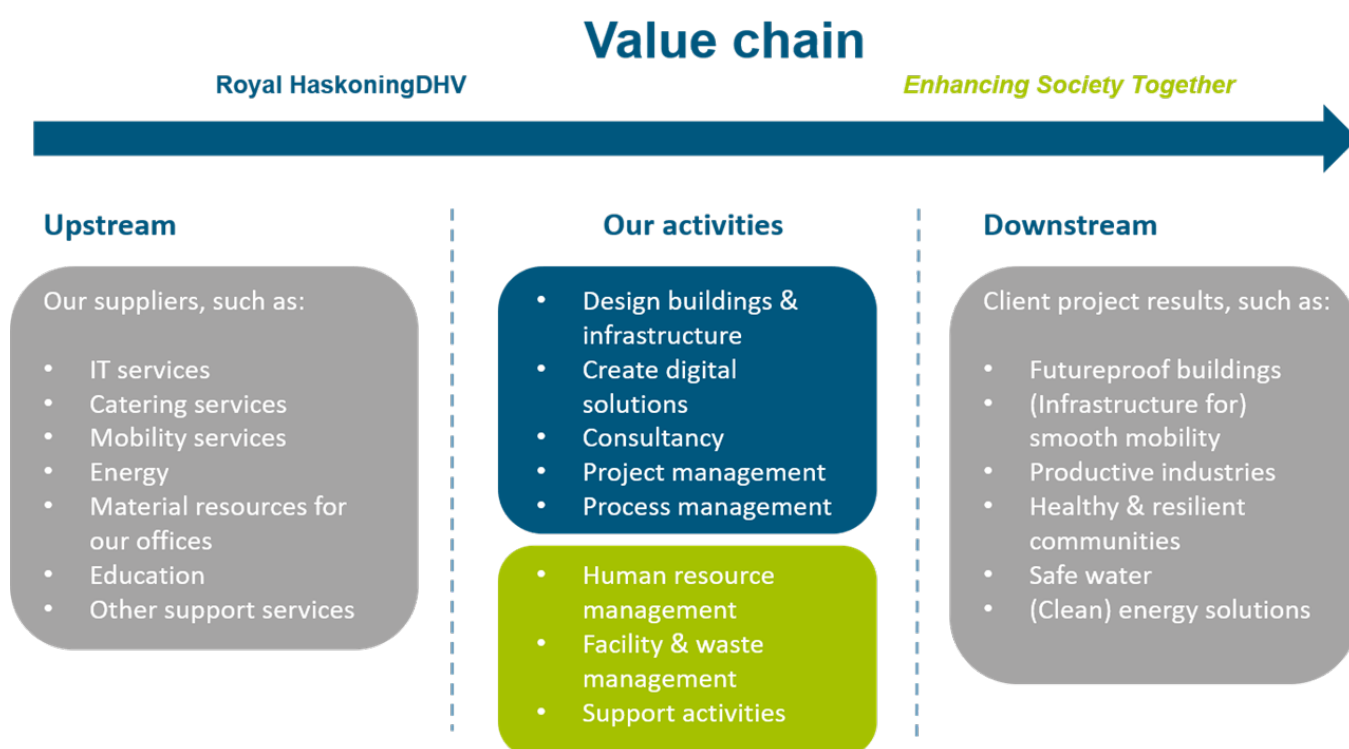
3.8 Principles and standards

As an international company, we are guided by the principles and standards of the UN Global Compact, UN Guiding Principles on business and human rights, Organisation for Economic Cooperation and Development (OECD), OECD Guidelines for Multinational Enterprises, ISO 26000 (Guidance on Social Responsibility) and the International Labour Organization (ILO).

3.9 Our Value Chain

Our mission to Enhance Society Together to help build a better, more efficient and sustainable society is applied in all phases of our value chain: upstream, downstream and through our own operations. Our direct impact is through our operations and includes the use of offices, our business travel and the employment we provide. Upstream, we can influence our suppliers and subcontractors through selecting, contracting and by working together on more sustainable solutions. Examples of how we contribute to the SDGs through our operations are shown in the section [Positive impact through our operations](#).

Downstream, our clients have significant impact on society as they are government organisations, large companies in a variety of sectors, small and medium sized enterprises and non-profit organisations. By designing future-proof solutions for them, our services and projects influence their activities. Therefore, the greatest opportunity our company has to create value by enhancing society together is downstream with our clients. Examples of how we contributed to SDGs through our projects can be read in the section [Positive impact through our projects and innovations](#).





4 POSITIVE IMPACT THROUGH OUR PROJECTS AND INNOVATIONS

Progress update on our prioritised UN Sustainable Development Goals

Our mission to Enhance Society Together, combined with our multidisciplinary expertise across water, energy, industry and transport, puts us in an excellent position to deliver distinctive new services and solutions in response to the UN Sustainable Development Goals (SDGs). Key to our strategy is the desire to concentrate impact in areas that we master and actively influence. That is why we choose to align with the following SDGs in respect of our projects: SDG 6, SDG 7, SDG 9, SDG 11, SDG 12, SDG 13 and SDG 17.



4.1 Our 4 Questions

Our biggest contribution to inclusive sustainable development comes from integrating new ideas, innovations, technology and sustainability into our projects. We motivate our clients to make sustainable choices, to embed Enhancing Society Together and to contribute to the SDGs in our daily practice. In addition, by including sustainability experts in project teams, we are ensuring sustainability is considered as a design issue from the start of every project.

Conversations with clients and partners are guided by the use of 4 Questions which help to identify where we can add value for society while minimising potential negative impact. The SDGs are specifically mentioned as part of our 4 Questions conversations to maintain a clear focus on the areas where we are committed to make a difference. The questions are:

1. Does the output meet the requirements of most stakeholders involved?
2. Does the output serve added value for the client and society as a whole?
3. Is the result lasting, thus is it future proof?
4. Can we meet the client's demand while minimising the use of natural resources (including clean water) and energy?

[Watch online our interactive visuals](#)

During 2020, these 4 Questions were actively used in 86.6% of our projects. Our 2020 goal was 65% usage in our projects.

4.2 Scaling positive impact in SDGs through innovation

We value partnerships and co-creation as a way to identify and accelerate innovations at the forefront of key global trends, such as climate change, sustainability and digital transformation. By building a collaborative network across our areas of expertise, we can channel our insight, arsenal of products and local knowledge to strengthen our reach in the global market and our positive impact on society.

We seek to scale our impact far beyond individual projects and clients through innovations which use automation and digitalisation. The launch of Royal HaskoningDHV Digital in 2020 supports this ambition. The team's data-led understanding of how to integrate the physical and digital world creates a nearly endless array of possibilities to reshape our society. In addition, our extensive portfolio of proprietary software improves efficiency and sustainability through standardised solutions for a wide range of organisations. We have solutions for all kinds of systems and processes, including water infrastructure, flood risk modelling, predictive simulation, traffic optimisation, people flows and many more.

[Watch the video\(s\) of this article online](#)

Video: Gemalink container port in Vietnam

4.3 Awards, nominations and rankings

Royal HaskoningDHV won a number of prestigious awards in 2020. These are valued as external recognition of our innovation and commitment to the sectors within which we work to enhance society together.

Our most recent obtained awards and nominations are shared on our [website](#).

[Watch the video\(s\) of this article online.](#)

Video: SDG flag and Royal HaskoningDHV flag on our Head Office celebrating the SDGs

Water Technology Company of the Year

Royal HaskoningDHV was declared Water Technology Company of the Year in the [2020 Global Water Awards](#) for our significant contribution to sector innovation. Organised by Global Water Intelligence, leading publisher and event organiser in the water sector, this prestigious award is presented to the company that made the most significant contribution to the field of water and digital technology.

[Watch the video\(s\) of this article online.](#)

Video: Water Technology company of the year

Climate Resilience Project of the Year

Our Bacton to Walcott Sandscaping Scheme won the [Climate Resilience Project of the Year 2020](#) in the British Construction Industry Awards. The scheme is a large-scale beach nourishment, designed to protect homes and important energy infrastructure from cliff erosion, buying time for adaptation to coastal change.

[Watch the video\(s\) of this article online.](#)

Video: Climate resilience project of the year - Bacton

Esri Storytelling Award

The customised maps we create using StoryMaps to enhance our iReports and improve communication with project stakeholders led Royal HaskoningDHV to win the Storytelling Award 2020. The award was made by Esri, an international supplier of geographic information system software, and recognises innovative and creative ways to provide insight in complex situations. These principles underpin our [iReports](#) which use photos, videos, interactive mapping and illustrations to present information in an interactive and accessible way. The award was announced at [Esri's Partner Conference](#).

Prestigious architecture award presented in Thailand

Dr Chuchawal Pringpuangkeo, founder of our operations in Thailand, was awarded the Gold Medal from the Association of Siamese Architects under Royal Patronage (ASA) in recognition of his dedication to creating valuable architecture in Asia. The award is presented every two years to recognise a lifetime of notable contributions to the profession by an Asian architect and is the highest honour that ASA can bestow.

4.4 SDG 6: Clean Water and Sanitation



The need for clean drinking water and smart waste water treatment is enormous and growing. Our vision for the water circuit of the future optimises the use of resources while providing transparent, safe access to all users. It involves water reuse, resource recovery and energy gain – all operated virtually. We are already seeing how this virtuous water cycle is enhancing the efficiency of places such as smart cities, airports and ports, workspaces and homes. Our innovations support our vision. For example, our Nereda® purification technology enables waste water to be cleaned more quickly using less energy and no chemicals. Now we are developing a product from the residue, Kaumera Nereda® Gum, in a completely circular process.

[Watch the video\(s\) of this article online](#)

Video: Resilience is our best human capital in shaping our futures

4.4.1 Nereda® Update

Turnkey solution for wastewater treatment at small sites

Stringent new demands for the removal of phosphorus during waste water treatment is creating a challenge for water companies in the United Kingdom. In response, we have developed a range of small plants based on our award-winning Nereda® wastewater treatment technology. The new **Nereda® Package Plants** provide high-quality sustainable wastewater treatment with biological phosphorus removal at small works serving between 300 and 10,000 people. For added efficiency, the plants have been designed to be manufactured, assembled and pre-tested off-site, which allows for a highly cost-effective implementation, ensuring improved health and safety and an efficient site assembly.

[Watch the video\(s\) of this article online](#)

Video: Nereda® turnkey solution for waste water treatment at small sites

Circularity becomes a reality with the production of Kaumera

[Watch the video\(s\) of this article online](#)

Video: Nereda Kaumera Gum, Official opening; the client event that took place before the Covid-19 pandemic, October 2019

The concept of wastewater as a resource is an important focus for circularity in the water sector. With the delivery of the first consignment of Kaumera Nereda® Gum in 2020, this is becoming a reality. **Kaumera** is a new bio-based resource extracted from aerobic granular sludge originating from the Nereda® waste water treatment process. The sustainable biopolymer provides a viable alternative to a variety of oil-based materials and can be used in sectors including agriculture, building, textiles and paper. Two large-scale Kaumera production units are now in operation.

Video: Kaamera Nereda® Gum Tour

Hong Kong selects Nereda® technology for iconic effluent polishing plant

Royal HaskoningDHV has been awarded a 100,000 m³/day wastewater treatment project in Hong Kong. The Yuen Long Effluent Polishing Plant (YLEPP) will use award-winning Nereda® aerobic granular sludge technology to biologically treat wastewater. It will be the first Nereda wastewater treatment plant on this scale in Asia.

The **project** will see the redevelopment of the existing Yuen Long Sewage Treatment Plant into a 100,000 m³/day Effluent Polishing Plant, with a further 80,000 m³/day expansion planned for the future. This iconic project will adopt advanced wastewater treatment technologies, feature renewable energy, incorporate extensive greening features and provides public co-use facilities for the benefit of the local community.

The availability of land is at a huge premium on Hong Kong. A small site footprint and high-efficiency are essential components of any wastewater project on the densely-populated 1,104 square kilometre island. Nereda technology was identified and assessed as one of the most promising technologies to deploy. Pilot results validated that Nereda technology could efficiently treat the particular Hong Kong wastewater characteristics, which originate from its unique seawater toilet flushing. It also validated that Nereda technology was suitable to meet the more advanced treatment requirements that are applicable for effluent polishing plants.



Hong Kong Nereda®

4.4.2 Digital technology developments

The power and capability of virtual operations in the water sector

The power and capability of virtual operations in the water sector.

Our smart water technology Aquasuite takes over the monitoring and control of water and waste water infrastructure, providing a welcome solution for water companies struggling with a shortage of operators. More than that, through predictive analytics and machine learning, it optimises performance. During 2020, a webinar [series](#) provided insight and guidance into how Aquasuite's virtual operator can help solve key challenges in water and wastewater management.

[Watch the video\(s\) of this article online](#)

Video: Using advanced risk modelling - Rowan Douglas

Predictive digital twins and AI boost efficiency in waste clean-up programme



A massive clean-up operation of 250 million litres of nuclear waste from a 1,500km² area in Washington state in America is benefitting from the use of predictive digital twins and Artificial Intelligence (AI). Lanner, a company of Royal HaskoningDHV, is helping to put the operation at the vanguard of predictive simulation using digital twins to support safe efficient clean up. The creation of a digital ecosystem helped uncover bottlenecks enabling investment to be directed more efficiently. Now digital twin capabilities are evolving to facilitate better, faster decision making. This has included an app which makes cloud-based experimentation possible, providing power and speed to run 'what if' scenarios. The result cuts the time taken to answer a standard 80-scenario question from around 25 days to just 2-4 days. Using predictive simulation to inform decision making is boosting efficiency and reducing human error, while enabling the operations team to meet throughput targets. Read more [here](#).



Washington River Protection Solutions

4.4.3 Water for Industry

Creating a dialogue

Better understanding of water-related risk, improved mitigation measures and contingency plans are vital to the long-term success of business operations. By integrating sustainable use of water into processes and decision making, industry has not only the opportunity to meet increasingly stringent regulations but to move beyond compliance and unlock the economic potential of better water efficiency. To drive awareness on these themes, we asked leading voices in the global water for industry ecosystem to share insights, vision and future-forward methodologies. Read more [here](#) and catch up with our insights and inspirations [here](#).



Selected highlights

“Industry must see improving sustainable water use as an opportunity that goes beyond compliance. Better water management and stewardship will result in lower operational risks, attract investment and promote competitiveness.” Lennart Silvis, Global Director Water for Industry Royal HaskoningDHV in [Letting the water in: integrating water into decision making](#). “There should be a horizontal integration through the digitisation of data from all the different players in the water network to promote efficient water administration. Governance is critical to counter a disjointed approach to water management within utilities and between utilities and industry.” Dragan Savic, CEO KWR in [Symbiotic industry ecosystem for water-secure communities](#). “While the world of investment can seem abstract, the same things that impact the real world, impact investments too. The issue of water security for example: industries can be highly efficient users of water, but that doesn’t mean that their water supply is secure.” Piet Klop, Senior Advisor Responsible Investment at PGGM in [How a better understanding of water is shaping financial investments](#).

[Watch the video\(s\) of this article online](#)

Video: Building adaptive capacity for resilient assets and infrastructure

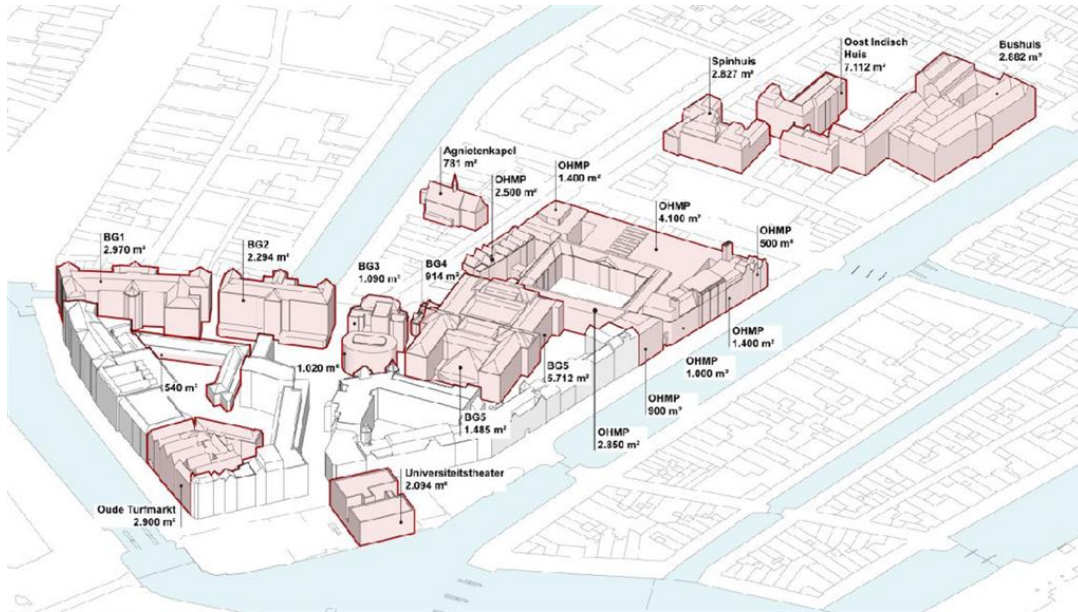
4.5 SDG 7: Affordable and Clean Energy



Positive progress is being made towards increasing the renewable energy share of total energy consumption but faster change is needed. Pressure for clean energy is being accelerated by legally binding targets at national and international levels. The model for producing energy for the future relies on making use of all available technologies, while preparing the way for new developments, maximising strengths and compensating for weaknesses. Royal HaskoningDHV is working with governments, producers and consumers on the transition. We play a leading role in the renewable energy industry and in 2020 reached the milestone of delivering [12GW of consented capacity](#) for offshore wind farms in the United Kingdom. We are developing road maps for the transition for governments and organisations, and guiding clients towards sustainable energy solutions.

