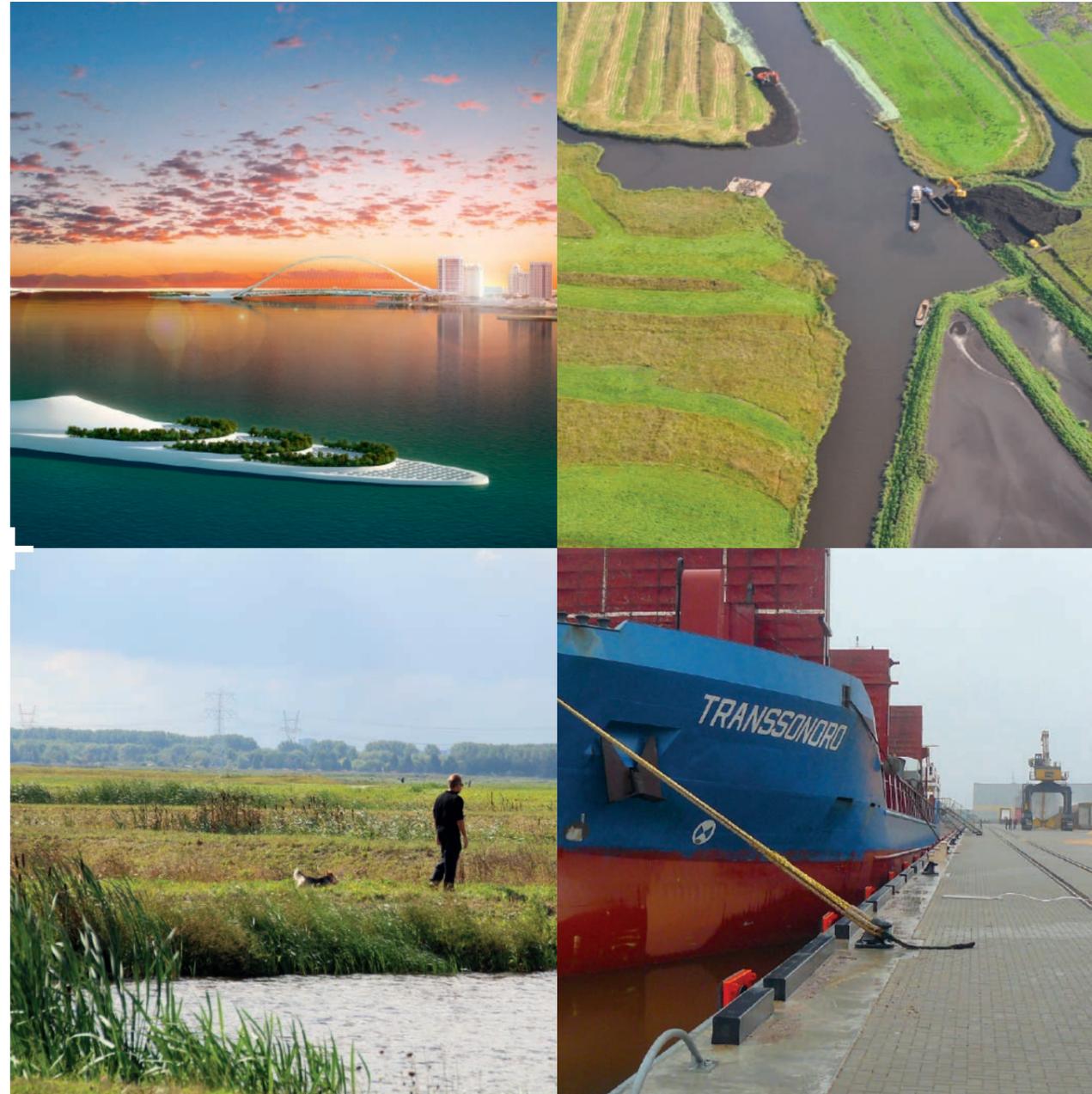




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Policy statement

For a number of years, Witteveen+Bos has endeavoured to make sustainable practices part of the daily routine of every engineer in the company. We have made significant progress in 2013 on truly embedding sustainability in our corporate culture, for instance, by introducing a new training course on Integrated Design. At Witteveen+Bos we believe that the innovative, ground-breaking solutions required for sustainability can only be developed through interdisciplinary collaboration. Additionally, new skills need to be developed to address the growing complexity of engineering projects. In 2013 Witteveen+Bos participated in a number of attractive and complex design projects in the Netherlands and other countries, projects that require an interdisciplinary approach.

Climate change and the world's growing population and prosperity present complex challenges. Witteveen+Bos is committed to finding sustainable solutions to these challenges. To do so, we must stay close to our clients and operate at the heart of society. A passion for our work and development of top-class knowledge are essential in this respect. Witteveen+Bos is proud to be able to combine these qualities with sound financial results. In 2013, our turnover, operating result and workforce all grew compared to 2012.

In 2012 Witteveen+Bos defined four sustainability topics on which the company's activities have a significant impact. In 2013 we continued to focus our sustainability efforts on these topics, both internally and in our relationships with our clients and society at large. Reporting was also focused on these four topics, as you can read in the chapter 'Our daily practice'.

Our main CSR priority for 2014 remains the embedding of CSR principles in our projects in the Netherlands and other countries. In 2014 we will continue to endorse and implement the United Nations Global Compact principles.

This Corporate Responsibility Report is based on GRI (Global Reporting Initiative) guidelines. For this report, we have used the GRI G3 matrix to achieve GRI level B+. Assurance has been sought through review of the current CSR Report by a stakeholder panel consisting of external experts. The panel process helped contribute to wider learning and debate. The findings of the panel have been incorporated in this report.

This Corporate Responsibility Report covers the period from 1 January 2013 to 31 December 2013 and is based on a balance of economic, environmental and social performance.

Board of Directors of Witteveen+Bos N.V.
 Karin Sluis
 Henk Nieboer

Embedding sustainability

In 2013 Witteveen+Bos introduced a new training course on Integrated Design. The goals of this training course were:

- To strengthen our operational skills on integrated design, thereby responding to the growing demand for integrated solutions to interdisciplinary issues
- To embed sustainability principles in the design process, e.g. by applying the 'Building with Nature' approach.

A group of 45 participants from all our Product-Market Combinations (PMCs) completed the course, accompanied by a group of fifteen trainers, coaches and case managers. The course lasted several weeks. During this period, nine multidisciplinary groups of five participants worked on three real design case studies, supported by lectures in which the underlying theories were explained.

In this section of our Corporate Responsibility Report, we give the floor to the organiser and three trainers, who will explain the set-up of the course, the topics covered, and the results.

... Multidisciplinary teams and natural processes

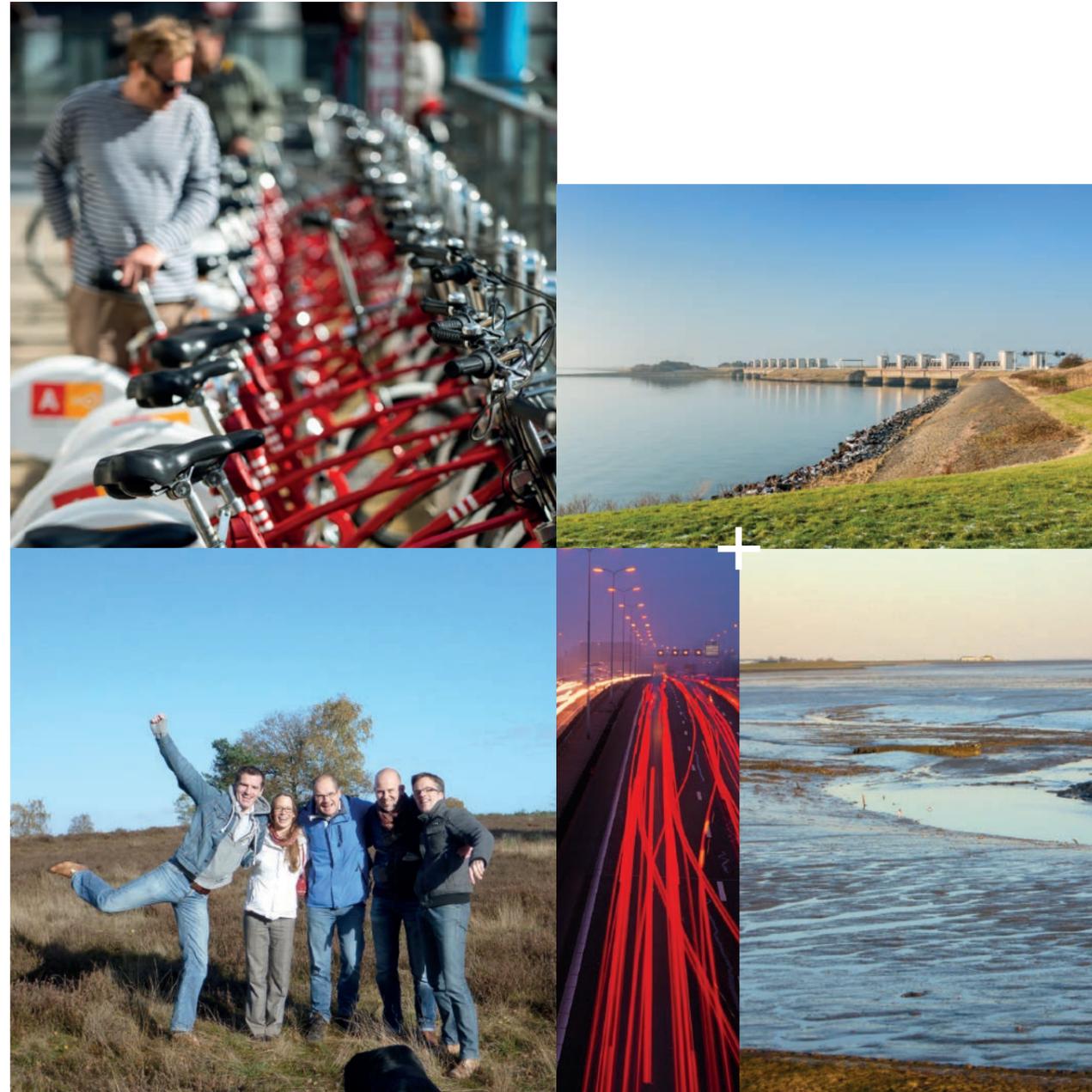
Marcel Klinge MSc, initiator and organising manager of the training course on Integrated Design

