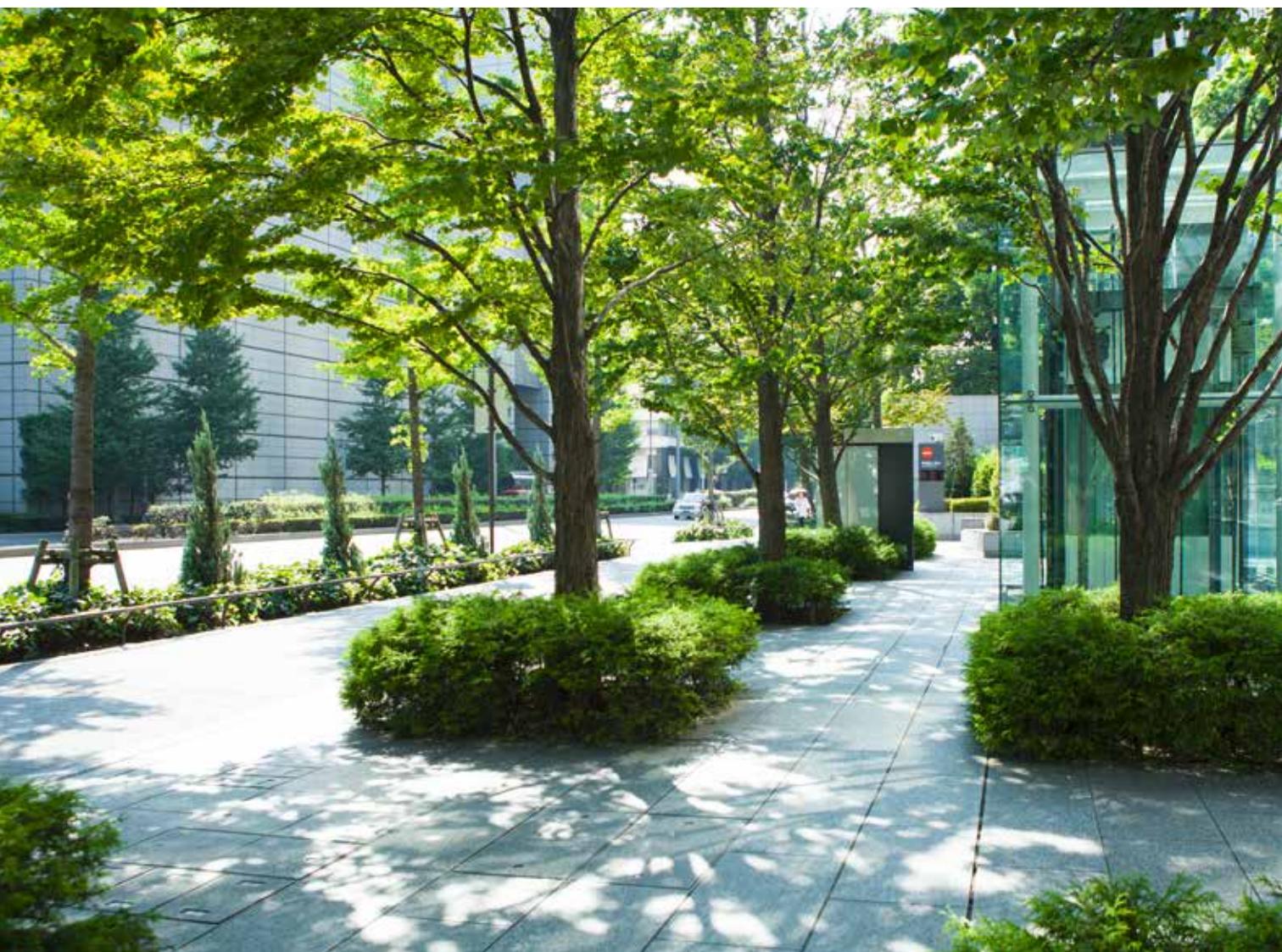


Engineering: people's work

Corporate Responsibility Report 2014







Steven Delfgaauw **The Netherlands**



Inge Blom The Netherlands

Engineering: people's work

Corporate Responsibility Report 2014

REPORT BY THE BOARD OF DIRECTORS

In 2014, Witteveen+Bos N.V. undertook numerous challenging projects in all parts of the world, thus helping to solve major social challenges in areas such as liveability, health, safety and accessibility. The organisation has grown to 977 employees, with revenue of 119 million euros and a sound net profit of 15.3 million euros. Directors Karin Sluis and Henk Nieboer look back on a successful year.