4.5.1 Sustainable buildings

Amsterdam universities seek to lead the way on sustainable buildings



'Universiteitskwartier' neighbourhood, Amsterdam, The Netherlands

The University of Amsterdam and the Amsterdam University of Applied Sciences have a diverse real estate, ranging from centuries-old monumental buildings to modern research facilities. To set an example for the built environment and move forward strategically to 2050, they wanted insight in possibilities and costs of sustainability measures. To coordinate input from various building managers and create a range of scenarios, we used our online platform, [FastLane](#). It enabled buildings to be viewed and validated in a structured process and safeguarded information. In the future, new techniques or changing legislation can easily be implemented in the online platform. Expert sessions were also held to gather knowledge from both organisations allowing quick wins and area solutions to be identified. A wallet roadmap has been created and various sustainability scenarios drawn up and assessed.



Roeterseiland, Amsterdam, The Netherlands

“The combination of the structured process, the digital tool and the expertise provided real insight into our complex real estate portfolio. This allowed us to organise decision-making on ambition and budgets.”

— Rowan Boeters, Sustainability Program Manager, University of Amsterdam

Quote of Rowan Boeters, Sustainability Program Manager, University of Amsterdam

Masterclass for the path to a sustainable real estate portfolio

Corporate real estate in the Netherlands needs to be more sustainable to meet the country's climate and energy objectives. In many cases the path to a sustainable real estate portfolio is insufficiently mapped out at a strategic technical level. During 2020, we ran a series of webinars on the complex issues surrounding the energy transition for multiple buildings in a defined area. The Energy Transition Masterclass considered how best to approach sustainability, why it is important to take action now, what steps are needed to achieve a future-proof real estate portfolio and the costs involved – as well as the opportunities. Further webinars based around case studies explored how the approach can develop and explored various solutions. Watch the webinars [here](#) (Dutch).

[Watch the video\(s\) of this article online](#)

Video: The Energy Transition Masterclass - Webinar 1 (in Dutch)

Video: The Energy Transition Masterclass - Webinar 2 (in Dutch)



4.5.2 Energy Transition

Natural replacement provides starting point for energy master plan



Gelderse Vallei Hospital, the Netherlands

An energy master plan we have developed for the Gelderse Vallei Hospital in the Netherlands maps a route to cut the hospital's CO₂ emissions by 55% and save around 80% of the current gas consumption. The hospital had approached us when it faced the need to update some of its installations and wanted to do so more sustainability in line with its ambition to reduce its CO₂ emissions by 50% by 2030. When looking for solutions, we looked beyond the building itself to the wider environment. The presence of a sustainable heat network close by and an Aquifer Thermal Energy Storage system offered the perfect solution alongside expansion of electrical connection capacity with an extra transformer. With these plans, the hospital may meet the climate agreements for 2030 within a few years and there is administrative and operational certainty towards 2050.

[Watch the video\(s\) of this article online](#)

Video: Energy Transition Masterclass - Webinar 2 - A route map for the Gelderse Vallei Hospital in the Netherlands (in Dutch)

Scenario analysis for the energy transition in the province of Zeeland



Westhofhaven, Province Zeeland, the Netherlands

To meet national goals, the province of Zeeland in the Netherlands is working towards carbon neutrality for its electricity supply, industry, the built environment, mobility and agriculture. The intermediate goal is a 49% reduction in CO₂ compared with 1990. We conducted an energy system study focused on changing demand from industry with grid operators TenneT and Gasunie with the aim of identifying bottlenecks and challenges and pointing to opportunities and the investment required. Four extreme system scenarios were envisaged and their impact on energy infrastructure, for example where extra electricity cables are needed, whether there is enough generation, and possible need of pipelines for hydrogen. Five major potential bottlenecks emerged from the four scenarios and the study makes recommendations for managing the transition. Read more and download the report [here](#) (Dutch).

[Watch the video\(s\) of this article online](#)

Video: Transition towards a sustainable distribution network (in Dutch)

4.5.3 Green hydrogen

Preparing the way for green hydrogen generation at scale



Visual GigaWatt Electrolyser

Green hydrogen – produced without carbon emissions – is expected to play an important role in a sustainable CO₂-free Netherlands. It is generated using an electrolyser fed by wind and/or solar energy. While the technologies involved in generation are known, the scale required to meet industry demand is new. Although innovations are needed to achieve the necessary scaling up, we have drawn up a plot plan for electrolysers so that regions can work out how a GigaWatt electrolyser can fit into their spatial plans. We have also been working for the Hydrohub Innovation Programme, set up by the Institute for Sustainable Process Technology (ISPT). It is carrying out studies to investigate what future hydrogen consumption and the chain is expected to look like. To identify the potential need for industrial applications, we have made a conceptual analysis based on our knowledge of the Dutch market. These insights form the basis of follow-up studies to map out the entire international chain.

[Watch the video\(s\) of this article online](#)

Video: How to combine heat- and cold demand (in Dutch)

4.6 SDG 9: Industry, Innovation and Infrastructure



This goal focuses on building resilient infrastructure, promoting inclusive and sustainable industrialisation and fostering innovation. Improving operational efficiency is one route for industry to become more sustainable and productive. Virtual models that allow monitoring and management at a distance are just the beginning. Our aim is to make a digital copy – or twin – of every design, whether it concerns a tunnel, water purification plant or factory. With this digital twin technology, we can continuously measure what is happening and, with that knowledge, it is possible to learn and look into the future. Over recent years, our acquisitions and strategic developments have driven forward progress in this aim. Our new [Digital Business Line](#) now creates additional focus to bridge the gap between the traditional and the emerging, seamlessly integrating deep engineering intelligence with the latest digital technologies and software solutions to offer strategy consulting, technology and implementation.

4.6.1 Parametric design

Parametric solution points way towards more sustainable design

A parametric approach enables us to create scalable design solutions, which effectively turn projects into products. What this means for clients is that by introducing flexibility into the design solution, it can be adapted to changing requirements and market circumstances by simply changing the respective parameters. The parametric model defines the DNA of the product family, generating the building blocks and components to create any configuration in response to project-specific input. Read more [here](#).

Watch the video(s) of this article online

Video: Parametric solution points way towards more sustainable design

High-tech tools and wooden structure for more sustainable offices



The Monarch IV, The Hague, The Netherlands

Wood is sustainable, durable, stores carbon and its lighter weight reduces transport costs. It was therefore a natural choice for the Monarch IV development in the Hague which will provide much-needed government office space in the city. Importantly, the use of wood aligns with the challenging environmental ambitions of the government in the Netherlands. The stability system for the tower is provided by wooden diagonals in a structural grid. Parametric design tools enabled dimensions of each individual support column to be calculated, rather than standardising elements within each floor. The precision of these calculations reduced the total amount of wood required by 30%. Our integrated parametric approach also offered opportunities to optimise the façade. A computer algorithm calculated more than 3,600 variants of the façade to deliver an optimum equilibrium between the use of materials, ingress of daylight and energy consumption.

Office renovation aligns with sustainability ambitions



Visual of the renovation of an office building for Royal FloraHolland

The renovation of an office building for Royal FloraHolland delivers a vibrant, collaborative working environment and aligns with the organisation's sustainability ambitions. Royal FloraHolland is a cooperative which connects flower growers with buyers to create the largest floriculture market in the world. We had worked closely with the organisation and internal stakeholders on the workplace concept. The renovation also needed to align with the organisation's sustainability ambitions and achieve BREEAM certification. At the fit-out stage, we worked with Royal FloraHolland to establish an ambition on what circularity should mean for the organisation and investigated where there were opportunities for improvements. We looked at how waste streams from the primary process could be turned to materials used in the fit out and introduced additional questions for contractors. The interior reflects the business activities and is a living lab for greenery in the work environment. Read more [here](#).

Stunning workplace supports connection, co-creation and engagement



Renovation of our Royal HaskoningDHV headquarters, Amersfoort

A re-fit for our Royal HaskoningDHV headquarters reinforces our corporate ambitions on sustainability, co-creation and innovation. The building, which is a superb example of structuralist architecture, had already been renovated with a new glass façade raising its energy label from G to A. The challenge for the team updating the interior was to completely change the look and feel of the office space to support the diversity of activities that take place there and encourage new working practices. To organise and improve the interior, a city with streets and boulevards was envisaged with flooring playing a role in waymarking and chosen to reflect as much light as possible. This ensured that even central areas of the building, furthest from the windows, remain bright and appealing. A visible reminder of our commitment to enhancing society together is provided by the repurposing and reuse of desks and cupboards, the use of natural materials and demountable call booths.

4.6.2 Sustainability certifications

Sights raised to gold certification for expanded airport terminal



Render of the expansion airport terminal of the Queen Beatrix International Airport in Aruba

An expansion project is under way to meet increasing passenger traffic at the Queen Beatrix International Airport in Aruba. NACO, a brand of Royal HaskoningDHV, was selected to design the expansion of the terminal building and meet the goal of LEED Silver certification. We designed a sustainable and expanded airport terminal facility with the flexibility to accommodate future growth. Energy demand has been minimised with a highly efficient mechanical system, solar heat protection and solar panels on the roof. The design contributes to the circular economy by facilitating waste management and using recycled building materials. Water condensing from the mechanical system is used to irrigate the airport's gardens. During the process, it was clear that, with a small additional effort, LEED Gold certification was achievable. Our client decided to go the extra mile and aim for the higher level certification.



Render of the expansion airport terminal of the Queen Beatrix International Airport in Aruba

Ambitions for Europe's most sustainable business park



Elephant grass, Schiphol Trade Park

We are working to make sure Schiphol Trade Park obtains a five-star BREEAM certification for area development, in support of our client's ambition for it to be Europe's most sustainable business park. BREEAM is an international scheme providing independent third-party certification of sustainability performance. Measures contributing to the certification include climate-adaptive water systems, facilitating requirements for the sustainable design of real estate, and high-level participation and co-creation from the stakeholder community.



Ambitions for Europe's most sustainable business park, Schiphol Trade Park

4.7 SDG 11: Sustainable Cities and Communities



The need for solutions that address the complex challenges faced in densely concentrated in urban environments is more important than ever. In this, Royal HaskoningDHV has an important role to play. We design, safeguard and maintain assets that form the backbone of society – from buildings and infrastructure to energy and water supplies, industrial sites and transport systems. In 2020, Covid-19 indicated just how important business continuity is for areas including food delivery chains, pharmaceutical activities, hospitals and so many others in the face of extreme disruption. The pandemic is just one example; climate change, urbanisation and technological advances are others. Finding solutions requires a shift in the way we think, work and collaborate. Issues can no longer be addressed in isolation and there needs to be a change in the mindset from response and protection to resilience.

4.7.1 Sustainable mobility

Improving the way the world moves

Mobility is undergoing a seismic shift. An exponential growth in population and the consumption of goods, increased appetite for low emission and clean air zones, and new modes of transport and technology are placing new demands on mobility networks around the world. Keeping our cities accessible without compromising residents' quality of life requires fresh thinking – from strategic consultancy and digital services to technical engineering. In 2020 we joined forces with [sustainable transport planning consultancy ITP](#) to create a team with the strengths and capabilities needed to intelligently address 21st-century mobility challenges. By consolidating our strengths in sustainable and smart mobility, we can make a much bigger impact on society, especially in a post-pandemic world where new perspectives on mobility are needed.

[Watch the video\(s\) of this article online](#)

Video: Shifting perspectives to recognise the importance of resilience: Resilience: Addressing Societal and Economic Risks

Vibration solution enables hospital to expand



Reinier de Graaf hospital, Delft, The Netherlands

An impressive engineering solution to the problem of vibration enabled new operating rooms for a hospital in the Netherlands to be built above an existing car park. The Reinier de Graaf Hospital in Delft needed new operating space, but the only area available was above a car park. Vehicles in the car park provide a constant source of vibration, which raised the question of how to design a new operating room there which would not be disturbed by the vibrations. Our solution was efficient and economical and involved the design of a steel structure on top of spring bearings. The spring bearings are located at the transition between the car park and operating rooms. Through careful tuning, they filter out vibrations caused by vehicles. The result is an operating unit in which surgery can be performed safely, free from interference from the car park below.



Reinier de Graaf hospital, Delft, The Netherlands

Smoke-free stations realised in the Netherlands



Smokefree stations in the Netherlands

During 2020, all stations in the Netherlands became smoke free as part of ambitions for a smoke-free generation by 2040. We worked with NS Stations and ProRail to remove all the elements connected to smoking across 400 stations. These included designated smoking pillars and bollards, ashtrays and illuminated signs. They will be put to re-use in areas unconnected with smoking. The final smoke pole was given to the Railway Museum. Read more and watch the video [here](#).

4.7.2 River restoration

Salmon return to river for first time in more than a century



The water weir project at Gotter, Scotland

Our work to provide safe passage for salmon past a weir on a river in Scotland has seen the upstream section of the river colonised for the first time in more than 100 years. The water weir at Gotter in Scotland formed a complete barrier to the upstream migration of fish. In a project to improve fish stocks, we led feasibility and design phases and supervised works to lower the height of the weir and construct two reinforced concrete pre-barrage structures across the channel. The works were completed at the end of 2019 and by July 2020, salmon fry were identified upstream of the weir and in three feeder streams. Discover more about the project [here](#).



The water weir project at Gotter, Scotland

River restoration will bring multiple benefits



Upper Nith, Scotland

A 6km stretch of river in the south-west of Scotland is being restored in a pilot project which involves working with land managers to revitalise the water environment. With multiple landowners signed up to the project on the Upper Nith, it forms one of the largest restoration projects of its type in the country. The result will be a more natural river with artificial floodbanks set back and the creation of an inset floodplain. The enhanced corridor will contain a mix of grazed and planted land giving a mosaic of habitats allowing the river to move, help slow flood flows, enhance biodiversity and improve the fishery.



Upper Nith, Scotland

4.7.3 Sharing perspectives on resilience

Shifting perspectives to recognise the importance of resilience

In a complex and uncertain world, resilience is key for our cities, communities and systems. It requires a shift in perspective from short-term solutions to long-term future-focused preparation. It involves collaboration among industries and public bodies outside natural partnerships. For example, our [ground-breaking sandscaping project](#) at Bacton in the United Kingdom was made possible through willingness of public and private entities to work together to deliver a multi-purpose solution that benefits more than their own immediate interest. To inspire dialogue and collaboration across sectors, we invited leaders and front runners from public and private sectors to share their perspectives and experiences of the challenges and opportunities facing the water sector and their vision of resilience to climate change, extreme weather and natural hazards. What was clear from contributors was that the need for resilience should be seen as an opportunity and not a problem. Find out more about our approach to resilience in cities.



Video highlights

“In addressing climate-related risks, I see the trend moving from protection to risk reduction to resilience, where resilience combines hard infrastructure with adaptation as well as organisational measures, disaster management and early warning systems” Lisette Heuer, Global Director Resilience at Royal HaskoningDHV in *Resilience: Addressing Societal and Economic Risks*.

“In the context of the Sustainable Development Goals and an uncertain future, it is our preparedness, learning capacity and innovation that will determine our resilience.” Henk Ovink, Dutch Special Envoy for International Water Affairs to the United Nations and the first Water Ambassador of the Netherlands in *Resilience is our Best Human Capital*.

“It is important that governments get the planning right at the beginning so that we can reduce the risks and exposure of communities and organisations to extreme weather events.” Oluwaseun Oyebode, Civil Engineer and Consultant at Royal HaskoningDHV Southern Africa, and Tjeerd Driessen, Director Business Development Africa in Urban Planning and Stakeholder Collaboration, in *Reduce Risk and Enhance Resilience*.

4.8 SDG 12: Responsible Consumption and Production



Economic and social progress over the last century has been accompanied by environmental degradation that is endangering the very systems on which our future development and our very survival depend. Meanwhile, consumer demand continues to increase, driven by larger and more affluent populations. To meet these demands sustainably and align with legislative requirements and increased public interest in the ethical and sustainable aspects of products, industry needs to change. We are assisting clients with our expertise in resource and operational efficiency and the energy transition, as well as our innovations in circularity.