'The course embraced the learning-by-doing principle: 45 trainees worked for several weeks on applying a cyclic design procedure to three real Witteveen+Bos design case studies. The three projects were the Closure Dam (Afsluitdijk) for the Directorate-General of Public Works and Water Management (Rijkswaterstaat), the Markerwadden project for Boskalis, and the A27 motorway for the City of Utrecht. At the start of the course, the clients explained the integrated design challenges. The groups then began their work. The course included a number of lectures to explain topics like sustainability, creativity, the principles of cyclic design, and the 'Building with Nature' approach. The lectures were immediately put into practice in the design case studies. The course concluded with an intensive two-day training session 'in the field', at the end of which the groups presented their designs to the clients. The course was a true success. The participating engineers were encouraged to think outside the box, employees from different departments collaborated more closely, and the skills required for cyclic design procedures were enhanced. Based on the success achieved, Witteveen+Bos will select new case studies and a new group of engineers to attend a similar training course in 2014.'

... Designing for benefits

Rob Nieuwkamer MSc PhD, trainer of master class on Integrated Design

'In my master class I focused on the concept of 'designing for benefits'. I pointed out to the participants that engineers should carefully analyse the design brief, and create value for the broader system in which the design is embedded, rather than just following the instructions provided by the client. For example, let's say the client wants to build a road. This requirement should be translated into desired functions and societal values. How can we expedite traffic flows while simultaneously enhancing quality of life? How can we reduce travel times and noise nuisance, so that local residents can enjoy more sleep and thus improve their health, while the value of their properties increases? During the course we worked on three case studies for current Witteveen+Bos



projects. We invited the three clients to attend the sessions, to participate in discussions, and to evaluate the outcomes. We noticed that starting the design process with a system analysis and broadening the context to include the natural and human environment motivates engineers to come up with innovative solutions. At the same time, a cyclic approach to the design process enhances quality and saves time and money. Such an approach involves discussing design dilemmas in the initial project phase, and working out a more detailed design based on these outlines. The winning design solutions for our three case studies offered greater quality at less costs and could be implemented in a shorter period. You could say that Integrated Design is nothing new, and I would agree: engineers have been talking about it for over 75 years. What is new is incorporating the principles of value creation and cyclic design into our daily practice.'

... 'Resisting' the client: providing unsolicited advice

Eric Holtrop MSc, case manager for the Enclosure Dam (Afsluitdijk) project

'Teams of engineers went head to head to develop the best design for the Enclosure Dam. We rewarded those teams that tried to think beyond or even ignore the client's wishes, focusing entirely on functional requirements and sustainability. Clients generally base their decisions only on cost considerations. Our winning team looked at costs as well as benefits. In the Enclosure Dam case study, our client explicitly did not want us to consider the installation of wind turbines along the dam, partly because of the high costs involved. However, when the team considered a broad range of options, installing wind turbines and creating an additional water reservoir at the same location turned out to be a very favourable solution in terms of sustainability as well as benefits. To develop a truly sustainable solution, it is sometimes necessary to resist the client's instructions and provide unsolicited advice, based on functional requirements instead of a priori estimates of feasibility and affordability.'

... Making sustainability tangible

Inge Blom MSc PhD, trainer of master class on Sustainability

'My task in this training course was to provide real-life examples of how to incorporate sustainability in a design brief that has already been drawn up. When the client's instructions have been translated into desired functions and societal values, the engineer must make choices about materials, energy consumption and construction methods. The course was aimed at raising awareness of sustainability issues like the carbon implications of designs and the possibility of making designs more carbon-friendly. Discussions automatically arise concerning the level of impact: the greatest sustainability benefits can be achieved early in the planning phase of a design project. However, design decisions at a more detailed level can still have a significant impact and this is pre-eminently the engineer's field of expertise. Making sustainability tangible at this level calls for a life cycle approach and focusing on the key issues in a project. If there is heavily polluted soil at a construction site, for instance, this will be the major sustainability issue in your design project. Ticking the boxes for all the possible sustainability issues is not a recommended approach, because it often leads to no measures being taken at all. The motto is: focus on the main benefits to be achieved.'

Sustainable design principles

... Nature and climate

We endeavour to produce nature-based and climate-proof designs. Our designs take into account the natural environment as much as possible. The ecosystem is our starting point and we strive to use natural processes wherever possible, thus maintaining or even improving biodiversity.

... Trias principle

We employ the Trias principle for our sustainable solutions. This principle is applied to design aspects such as energy, commodities, water, soil, waste, CO₂ and other greenhouse gas emissions, mobility and operation, and maintenance.

The three steps of the Trias principle are:

- Step 1: limit the demand and prevent unnecessary use
- Step 2: use renewable resources
- Step 3: use non-renewable resources intelligently and efficiently.

... Chain

In our designs we try to consider the entire process and project chain as an integrated whole. Our aim is to provide sustainable solutions which offer optimum results from the point of view of the entire chain, as established through life cycle analyses, for instance. Where possible, we aim to apply a Cradle to Cradle® approach by taking the closing of biological and technological cycles into account in our designs, enriching the environment and using renewable energy options. Thus, we strive to provide upcycled products with a new life cycle.

... Optimisation of functions

In developing the built environment, we endeavour to allocate the right function to the right location and search for the optimum use of existing values. In combining functions such as living, employment and recreation, this enhances sustainable development. Multifunctionality and flexibility are important requirements for sustainable design. For the existing built environment we focus on efficient revitalisation.

... Participation

We recognise the importance of public participation by stakeholders and end-users when it comes to decision making within the design process. We value effective communication because sustainable design requires extensive public support.

... Well-being

Human well-being – physiological needs, safety, social contact, respect from others and self-actualisation – is our basic principle for the design process.



Impact

Witteveen+Bos has defined four overarching CSR priorities. These priorities are meant to guide the company in formulating policies and taking action with respect to our operational management.

In addition to the four CSR priorities, we have also defined four topics where our company's products and services have a major impact. Based on the voluntary international standard 'Guidance on social responsibility' (ISO 26000), Witteveen+Bos has identified the four main topics relevant to our consultancy practice where we can contribute to sustainable development. Justification for selection of these topics is provided below.

1. Climate change mitigation and adaptation

Engineers advise and make fundamental choices that, in many cases, affect the physical organisation of society. Throughout the life cycle of development and design projects, the choices made by engineers exert a major influence on the causes and consequences of climate change.

2. Development of and access to technology

Developing innovative technology that helps (local) communities to solve social or environmental problems is part of the core business of Witteveen+Bos. Education and research is one of our four CSR priorities. Witteveen+Bos works with local research institutions, local engineers and local communities to pursue technological development.

3. Protection of the environment and biodiversity, and restoration of natural habitats

Some projects undertaken by Witteveen+Bos are specifically aimed at protection of the environment and biodiversity and restoration of natural habitats. Although integrating this topic in 'regular' projects is a challenge, research on ecosystem services and biodiversity impact assessments can offer an important contribution.

4. Sustainable use of resources

Engineers advise and make fundamental choices that, in many cases, affect the physical organisation of society. Throughout the life cycle of development projects, the choices made by engineers exert a major influence on the use of resources (materials, energy).

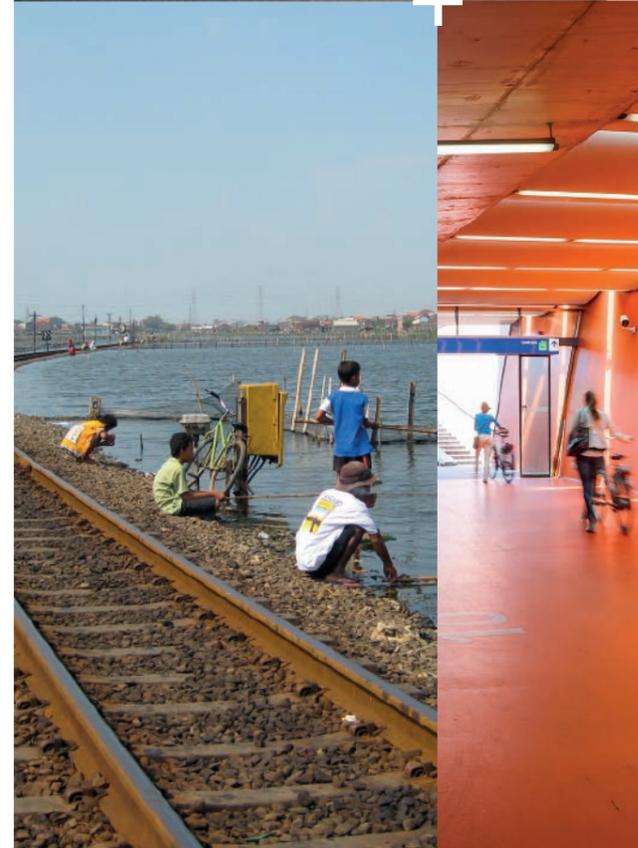
The chapter 'Our daily practice' shows that our company's activities can have a positive impact on these topics.

Our daily practice

1. Climate change mitigation and adaptation

... Jakarta master plan

The northern part of the Indonesian capital Jakarta is frequently hit by severe floods from the main rivers and the sea. Land subsidence of up to 17 cm per year and climate change will increase the risk still further in the years ahead for 4.5 million people living in northern Jakarta and for USD 103 billion of economic value. The city of 11 million inhabitants is also being urbanised rapidly, resulting in mounting challenges in areas such as housing, wastewater treatment, water supply and mobility. Witteveen+Bos is working with partners on a comprehensive National Capital Integrated Coastal Development plan for Jakarta. The primary objective of this mega-project is to assure flood protection and urban development of the coastal zone until 2080. An integrated solution addresses numerous other issues, including sanitation.



'Developing a business case to finance the flood protection of Jakarta is very challenging, with continually changing preconditions. Arriving at a positive financial outcome is tremendously satisfying for all of us.'

Michel Hek, Ecorys

'It is very challenging and rewarding to develop integrated solutions for flooding and other problems together with our Indonesian counterparts.'

Leon Valkenburg, Witteveen+Bos

... Climate adaptation application

Witteveen+Bos teamed up with partners to develop a climate adaptation app. The app quickly generates a selection of feasible climate adaptation measures for a project. It gives urban planners, engineers and other professionals an insight into practicable measures for a project with a specific climate adaptation goal. An example is urban development in a flood plain that must be prepared for river flooding. The basic set-up for the app was developed in 2013. The app has been tested with municipalities, provinces and other organisations that are supporting the project. The app is scheduled for release in the spring of 2014. It will be available for free downloading.

'We managed to create a practical app that allows users to navigate the many different climate module libraries.'

Stijn Koole, Bosch Slabbers garden and landscape architects

'Thanks to our multidisciplinary team we developed an app with a user-friendly interface and a very solid basis.'

Leon Valkenburg, Witteveen+Bos



2. Development of and access to technology

... Asset Management

The rapid growth of prosperity in the last century led to the construction of a lot of wet and dry infrastructure, such as plants for treating, producing and managing water. In the coming decades many of these ageing assets will require replacement or major maintenance. Many organisations are implementing Asset Management in order to make and optimise the right choices. Asset Management coordinates all of an organisation's activities to obtain value sustainably, robustly and cost-efficiently from their physical assets throughout their life cycle. Key aspects include availability, reliability, sustainability, legislation and safety. MaxGrip (a company that specialises in Asset Performance Management) and Witteveen+Bos entered into a unique joint venture in 2013. By combining forces and values, the joint venture aims to become a leader that offers total solutions for Asset Management in the infrastructure and water sectors. Knowledge of Asset Management is being shared and used within and outside Witteveen+Bos in projects spanning the entire width of the firm's operations.

'MaxGrip and Witteveen+Bos uniquely complement each other. By linking and sharing specialised experiences, systems and know-how, you can develop a concept that adds value for water and infrastructure managers.'

Marcel Morsing, MaxGrip

'The core of Asset Management is the ability to weigh up choices and strike the optimum balance between risk, performance and costs.'

Erwin Castelijns, Witteveen+Bos

... Active Marking

The Interprovincial Consultative Body (IPO) contracted Witteveen+Bos and public lighting specialist De Kruijter Openbare Verlichting jointly to provide substantive knowledge for, and to edit a new Active Marking guidance document to be published by the Netherlands Lighting Foundation (NSVV). Active Marking is an environment-friendly alternative to conventional street lighting when it comes to showing the course of a road. Active Marking promotes road safety and traffic flow. It has been used for more than ten years now and rapid advances are being made thanks to advanced LED and battery technology.

'Back in 1998 the North Holland provincial authority was convinced that it could put forward an added-value concept for road safety in the dark. It has now become reality, as evidenced by the collegial cooperation that now exists between provincial authorities, municipal authorities and the Directorate-General for Public Works and Water Management in publishing the new guidance document for Active Marking. This working group believes this has benefited Dutch road managers.'

Paul Rutte, North Holland provincial authority

'Active Marking is an elegant, sustainable solution for safely guiding traffic in darkness. The new guidance document has made it easy for all road authorities to use Active Marking.'

Erik Jongenotter, Witteveen+Bos

3. Protection of the environment and biodiversity, and restoration of natural habitats

... Improving water quality models

Witteveen+Bos is working with Wageningen University & Research Centre, the Netherlands Ecological Institute and the Netherlands Environmental Assessment Agency on improving ecological models. The unique models play a key role in analysing and improving the water and ecological quality of lakes (PCLake) and ditches (PCDitch). STOWA (Foundation for Applied Water Research) and the water managers that are involved are financing the project. The practical experience of Witteveen+Bos provides input for scientific partners in devising and implementing improvements to the models. This enhances a unique set of instruments for maximum water system knowledge and more effective water management.

'STOWA is contributing to the project by laying an important foundation for managing ditches, canals and lakes far more efficiently.'

Bas van der Wal, STOWA

'We are showing in this project that the PCLake and PCDitch models foster a better understanding of individual water systems. This helps to prevent the write-off of investments and to ensure investments are made at places where gains are really achievable.'

Sebastiaan Schep, Witteveen+Bos

... Remediating lakes around Baku

Witteveen+Bos carried out a feasibility study in Baku into the remediation of nine heavily polluted lakes. The lakes were severely affected by the illegal dumping of waste, untreated sewage and residual water from oil extraction. Environmental quality looked likely to restrict economic growth. Witteveen+Bos is advising the authorities in Azerbaijan on how to approach remediation strategically and tactically. The multidisciplinary study includes a research programme, system analysis and master plan for potential developments, in combination with remediation measures. The next step will be to tackle part of the largest lake with a view to the European Games in 2015.

'In Baku we can come up with environmental measures that really do make a difference. I have seldom seen such an awful mess as this.'

Bjert van der Enden, Witteveen+Bos



4. Sustainable use of resources

... 3D printing of concrete

In 2013, Eindhoven University of Technology (TU/e) and the private sector agreed to create 250 additional PhD positions in the coming years to conduct research in the fields of energy, health, mobility and materials. Witteveen+Bos is involved in a proposed project devoted to materials research, namely a study into the possibilities for 3D printing of concrete. The advantages of such a 3D printing process would include better working conditions, more attractive buildings thanks to greater freedom in design, and reduced material consumption because materials are only used where truly needed. This research project was initiated by Theo Salet, who combines his work at Witteveen+Bos with a position as Professor of Concrete Structures at TU/e. Witteveen+Bos is currently holding talks with the university on our participation in this project, thus creating an innovative form of collaboration between TU/e and the private sector.

'It is inspiring to explore new ideas, to promote integration in the chain, and to create designs that are both attractive and sustainable.'

Theo Salet, Witteveen+Bos

... Producing bioplastics from waste water

Sustainable use and recovery of resources (water, energy, nutrients) is a key criterion for the successful optimisation, design and operation of (waste)water treatment plants. Witteveen+Bos is actively involved in research and development, optimisation, business cases and design, and is supervising the construction of a number of treatment facilities that recover energy and resources from waste(water). Witteveen+Bos is working together with universities and international companies to develop an alternative conversion route for organic matter (which is normally converted into biogas). The process will convert waste into high-value resources by producing bioplastics using polyhydroxyalkanoates (PHAs). In 2013, Grondstoffenfabriek and STOWA commissioned Witteveen+Bos to conduct a feasibility study in order to assess the technical and economic feasibility of bioplastics production using PHAs extracted from waste water and sewage sludge. In 2014, we will continue research and development work on this resource recovery process, in cooperation with Wageningen University & Research Centre, several water boards and international companies. The bioplastic production route from sewage sludge is technically feasible and economically attractive because the process can be integrated into existing treatment plants. PHA bioplastics can be applied in consumer and catering products, pharmaceutical and medical products, agriculture and horticulture, and packaging materials.

'We have years of experience in optimising water treatment processes and increasing water quality. We are now discovering and developing ways to valorise wastewater by converting it into green energy and valuable resources like phosphorus and bioplastics. Greater awareness of the potential applications is creating a lot of enthusiasm.'