4.8.1 Sustainable production

Sustainability strategy for Chemelot

Chemelot is an industrial park for chemical businesses of all sizes in the Netherlands. It has an ambition to become the most sustainable, safe and competitive industrial site in Europe. Central to this ambition are sustainable energy and circular raw materials and a commitment to climate neutrality by 2050. Working with DSM Nederland and Chemelot and in collaboration with site users and governments, we are developing a living Chemelot master plan outlining the route to its ambitions. We also manage assets on the site and have drawn up a strategic asset management plan which includes sustainability as a Key Performance Indicator. The plan includes phased replacement of lamppost lighting with LED, green buffers and a hydraulic model for sustainable water management. Other measures seek to extend life of assets, conserve resources and re-use materials wherever possible. Solar roof panels are to be introduced above parking areas and we are providing advice on a sustainable heat network and a site mobility plan.



Team Sustainability strategy for Chemelot (picture taken before Covid-19 pandemic)

CO₂ reduction roadmap for Tata Steel



We support Tata Steel with brown and greenfield projects as well as asset management. Using our knowledge of the company's activities and processes, we are assisting in its aim to make business processes more sustainable. We have provided support for constructing windmills on site and with carbon capture and storage projects.

4.8.2 Circular festivals

International festivals commit to new standards for sustainability

The Green Deal Circular Festivals is an initiative to collectively set new standards for sustainability in the event industry. 25 international festivals signed the deal with the Dutch Government striving for circularity in 2025 through developing solutions and sharing knowledge that can be put into practice also by other festivals worldwide. The Green Deal is unique in bringing together so many leading international festivals for such a cause. Together with Green Events Nederland, Green Leadership and The Revolution Foundation, Royal HaskoningDHV is supporting the Dutch Ministry of Infrastructure and Water Management in managing the Green Deal programme. This includes facilitating collaboration for festivals to develop and implement circular roadmaps, setting up and learning from pilots, organising knowledge sharing, monitoring and community building. Festivals also provide a testing ground and inspiration for other events and cities, by unlocking scalable solutions, lessons learned and utilize the potency and creativity of the festival sector. Also, together with The Revolution Foundation, Royal HaskoningDHV has developed a circularity dashboard to help participating festivals to monitor progress and the impact of their efforts.



Model Circulair Festival

4.9 SDG 13: Climate Action

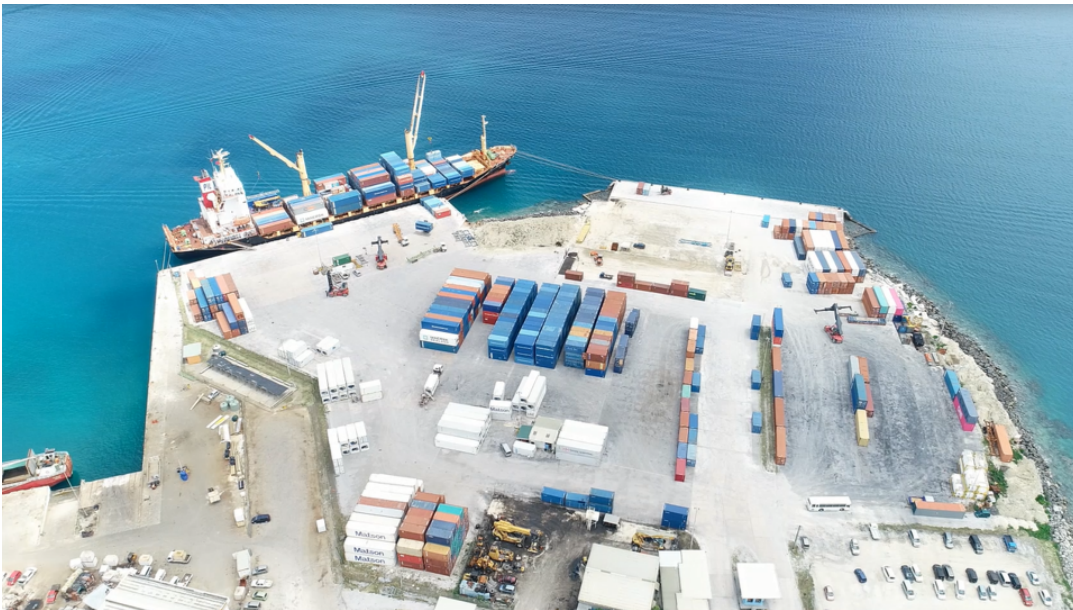


Climate change is now affecting every country on every continent disrupting national economies and affecting lives, costing people, communities and countries dearly. Weather patterns are changing, sea levels are rising, weather events are becoming more extreme and greenhouse gas emissions are now at their highest levels in history. At Royal HaskoningDHV, we have a deeply-rooted understanding of the physical and social environment as well as risk and resilience measures. In our everyday work we transform this knowledge to create efficient designs that minimise negative environmental impacts and maximise positive social impacts and society's resilience to climate change. We create resilient strategies and systems for communities, businesses, infrastructure and the financial sector to reduce the impact of extreme weather, natural disasters and climate change before events occur. Our integrated system approach combines structural and organisational measures with social inclusiveness, and we empower people through local stakeholder engagement and community involvement.

4.9.1 Climate change assessment

Assessment sets stage for upgrade of Tonga's largest port

Plans are under way to upgrade Tonga's largest port as an international gateway container and general cargo terminal. As a first stage, we carried out a detailed climate change assessment in a country where natural hazards pose significant threat to development goals. The port is exposed to rising sea levels, extreme rainfall, cyclones, earthquakes and tsunamis. The assessment provides insights and solutions to protect or mitigate against the impacts of climate change and clears the way for a landmark project to improve the efficiency, capacity and security of the port for decades to come. As well as upgrading and extending the facilities, features will be introduced to create a smart and sustainable port of the future for the Kingdom of Tonga. Read more [here](#).



Climate assessment sets stage for upgrade of Tonga's largest port

4.9.2 Insight into future risks

New tool provides insight into climate change susceptibility for financial services market

Climate change is becoming a hot topic within the financial services market. It partly reflects an appetite to understand future risks but also the increasing regulatory requirements. The finance industry needs to adapt its view of risk to account for climate change happening now and to ensure investment decisions are resilient to future risks. **Ambiental Climate Suite** is a data cube containing every possible outcome of future climate change impact scenarios. At its core is a property-level database which includes attribution of flood risk metrics alongside other natural hazards. It can be integrated with valuation models so that insurers, banks and lenders can maintain stability in long-term investment models and provides insight into the susceptibility of their portfolio to climate change. Available now for the United Kingdom and Western Europe, it is set to be rolled out globally, enabling customers to make better informed decisions to maintain solvency, and ensure sustainable economic practices which comply with climate change reporting obligations.

[Watch the video\(s\) of this article online](#)

Video: New tool for the financial market - Interview with Justin Butler

Inspiring support for the water transition



The global water sector needs to make a transition to sustainable systems, where the natural balance of the water cycle is restored and water is retained rather than allowed to run off. Equally, it needs to be viewed more broadly within the context of spatial planning. These are a few of the issues that we set out to discuss in a series of webinars during 2020. During the five sessions, we sought to inspire participants with examples of areas where measures were working well, while exploring why a transition is needed and how it actually works.

4.10 SDG 17: Partnerships for the Goals



Unlike the other goals which focus on a specific topic, SDG17 is about the need for society as a whole to work together to deliver on the ambitions of the goals. Our mission to enhance society together is aligned with this goal. We value partnerships and co-creation as a way to identify and accelerate innovations at the forefront of key global trends, such as climate change, sustainability and digital transformation. By building a collaborative network across our areas of expertise, we can channel our insight, arsenal of products and local knowledge to strengthen our reach in the global market and our positive impact on society.

4.10.1 Sharing insights and innovations

Rebuilding Better: what's sand got to do with it?



During a panel contribution in a Rebuilding Better webinar of the Green Growth Knowledge Network and The UN Environment Programme (UNEP), the opportunities offered by sand and alternatives for enhancing resilience and sustainable infrastructure development were discussed. Listen to the webinar recording [here](#) and read the summary [here](#).

India's virtual Water Innovation Week

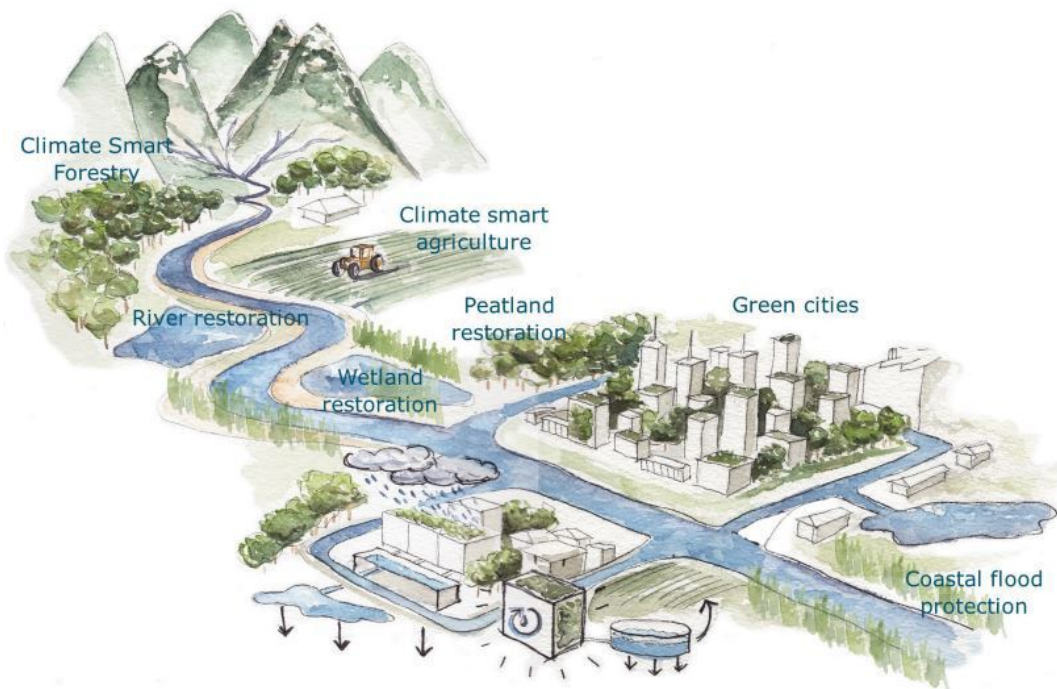


Experts predict that by 2030, India's demand for water will reach twice the available supply. We contributed to a panel discussion on Digital Solutions – Enabling 24/7 water services at the country's Water Innovation Week. Using the example of our advanced control software product, OPIR which optimises the operation of water production and transport facilities, we described how this digital solution can enable better access to water.

4.10.2 Resilient urban futures

Nature-based solutions in cities

Nature Based Climate Solutions



Nature Based Climate Solutions

In a [webinar](#) for the Global Platform for Sustainable Cities, we described the principles behind nature-based solutions and their importance in the development of urban areas, especially for climate resilient pathways. Using the example of linear parks in Sao Paulo, we showed how nature-based solutions can be applied in the practice of the built environment.



Resilience in cities, Key principles



Resilience in cities, measurements & interventions

Blue-Green urban futures

Webinars for the Institute of Civil Engineers ([Engineering blue-green cities](#) and [Blue-Green Infrastructure: the theory and practice](#)) in the UK focused on the need for a fundamental change in how cities tackle urban water challenges and the vision for blue-green urban futures. Blue-green infrastructure involves multi-functional solutions in cities that are inspired and supported by nature, but which are also cost-effective. Such infrastructure simultaneously provides environmental, social and economic benefits, as well as helping to build resilience and adaptation to the challenges of climate change.



Water Sensitive Urban Design

The theory and practice Rotterdam, webinar by Nanco Dolman



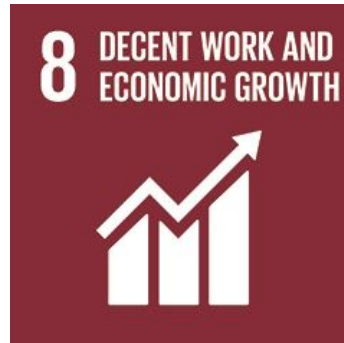
Royal
HaskoningDHV



5 POSITIVE IMPACT THROUGH OUR OPERATIONS

Progress update on our prioritised UN Sustainable Development Goals

As an organisation committed to Enhance Society Together, we focus on the sustainable and efficient management of our own operations. Just as in our projects, we aspire with our partners to contribute to specific SDGs in order to focus our activities in the areas where we can achieve maximum impact. For our operations, these are: SDG 4, SDG 8, SDG 13 and SDG 17. We have been working on a range of sustainable initiatives during 2020 to ensure we meet our various ambitions. Our progress appears below.



5.1 SDG 4: Quality Education



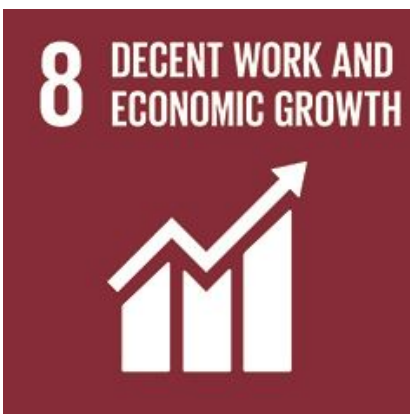
This goal seeks to ensure inclusive and quality education for all and to promote lifelong learning. To reap benefits from the opportunities offered by rapid developments in technology, the learning environment needs to keep pace during every stage of life. **As a company, we promote the development of our own people and strive to add value to local communities by contributing to quality education in the areas of engineering, technology and innovation.** This is supported through close contacts of our employees with more than 80 universities across the world.

Within our organisation, our Digital Academy is CPD accredited at the highest achievable level by KIVI (the Royal Netherlands Society of Engineers). In 2020 we added around 8,000 e-learning courses to our learning management system, with particular focus on health and well-being as a result of Covid-19. On **International Women in Engineering Day in June**, we shared the views and experiences of our female engineers working on projects across the globe to provide inspiration and role models for girls and women everywhere.

5.1.1 Close collaboration on education and research with TU Delft

In 2020, we renewed our three-year **memorandum of understanding** with Delft University of Technology (TU Delft), one of the leading innovation ecosystems in Europe. Together, we have agreed to further strengthen existing collaboration in research, education and talent, field labs, innovation and start-ups. In respect of education, we collaborate in the **Honours Programme** and **Joint Interdisciplinary Projects**, as well as with student internships, graduation positions and guest lectures. On research, we are involved in **artificial intelligence** programmes and educating tomorrow's digital engineers. A number of our experts are part-time lecturers at the university and, in 2024, we will open a new office on the TU Delft Campus.

5.2 SDG 8: Decent Work and Economic Growth



Society as a whole benefits when more people are being productive and contributing to their country's growth. Productive employment and decent work are key elements to achieving fair globalisation and poverty reduction. **Within our organisation we are involved in initiatives to broaden access to the labour market.** To manage our corporate social value and project obligations in relation to social return, we have purchased WIZZR-BIZZ. This application supports us in matching our social return efforts (employees with a distance to the labour market) and initiatives to teach and educate people with a distance to the labour market) with our obligations in projects, mainly requested by local governments in the Netherlands. One of these initiatives is Playing for Success. The main objective is to increase the self-assurance of primary school children by stimulating their socio-emotional development, resulting in fewer drop-outs. Our colleagues teach skills connected with engineering and sustainability in lessons held in soccer stadiums, places with a high "wow" factor. More information on social return in our operations is shared in section **Partnerships for Sustainable Procurement**.

5.2.1 Economic Growth and ability for positive change

Economic Growth

Our ability as a business to effect lasting positive change in society relies on our continued financial success.

Given the Covid-19 crisis, we are pleased with our financial performance. While the financial results of 2020 show an organic revenue decline, the operating margin increased and our order portfolio is at similar levels to the previous year. Our operational result included significant operational expenditures in relation to our strategy, such as the launch of our Digital Business Line, the acquisition of Novius in the Netherlands and the growing of our business with Integrated Transport Planning in the United Kingdom. The positive result was driven by significant cost savings, especially on travel and accommodation during the pandemic. We ended the year with a net cash position and a healthy financial position.

5.2.2 Healthy working environments

Initiatives for health – at the office and working from home



Suitable workplace environment, Royal HaskoningDHV Amersfoort, The Netherlands

A healthy working environment is an important contributor to employee well-being. Standing desks, healthy food, sufficient light and movement are essential for positive experiences and low sickness rates. One way to assess, monitor and improve the health of offices is through certification. We were pleased therefore to gain **Fitwel 2-Star certification** for our Contact Amsterdam building in 2020. The certification process enabled us to further enhance an office which already had a strong focus on the well-being of its users. It has led to initiatives such as the introduction of healthy snacks, a vegetable garden, tips about walking routes during breaks and a strict tobacco-free policy.



Vegetable garden at Royal HaskoningDHV Amsterdam building

Of course, for most colleagues, homes became the primary working environment during 2020. With different restrictions in different countries, monitoring the well-being of our colleagues and acting on it is essential. That is why we regularly invite colleagues for a resilience and well-being pulse check. These indicate that 45% of the respondents feel working from home is more effective than working from the office. Some 38% were neutral. Our colleagues miss the social interactions that take place in the office. The main challenges are connected to keeping a healthy work-life balance.

We responded by developing a Working from Home policy in the Netherlands, providing assistance for employees to conduct an assessment and order equipment needed to create an ergonomic workplace. The policy also responds to longer term changes in working patterns. We expect our offices will remain important as places where we meet and inspire each other, collaborate and receive clients. However, Covid-19 has shown that working from home doesn't stop us from working together, winning projects and exchanging knowledge. It also connects with our ambitions for sustainability and, by reducing time spent travelling to the office, can improve the work/life balance. After Covid-19, it is likely that working from home will continue more than in the past and our policy for the Netherlands enables colleagues to decide if they would like to apply. It helps ensure they have a suitable workplace and outlines the process to reach agreement with managers on how many days it is possible to work from home. Similar initiatives exploring the possibilities of working from home in the longer term are being investigated in other countries, such as the United Kingdom and South Africa. Another effect of Covid-19 in the long term is expected to be a reduction in international travel, following worldwide support for online meetings. This will benefit colleagues through less time spent travelling and is more sustainable for our planet.



Suitable workplace environment, Royal HaskoningDHV Amersfoort, The Netherlands

5.2.3 Occupational health and safety

Occupational health and safety

We are committed to the highest standards of health and safety across our operations for staff, visitors and partners. Our vision and policies are part of our Management System. They are implemented through our processes and procedures to ensure we maintain and continuously improve a healthy and safe working environment. Our practices conform with the new ISO 45001 certificate for Occupational Health and Safety which we gained in 2019 following successful audits in various countries. We were among the first international engineering consultancy firms to obtain this certification.

Other objectives for 2020 were zero fatalities and a lost time injury frequency (LTIF) of less than 0.18. During the year, no fatal accidents occurred among our employees and 62 accident and incident reports were submitted. From these reports, 44 related to accidents and incidents involving employees. 20 of these occurred at an office location, 10 at out-of-office locations and 14 were traffic related. There were 366 other reportable cases. In total 1 accident resulting in at least one day off work was recorded in 2020 (7 in 2019).

[Watch online our interactive visuals](#)



Lost time injury frequency (LTIF) per 200,000 workable hours in 2020 was 0.03. The figure has decreased compared to 2019 (0.17) and is below the 0.18 target. Total recordable cases frequency (TRCF) per 200,000 workable hours over 2020 was 0.97. This decreased compared to 2019 (2.39). Both these reductions in frequency are likely to be an effect of fewer accidents and incidents happening as most staff worked from home for most of the year.

Safe working embedded in our culture and behaviour

Royal HaskoningDHV NL has achieved level 2 on the Safety Culture Ladder, demonstrating that consciously safe working, designing and advising are embedded in our culture and employee behaviour. With this certificate, we are also ready for Safety in Procurement (ViA), which will be a requirement from 2022 in tenders from Rijkswaterstaat and other major clients that have signed the Safety in Construction Governance Code. Our rail industry teams in the Netherlands have a certificate for level 4 of the Safety Culture Ladder, teams active in the energy sector have certification for level 3 and our industry team is working towards obtaining level 3.

5.3 SDG 13: Climate Action



As greenhouse gas levels continue to climb, climate change is occurring at much higher rates than anticipated, and its effects are evident worldwide. By addressing climate change, we can build a sustainable world for everyone, but urgent action is necessary. **Our carbon footprint is the key indicator of the impact of our activities on the environment and on climate change. We are committed to targets for CO₂ reduction across our offices and mobility and aim for our buildings to be carbon neutral by 2030 at the latest and support at least one regional SDG.**

5.3.1 Paris Proof commitment for sustainable offices



In 2020, our ambition for sustainable offices was accelerated through our commitment to our **buildings being Paris Proof** by 2035, joining the initiative of the Dutch Green Building Council for a sustainable built environment. It relates to around 75 offices in more than 10 countries and will mean that by 2035, we will have reduced the energy consumption of these offices by two thirds compared with today and all energy used will be from renewable sources. Progress on this starts in the Netherlands and then shifts to countries with a large office network such as the United Kingdom and South Africa. Projects to reduce energy usage will include a more sustainable way of

heating in our offices, removing natural gas as a heat source and reducing consumption or generation of electricity via solar panels. In the Netherlands, our offices in Amsterdam and Groningen (which was newly opened in 2020 and **is described in more detail here**) already comply with the Paris Proof ambition. Our Amersfoort office (built in the 1970s and currently energy label A) is now receiving attention to become Paris Proof. Our prospective office building in Delft which dates back to 1912 will be Paris Proof (or better) when it opens in 2024.



Royal HaskoningDHV Groningen, The Netherlands



Royal HaskoningDHV Amersfoort

5.3.2 Sustainable facility management

We encourage colleagues to use office resources in a sustainable way and promote the following motto across all our offices: Together we can contribute to a sustainable work environment. We have developed a model to reduce waste in our offices, acting in line with the 5Rs and Lansink's ladder.

The focus of our policy is Refuse, Reduce, Reuse, Recycle, Rot. We aim to prevent the creation of waste. If we do have waste, we try to dispose of it in a way which extracts as much value from it as possible and prevents landfill waste. In 2021, we will start measuring the amount of waste produced within each category and set targets to reduce waste. After evaluation, we will consider implementing the 10R model for improving circular usage across our global organisation.

Reducing and recycling paper and other small waste flows

Initiatives such as two-sided and follow-me printing are helping to reduce paper usage in our offices. Photocopiers are programmed for duplex and follow-me printing. Less waste was generated in our offices in 2020 due to Covid-19 and we reduced the frequency of waste collection which further lowered CO₂ emissions.

In the Netherlands, waste paper, cardboard and paper cups are collected in designated bins. Our cleaning company, working with partners, ensures the paper is removed, sorted and successfully processed into toilet paper. By separating our paper waste stream from residual waste, more than 40,000 kg CO₂ were saved in 2020. In addition, the significant drop in materials used due to Covid-19 saved more than 7,000 kg CO₂. Other small waste streams such as plastic, tin and drink cartons, frying fat and coffee grounds, are collected separately by another waste processing company for various new uses or recycling measures.

Our coffee machines are adjusted to a sustainable energy consumption and we have opted to use sustainable (UTZ) coffee and tea. Our cups contain less print work, making it better suited for reuse. Names can be written on the cup, enabling it to be used at least four times. The coffee grounds are collected separately at locations where we manage the disposal of waste ourselves, and used as raw materials for, among other things, bio-pellets.



Royal HaskoningDHV Amersfoort, The Netherlands

Sustainable use of ICT hardware

In 2020 our Green Deal arrangement continued with D-Two concerning ICT hardware which has become obsolete. D-Two focuses on the reuse and recycling of ICT hardware, the financial benefits for the customer and, equally important, providing a learning-work experience to people who are habitually excluded from the labour market. A job coach participates in the organisation's working process, coaching all staff in their daily jobs. An important step in the reuse and recycling procedure is data wiping in a certified process. Systems that can not be reused are collected, de-assembled and offered to certified recyclers. These recyclers are obliged to reuse residual materials as much as possible. D-Two is also involved in workplace services for our company. For example, D-Two employees supported us with the fit-out of IT equipment for workspaces in our new Groningen office and refurbished Amersfoort office.

Table: Returned devices via our partner D-Two per year

	2020	2019	2018	2017
Desktops	33	28	26	60
Laptops	471	686	707	698
Monitors	186	85	137	557
Other hardware	938	952	534	515

Sustainable office supplies in the Netherlands

We changed the ordering process for supplies in our Amersfoort office from March 2020 to increase sustainability. Stock for supply cupboards is managed by the supplier. All packaging is taken back and a selection of 'green' articles – including text markers, pens and notebooks – have been introduced. These items are made of 68-90% recycled materials. In future, the supplier will replenish stock once a week, meaning fewer CO₂ emissions. This new process is expected to be rolled out to other offices during 2021.

Circularity achieved in the reuse of furniture

All furniture that we can no longer use in our offices is being reused. First, we check whether it can be used at other Royal HaskoningDHV locations. This resulted in furniture from our Amersfoort refurbishment being used in our Goes office, and furniture no long required in Nijmegen is now in use in Rotterdam. Some furniture from Amersfoort is used in our new Groningen office. In Goes all the deskblades were replaced and desk dividers made from the old blades. Old chairs that can no longer be revitalised are taken back and recycled by our supplier.



Sustainable and safe office Royal HaskoningDHV Goes, The Netherlands

Raising awareness among colleagues

Sustainability Day in the Netherlands was an opportunity for us to raise awareness about our RSB approach and actions we are taking. One of the initiatives was a week without meat when limited meat was served in restaurants at our offices in The Hague, Eindhoven, Amersfoort and Rotterdam, and an expanded range of vegetarian alternatives offered instead. Feedback was received from 357 colleagues, of which 55% was positive (2019). Based on these results and in pursuit of our sustainability goals, we have challenged our caterers to offer more vegetarian alternatives.

On Sustainability Day, we also encouraged all our colleagues to reflect on and share how they contribute to sustainability in their personal lives. One colleague described volunteering for Schone Rivieren (clean rivers) to analyse sections of a river and record the kinds of waste on the banks. Our colleague is working with a partner on a 100m stretch of the river Merwede in the Greater Rotterdam region analysing and removing the waste that appears along that stretch.

5.3.3 Sustainable mobility

Sustainable mobility is a key route to reducing carbon emissions

Our focus on sustainable mobility is a key route to reducing carbon emissions. A virtual working environment which enables employees to work and collaborate independently from a physical location helps avoid the need for travel. When travel is necessary, we encourage employees to do so in a more sustainable way to reduce emissions/km. A new policy includes financial incentives to stimulate the use of e-bikes and we continue to promote car sharing and the use of public transport. Together with major organisations in the Netherlands, we are part of the Anders Reizen (travel differently) coalition calling for reduced business travel. In 2020, we used online communications as well as a radio interview to share the message more widely.

We are proud that 40-50% of our colleagues at our Amersfoort office in the Netherlands avoid using their cars to commute, relying on public transport and bicycles instead. Our shuttle bus has made the use of public transport even more attractive.

We have increased our electric car fleet and are **on track to achieve our goal of a 100% electric lease fleet in the Netherlands by the end of 2021**. We encourage the use of electric vehicles by sharing our experiences with other companies and through membership of EV100, a global initiative bringing together forward-looking companies committed to accelerating the transition to electric vehicles. In 2020, our head office became the first location where electric vehicles are smart charged using machine learning. Smart charging can reduce costs by ensuring not all vehicles charge at the same time and allows up to three times the number of charging stations to be installed on the same electrical infrastructure.



100% Electric lease fleet, Maastricht office, The Netherlands



100% Electric lease fleet, Maastricht office, The Netherlands

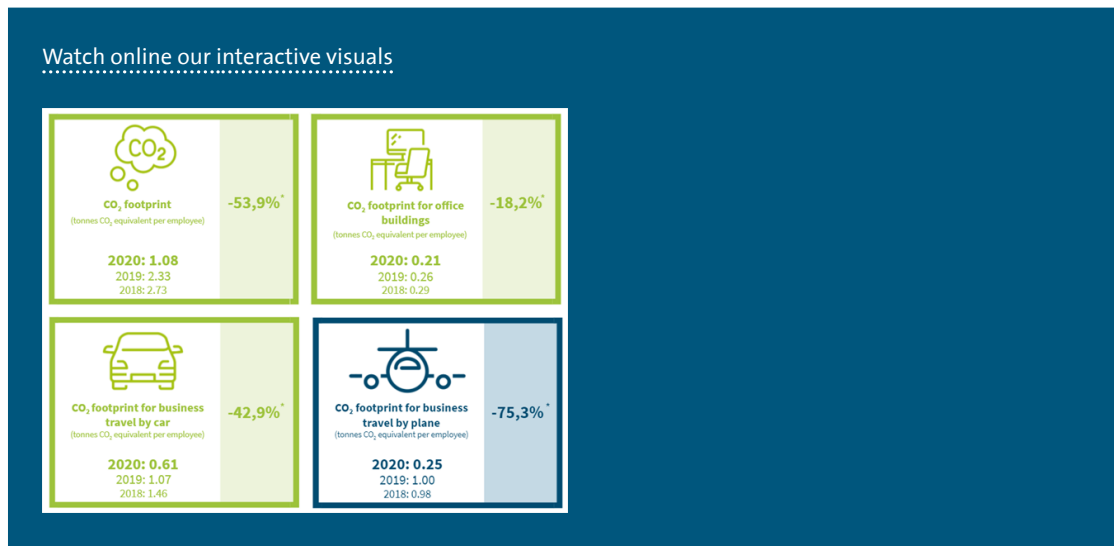
5.3.4 Carbon footprint

Carbon footprint objectives and results

Our objectives and achievements in reducing our carbon footprint over the past three years appear below.

Carbon Footprint key figures

Below are key figures on our progress based on raw data.



* Trend (to 2019)

Progress carbon reduction

Table: Our CO₂ objectives and results 2020-2018

Objective	2018 result	objective met?	evaluation
Offices: Reduce CO ₂ footprint* by 33% compared to 2016	-48.1%	YES	Reduction was mainly achieved by switching to cleaner types of energy (wind and solar) and by reducing our number of offices.
Travel excluding flights: Reduce CO ₂ footprint* by 16% compared to 2016	-17.6%	YES	Reduction was mainly achieved through initiatives like electrifying our lease fleet in the Netherlands and because fewer business kilometres were made by car.
Flight travel: Reduce CO ₂ footprint* by 0% compared to 2016	2.8%	NO	In tonnes CO ₂ eq. per employee there was a slight increase because the number of employees decreased by 2.4% compared to 2016. In absolute numbers, a reduction was realised (-0.6%).
Objective	2019 result	objective met?	evaluation
Offices: Reduce CO ₂ footprint* by 33% compared to 2016	-53.0%	YES	Reduction was mainly achieved by on-going initiatives to switch to cleaner types of energy (wind and solar) and by reducing our number of offices.
Travel excluding flights: Reduce CO ₂ footprint* by 25% compared to 2016	-39.4%	YES	Reduction was mainly achieved through on-going initiatives like electrifying our lease fleet in Netherlands and because we again drove fewer business kilometres by car.
Flight travel: Reduce CO ₂ footprint* by 2% compared to 2016	4.7%	NO	In absolute numbers (tonnes CO ₂ equivalent), a small increase was realised (+ 1.9%). However, because of a reduction in the headcount (-2.9%) this resulted in an increase of 4.9% per employee. Action: Implement flight reduction programme
Objective	2020 result	objective met?	evaluation
Offices: Reduce CO ₂ footprint* by 35% compared to 2016	-61.5%	YES	Reduction was mainly achieved due to Covid-19 pandemic and by on-going initiatives (clean energy and building improvements)
Travel excluding flights: Reduce CO ₂ footprint* by 33% compared to 2016	-65.4%	YES	Reduction was mainly achieved by less travel due to Covid-19 pandemic
Flight travel: Reduce CO ₂ footprint* by 4% compared to 2016	-74.1%	YES	Reduction was mainly achieved by less travel due to Covid-19 pandemic

Longer term, our ambition is to reduce our CO₂ emissions* by the following amount:

Table: Our CO₂ ambitions

	2021	2022
Office buildings	-38%	-40%
Business travel excluding flights	-42%	-50%
Business travel by air (flights)	-7%	-10%

Explanation of our data collection

Our footprint covers CO₂ equivalent greenhouse gas emissions related to energy and paper consumption in our offices, and business travel. It is based on an international data collection structure. The tool uses a global emission factor data set based on DEFRA emission factors. In 2020, the reported data covered 87% of our staff (the Netherlands, South Africa, United Kingdom, Indonesia, Poland and India). A weighted average is applied for remaining staff. The data is collected by a team of local staff appointed in participating countries who report annually to our corporate data manager. Their report is based on measurements (provided by meters or bills, internal registration systems or reports from partners or suppliers, such as travel agencies). Data definitions and the procedure on how to deal with missing data are standardised. If data is not available in time, the previous

year's data for that item and period is reported (temporary estimate). In the next quarter, actual figures are provided to replace the estimate. Data reports are screened for accuracy and completeness by one local data provider and by a team of corporate staff. Inconsistencies are reviewed with and by local staff for explanation or correction. This leads to continuous improvement of our data and an increased understanding of our actual impact for local and corporate staff.

5.3.5 CO₂ Performance Ladder

Level 5 certification

We successfully renewed our CO₂-Performance Ladder Level 5 certification (the highest level) in the Netherlands. The scheme stimulates CO₂ reduction in our projects and operations through a management system based on four pillars: insight, reduction, transparency and participation:

1. Insight: To determine different streams of energy and the carbon footprint of the organisation.
2. Reduction: To develop ambitious goals for the reduction of CO₂ emissions.
3. Transparency: To structurally communicate organisation policies for CO₂ reduction.
4. Participation: To take part in business sector initiatives regarding the reduction of carbon emissions.