Arjen van Nieuwenhuijzen, Witteveen+Bos

'Turning waste into resources is one of my dreams and it is increasingly becoming a reality. Let's close the cycle!'

Erwin Bluemink, Witteveen+Bos

Performance in 2013

... Employee ownership

Witteveen+Bos has been wholly owned by its employees since 1992 under a shareholding system. Entrepreneurship is not only the responsibility of the management, but is a characteristic of all our employees. Responsibilities are assigned at the lowest possible level of organisation, where employees have direct contact with their clients. The participation system is a key element of our identity and provides an important stimulus for commitment and entrepreneurship.

Participation in the shareholding system is a long-term commitment, with continuity of the company as the main goal. Employees with a permanent contract of employment can acquire shares in the company's equity on a voluntary basis.

The shareholding system has the following noteworthy aspects:

- The involvement of the employees is expressed in the ownership ratio.
- Decision-making and governance are geared to the need for decentral initiatives and independence, and the need for coordination and integration.
- The ownership system is a positive influence on joint ventures and participating interests.

The participation system consists of four categories of shareholders: senior partners, premium partners, partners and participants. The senior partners and premium partners form the senior management of the company. They are nominated by the Board of Directors and appointed by the General Meeting of Shareholders. The partners are other key employees of the company. They are nominated and appointed by the Board of Directors. The category of participants is open to all staff with a permanent contract of employment who work at least one day a week (0.2 FTEs). The degree to which employees can participate in this category depends on their position (salary) and the number of years they have been with the company.

The degree of participation is 76.4 %. The senior partners (18) and the premium partners (7) hold 63.0 % of the shares, the partners (79) hold 22.0 %, and the participants (466) hold 15.0 %. At 1 July 2013, the internal price of the Witteveen+Bos share stood at € 5.36 (compared with € 6.06 at 1 July 2012).

... Stakeholder involvement

In 2013 Witteveen+Bos organised a number of innovation sessions on sustainability topics such as sustainable road design, 'Theme Park Russia' (the design of the planned theme park close to Moscow) and financing renewable energy. As clients and partners regularly participate in these sessions, they are an inspiring way to receive direct feedback from key stakeholders and to explore new markets and products. In 2013 Witteveen+Bos set up a new in-company training course on Integrated Design (see also the chapter 'Embedding sustainability in the design process'). The course is unique because it involves three real case studies for real clients. Witteveen+Bos also developed a strategic communications plan in 2013, in which we commit ourselves to place the needs of our stakeholders at the heart of our corporate communications. A panel of stakeholders reviewed our Corporate Responsibility Report and CSR policy in 2011, 2012 and 2013.



... Works Council

In 2013, the discussions about the conditions of employment resulted in an agreement with the Board of Directors. The main changes concerned increases to the compensation for secondments and working abroad, and the number of holidays. Elections were held for half of the seats on the Works Council. The renewed Works Council has been working on several organisational developments. The Works Council advised on the merger of the offices in Maastricht and Breda and the offices in Almere and Amsterdam. The main focus was on the interests of the employees under current laws and regulations. This resulted in an additional package of benefits. The Works Council also spoke with the Board of Directors about plans to discontinue the activities of the Facade Restoration and Environmental Measurement Service units. In both cases the employees of these units had to move to another company. In 2014 the Works Council will conduct a survey among employees to gain input on the activities of the Council. The focus is on issues including sustainable employability, the effects of changes to the business structure, and flexible working arrangements ('Plus Working').

... Priorities and actions

- Priority 1: Embedding CSR principles in products and services

Although our employees are aware of the importance of sustainability, it is not easy to explicitly embed sustainable design principles in our daily design practice. Sustainability is not yet fully incorporated in the procurement systems of our major clients. Consequently, sustainability does not result in a direct competitive advantage in our daily practice. A proactive attitude is needed and we are determining the best approach to achieve this without jeopardising our position in the market. Cooperation within the engineering sector is one of the ways in which we try to achieve this.
- Priority 2: Education and research

We value high-quality engineering and we understand that innovation requires ongoing investment in education and research. Various partnerships with knowledge institutes are initiated or supported by Witteveen+Bos. Professor and colleague Theo Salet is chair in Concrete Structures at Eindhoven University of Technology. This will help build our expertise while raising our profile and attractiveness among students. We also stimulate young colleagues to work on icon project such as the Enclosure Dam (Afsluitdijk).
- Priority 3: Being a preferred employer

Witteveen+Bos aims to be a preferred employer. We try to achieve this aim by realising a diverse workforce, discussing employee satisfaction, and expanding our in-company training programmes.
- Priority 4: Reducing the ecological footprint of the company's operations

Witteveen+Bos has calculated the carbon footprint of the company's business operations in the Netherlands using the updated SKAO emission factors. In 2007, CO₂ emissions from our operations amounted to 5.41 tonnes of carbon per capita (recalculated figures). By 2012, the CO₂ emissions had been reduced to 3.76 tonnes per capita. In 2013, the CO₂ emissions from our operations amounted to 4.48 tonnes per capita, a decrease of 17 % compared to the reference year 2007.

Summary: results and targets

Table 1: Summary: results and targets

Priority 1: Embedding CSR principles in products and services

	Target 2012 and beyond	Result 2012	Target 2013 and beyond	Result 2013	Target 2014
Partnerships	To continue existing partnerships and our participation in the Dutch Sustainable Remediation Forum.	Initiative for Smart Tailings Platforms and MAREC.	To continue participating in the Smart Tailings Platform.	Participation in the Smart Tailings Platform was continued.	To continue participating in the Smart Tailings Platform and to collaborate with European universities on mining studies.
Measurability and tools	To identify the top five sustainable development topics relevant to our consultancy practice.	Four topics relevant to our consultancy practice were identified.	To develop action plans for each of the four sustainability topics in order to reduce negative impact and enhance positive impact, and to measure impact on the four topics per PMC (if material).	Initial actions for each sustainability topic were defined. The impact was evaluated for each PMC.	To monitor the action plans for each sustainability topic, and to monitor improvements of relevant aspects for each PMC.
Meeting clients' requests	To develop a 'practical guideline' to measure the CSR benefits of the company's services and designs for our clients.	We developed a sector-based tool for reduction of CO ₂ emissions. Carbon-friendly design standards have been incorporated in procurement processes as of December 2012.	To integrate carbon-friendly design standards and a calculation tool in the design process at Witteveen+Bos.	A training course on Integrated Design was attended by 45 engineers, with the aim of enhancing interdisciplinary design processes and focusing on sustainable design principles.	To organise the training course on Integrated Design for an additional group of 45 engineers in 2014.
In-company implementation (products/services)	To include a paragraph on CSR and sustainability in the strategic annual plans of all PMCs.	CSR and sustainability have been included in the strategic annual plans of all PMCs.	To evaluate all strategic annual plans and to integrate the action plans for the four sustainability topics in the relevant PMCs.	The four sustainability topics were communicated to the PMCs.	To improve the integration and implementation of the targets set for the relevant topics for each PMC (including quarterly monitoring).
Reporting and communication	To develop a CSR Report for 2012 based on the GRI G3 guidelines, application level B+.	Development of a CSR Report based on GRI G3 guidelines, application level B+.	To start the process towards integrated reporting: the CSR Report 2014 will be the first integrated report.	Internal discussions about integrated reporting were initiated. However, it is too early to start with integrated reporting in 2014.	To broaden internal support for and awareness of integrated reporting. Target date for integrated reporting: 2015.

Priority 2: Education and research

	Target 2012 and beyond	Result 2012	Target 2013 and beyond	Result 2013	Target 2014
Practical knowledge gained	Practical implementation of knowledge gained in studies of the 'Factory of the Future' concept.	Knowledge gained during research for 'Factory of the Future' concept was applied in the Biodiversity Future Industry initiative.	To conduct a Biodiversity Impact Assessment for at least one project.	Two specific biodiversity projects were carried out: improving water quality models and remediation of lakes near Baku, Azerbaijan (see Our daily practice).	To gain knowledge on urban heat.
Exchanging knowledge with institutions	Continuation of partnerships with knowledge institutes on sustainable development topics.	We continued our cooperation and partnerships with Saxion University of Applied Sciences and Wageningen University.	To organise two workshops on sustainability topics (e.g. Agro City Engineering or sustainable mining) together with Alterra and Wageningen University.	A workshop on Urban Agriculture was organised together with Alterra.	To set up two new partnerships with knowledge institutes on sustainable development topics.
Contribution to national research initiatives	To continue contributing to national research initiatives in the field of sustainable development.	We actively contributed to 'Building with Nature': we signed the BwN covenant on carbon footprint reduction.	To apply the BwN approach to the design of at least two water engineering projects, and to conduct a joint project with BwN partners to identify carbon impacts of the design, execution and maintenance of a water construction project.	Witteveen+Bos participated in two Building with Nature projects: the Oyster Dam project and the Sand Engine project.	To initiate/cooperate in one (international) climate adaptation project.
In-company implementation (education/research)	To continue to promote in-company research projects for development of sustainable products and services.	We conducted four research projects on carbon-friendly design.	To implement carbon-friendly design as part of the procurement process.	We introduced carbon-friendly design as part of the procurement process for several projects, e.g. Enclosure Dam and ZuidasDok.	To improve the implementation of carbon-friendly design in procurement processes.