In the CO₂-Performance Ladder Annual Report, we present the CO₂-footprint for the operations of HaskoningDHV Nederland B.V. in 2020, our progress towards our reduction targets and measures we take to reduce our emissions. We share this progress report (including an English summary) via our [website](#).



Our offices in Amersfoort, Rotterdam, Eindhoven and Groningen will be getting their energy directly from Windpark Ferrum in IJmuiden, The Netherlands

5.4 SDG 17: Partnerships for the Goals



This goal seeks to revitalise the global partnership for sustainable development and needs everyone to come together – governments, civil society, scientists, academia and the private sector. **We are involved in partnerships and collaborative networks across all the sectors within which we operate.**

5.4.1 Industry partnerships

In real estate, asset management, energy transition, structural design and the built environment, we are connected to networks through Eindhoven University of Technology, the Institute of Asset Management and De Bouwcampus – a non-profit network driving transition within replacement and renovation infrastructure and sustainable buildings. We are members of the Dutch Green Building Council and are among the initiators of the Structural Safety knowledge portal which recognises the role played by various chain partners in safeguarding structural safety in construction projects. We are the only private sector partner in the Netherlands Land Academy, LANDac, working on land governance for equitable and sustainable development, and are members of the social advisory board of the Copernicus Institute of Sustainable Development. We have a representative on the board of COB (Centrum voor Ondergronds Bouwen), the knowledge centre in the Netherlands for underground construction and use of space.

We contribute to standards in many of our markets. As chair of the Dutch Committee Structural Eurocodes 0 and 1 at NEN, a colleague is guiding the committee through the development of reliable and economic structures for buildings and other engineering works in Europe. We also contribute to standards through presence on the board of the Association of Structural Engineers in the Netherlands (VNconstructeurs) and Ketenstandard, a foundation that develops, manages and promotes standards for the construction, real estate, maintenance and installation chain. Other committee memberships include PACO (Performance Appraisal Cost Operation), Royal Netherlands Standardisation Institute (NEN) life cycle costing and the European Supply Chain Forum.

Our relationship with the industry-driven organisation buildingSMART, dedicated to open BIM and interoperability standards and processes, continues to develop. We are involved in the development of the digital twin agenda by leading the Digital Twin Working Group. We play a leading role in the end-user focused airport domain, ports and waterways, and participate in buildings, rail, and other infrastructure domains. We chair the buildingSMART chapter for the United Kingdom and Ireland. We are part of the MERGE European Network of Consulting Engineers collaborating to offer engineering design and advisory services to clients across borders.

Innovative partnership shows commitment to decarbonising energy the market

[Watch online our interactive visuals](#)

In 2020 a partnership with energy company Vattenfall and wind developers Infinergy established a new initiative for the Corporate Power Purchase Agreement (PPA) market in the Netherlands. Until now, corporate renewable PPAs were mainly developed for multinationals with huge energy demands. This initiative offers a similar opportunity for smaller scale companies who are looking to improve their green credentials. We are the first of what will become a collective of corporate clients to obtain green energy directly from Infinergy's new wind farm, with a direct match between generation and energy usage.

Partnership for growth in Groningen

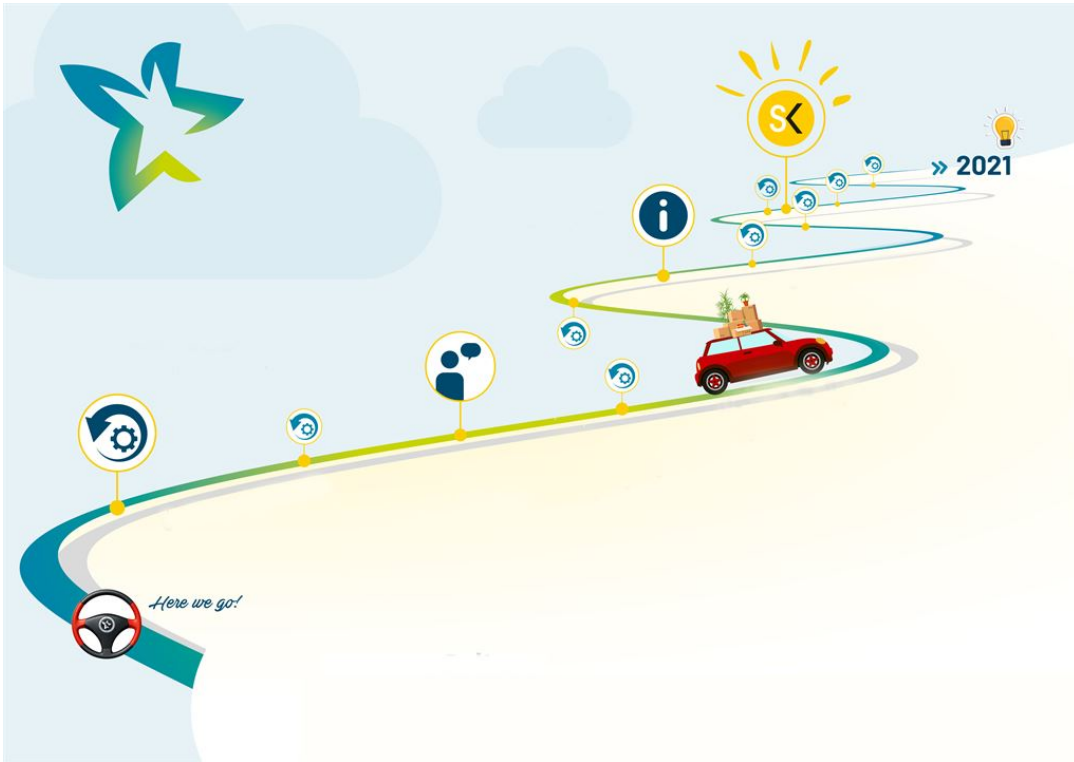


Royal HaskoningDHV Groningen, The Netherlands

Our new office in Groningen in the Netherlands has opened in a sustainable multi-company building where the mix of tenants and the office style invite collaboration. It is the result of a partnership between ourselves and property owner Franck Antonides to create a building with a mission: to share knowledge, attract talent and innovate. Tenants in De Stek have to be open to work together on the future of the Northern Netherlands where challenges include the energy transition and the resulting risks for many jobs. By working together in search of solutions to help the northern provinces move forward, we can turn those challenges into opportunities and growth.

[Watch the video\(s\) of this article online](#)

Video: Groningen office, de Stek



Roadmap Royal HaskoningDHV Groningen, The Netherlands

5.4.2 Partnerships for Sustainable Procurement

We strive for lasting relationships with reliable partners and have high expectations from our suppliers. Suppliers may expect a clear, transparent and honest attitude from us and must comply with our Business Principles for our Partners and Suppliers. We aim for our suppliers to work as sustainably as possible, which can be reflected in the product and in aspects of the organisation. Other examples of our contribution to sustainability are Community Engagement, Circular Economy and Social Return.

We updated our general purchase conditions in 2020. These conditions contain requirements connected to our Responsible and Sustainable Business (RSB) approach and compliance with the Global Code of Business Principles for Partners and Suppliers since March 2013. By accepting these conditions, our suppliers are supporting the RSB goals of Royal HaskoningDHV. We seek to work as much as possible according to our terms, but unfortunately, it is not always possible because of the terms of our supplier. Alongside these terms, we aim to select suppliers that can contribute to our goals. Furthermore we updated our Contract Management Database to ease monitoring of our RSB requirements for our suppliers.

Circularity as part of our procurement policy

In 2013, we signed up to participate in the first Green Deal Circular Procurement (GDCI). Since then, as a company together with our suppliers, we have incorporated various circular and sustainable solutions into processes, products and projects. We are proud of the results we have achieved with the team so far and look forward to the next circular steps that we will take in the coming years. To find out more, read the article in the online Dutch magazine [Green Deal Circular Procurement](#).



VOORWOORD



VOORWOORD STAATSSECRETARIS STIENTJE VAN VELDHOVEN

SAMENWERKING, DRAAGVLAK

"Voor u ligt het resultaat van de tweede Green Deal Circulair Inkopen. In deze Green Deal hebben bedrijven en overheden de handen ineengeslagen om met de inkoop bij te dragen aan een versnelling naar een circulaire economie."

Introduction by Dutch Secretary of State Ms. S. van Veldhoven in online Dutch Magazine Green Deal Circular Procurement

ARTIKEL



STAP VOOR STAP NAAR CIRCULAIRE STIP OP DE HORIZON

OPSCHALING, SAMENWERKING, KANTOORINRICHTING

Hoe circulariteit steeds meer plek krijgt in de bedrijfsvoering van Royal HaskoningDHV. Een interview met Petra Garlich, Procurement Advisor.

[Royal HaskoningDHV's contribution with a selection of our circular initiatives in online Dutch Magazine Green Deal Circular Procurement](#)

Sustainable Catering in the Netherlands

Our caterer provides company catering at four of our office locations in the Netherlands. We continued our relationship with this sustainable caterer that uses local products and is committed to people who are habitually excluded from the labour market due to low educational achievement, language barriers or other occupational disabilities. At least 50% of the food offered is produced in a sustainable manner and can contribute to the health of the employees. We work in partnerships on measures to decrease food waste by looking for solutions in order options, presentation of products and by offering a 'waste soup' once a week. This soup is made from vegetables from residual flows delivered to De Verspillingsfabriek, a company committed to reduce food waste.

See also our section [Sustainable Facility Management](#) 'Raising awareness among our colleagues' for more information on one of our initiatives: a week without meat together with our caterers in restaurants at a selection of our offices in the Netherlands.

Social Return on Investment

In contracts for outsourced services, such as garden maintenance, cleaning and catering, we require a percentage of the personnel hours to be deployed by people who are habitually excluded from the labour market due to low educational achievement, language barriers or other occupational disabilities. Our social return on investment (SROI) was less for catering in 2020 because of Covid-19. However, for office health and hygiene, we arranged for additional guidance to be provided in the necessary ways of working so these contracts could continue safely and at the required quality levels. In contracts for products, we prefer to choose suppliers working with employees who are habitually excluded from the labour market. This has been successful for recycling old and broken IT devices, mail sorting and furniture supplies.

Actions for 2021

We will introduce a Sustainable Procurement Policy aligned to our RSB strategy in 2021.



6 OUR PEOPLE

Our people are a vital part of our strategic vision. To sustain a healthy and relevant business so we can continue to enhance society together, we are transforming our business to become more digital, more entrepreneurial and more commercial. We do this by having a growth mindset, by being open and agile and by unlocking the full potential of our people.

The Covid-19 pandemic brought with it strange and unpredictable times. We are proud of the dedication and perseverance our people demonstrated as most of them adapted quickly to new ways of working and continued to deliver the best results for our clients. Staying connected with each other across our organisation was a top priority during the year. We used regular pulse checks to track the well-being and resilience of our people and identify where additional support was needed.

[Watch online our interactive visuals](#)

6.1 Young Royal HaskoningDHV

Young Royal HaskoningDHV is the international platform that connects almost 2,000 young professionals working for our organisation worldwide. Through its events, young professionals get to know our company, improve their network, exchange ideas and learn from each other. The platform aims to promote cohesion among our young staff by offering plenty of opportunities to connect and stimulate personal development. In 2020 it successfully adapted to the new way of interacting and continued to contribute to the personal development of all young professionals.

During the year, Young Royal HaskoningDHV organised various inspiring events, such as a digital exposition about our smart solutions, workshops to raise awareness about equality, diversity and inclusion, and sessions on presenting, storytelling and the Art of Flip-Thinking. Colleagues were able to join virtual quizzes, games and more. This year too, a series of podcasts was launched enabling colleagues and leaders to share their stories on personal and professional topics. The platform also held a global event for all young colleagues. This was a day-long knowledge-sharing marathon, hosted by young professionals from around the world, bringing the company strategy to action.

The Young platform is used to raise awareness of opportunities that can impact the daily operations of the company, and collaborate with our senior management, corporate groups and business lines. Our management actively supports Young and provides the opportunity to contribute to the future vision of our company.



Picture taken before Covid-19 pandemic

6.2 Employability

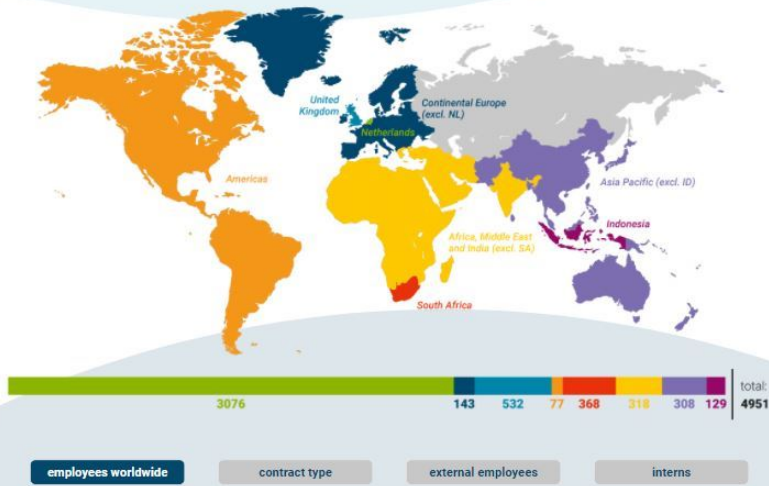
The world of work is changing. Across all sectors, new jobs are being created and others are being changed as a result of trends such as digital innovation, workforce demographics and increased competition. It is important that our employees continue to be employable in the long term which is why we focus on modern employment relationships and employment conditions, dynamism and continuous development.

[Watch online our interactive visuals](#)

[Watch online our interactive visuals](#)

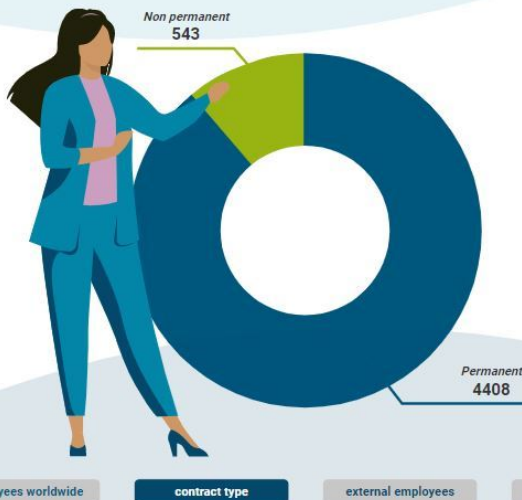
See next pages for employability data figures.

Headcount geographical area



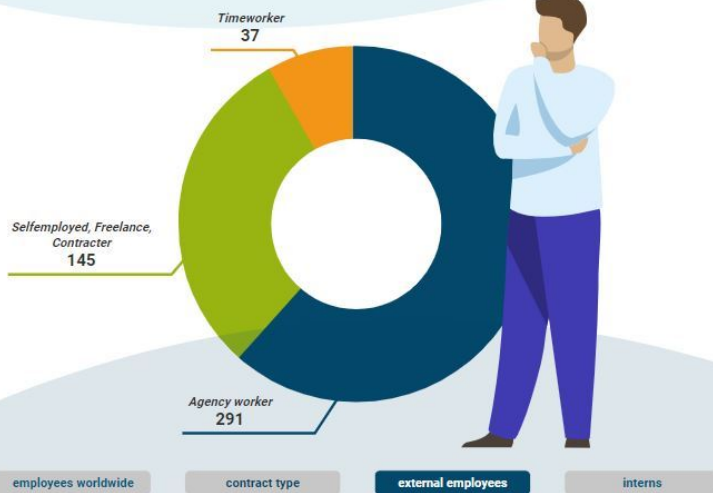
Combined employability data: Employees headcount year-end per geographical area, Employees Contract type, Contractors, agency workers & freelancers, interns

Contract type



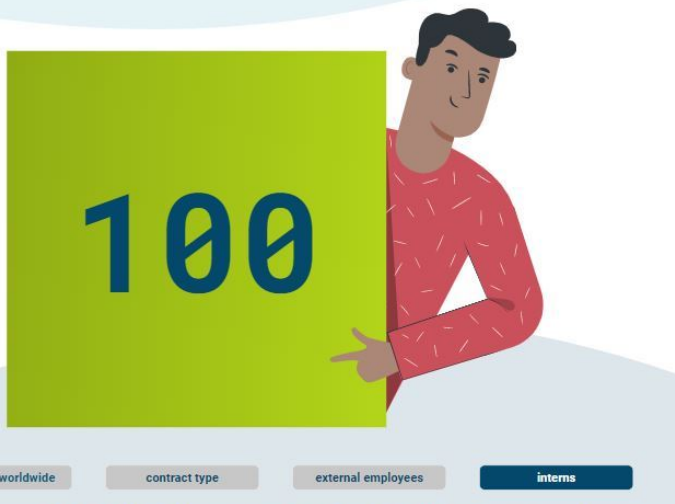
Combined employability data: Employees headcount year-end per geographical area, Employees Contract type, Contractors, agency workers & freelancers, interns

Contractors, agency workers & freelancers



Combined employability data: Employees headcount year-end per geographical area, Employees Contract type, Contractors, agency workers & freelancers, interns

Interns



Combined employability data: Employees headcount year-end per geographical area, Employees Contract type, Contractors, agency workers & freelancers, interns

Of course, for most colleagues, homes became the primary working environment during 2020. With different restrictions in different countries, monitoring the well-being of our colleagues and acting on it is essential. That is why we regularly invite colleagues for a resilience and well-being pulse check. The main challenges are connected to keeping a healthy work-life balance.

6.2.1 Diversity and inclusion



At Royal HaskoningDHV, we strive for collaboration and equality, ensuring everyone feels comfortable bringing their true selves to work. We are committed to providing a safe and enriching working environment in which everyone can make a valuable contribution, regardless of gender, age, sexual orientation, religion or physical ability. Appreciating the value, learnings and perspectives of all our employees, we are creating an environment in which individual skills, strengths, and perspectives are acknowledged, used, and amplified. We encourage a mindset in our leaders that a diverse team makes an important contribution to the successful delivery of business ambitions.

During 2020, we undertook various initiatives towards these aims, for example:

We appointed a global equality, diversity and inclusion (EDI) lead at the head of a network of EDI ambassadors. Together, they will ensure consistent implementation of EDI practices, while taking into account local knowledge, cultural differences and political and socio-economic considerations.

We are expanding the remit of our Equality, Diversity and Inclusion policies in the United Kingdom and the Netherlands and are working toward a global policy and practices.

- Employee networks for Disability, LGBTQ+ and diverse ethnic backgrounds were launched to help guide our business in best practice and provide an understanding of every individual's lived experience. These networks will assist in benchmarking our organisation against market expectations. They are inclusive, welcoming allies who will help drive change.
- Many of our teams received Unconscious Bias awareness training.

[Watch the video\(s\) of this article online](#)

Video: our Young colleagues celebrate Equality, Diversity and Inclusion (EDI) and engage on our company's role

6.2.2 Action on equality

We continue to encourage more women into engineering through initiatives including recruitment campaigns, career encouragement and greater flexibility following parental leave. Specific initiatives in our offices during 2020 included:



GirlCode is a non-profit organisation that aims to empower girls through technology

- Royal HaskoningDHV Southern Africa sponsored the first virtual GirlCode Hackathon 2020. The non-stop coding event focused on building solutions to overcome challenges brought on by the Covid-19 pandemic. GirlCode is a non-profit organisation aiming to empower girls through technology. It is an important initiative as South Africa's small pool of female STEM talent is considered to be holding back the country's technology sector, which in turn restricts economic growth. Within our offices in Southern Africa, we encourage open conversations around diversity, inclusion and representation and aim to be mindful of stereotyping and unconscious bias.
- On behalf of HaskoningDHV Vietnam, Managing Director Bas van Dijk signed the Statement of Support for the Women's Empowerment Principles (WEPs) developed by the UN Global Compact and UN Women. The seven principles are aimed at promoting gender equality and women's empowerment in businesses and communities.

[Watch online our interactive visuals](#)

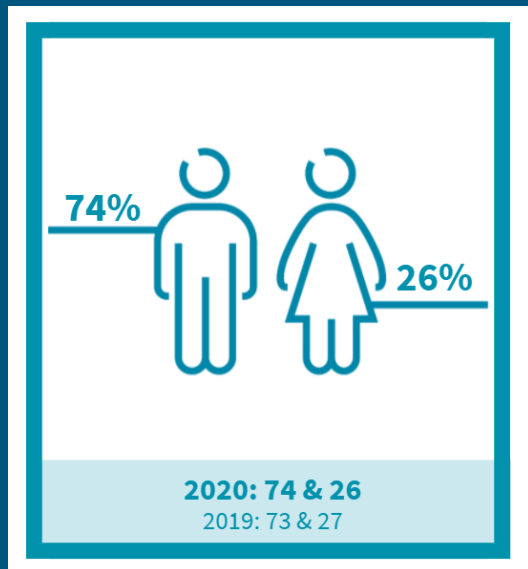
- Our first mentorship programme for female employees in the United Kingdom launches early in 2021. It strives to reduce our Gender Pay Gap and ensure representation of female colleagues is as equal as possible at all levels. We hope to replicate this programme in other countries where imbalances exist.
- LinkedIn International woman in Engineering Day:

[Watch online our interactive visuals](#)

Gender diversity data in the Netherlands

We have tracked our progress on gender diversity for the past four years in the Netherlands. Currently 26% of our employees in the Netherlands are female.

Watch online our interactive visuals



Our employees gender ratio

In the tables below we share more details on our gender diversity in the Netherlands.:

Table Gender diversity Male vs Female in the Netherlands

Male vs Female	Headcount
Male	2280
Female	796
Total	3076

Table Gender diversity (Sub)Top in the Netherlands

(Sub)Top	Male	Female	Total
Sub top	709	115	824
Top	219	29	248
Total	928	144	1072

Table Gender diversity Executive Board

Executive Board	Headcount
Male	2
Erik Oostwegel	1
Jasper de Wit	1
Total	2

Table Gender diversity Supervisory Board

Supervisory Board	Headcount	Percentage
Male	3	60%
Daan Sperling		
Peter Blauwhoff		
Tjalling Tiemstra		
Female	2	40%
Angelique Paulussen - Hoogakker		
Francine Roelofsen - van Dierendonck		
Total	5	100%

6.3 Knowledge sharing

Our business is a knowledge business and it is essential that our people continue to grow and develop personally and technically so we are not only an employer of choice but also the consultant of choice for our clients.

As the challenges facing countries, societies and businesses become ever more complex, our clients benefit from solutions that cross markets and disciplines. This is true for themes such as resilience, circularity and digitisation, and also for specific services like waste water treatment in industrial plants and others. By bringing our services together, we can offer resilient integrated solutions to highly complex problems and also serve the entire chain in a market, from strategy to operation. To embed our ability to offer an integrated portfolio of services to clients, we are developing cross-market account teams which increase our ability to share knowledge and insight across our business.



6.4 Training and development

Through 2020, we have continued to invest in the future of our people. We introduced multiple learning paths, launched new digital academies to develop specific skills and capabilities, and developed an internal career centre providing opportunities for colleagues to experience different areas of the organisation.

Table: Overview training and development hours from our employees

	2020	2019	2018	2017	2016
Average workforce	4.951	5.816	5.818	5.83	6.197
average hours spent on training & development per person ¹	30	45	35	33	28

¹ Definition: The number of hours booked by our staff for training and development. This includes internal and external training, workshops, symposia and online trainings, among others. Excluding spare time invested in training and development.

The Finance Academy and Compliance Academy were launched to enable our people to develop specific skills and capabilities in these topics. These are in addition to existing academies, like our Digital Academy which was awarded CPD accredited employer standard at the highest achievable level by KIVI (the Royal Netherlands Society of Engineers). Around 8,000 e-learning modules were added to our learning management system, with particular focus on health and wellbeing as a result of Covid-19.

Future Sustainability Leader

**Kerrie Craig,
Environmental Consultant,
Royal HaskoningDHV**



We are delighted that Kerrie Craig has been announced as the winner of the 'Future Sustainability Leader' award, following a shortlist interview earlier in the year. This award celebrates individuals who have demonstrated commitment to their role, sustainability and innovation.

To become more future-proof, investing in talent is key. With this in mind, we have developed a future leadership programme and professionalised succession management. These will ensure our leadership pipeline is equipped for future strategic perspectives and that we retain and motivate future leaders through targeted development opportunities.

We launched an internal career centre to make efficient use of internal capacity by facilitating match making. Through the centre, managers share needs for temporary capacity in projects. It has proved useful to address unexpected changes in requirements during Covid-19 and also offers opportunities for colleagues to experience different areas of our organisation through applying for projects and job opportunities listed.

6.5 Employee engagement

In our most recent employee engagement survey, 3,254 employees across the world shared their opinions, feedback and ideas. The survey was conducted by the Kantar research agency through an online questionnaire and focus group interviews. The survey showed that employee engagement at Royal HaskoningDHV has improved significantly over the past couple of years. Other valuable insights included:

- 85% of our employees say they enjoy their work
- Employee satisfaction is above benchmark at 80% and has increased (2016: 71%)
- 76% of our employees feel proud working for Royal HaskoningDHV
- 81% of our employees have confidence in direct management - an increase over recent years and above benchmark
- 74% of employees feel they can freely express thoughts

6.6 Looking forward to 2021

Looking forward, we expect Covid-19 to have lasting impact in changing the way we work. Digital ways of working and virtual meetings are here to stay - internally and with clients who will expect more of our meetings and activities to take place at a distance. Many of our learning programmes will become e-learning. As such, and in line with our strategic ambitions, this will also drive further efficiencies in our processes.

6.7 Giving Back

Across the world, our colleagues are contributing their time, expertise and money to enhance the societies within which we work. These activities are in addition to our work to enhance society together on a company level. A selection of examples from 2020 appear in the following sections.



World clean up day Vietnam

6.7.1 BrITE Foundation

[Watch online our interactive visuals](#)

The BrITE Foundation is a charitable fund set up and run by employees of Royal HaskoningDHV. Employees can choose to donate a proportion of their salary to the fund for small-scale charitable projects that make life more sustainable for people and our planet. Many projects across the world were supported by BrITE during 2020. A selection appears below.

Emergency relief and rebuilding in Beirut



A devastating explosion at the port of Beirut in the summer of 2020 killed at least 200 people and left thousands injured. A colleague in Nijmegen used our internal communication channel to raise awareness of the incident and asked for support. He described how a friend had been thrown from his motorcycle just 500m from the blast, fortunately escaping with minor injuries. The BrITE Foundation stepped in and is

providing support in two ways. It has given a one-off donation to Doctors Without Borders (Médecins Sans Frontières) of €2,000. Longer term, the Foundation intends to identify a specific rebuild project, such as a school or hospital, to support in Beirut. The donation supports SDG 3, Good Health and Wellbeing.

Supporting wildlife following Australia's bush fires



BrITE Foundation's donation for supporting installation of wildlife cameras to monitor the koalas after their release back into the local nature reserve.



BrITE Foundation's donation for supporting installation of wildlife cameras to monitor the koalas after their release back into the local nature reserve.

The severe bushfires of late 2019 in Australia heavily impacted the vulnerable koala population of Queensland. In one area of New South Wales, a community organisation, [Revive Lake Cathie](#), looked after injured koalas and other wildlife in fire-affected areas. With a donation of €3,095 from the BrITE Foundation it has installed wildlife cameras to monitor the koalas after their release back into the local nature reserve. Partnering with New South Wales National Parks and Wildlife Service and other community groups, the cameras will help enable a database of wildlife to be established and to monitor flora in Lake Cathie, Lake Innes and Queens Lake Nature Reserves. The donation supports SDG 15, Life on Land, and SDG 17, Partnerships for the Goals.

Improving sanitation for community school in Zambia



BrITE Foundation sponsored construction of toilet facilities in a new school building at Kasiya primary school in Zambia



BrITE Foundation sponsored construction of toilet facilities in a new school building at Kasiya primary school in Zambia

As part of a project to assist access to quality education for children in the community, BrITE Foundation sponsored construction of toilet facilities in a new school building at Kasiya primary school in Zambia with a donation of €7,768. The project, which was executed locally, substantially improves hygiene and sanitation for more than 150 pupils and teachers. Kasiya is just 22 km from the city of Livingstone. Poor road links mean the community remains rural and lacks the economic resources and basic services such as access to water or electricity that would enable it to reach a level of development achieved by the neighbouring city. The donation supports SDG 6, Clean Water and Sanitation.

Safe and sustainable access to drinking water in Ghana



BrITE Foundation has funded two water pumps in the rural community of Janga in the Upper East Region of Ghana.

In the rural community of Janga in the Upper East Region of Ghana, BrITE Foundation has funded two water pumps with a donation of €5,000. These will provide safe drinking water for the 2,000 inhabitants. The project was realised through [FloorGhana](#), a foundation which improves living conditions in Ghana through small-scale projects. The water pumps are made in Ghana and installed by local engineering experts. Villagers are provided with support to ensure these pumps are part of a sustainable long-term solution. A local committee is trained to maintain and repair the pumps and a local engineer from FloorGhana visits the community monthly for the first year to give advice and assistance. The donation supports SDG 6, Clean Water and Sanitation.

Pioneer's vision for school comes to life in Nepal



The BRITE Foundation is sponsoring construction of one of 12 classrooms in the new school in the remote village of Sailung in Nepal

Access to education was limited in the remote village of Sailung in Nepal until a resident there started a school in his house. In 2017, he was able to open a non-profit elementary school and dreamt of building one in stone which would be large enough to accommodate many more children from Sailung and surrounding villages. His vision is coming to life and work building a new structure is in progress. The BRITE Foundation is sponsoring construction of one of 12 classrooms in the new school with a contribution of €9,896. The donation supports SDG 4, Quality Education.

A better future for Ghana's street children



The BRITE foundation contributes to the self-reliance of young female graduates of the Vocational Training Centre in Kumasi. © Adamfo Ghana

A donation of €5,000 is helping build and furnish an apprentice workshop to provide work experience for girls in Ghana. The project is an initiative of [Adamfo Ghana](#), a charity focused on creating a better future for street children and youth. The charity's vocational centre in Kumasi, Ghana's second largest city, provides housing, food and education for around 50 former street girls, while teaching skills such as hair dressing, dressmaking and catering. In the new apprentice workshop, the girls can build confidence and experience as an intermediate step to a real work environment. The donation supports SDG 4, Quality Education, SDG 5, Gender Equality, and SDG 11, Sustainable Cities and Communities.

Communications equipment supports indigenous tourism business



The cultural tourism business will help the community to preserve and maintain their culture and better their lives by staying on country and earning an income from it. © Karkke

More than €6,000 has been contributed for satellite communication equipment for an indigenous-owned tourism business in the remote Watarrka region in Australia's Northern Territory. [Karrke Aboriginal Cultural Experience & Tours](#) was set up to preserve and maintain the Southern Aranda language, cultural knowledge and heritage for the future. Located in Wanmarra, a small community with a population of just 10, the business currently employs three local people and provides on-the-job experience to four part-time community members. The communication equipment will provide opportunities to undertake training, increase regional capabilities, community development and employment. The donation supports SDG 4, Quality Education, SDG 9 Industry, Innovation and Infrastructure, and SDG 10 Reduced Inequalities.

Protective clothing and boots for The Skill Mill



Over the course of six years to date, The Skill Mill has employed 158 young people in the UK and 75% have progressed to further employment, education or training. © The Skill Mill

The **Skill Mill** in the United Kingdom is a social enterprise providing employment for young ex-offenders aged 16 to 18 in water and land-based management, helping to reduce flood risk and improve the local environment. In the process, The Skill Mill actively reduces reoffending while increasing engagement, participation, employability and educational levels of the young people to increase their chances in life. BrITE has donated more than €5,000 to The Skill Mill for protective clothing and boots for the young workers. In doing so, it supports SDG 3, Good Health and Wellbeing, SDG 4 Quality Education, SDG 6 Clean Water and Sanitation, SDG 8 Good Jobs and Economic Growth, and SDG 10, Reduce Inequality.

6.7.2 Community initiatives

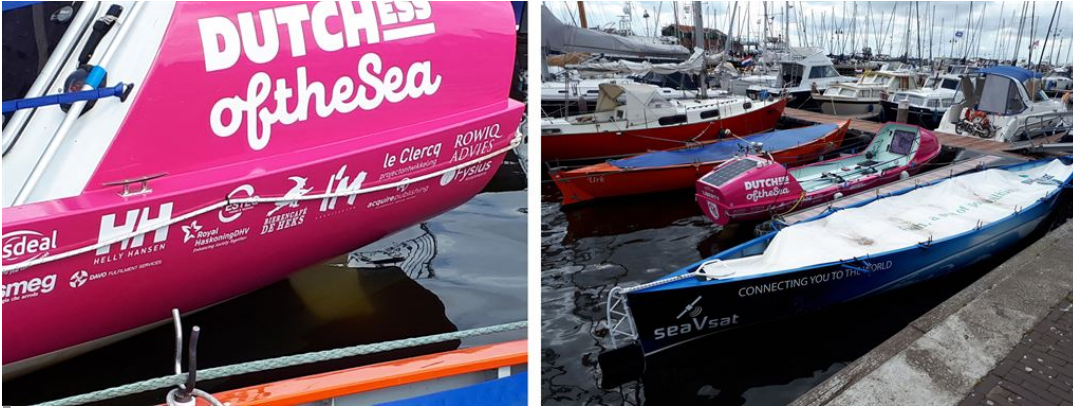
Across our offices globally, employees regularly initiate their own local activities to raise money and support charities and communities in lots of different ways. Individual fund-raising initiatives included raising more than €2,200 for children's charity **Whizz-Kidz** through sponsorship for running the London Marathon, a Movember team in the United Kingdom who were sponsored to stop shaving for a month and thereby raised £3,810 (to date) for a Prostate Cancer Charity and a fund-raising activity for **ALS Nederland** and the Plastic Soup Foundation. Other examples from 2020 appear below.