Priority 3: Being a preferred employer

	Target 2012 and beyond	Result 2012	Target 2013 and beyond	Result 2013	Target 2014
Increase number of female employees	To continue to facilitate the network of female engineers and consultants.	The network of female engineers and consultants is operational. The number of female partners/senior partners decreased in 2012.	To conduct a research on causes for the continuous low representation of women in management positions.	A female Managing Director was appointed in April 2013.	To develop PMC-specific targets on increasing the number of female employees.
Audits and reviews	To increase the number of performance and career development reviews.	The number of performance and career development reviews was increased.	To develop SMART targets on becoming a preferred employer.	-	To develop PMC-specific targets on increasing the number of performance and career development reviews.
Employee Regulations	To provide input for the review of the Employee Regulations.	Input for reviews was provided.	-	-	-

Priority 4: Reducing the ecological footprint of the company's operations

	Target 2012 and beyond	Result 2012	Target 2013 and beyond	Result 2013	Target 2014
Reduction of carbon footprint per capita	To reduce the carbon footprint per capita by 25 % compared to 2007.	The carbon footprint per capita was reduced by 27 % compared to 2007.	To reduce the carbon footprint per capita by 25 % compared to 2007.	The carbon footprint per capita was reduced by 17 % compared to 2007.	Due to an increase in our international activities (and a corresponding growth in air travel), the target is to reduce the carbon footprint per capita by 25 % compared to 2007.
CO₂ Awareness Certificate	To obtain the Level 5 CO ₂ Awareness Certificate.	We obtained the Level 5 CO ₂ Awareness Certificate.	To retain the Level 5 CO ₂ Awareness Certificate.	We retained the Level 5 CO ₂ Awareness Certificate.	To retain the Level 5 CO ₂ Awareness Certificate, including new requirements in expected updates (versions 2.2 and 3.0).
Car pollution	To develop a separate reduction plan for carbon emissions resulting from travel by car for business purposes.	We developed and implemented a separate reduction plan for carbon emissions resulting from travel by car for business purposes.	-	-	To increase the use of electric/hybrid cars to 15 % of total car use.

This summary shows the results and targets in the company's four CSR priorities. Summarising, we can state that Witteveen+Bos has made substantial progress in 2013 in increasing awareness of employees in implementation of sustainable principles in the design and consultancy practice. Furthermore, a number of projects and programmes is operative in the field of education and research. These programmes will continue the next year. Results within the priority 'Being a preferred employer' are disappointing. We will continue to reduce our carbon footprint to ultimately 30 % in 2020, as set out in the 2020 reduction scheme.

Key figures

Witteveen+Bos bases its reporting on the Performance Indicators outlined in the Global Reporting Initiative (GRI) G3 sustainability guidelines.

... Economic

Turnover increased by 11.6 % to reach € 111.0 million. Outsourced work totalled € 18.9 million. Operating income increased by 56.4 %. Net profit came to € 14.2 million and our net margin was 12.8 %.

Table 2: Key financial figures

	2013	2012
Turnover*	111.0	99.4
Salaries and social security payments*	53.6	51.2
Result before taxation*	18.9	12.1
Result after taxation*	14.2	9.8
Net profit margin (expressed as percentage of turnover)	12.8 %	9.9 %
Cash flow*	15.9	11.7
Total number of staff at year-end in FTEs (consolidated)	875	860
Total turnover per FTE**	126.8	115.6
Value per share	€ 5.59	€ 5.36
Dividend per share	€ 1.09	€ 0.77
Community investment***	€ 190,799	€ 96,795

* Amounts in millions of euros ** Amounts in thousands of euros *** In 2013 Witteveen+Bos invested in several projects in the fields of sport, education, health, renewable energy and culture, as well as in the Art+Technology Award. Additionally, we made a significant in-kind contribution to socially relevant projects.

... Environment

Environmental protection entails more than just complying with legislation and official regulations. It also covers all aspects of sustainability, which we consider a management issue. We carefully manage our impacts at all stages, from business operations to the impact of our designs. To ensure a systematic approach in our business operations, we apply an environmental management system based on international guidelines and standards. We apply sustainable design principles to our products and services.

... Materials

In 2013, Witteveen+Bos used 46,208 kg (46.208 tonnes) of photocopying paper in its offices in the Netherlands. The paper does not contain any recycled materials.

... Energy

We use natural gas for office heating purposes. The remaining direct energy consumption results from the use of fuel by our carfleet. The direct and indirect energy consumed is shown in the tables below. The chapter 'Our daily practice' provides an insight into company initiatives to develop energy-efficient or renewable-energy-based products and services.

Table 3: Energy consumption

	2013	2012
District heating (hot water GJ)	874	1042
Use of gas for heating purposes (m ³)	290,849	242,022
Use of company cars for business purposes (litres of fuel)*	219,310	207,840
Use of company cars for commuting purposes (km)*	288,034	348,918
Electricity consumption (kWh)	1,711,573	1,720,153
Air travel (km)	7,245,532	4,598,852
Use of private cars for business purposes (km)*	4,029,135	3,059,670
Paper use (kg)**	46,208	46,096
Use of private cars for commuting purposes (km)*	2,100,539	3,842,139
Use of public transport (km)	5,957,059	5,660,865

* For our carbon emissions inventory, we use the following units: litres of fuel for the use of company cars for business purposes, kilometres for the use of hybrid cars for business purposes, and kilometres for the use of private cars for business and commuting purposes. ** This category only includes office paper; printed books and leaflets are excluded.



... Employment

Our workforce (2013 average: 875 FTEs) forms the basis for our sustained success. At 31 December 2013, Witteveen+Bos employed 967 employees. In 2013 a total of 14 employees were employed under an on-call contract. The workforce may be classified according to employment type, employment contract and country.

Table 4: Total workforce by employment type, employment contract and country (31 December 2013)

	2013	2012
Full-time (Netherlands)	583	527
Part-time (Netherlands)	276	318
Fixed-term or temporary contract	118	103
Indefinite-term or permanent contract	741	742
Netherlands	859	845
Indonesia	29	26
Kazakhstan	55	44
Russia	2	2
Latvia	8	8
Belgium	12	9
Vietnam	2	1
Total workforce in the Netherlands (FTEs)	789.3	774.1
Total global workforce (FTEs)	892.4	859.7

This breakdown shows that a large majority (86 %) of the Witteveen+Bos workforce is employed under a permanent contract. For the year ending at 31 December 2013, voluntary employee turnover as a percentage of the total workforce population amounted to 8 %. The average length of service was 10.1 years. We do not publish employee turnover by region. The approximate breakdown of the total workforce by gender was 74 % male and 26 % female. Witteveen+Bos does not register composition of governance bodies according to gender or age group. Witteveen+Bos does not register minority group membership.

Table 5: Total number and rate of employee turnover by age group and gender (The Netherlands)

	2013	2012
Employees leaving	69	63
Female employees leaving	23 %	38 %
Employees below the age of 30 leaving	23 %	38 %
Employees in the age of 30 to 45 leaving	54 %	42 %
Employees over the age of 46 leaving	22 %	16.3 %
Average number of years with the company	10.1	9.9

In our company, employees with a temporary contract and regular part-time employees receive the same benefits as full-time employees, except for stock ownership, which is only possible for employees with a permanent contract.

Table 6: Benefits provided to employees

Benefits	Full-time/part-time employees
Accident insurance with life and disability/invalidity coverage	All employees
Collective health care insurance	All employees can participate
Maternity/paternity leave	All employees
Retirement provision	All employees
Stock ownership	Full-time and part-time employees with a permanent contract
Tax-free savings scheme and life course savings scheme	All employees

Witteveen+Bos has a system of in-company training courses for its employees. Additionally, the company contributes financially to relevant private courses of study undertaken by employees and to external seminars, workshops and training sessions. As the different business segments have specific training needs and training programmes that are not centrally managed, Witteveen+Bos does not expect that it will be able to report company-wide statistics on the annual average number of training hours. In 2013, Witteveen+Bos spent € 513,925 on leadership and employee development.

Table 7: In-company training and trainees at Witteveen+Bos

	2013	2012
Number of employees that received in-company training	437	687
Money spent on training per employee	€ 598	€ 727
Number of trainees	113	130

... Carbon footprint

In absolute figures, our 2013 carbon footprint has increased compared to our 2012 footprint. The most significant increase may be observed in air travel. Witteveen+Bos has increased its turnover from international operations and a geographical shift is occurring from (Southern) Europe to Africa and South America. Travel by company car for business purposes is increasing, as Witteveen+Bos has started using leased cars for long-term projects and longer distances. More leased vehicles were deployed in the second half of 2013. Gas consumption increased in 2013 due to an extremely cold spring (March, April and May).

In order to meet the ISO 14064 standard, a carbon footprint report should take account of the effects of inaccuracies on the results. The accuracy of this carbon footprint report is determined by the accuracy of the data provided for the SKAO CO₂ Performance Ladder emission factors and the completeness of the activity data.