MOVEMBER 2020

ROYAL HASKONINGDHV TEAM

Movember month by RHDHV UK, raising money for the Prostate Cancer Charity in memory of a colleague who lost his fight against cancer.



Colleague Bela rowing more than 3000 miles across the Atlantic Ocean, also raising money for ALS Netherlands and the Plastic Soup Foundation.

Assistance for flood disaster in Vietnam

Typhoon Molave caused widespread damage and serious flooding in provinces in the middle of Vietnam in October 2020. The most seriously affected victims were generally very poor, living in remote areas and lost homes and animals. As a company, we wanted to offer help to victims in Quang Binh, the most affected province where we have an ongoing project. A team from HaskoningDHV Vietnam raised around €3,000 from colleagues which was doubled by contributions from the company and other organisations. In October our team visited the affected area and shared the donations with 340 families in three communes. The contribution was directly received by victims, bringing hope and relief in difficult times.



Royal HaskoningDHV Vietnam donated to the victims of serious floods disaster in Quang Binh province.

Helping the homeless in Peterborough

A number of initiatives took place during 2020 to help people in need within the local community of our Peterborough office in the United Kingdom. Several crates of clothing, boots, shoes and personal hygiene products have been collected from staff donations in the office. The contents were donated to a local volunteer group, Peterborough Homeless Helpers, for distribution among the city's homeless population. The initiative was interrupted by the Covid-19 pandemic but will resume once it is practicable and safe. The closure of office catering has also led to assistance for homeless people and families in crisis in Peterborough. A large amount of cooking equipment which was no longer needed was donated to a local Methodist Church that cooks hot meals for people in need. Office equipment that was surplus to requirements following an office refurbishment has also been put to good use. A small community group called Families First Peterborough is making use of desks for their office. The group organises events and activities for under-privileged children and supports families in need.

A wooden signpost with four signs, each with a different virtue written in large, bold, black capital letters. The signs are stacked vertically on a wooden post. The background is a clear blue sky with some light clouds. The signs are made of light-colored wood and have a slightly weathered appearance. The text on the signs is: ETHICS, HONESTY, INTEGRITY, and RESPECT.

ETHICS

HONESTY

INTEGRITY

RESPECT

7 ACTING WITH INTEGRITY

Royal HaskoningDHV acts ethically and with transparency in our business dealings. We have a zero tolerance towards bribery and corruption, and we aim to meet and surpass standards for international best practices. Our commitment to decent behaviour and integrity is an integral part of our culture, rooted in our vision, mission and core values. Integrity is communicated through our Global Code of Business Principles and our Integrity Management System, which are ultimately owned by the Executive Board.

Governance structure for Compliance Department



The Compliance Department is responsible for our Integrity Management System which safeguards the integrity of Royal HaskoningDHV and its employees. The department consists of the Group Compliance Officer and Local Compliance Officers, who are the local representatives. The Group Compliance Officer reports to the Executive Board and has the authority to escalate any serious matter to the Supervisory Board.

7.1 Integrity Management System

The Integrity Management System describes the scope of the Compliance Department, the organisation structure and the reporting lines to ensure compliance with internal policies and legislation. It also explains our internal policies regarding ethical conduct and business practices and includes guidelines to help employees deal appropriately with a broad range of topics like human rights, labour and social standards, anti-corruption, environmental protection, privacy and data protection.

Our Integrity Management System is embedded throughout the company and we have held the ETHIC Intelligence Anti-Corruption Certificate since 2010. Various initiatives took place during 2020 to further improve our systems and practices.

ISO certifications

As of 2020, we decided to be compliant to the international ISO standards. We were assessed and certified as meeting the requirements of the ISO 37001 standard for our Anti-Bribery Management System and the new ISO/DIS 37301 standard for our Compliance Management System.

No major incidents

There were no major integrity incidents during 2020 but reports of 101 issues and concerns were received. Characteristics of the reports included: unwelcome workplace behaviour; financial inaccuracies; working in controversial countries and involvement in publicly disputed projects (for example placement of windmills, working on military projects). All issues were investigated, discussed and, when appropriate, concerns were addressed to resolve and mitigate risks. There were no allegations against the company or its management for bribery and corruption which resulted in wrongdoing of the company.

7.2 UN Global Compact and our Global Code of Business Principles

The 10 principles of the UN Global Compact are embedded in our daily business through our Code of Business Principles.



During 2020, our CEO Erik Oostwegel reaffirmed the support of Royal HaskoningDHV for international cooperation across borders, sectors and generations when he signed the [CEO Statement for Renewed Global Cooperation](#), developed by UNGC. In the face of the Covid-19 pandemic and converging crises including climate change, public institutions need to show they are accountable, ethical, inclusive and transparent. This is the only way to achieve a more sustainable future for all. The [statement](#), signed by more than 1,000 CEOs, was presented to the UN Secretary-General as part of the official commemorations for the UN's 75th anniversary.

[Watch online our interactive visuals](#)

7.2.1 UN Global Compact

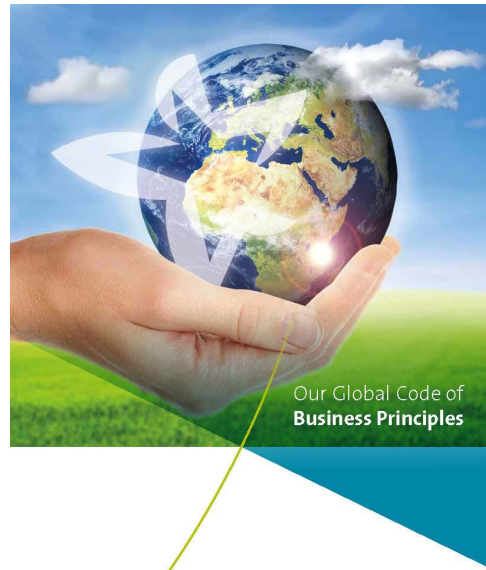
Royal HaskoningDHV supports the UN Global Compact (UNGC) network since 2008. We embrace the 10 UNGC principles on human rights, labour, environment and anti-corruption which are integrated in our Global Code of Business Principles. We actively show our commitment to these principles in our tenders and offers and share our principles on integrity and compliance with suppliers and sub-contractors through e-learning. Our activities are reported annually through our Communication on Progress (COP).



7.2.2 Our Global Code of Business Principles

As an international organisation, we operate in a variety of cultural, social and business environments. Within all these, we conduct our business according to a universal set of principles, as we believe that society can only be served when all stakeholders act ethically and adhere to the 10 principles of the UN Global Compact. These principles are embedded in our daily business through our Code of Business Principles. This is the way we can create inclusive sustainable development and contribute to SDG 8 (Good Jobs and Economic Growth).

The Global Code of Business Principles defines basic, globally applicable standards of conduct and what is expected from employees. We expect our employees to understand the standards of the Global Code of Business Principles as well as the respective local laws and corporate guidelines, to always abide by them and to attend all mandatory and necessary training sessions.



Royal
HaskoningDHV
Enhancing Society Together

Managers are responsible for supporting their employees in this endeavour. We also hold our business partners and suppliers to standards for labour practices, human rights, environmental responsibility and business integrity.

Compliance Academy launched

In 2020 we asked all employees to complete an e-learning about our Global Code of Business Principles, which addresses our policies and procedures about anti-bribery and corruption, workplace behaviour, conflict of interest, and more. By the end of the year, 92% of our employees across all business lines, corporate groups and countries completed the e-learning.

[Watch online our interactive visuals](#)

We also launched our Compliance Academy which provides e-learnings and documentation on our standards, including guidelines on giving and receiving gifts, fair competition and unconscious bias.

Third-party assessments

To further improve control over our supply chain, we implemented a new third-party assessment process. We acquired a license to use a third-party assessment tool from an internationally reputed information provider. We currently use the tool for new clients and will start implementing it for all business partners including sub-consultants and other suppliers. In 2020 we carried out 4,482 assessments. These were divided among sanction checks (screening to see if a party is a sanctioned entity/person) and third-party assessments in full (which include, among others, review of the ultimate beneficial owners, directors and politically exposed persons). Each assessment results in a rating of green, amber or red. Amber and red rated assessments result in additional control measures and/or discontinuation of the business relationship. In 2020, we accepted 4,454 business partners with a green rating, 28 with an amber rating and 0 with a red rating.

[Watch online our interactive visuals](#)

7.2.3 International Guidelines and Conventions

Besides the UN Global Compact, our Global Code of Business Principles follows guidance on anti-bribery and anti-corruption set out in the OECD Guidelines for multinational enterprises, the World Economic Forum Partnering Against Corruption Initiative, the Federation of International Consulting Engineers Code of Ethics and Business Integrity policies, the International Chamber of Commerce rules on Combating Corruption, Anti-Trust and Fair Competition and the Transparency International recommendations.

Team certified in human rights impact assessment

In a move to more comprehensively target the assessment of human rights issues encountered when undertaking Environmental and Social (E&S) Performance services, our core E&S team (in the Netherlands, United Kingdom and South Africa) obtained [certification in Human Rights Impact Assessment](#). The training ensures relevant human rights expertise is integrated into the conduct of the Environmental and Social Due Diligence and Impact Assessment services we deliver. It supports our aim of having at least two senior consultants fully equipped to conduct Human Rights Impact Assessments irrespective of country, industry sector or project stage. As part of the impact assessment and due diligence we conduct in line with [IFC Performance Standards on Environmental and Social Sustainability](#), we already cover human rights issues; however thanks to this training we are now better equipped to identify them according to the normative framework of the [UN Guiding Principles](#) and advise clients on how to best avoid, cease, mitigate or remediate issues.

[Watch online our interactive visuals](#)

7.2.4 Laws and Regulations

In carrying out our projects we comply with local applicable anti-corruption legislation, EU legislation and rules for firms on competition, human rights and anti-corruption laws and regulations. The extra-territorial governance of the UK Bribery Act and the US Foreign Corrupt Practices Act apply in all our entities worldwide since they affect our entities based in the United Kingdom and United States, as well as staff originating from those countries and projects initiated in them.

The UK Modern Slavery Act sets the direction of our worldwide approach against child labour, any other form of forced labour and human trafficking. The EU General Data Protection Regulation applies to all our entities worldwide since Royal HaskoningDHV is organised in global operating business lines and our projects are executed globally.

7.3 Cyber security and personal data protection

We are seeing that real benefit is being provided from achieving the ISO 27001 certification for our information security system in December 2019. Awareness in our company has risen significantly which is vital in remaining secure against advanced cyber threats. Safe ways of working are part of our business as usual and help us to further increase resilience as we pursue our digital ambitions.

COVID-19

Positive indications

The organisation was already well-prepared for working remotely, as working internationally was already part of the daily routine. This includes activities such as video conferencing.

At the start of the crisis, the organisation mostly focussed on scaling up the existing platform rather than setting up an entire new platform. The most significant change during the crisis was to fully transfer from Skype to Microsoft Teams. This transfer however was more of an operational change than an organisational change as the underlying procedures did not change.



Feedback from our external auditor on our Information Security Management and working remotely related to Covid-19

Continued efforts are needed to provide an adequate level of protection globally from evolving threats to data and to ensure that our business operates smoothly and without interruption for the benefit of customers, shareholders and other stakeholders, and to comply with data privacy regulations. Therefore, we protect information in accordance with our ISO 27001 certified Information Security Management System.

7.3.1 Personal data protection

We continue to invest to protect information and deliver outcomes that meet stakeholder expectations and our obligations to interested parties, including clients, regulators, shareholders, employees and governments. It ensures we preserve our reputation in the marketplace and protects our revenue flow through our ability to meet client requirements on information security in contracts. It also supports our digital business transformation: we want to work and provide digital cloud services to our clients in a world of open communication via the Internet, mobile working, and the use of mobile devices.

7.3.2 Internal awareness campaigns

To improve user awareness and help employees recognise potentially fraudulent communications, we have included an extra security warning in emails from domains that are unknown to Royal HaskoningDHV or from public domains. These emails are recognised as having a higher security risk. As a result, the number of security incidents reported to our Service Desk has decreased. We have increased our security monitoring with 24x7 managed security services and implemented a tool that uses behavioural analytics and machine learning to uncover questionable activities and detect abnormal behaviour from users and devices in our network.

[Watch online our interactive visuals](#)

8 STAKEHOLDER DIALOGUE

Collaboration, co-creation and partnerships are integral to the way we work. It is through sharing ideas and working together that we build momentum and accelerate innovation. These form the basis of the way we approach Responsible and Sustainable Business. Structured stakeholder dialogue is one of the ways we achieve this, based on:

- client feedback;
- round tables and client events;
- employee feedback;
- meetings with local and international NGOs and governmental agencies.

During 2020 most physical events and meetings were unable to take place but interactions through conferences, webinars and meetings continued online. Feedback obtained from these interactions are evaluated and, where appropriate, conclusions are incorporated into our strategic development plans, sustainability programme and annual action plans.

Our strategy is also discussed and reviewed with shareholders. The annual Shareholder Meeting is attended by the Board Members of the Foundation HaskoningDHV, the Board Members of the Trust Office HaskoningDHV, the Supervisory Board, the Executive Board, the depository receipt holders and (on invitation of the Chairman) the representatives of the Works Council. This enables a dialogue between the Executive Board and various groups of stakeholders.

8.1 How we identify stakeholders

We identify stakeholders on the basis of their relevance to our supply chain, business environment and activities. Our understanding of their relevance has developed over years through meetings with academic institutions, NGOs, clients and public agencies and will continue to develop on our international stakeholder base.

[Watch online our interactive visual\(s\)](#)



Our stakeholders

We recognise three modes of influence of stakeholders:

- **Strategic corporate level:** every year, the Executive Council reflects on consolidated input and draws conclusions for the strategic planning process.
- **Operational level:** Corporate Groups and Business Lines benefit from specific dialogue with their relevant stakeholders to continuously refine their focus and check the effectiveness of their actions.

- **Project level:** stakeholders are involved at this level as much as is feasible. They are an important factor in the delivery of a successful project result and their input is taken into account by the project team. Stakeholder involvement at this level is part of our [4 Questions to Enhance Society](#).

8.2 Our stakeholders and how we engage

We engage with our stakeholders on many different levels in ways which are an integral part of how we work. For example, management maintains an open dialogue with external stakeholders through interviews and events. Our HR managers are in regular contact with colleagues through staff surveys, polls and open table sessions. Leading professionals in our business lines take part in public and professional debates, write articles for professional publications and attend conferences.

[Watch the video\(s\) of this article online](#)

Video: Stakeholder collaboration to reduce risks

Video: Interview with Dr. Babovic on resilience to climate change

8.2.1 Board2Board sessions



Executive Board and Executive Council in the back from left to right: Craig Huntbatch – Global Director Maritime & Aviation, Erik Oostwegel – CEO, Jasper de Wit – CFO, Anton van der Sanden – Global Director Transport & Planning, Marije Hulshof – Global Director Industry & Buildings, Anke Mastenbroek – Business Line Director Southern Africa. In front from left to right: Meike Salvadó – Director Human Resource Management, Niels Schallenberg – Global Director Water and Global Director Digital.

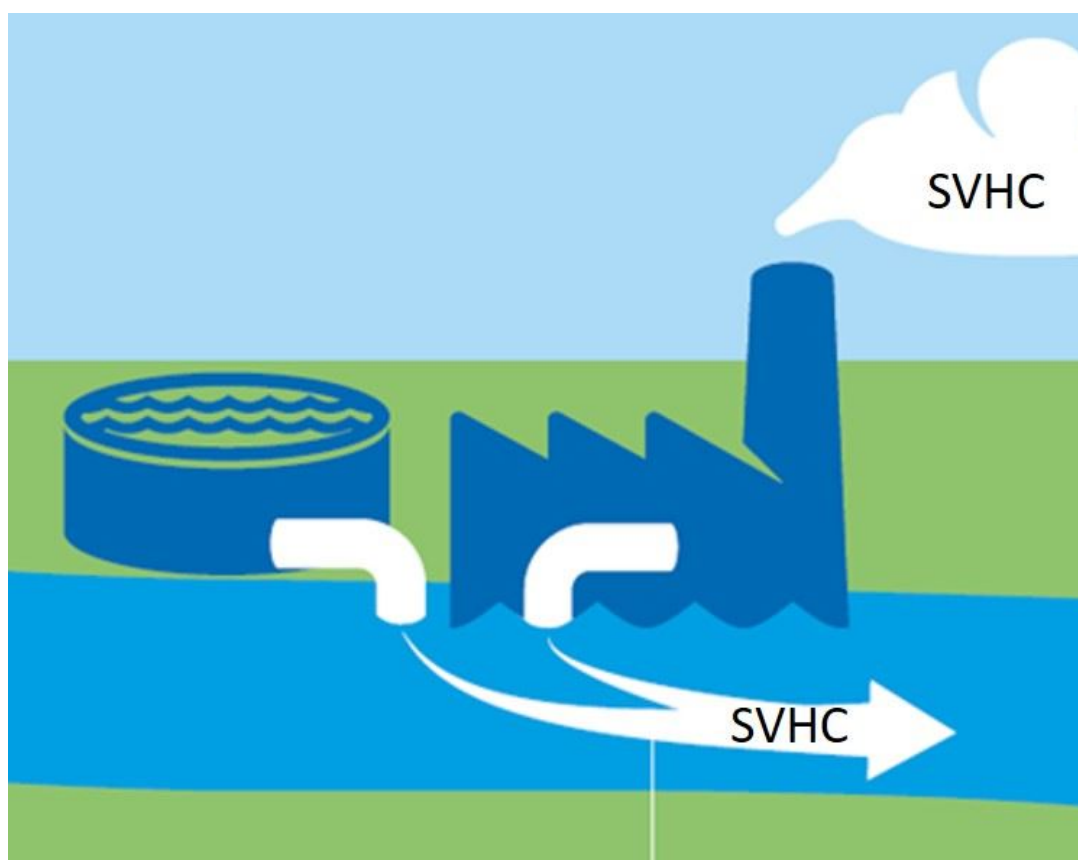
Board2Board sessions are an opportunity for our Executive Board to engage with counterparts from companies across our markets to discuss broad issues and business interests. Due to Covid-19, just one in-person Board2Board session was able to take place in 2020. This was with multinational financial risk and insurance broker Aon in October with the purpose of sharing knowledge and discussing strategy.

Royal HaskoningDHV shared updates on some of our services, such as Ambiental, UpTime and Energy Transition. Aon initiated topics such as Risk Management Consultancy, Financing feasibility of projects and the Economic value of Intellectual Property.

During the year, various meetings took place, either online or in person, between Board members and representatives from the government in the Netherlands. Some related to plans for infrastructure investment following Covid-19 and included broad industry representation. Other meetings included one with the Director-General for Foreign Economic Relations from the Netherlands Ministry of Foreign Affairs, the Ministry of the Interior and Kingdom Relations, and others with each of the mayors of the municipalities of Amersfoort and Delft. Meetings also took place with representatives from the Netherlands Enterprise Agency and with the CEO of Jaarbeurs (a conference and exhibition centre).

8.2.2 Facilitating knowledge sharing with webinars and conferences

Helping the discussion on substances of very high concern in the Netherlands: New regulations are being introduced in connection with substances of very high concern. To aid understanding of the issues, we exchanged views with scientists and social organisations and arranged webinars for ports and chemical industry clusters in Rotterdam and Groningen. Government bodies and companies were represented at these events. We also wrote articles and a position paper to share our expertise and knowledge.



New regulations are being introduced in connection with substances of very high concern

Climate dialogue webinars: During the summer of 2020, we held three climate dialogue webinars to explain the Delta Programme of Spatial Adaptation, from climate stress tests to implementation. We shared our knowledge and experiences and answered questions from the public. The webinar was open to everyone and attracted more than 100 participants from water boards, municipalities and provinces.

Creating dialogue with our Aquasuite webinars: We shared information on how Aquasuite's virtual operator can help solve key challenges in water and wastewater management.

Creating dialogue with the Dutch water sector through our water transition webinars: Issues connected to the need for a transition to sustainable systems were discussed during five inspiring sessions.

Participating in dialogues through external webinars and podcasts on governance of resources, water management and innovation: We joined India's virtual Water Innovation Week and a Rebuilding Better webinar of the Green Growth Knowledge Network.

External webinars on water resilient cities: We presented a webinar on nature-based solutions in cities within the Global Platform for Sustainable Cities, and a number of webinars for members of the Institute of Civil Engineers connected with the theory and practices of blue-green infrastructure.

Masterclass for the path to a sustainable real estate portfolio: A series of webinars focused towards stakeholders in the corporate real estate market explored issues connected with the energy transition for buildings.

8.2.3 Sustainable economy initiatives

Royal HaskoningDHV South Africa launched a podcast, **Build Back Better**, for engineers, enterprises, and all who imagine a South Africa free from inequality and injustice. In conversations with engineers, futurists, technologists and others, it explores how to close South Africa's inequality gap and build a nation that is accessible, liveable, and sustainable – for everyone. By opening minds to new ideas, collaboration, and co-creation, the podcast seeks to bring an awareness and human spirit to the country's biggest socioeconomic challenges, and shape a society that is good for people, the environment, and the economy.

In the Netherlands, we signed the Green Recovery Statement in 2020, calling for a sustainable recovery of the economy after the Covid-19 crisis. We shared information about this initiative through an **interview** by the Economic Board Utrecht with our Global Director, Transport & Planning, Anton van der Sanden.

8.2.4 Preserving biodiversity by sharing knowledge with our partners



Delta Plan Biodiversity

In 2020, Royal HaskoningDHV made a commitment to the **Delta Plan Biodiversity Restoration**. This is a logical consequence of our contribution to the Infra-nature Green Deal, which was completed in 2019. With this commitment we set ourselves the goal of "anchoring biodiversity naturally in all phases of our (infrastructural) work". Through the Delta Plan, we and various partners share knowledge and experience about biodiversity in relation to infrastructure.

An important goal of Royal HaskoningDHV is to use this knowledge to raise awareness of the importance of biodiversity among our clients and contractors. To achieve this, we explicitly question customers on the added value that infrastructure projects have on society, in terms of sustainability and biodiversity. The goal is then to help customers take steps towards sustainability and contribute to (or preserve) biodiversity. We do this by aiming at synergy between the technical challenge and opportunities for biodiversity in an iterative design process as early as possible in plans and projects.



Delta Plan Biodiversity

8.2.5 Finding solutions through interactive workshops

Finding solutions to complex challenges which involve multiple stakeholders can be a slow process. We have developed a method which enables clients to reach decisions more quickly, based on sound evidence and judgement. Our proven and award-winning approach is TRICO: Toolset for Rapid Integrated Collaborative Optioneering. It is based on clear visualisation of big data in workshops to facilitate decisions.

Our TRICO approach helped address a key obstacle in the early stages of a major social-economic regeneration project in the East of England called Wisbech 2020 Garden Town. A critical part of the growth-led regeneration was how to build homes sustainably in areas at risk of flooding and whether the town could become a national exemplar for a climate change resilient town of the future. Through a series of TRICO workshops for Wisbech, we explored evidence-based growth, taking into account flood risk requirements from the National Planning Policy Framework. Outcomes are presented directly in the metrics that matter for the decision makers – in this case, flood hazard calculated by rapid 3Di modelling.

The result was a shared understanding that there was no fundamental flood obstacle and that through zoning and other measures it would be possible to design the garden town to be safe and support the regeneration ambitions. The advantage of TRICO was that it enabled the nature and scale of the challenge to be explored together, helping all participants understand each other's perspective. By seeing what works and how the effectiveness of solutions change by making live adjustments, they can identify outcomes in metrics that drive the decision.

8.3 Stakeholder engagement for innovation

Innovation has always been important in our business to identify new solutions to meet the needs of our clients more effectively and achieve positive impact. Increasingly we are looking to scale our impact far beyond individual projects and clients through innovations which use automation and digitalisation. Stakeholder engagement is an important part of our innovation activities, from identifying industry needs and sharing ideas and co-creation with partners to raising awareness of innovations in the market. Some examples of the ways in which we are doing this follow.

8.3.1 Helping stakeholders understand climate change impact

In collaboration with partners in the city of Nijmegen in the Netherlands, we held a public digital stakeholder meeting aimed at residents. It was organised as part of the national Warming Up initiative and enabled participants to consider the reality of climate change. This included thinking about what will happen when the sea level rises and what the Netherlands and Nijmegen could look like. A vision of the future for 2100 was shared with, for example, more space for nature, more synergy with the sea and an environment that can withstand rising sea levels. Our input addressed the question of how we achieve this vision of the future and used a governance tool, the sea level test, to assist in this. The meeting provides perspective for adapting in a controlled way instead of reacting to a disaster. For more information click [here](#) (in Dutch).



Nimma aan zee

8.3.2 Aligning stakeholders using virtual- and augmented reality

Augmented reality is providing a new method of engaging stakeholders and demonstrating the reality of future plans. We are using it to project lifelike holograms of future structures into existing environments. As such, stakeholders are much more capable of grasping the implications of a design. Our holograms are bringing stakeholders together and speeding decision-making. In the future we will be able to enhance and modify them on the spot, based on stakeholder feedback.

An example of the use of these tools in a project during 2019/20 was the visualisation of a proposed installation of three wind turbines on an industrial estate in the Municipality of Harderwijk in the Netherlands. An event took place enabling inhabitants of Harderwijk to visualise the future view of the turbines from their own streets.



Windturbines Harderwijk
Zicht vanaf de Lorentzkade (zichtpunt C)
masthoogte: 100 m



Windcafé Harderwijk

Visualisation of a proposed installation of three wind turbines on an industrial estate in the Municipality of Harderwijk in the Netherlands

8.3.3 iReport boosts collaboration with multiple stakeholders

As part of our digital ways of working, we have been pioneering the use of technology to help stakeholders better understand the impact of engineering projects where engagement and impact assessment are key. Our iReport is a digital tool which presents information in a visual and dynamic way to lead to highly informed decision making. It was launched in March 2017 as a digital Environmental Impact Statement, developed with the Ministry of Infrastructure & Environment in the Netherlands. It has since been updated based on client feedback and has been revolutionising stakeholder engagement in projects across the world.

In 2019, it won the Innovation in Impact Assessment Award in the IEMA Sustainability Impact Awards. Then in 2020, it won a **Storytelling Award** which recognises innovative and creative ways to provide insight in complex situations. We continue to develop and improve the iReport. In 2020 we focused on digital inclusion, providing accessibility for people with disabilities. The government has now made it compulsory by law that all government websites must comply with rules on the **accessibility of websites** (and see [link](#), Dutch). We fully support this initiative for all projects. The implementation of these improvements to iReport is expected in 2021.

8.4 Feedback from our clients

We gather feedback from our clients using a number of methods. The most detailed feedback is gathered via our annual client engagement survey and through questionnaires completed throughout the year by clients once their project is nearing completion or finished. These provide measures for our clients' overall satisfaction and Net Promoter Score (NPS), which are two vitally important indicators of our performance as a company. Our NPS in 2020 was +42.5% (2019 +34.6%).

8.4.1 Client satisfaction in projects

The average overall client satisfaction score during 2020 based on responses to questionnaires at the completion of projects was 8.4 (8.2 in 2019) on a scale from 1-10 and based on a response rate of 56.4%.

Comments from satisfied clients include:

Procter & Gamble, modelling and simulation study validating major brownfield factory and warehouse expansion (Asia-Pacific): *"We are very impressed with what you have done in the study. And I really like working with you all. What you have delivered for us is helping us out a lot here. Big thanks to you and the team again!"*

Urban Logistics Hubs (United Kingdom): *"The team assembled by Royal HaskoningDHV have proven themselves as individuals and as a cohesive unit to provide a first class service."*

Southern Water, Environmental Impact Assessment Framework (United Kingdom): *"The support and value that we get from the RHDHV team is second to none. I would strongly recommend them to anyone."*

AEC Group, market review, (Australia): *"Royal HaskoningDHV has yet again exceeded expectations in the delivery of an exceptionally well founded and informed report. Their depth and breadth of knowledge and ability to access the right team member for insightful advice is unmatched."*

Poyry Energy Ltd, upgrade study (Thailand): *"I have worked with Royal HaskoningDHV for over 10 years and have never been disappointed. Outstanding professionalism and performance."*

EDF Ingeum, Eurotunnel sea water cooling system consenting (United Kingdom): *"Royal HaskoningDHV is a valuable and reliable partner on our project. The team is very proactive, maintains a good communication, and achieves high-quality results."*

LMI Holdings Limited, Volta Lake Transport Studies (Ghana): *"Royal HaskoningDHV has been our most valued expert partner in developing our most ambitious group project to date."*

Mobi Ventures, MobiClaw Emergency Response App (South Africa): *“Choosing Royal HaskoningDHV as our technical partner was the best decision we made. Three years down the track and they continue to excel in every aspect.”*

Kentalis Education Foundation, Cluster2Campus (Netherlands): *“You are simply a good and multidisciplinary agency, with state-of-the-art consultation and workshop tools. You also work really well together and with the customer and deliver results.”*

North Ayrshire Council, Millport coastal flood protection design development (United Kingdom): *“Royal HaskoningDHV is a great company to work with. They're not just professional and able to deliver the complex technical solutions, but their staff have great attention to detail, are truly dedicated and friendly people.”*

Thank you for reading our Responsible and Sustainable Business Update 2020.



9 GLOSSARY

TERM / ABBREVIATION	DEFINITION
Charter	Our Responsible and Sustainable Business (RSB) Programme/Detailed description of the Corporate (Social) Responsibility (CSR) approach of Royal HaskoningDHV
CR data	All collected relevant office and business related travel data used to define our carbon footprint
CSR	Corporate Social Responsibility; the responsibility of a company towards society, the environment and the economy
EcoVadis	A global supply chain & purchasing index which assesses Corporate Social Responsibility (CSR) practices
ETHIC Intelligence Certificate	Anti-corruption compliance certificate, awarded by ETHIC Intelligence Executive Board
Executive Board	Highest executive body for the daily management of the company
Executive Council	Management platform with Executive Board and Business Directors
GDPR	The EU General Data Protection Regulation is the EU-wide legal framework for the protection of personal data.
GRI	The Global Reporting Initiative, an organisation that publishes international guidelines for CSR reporting
HR / HRM	Human Resources / Human Resources Management
ICT	Information and Communication Technology
ILO	International Labour Organization
ISO	International Standardisation Organisation
KPI	Key Performance Indicator
Management system	Management system: Describes the Royal HaskoningDHV way of working. Ensures all employees follow common working practices. It is based on and certified against globally-accepted international standards (ISO 9001, ISO 14001 and ISO 45001) and also covers integrity, business continuity, knowledge management, information security and our business principles.
Material topic	Topic that is relevant to understand the development, the results and the position of the company
Materiality Analysis	Analysis that defines the material topics of an organisation, based on significance of various CSR topics for stakeholders and for the company
MVO Register	MVO Register is an Assurance provider with a Sustainability Platform and verifies CSR performances of companies and organisations
OECD	The Organisation for Economic Co-operation and Development
ProRail SafetyLadder	Certification scheme designed to measure and continually improve safety awareness and safe operations within the rail sector
QHSE	Quality, Health, Safety and Environment
RSB	Responsible & Sustainable Business: integrated programmes that embed, action and measure the positive role a company needs to play in society, supporting a healthy environment and prosperous economy (previously known as CSR)
SDGs	The Sustainable Development Goals are the blueprint to achieve a better and more sustainable future for all. They address the global challenges we face, including those related to poverty, inequality, climate, environmental degradation, prosperity, and peace and justice.
Stakeholder	Stakeholders are people and organisations with an interest in the company and its activities
Supervisory Board	Supervising body; a group of individuals chosen by the shareholders of a company to promote their interests by supervising the executive board
Sustainable Development	Development that meets the needs of the present without compromising the ability of future generations to meet their needs
Sustainable Procurement	Procurement process whereby organisations meet their needs for goods, services or capital projects,
Transparency International	International non-governmental organisation devoted to combat corruption
UK Bribery act	Act of the Parliament of the United Kingdom that covers the criminal law relating to bribery, including measures that commercial organisations are required to take to prevent bribery within and outside the UK
UN	United Nations
UNGC / UN Global Compact	UN Global Compact is a critical platform for the UN to engage and partner effectively with enlightened global business

Walk the Talk

Apply the same principles in our business practices as we advise our clients to apply in theirs while achieving 'value' on a life cycle basis in terms of the impact on the organisation, society, the economy and the natural environment

10 ABOUT US

Royal HaskoningDHV is an independent consultancy which integrates 140 years of engineering expertise with digital technologies and software solutions. We are solving the complex challenges facing businesses and societies all over the world. We also support clients in their digital transformation. Our role is important in the efficient functioning of society. We design, safeguard, and maintain the built environment - from infrastructure, mobility and buildings to energy, water supplies and industrial sites.

Backed by expertise of almost 6,000 colleagues, we are helping organisations to transform strategy into action, data and technology into opportunities, and implementation into the practical steps that build resilient operations. Our ambition is to have a positive impact on people and our living environment.

Complex challenges in climate change, business resilience and digital transformation cannot be addressed in isolation. Working in partnership with public and private sector clients in more than 150 countries, our end-to-end solutions are improving mobility and infrastructure, ports and airports, industrial environments and supply chains, business processes and water management. Our independence assures objective solutions tailored to the needs of our clients.



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Countries where we have an office

Countries where we do business

We aim to minimise our impact on the environment, leading by example in our projects, our own business operations and by our role in 'giving back' to society. By showing leadership in sustainable development and innovation, we are working to become part of the solution to a more sustainable society.

Our head office is in the Netherlands, and principal offices are in the United Kingdom, South Africa and Indonesia. We also have established offices in Asia Pacific and the Americas and a long-standing presence in Africa and the Middle East.



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