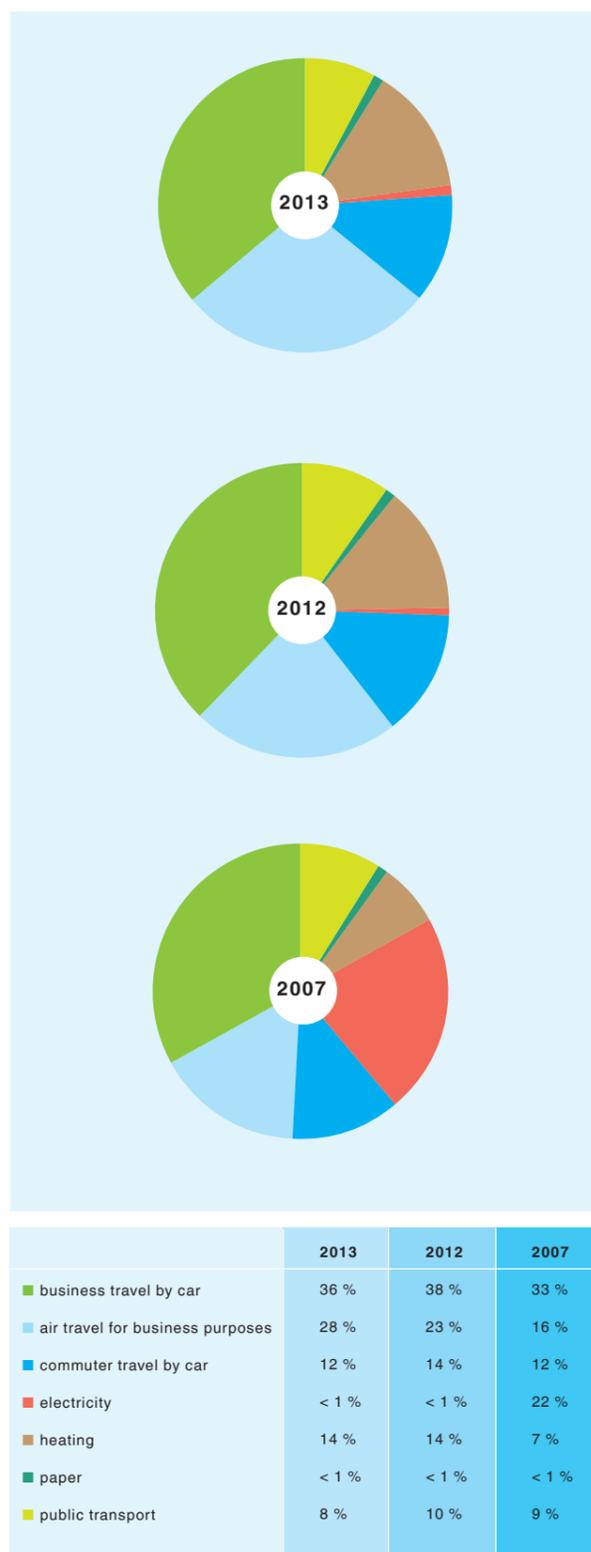


Figure 1: Emissions per activity and/or source in tonnes of CO₂ in 2013

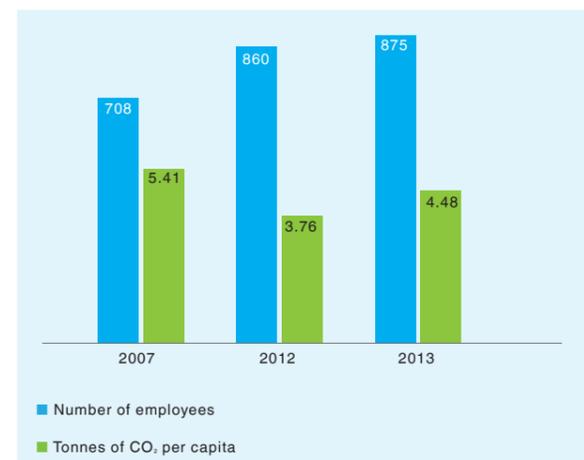


Figure 2: Per capita carbon emissions in tonnes of CO₂ in 2007, 2012 en 2013



Figure 3: Carbon emission reduction schedule (per capita)

Table 8: Emissions per scope in tonnes of CO₂*

	2013	2012	2007
Scope 1			
Use of company cars for business purposes	642	608	620
Gas consumption	531	442	258
Total for Scope 1	1,173	1,050	878
Scope 2			
Electricity consumption	26	26	849
Air travel	1,117	753	606
District heating	10	12	-
Use of private cars for business purposes	786	614	655
Total for Scope 2	1,939	1,405	2,110
Scope 3			
Paper consumption	4.4	4.3	4.4
Use of private cars for commuting purposes	420	387	389
Use of public transport	328	311	362
Use of company cars for commuting purposes	58	74	90
Total for Scope 3	810	776	845
Total for Scope 1, 2, 3	3,922	3,231	3,833

* According to the SKAO CO₂ Performance Ladder scope classifications

Because larger companies obviously will have higher emissions, emissions per capita are used for comparison purposes. In 2013 Witteveen+Bos produced total emissions of 3,922 tonnes of CO₂, and had a workforce of 875 FTEs. CO₂ emissions per capita decreased from 5.41 tonnes in 2007, to 3.76 tonnes in 2012, to 4.48 tonnes in 2013. This adds up to a total reduction per capita of 17 % compared to the reference year 2007.

Table 9: Carbon emissions per capita in tonnes of CO₂ in 2007, 2012 and 2013*

	Number of employees**	Emissions per capita
2013	875	4.48
2012	860	3.76
2007	708	5.41

* Based on SKAO emission factors ** Annual average in FTEs

Witteveen+Bos has set a reduction target of 29 % (compared to 2007) for the year 2015. Internally we developed a reduction schedule to achieve this target, by formulating a targetline. Due to the positive international developments in the year 2013, we were not able to reach our own formulated targetline. In the upfollowing years this plan will be adapted to still achieve the target for the year 2015.

Table 10: Emission reduction schedule (per capita)

Year	Reduction planned	Reduction achieved
2020	30 %	-
2015	29 %	-
2013	-	17 %
2012	25 %	30 %
2011	17 %	22 %
2010	9.5 %	11 %

UN Global Compact progress

In 2013 Witteveen+Bos continued its commitment to Corporate Social Responsibility and increased its efforts to contribute to a sustainable society. Our objectives and intentions for 2013 were listed in the Corporate Responsibility Report for 2012. Our UN Global Compact Communication on Progress (CoP) has been integrated into our existing communications with stakeholders via the annual Corporate Responsibility Report. All employees and major clients receive a paper copy of the report and it is published on our external websites.

Witteveen+Bos is pleased to be able to report on the key actions in terms of progress on each of the UN Global Compact principles.

The UN Global Compact principles are:

1. Businesses should support and respect the protection of internationally proclaimed human rights.
2. Businesses should make sure that they are not complicit in human rights abuses.
3. Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.
4. Businesses should support the elimination of all forms of forced and compulsory labour.
5. Businesses should support the effective abolition of child labour.
6. Businesses should support the elimination of discrimination in respect of employment and occupation.
7. Businesses should support a precautionary approach to environmental challenges.
8. Businesses should undertake activities to promote greater environmental responsibility.
9. Businesses should encourage the development and diffusion of environmentally friendly technologies.
10. Businesses should work against all forms of corruption, including extortion and bribery.



... Principle 1:

Our Code of Conduct states that 'Assignments in contravention of national and international law and rules will not be accepted'. We support and respect the protection of internationally proclaimed human rights. Safe and good working conditions for employees in the Netherlands are also of concern to the company. In 2013 we did not take specific action based on this principle.

... Principle 2:

Corruption is not a significant issue in the Netherlands; our performance in other countries will be analysed in 2014 for risks related to corruption. No cases of complicity in human rights abuses were reported in 2013.

... Principle 3:

Witteveen+Bos is an employee-owned company. Through shareholder meetings, employees can influence the company's policy. Furthermore, employee involvement is guaranteed through the Works Council. The Works Council looks after the interests of all employees. Witteveen+Bos is not bound to formal agreements with trade unions as the company has its own agreements with employees. These agreements have been ratified by the Works Council and laid down in the Employee Regulations and the Quality Manual.

... Principles 4 and 5:

Our Code of Conduct prohibits forced and compulsory labour in our operations. Witteveen+Bos endorses the ILO Declaration on Fundamental Principles and Rights at Work.

... Principle 6:

In 2013 Witteveen+Bos made active efforts to appoint more women in key positions. A female Managing Director was appointed in April 2013.

... Principles 7, 8 and 9:

Finding solutions to environmental challenges is one of the core activities of our company. We promote innovative technologies and approaches and enhance partnerships. We provide our clients with unsolicited advice on environmentally friendly alternatives in investment projects. We promoted the principles of sustainable design within the company in 2013 and provide training to our designers in order to implement the principles in all our projects. Further information on progress in this regard may be found in the chapter 'Embedding sustainability in the design process' and the chapter 'Our daily practice'.

... Principle 10:

We will not engage in bribery and we will not accept any assignment which has been assigned to us on dubious grounds. We reject payments which can influence our objective and socially responsible approach. Corruption-related issues have been incorporated in the Employee Regulations, in the chapter on standards and values. By signing the employment contract, every employee agrees to comply with these values. An Integrity Committee oversees compliance with our business code and employees can contact a confidential adviser, appointed by the directors, to report integrity issues or dilemmas. In 2013 no incidents were reported.

Management disclosure

This index summarises the approach of Witteveen+Bos to managing sustainability topics associated with risks and opportunities, and was drawn up in accordance with the Global Reporting Initiative G3 guidelines.

Table 11: Profile Disclosures

Economic

Economic performance, market presence and indirect economic impact	Our Annual Report and our sustainable design principles describe the management approach to economic and financial performance.
Goals, performance and contextual information	Detailed information on financial goals and performance may be found in our Annual Report, as well as in the progress towards targets, and the economic performance data (page 12).

Further information can be found at the link below
 - Annual Report: www.witteveenbos.com/annualreport

Environmental

Overall; materials; products and services; compliance; transport; emissions; effluents and waste; water; biodiversity	We carefully manage our impacts at all stages, from business operations to the impact of our designs. We apply an environmental management system based on international guidelines and standards. We apply sustainable design principles to our products and services.
Goals, performance and contextual information	See the chapter 'Performance in 2013' (page 12 of this report).
Organisational responsibility	See our policy statement (page 1 of this report).
Monitoring and follow-up	Monitoring and follow-up is carried out as part of the environmental management system for our business operations, and during project evaluations for our products and services.

Further information can be found at the links below
 - CSR policy: www.witteveenbos.nl/mvo
 - Energy and climate change: www.witteveenbos.nl/energie-en-klimaat
 - Eco-Dynamic Design Guideline: publicwiki.deltares.nl/display/BWN/Guideline
 - 'Building with Nature' initiative: www.ecoshape.nl

Social: product responsibility

Customer health and safety; product and service labeling; marketing communications; customer privacy; compliance	The safety assurance system applicable to relevant services of Witteveen+Bos has been certified against the SHE Checklist for Contractors (SCC**). Witteveen+Bos has produced instructions on health and safety in the design phase. These prescribe the preparation of health and safety plans and records as well as Risk Assessments & Evaluations for all designs. The plans include questions concerning health and safety in the design and implementation stage.
Goals, performance, policy	Information on goals, performance and policy may be found on our website.
Organisational responsibility	Witteveen+Bos Construction and Industrial Safety Group.
Training and awareness	SCC instruction courses at two levels are offered to employees providing relevant services.
Monitoring and follow-up	Available certificates: SCC**, ISO 9001

Further information can be found at the link below
 - Policy on health and safety in design phase: www.witteveenbos.nl/bouveiligheid, www.witteveenbos.nl/risicomanagement, www.witteveenbos.nl/veiligheid

Social: labour practices and decent work

Employment; labor/management relations; occupational health and safety; training and education; diversity and equal opportunity	Our approach is based on our CSR policy. - Witteveen+Bos aims to be a preferred employer. We try to achieve this aim by realising a diverse workforce, discussing employee satisfaction, and providing training. - Witteveen+Bos values high-quality engineering and we understand that innovation requires ongoing investment in education and research. Various educational and research programmes are either initiated or supported by Witteveen+Bos. Information on our approach to occupational health and safety may be found on page 9 of the Annual Report. Witteveen+Bos endorses and implements the ten principles of the UN Global Compact.
Goals, performance and contextual information	Detailed information on goals and performance may be found in the chapter 'Performance in 2013'.
Organisational responsibility	See our policy statement (page 1 of this report).
Monitoring and follow-up	Available certificates: ISO 9001, SCC**, BTR (operations in the high-risk area of railway infrastructure), Level 5 CO ₂ Awareness Certificate, ISO 17025 (air).

Further information can be found at the links below
 - Corporate Responsibility Report: www.witteveenbos.nl/mvo
 - UN Global Compact: www.unglobalcompact.org/participant/10135-Witteveen-Bos

Social: human rights

Investment/procurement practices; non-discrimination; freedom of association and collective bargaining and other human rights issues	Witteveen+Bos endorses and implements the ten principles of the UN Global Compact.
Goals, performance and contextual information	Information on goals and performance may be found in the chapter 'UN Global Compact Progress' (page 20 of this report).
Organisational responsibility	See our policy statement (page 1 of this report).
Monitoring and follow-up	See the chapter 'UN Global Compact Progress'.

Further information can be found at the links below
 - Corporate Responsibility Report: www.witteveenbos.nl/mvo
 - UN Global Compact: www.unglobalcompact.org/participant/10135-Witteveen-Bos

Social: society

Investment/procurement practices; non-discrimination; freedom of association and collective bargaining; other human rights issues.	Witteveen+Bos endorses and implements the ten principles of the UN Global Compact.
Goals, performance and contextual information	Information on goals and performance may be found in the chapter 'UN Global Compact Progress' (page 20 of this report).
Organisational responsibility	See our policy statement (page 1 of this report).
Monitoring and follow-up	See the chapter 'UN Global Compact Progress'.

Further information can be found at the links below
 - Corporate Responsibility Report: www.witteveenbos.nl/mvo
 - UN Global Compact: www.unglobalcompact.org/participant/10135-Witteveen-Bos

GRI index

Table 12: Profile Disclosures

Strategy and analysis

GRI reference	Description	References	Page
1.1	Vision and strategy statement (Board of Directors)	Policy statement, Priorities and actions, Summary: results and targets	3, 14
1.2	Description of key impacts, risks and opportunities	Impact, Performance in 2013, Priorities and actions, Summary: results and targets	7, 12, 14

Organisational profile

GRI reference	Description	References	Page
2.1	Name of the reporting organisation	Witteveen+Bos Raadgevende ingenieurs N.V.	
2.2	Primary brands, products, and/or services	Annual Report 2013	
2.3	Operational structure of the organisation, including main divisions, operating companies, subsidiaries, and joint ventures	Annual Report 2013	
2.4	Location of organisation's headquarters	Van Twickelstraat 2, 7411 SC Deventer, The Netherlands	
2.5	Number of countries where the organisation operates, and names of countries	Seven countries with major operations: The Netherlands, Indonesia, Russia, Kazakhstan, Latvia, Vietnam, Belgium	
2.6	Nature of ownership and legal form	Employee-owned, private limited company	
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	National, regional and local government and private companies in the Netherlands and other countries where we operate, international financial institutions.	
2.8	Scale of the reporting organisation	We have a workforce of more than 900 specialists, see also chapter 'Key figures'.	16
2.9	Significant changes during the reporting period	None	
2.10	Awards received in the reporting period	Annual Report 2013	

Report parameters

GRI reference	Description	References	Page
3.1	Reporting period	1 January 2013 to 31 December 2013	3
3.2	Date of most recent previous report	June 2013	
3.3	Reporting cycle	Annual	
3.4	Contact person for questions regarding the report or its contents	H.E. Nieboer, Director, info@witteveenbos.nl	
3.5	Process for defining report content	<p>Witteveen+Bos Corporate Responsibility Report is aligned to GRI G3 level B sustainability reporting guidelines; see also chapter 'policy statement'. We selected and prioritised our material topics within this report by taking into account topics that are significant to the (policy/success of the) organisation. Our mission and vision leads to 'being a preferred employer' and to 'education and research' (see www.witteveenbos.com/en/mission-and-vision). Topics that reflect our significant economic, environmental and social impact are pointed out in the chapter 'Impact'. The most important stakeholders are our employees and clients.</p> <p>Our employees value state of the art knowledge and working on innovations, working at a first-rate engineering and consultancy firm with a diverse workforce and possibilities for continuous training and learning, and contributing to the protection of the environment and natural recourses.</p> <p>Over the years we measure the interests and needs of our clients. Embedding CSR principles in products and services and reducing the ecological footprint of the company's operations is in many cases a selection criteria in engineering tenders. One of the main topics in consultancy regarding urban development is climate change resilience (worldwide). Most government bodies are obliged to present the environmental impacts of their projects.</p>	3, 28

GRI reference	Description	References	Page
3.6	Boundary of the report	While this report covers the entire Witteveen+Bos organisation, the performance data are focused primarily on operations in the Netherlands. The scope of this report does not include sustainability performance data from external organisations or activities over which the company has limited control or influence, such as those of contractors and suppliers. More information may be found in the chapter 'Performance in 2013'.	12
3.7	Specific limitations on the scope or boundary of the report	See the chapter 'Policy statement'	3
3.8	Reporting on joint ventures and subsidiaries	No significant impacts	
3.9	Data measurement techniques and bases of calculations	Key figures	16
3.10	Explanation of the effect of any restatements of information provided in earlier reports, and the reasons for such restatements	Key figures	16
3.11	Significant changes from previous reporting periods (scope, boundary, measurement methods)	Key figures	16
3.12	Table identifying the location of the Standard Disclosures in the report	GRI index, the chapter 'Management disclosure'	24, 22
3.13	Policy and current practice with regard to seeking external assurance for the report	External assurance obtained through report review by external stakeholder panel	28

Governance, commitments and engagement

GRI reference	Description	References	Page
4.1	Governance structure of the organisation	Annual Report 2013	
4.2	Independence of board members	Annual Report 2013	
4.3	Independence of unitary governance body	Not relevant	
4.4	Shareholder and employee feedback mechanisms	Performance in 2013	12
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives, and the organisation's performance (including environmental performance).	Performance in 2013	12
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.	Not in place	
4.7	Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organisation's strategy on economic, environmental, and social topics.	Not in place	
4.8	Internally developed statement of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.	Embedding sustainability in the design process	4
4.9	Procedures of the highest governance body for overseeing the organisation's identification and management of economic, environmental, and social performance.	Performance in 2013	12
4.10	Processes for evaluating the highest governance body's own performance.	Performance in 2013	12
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organisation.	Sustainable design principles	6
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organisation subscribes or which the organisation endorses.	UN Global Compact, Code of Conduct of Dutch Association of Consulting Engineers	
4.13	Memberships in associations	FIDIC, Dutch Association of Consulting Engineers	

Stakeholder engagement

GRI reference	Description	References	Page
4.14	List of engaged stakeholders.	Our stakeholders include employees/shareholders, suppliers, customers, government authorities, local communities, NGOs, and the general public.	28
4.15	Basis for identification and selection of stakeholders with whom to engage.	Following consultation with the senior partners, Witteveen+Bos has invited stakeholders that are important to our business and relevant to our four CSR priorities to engage in a stakeholder dialogue. The engagement of stakeholders is an ongoing process.	
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	In 2013 Witteveen+Bos set up a new in-company training course on Integrated Design (see also chapter 'Embedding sustainability in the design process'). The course is unique because it involved three real case studies for real clients. Our stakeholder panel includes representatives of our clients, environmental NGOs and partners. The panel held a workshop in March 2014 in order to review and comment on the Corporate Responsibility Report 2013. Progress in addressing last year's issues and points for improvement was discussed, and the outcome was recorded in the stakeholder panel statement.	
4.17	Key topics and concerns that have been raised through stakeholder engagement.	External review	

Table 13: Disclosures on Management Approach (DMA's)

Economic performance indicators (EC)

GRI reference	Description	References	Page
EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings and payments to capital providers and governments.	Key figures, retained earnings: € 14,160 (in thousands of euros) Retained earnings after dividend to shareholders: € 0. Operating costs: € 19,279 (in thousands of euros).	16

Environmental performance indicators (EN)

GRI reference	Description	References	Page
EN1	Materials used by volume.	Key figures	16
EN2	Percentage of materials used that are recycled input materials.	Key figures	16
EN3	Direct energy consumption by primary energy source.	Table 3: Energy consumption, total direct energy use: 20,848,720 MJ	16
EN4	Indirect energy consumption by primary energy source.	Table 3: Energy consumption, total indirect energy use: 7,035,662 MJ	16
EN6	Initiatives to provide energy-efficient or renewable-energy-based products and services, and reductions in energy requirements as a result of these initiatives.	Our daily practice	8
EN7	Initiatives to reduce indirect energy consumption and reductions achieved.	Performance in 2013	12
EN16	Total direct and indirect greenhouse gas emissions by weight.	Performance in 2013	12
EN17	Other relevant indirect greenhouse gas emissions by weight.	Performance in 2013, Key figures	12, 16
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.	Performance in 2013, Key figures	12, 16

Social performance indicators: labour practices (LA)

GRI reference	Description	References	Page
LA1	Total workforce by employment type, employment contract, and region.	Key figures	16
LA2*	Total number and rate of employee turnover by age group, gender and region.	Key figures	16
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.	Key figures	16
LA4	Percentage of employees covered by collective bargaining agreements.	0 %, see LA9	
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities by region.	Number of occupational health injuries that resulted in absenteeism: 1	
LA9	Health and safety topics covered in formal agreements with trade unions.	None. Witteveen+Bos is not bound to formal agreements with trade unions as the company has its own agreements with employees. These agreements are ratified by the Works Council and laid down in the Employee Regulations and the Quality Manual.	
LA10*	Average number of hours of training per year per employee by employee category.	Performance in 2013	12
LA13	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership and other indicators of diversity.	Performance in 2013	12

Social performance indicators: society (SO)

GRI reference	Description	References	Page
SO2	Percentage and total number of business units analysed for risks related to corruption.	0 %	
SO3	Percentage of employees trained in organisation's anti-corruption policies and procedures.	0 %	
SO5	Public policy positions and participation in public policy development and lobbying.	Not applicable	
SO6	Total value of financial and in-kind contributions to political parties, politicians and related institutions by country.	No contributions	
SO7	Total number of legal actions for anti-competitive behaviour, anti-trust and monopoly practices and their outcomes.	No legal action in the Netherlands	
SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.	No fines and/or sanctions in the Netherlands	

Social performance indicators: human rights (HR)

GRI reference	Description	References	Page
HR1	Percentage and total number of significant investment agreements and contracts that include clauses incorporating human rights concerns, or that have undergone human rights screening.	No significant investment agreements that include human rights clauses or that have undergone human rights screening	
HR2	Percentage of significant suppliers, contractors and other business partners that have undergone human rights screening, and actions taken.	0 %	
HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.	No employee training provided, 0 %. Human rights issues have been incorporated in the Employee Regulations (in the chapter on standards and values, and in the chapter on responsibilities).	

Social performance indicators: product responsibility (PR)

GRI reference	Description	References	Page
PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.	Management Disclosure, section headed 'Social: product responsibility'	22

* Partial reporting is carried out for indicators marked with an asterisk. Full reporting takes places for all other indicators.

External assurance

For the third year, Witteveen+Bos has asked a panel of external stakeholders to provide feedback on our CSR reporting practices, to give us an independent opinion on our performance, and to make recommendations for improvements.

... 2014 stakeholder panel

The 2014 stakeholder panel consisted of the following members:

- Jessica van den Bosch, Innovation & Sustainability Project Manager, ProRail
- Frank Hoekemeijer, Sustainability Manager, Heijmans Wegen & Civiel
- Daan Wensing, Head unit Natural Capital and value Chains, IUCN NL
- Sander Dekker, Sustainability Manager, Van Oord

The role of this stakeholder panel is to offer a balanced and impartial view of Witteveen+Bos's sustainability approach and reporting, and to provide appropriate recommendations for improvement.

... Statement

The panel concludes that Witteveen+Bos has demonstrated how progress has been achieved in the key areas in which the company's activities have the greatest impact. It is good to see the prominent role assigned to the personal stories of employees. After all, they represent the company's most important asset and are a major target group of the Corporate Responsibility Report, alongside the company's clients.

The main points of feedback and/or improvement are the following:

1. Provide insight into the strategic importance of sustainability to Witteveen+Bos

In the past few years, Witteveen+Bos has achieved good sustainability results by adopting a 'learning by doing' approach. We believe that the importance of certain key themes (priorities) can be made clearer by providing insight into the strategic importance of sustainability, and by demonstrating its significance to employees and/or clients. Targets may be defined based on these priorities ('what does Witteveen+Bos want to achieve'), thus contributing to day-to-day management of sustainability performance.

2. Work on the measurability of targets and results

We recommend formulating the targets and results in a 'SMARTer' way. This will make it possible to provide even more insight into the results achieved and how they compare against the targets defined, thus promoting further development and improvement. At present, Witteveen+Bos still formulates its targets and results in terms of 'efforts' rather than concrete 'results'.

3. Choose a position in the chain

Witteveen+Bos can enhance its ability to stand out in the market by adopting a proactive approach and assuming responsibility within the chain. The stakeholder panel recommends Witteveen+Bos to challenge its suppliers and clients in the field of sustainability. The company can do so by imposing requirements on its suppliers and by surprising clients with sustainable solutions.

4. Gear the contents of the report to the characteristics of the target group

Employees are a key target group of the Corporate Responsibility Report. Consequently, the report can also serve as a vehicle for engaging in dialogue with employees on topics such as embedding sustainability in projects and realising targets.

Utrecht, 28 March 2014



Statement GRI Application Level Check

GRI hereby states that **Witteveen+Bos N.V.** has presented its report "Corporate Responsibility Report 2013" to GRI's Report Services which have concluded that the report fulfills the requirement of Application Level B+.

GRI Application Levels communicate the extent to which the content of the G3 Guidelines has been used in the submitted sustainability reporting. The Check confirms that the required set and number of disclosures for that Application Level have been addressed in the reporting and that the GRI Content Index demonstrates a valid representation of the required disclosures, as described in the GRI G3 Guidelines. For methodology, see www.globalreporting.org/SiteCollectionDocuments/ALC-Methodology.pdf

Application Levels do not provide an opinion on the sustainability performance of the reporter nor the quality of the information in the report.

Amsterdam, 15 April 2014

Ásthildur Hjaltadóttir
Director Services
Global Reporting Initiative



The "+" has been added to this Application Level because Witteveen+Bos N.V. has submitted (part of) this report for external assurance. GRI accepts the reporter's own criteria for choosing the relevant assurance provider.

The Global Reporting Initiative (GRI) is a network-based organization that has pioneered the development of the world's most widely used sustainability reporting framework and is committed to its continuous improvement and application worldwide. The GRI Guidelines set out the principles and indicators that organizations can use to measure and report their economic, environmental, and social performance.
www.globalreporting.org

Disclaimer: Where the relevant sustainability reporting includes external links, including to audio visual material, this statement only concerns material submitted to GRI at the time of the Check on 28 March 2014. GRI explicitly excludes the statement being applied to any later changes to such material.

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