Both the global economy and the Dutch economy are showing signs of recovery. Most of the domestic markets in which Witteveen+Bos operates are stable, while the international markets offer opportunities for growth. Karin: 'The world's population is expected to reach nine or ten billion by 2050, with growth concentrated in Asia and Africa. Demand for food and water will increase, while ongoing urbanisation will create new challenges in terms of liveability and accessibility. If we factor in other global trends such as climate change and rapid technological development, the growth markets for engineering consultancies become very clear.'

Witteveen+Bos is committed to providing reliable solutions for the technical and social challenges facing our stakeholders: clients, employees, suppliers, environmental and civil-society organisations, and the general public. Henk: 'We wish to be seen as a 'responsible world citizen' and we shall make full use of our expertise to help solve the global issues of today and tomorrow. We continue to develop that expertise. In 2014, we responded to the burgeoning demand for energy by devoting even more attention to our knowledge and skills in the field of renewable energy.'

'To keep pace with global developments, we also began to restructure the internal organisation in 2014. We created four business lines which bring people together based on their professional expertise. This enables us to assemble the best possible team for every project,' Henk continues. 'We also established two new international offices, in Singapore and Dubai. We are very proud of these developments. However, the Netherlands is and will remain our 'home base' where we shall continue to work on projects of all sizes to gain valuable experience and develop our knowledge yet further.'

Witteveen+Bos was awarded several new contracts in 2014. We are now playing a prominent part in challenging projects such as the 'Room for the River' works in the IJssel delta, the planning process for the expansion of the A9 motorway near Amstelveen, and the design of a new wastewater treatment plant in Azomures, Romania. Karin stresses the importance of cooperation. 'When preparing any project proposal, we take time to identify the people and organisations who can help us arrive at the desired results. Solving complex issues demands the very best expertise available. That is the basis on which we form our teams and our alliances with other organisations.'

'By applying an integrated design process which devotes full attention to function and value, we ensure that every project makes the maximum possible contribution to sustainable development. Embedding sustainable design principles in our projects remains a priority,' Henk adds. 'We shall continue to develop and apply various sustainability instruments, such as the Sustainable Infrastructure Projects methodology and low-carbon design. We always act in accordance with the ten principles of the United Nations Global Compact, which establish firm standards in areas such as human rights, employment conditions, environmental management and business ethics.'

The size and value of our projects is increasing, which has implications for their risk profile. Karin: 'We must maintain client satisfaction, staff satisfaction and financial results. In 2014, we devoted special attention to projects with a higher level of risk. We organised a masterclass in contract management, where project teams from four large projects joined clients and external experts to examine where improvements can be made.'

'To facilitate working as a project team, we developed PLUSworking, a new 'hot desking' office concept in 2014. Staff can opt to work together in a large, open-plan office space or at a quiet individual workstation. Although we are taking full advantage of IT resources and new methods of communication, we believe it is important for people to have face-to-face contact with each other, since casual encounters often spawn exciting new ideas. It's encouraging that

so many project teams, including our clients and external partners, like to use the new office in Amsterdam as their headquarters,' says Henk.

'Our concern for sustainable development is not confined to our projects,' Karin continues. 'Staff regularly visit colleges and schools to talk about their work, while events such as the Science Weekend bring young people into contact with technology. We strengthen our relationships with clients and partners through various cultural and artistic activities. We sponsor the Deventer op Stelten festival, and every year we present the Witteveen+Bos Art+Technology Award to an innovative artist.'

In short, Witteveen+Bos pursues Corporate Responsibility (CR) in every sense of the term. This also entails offering full transparency about all aspects of the company's performance, not only the financial results. 'In 2014, we introduced a number of non-financial Key Performance Indicators which we shall use to monitor our sustainability performance. The eventual aim is to produce a single integrated report in which the financial and non-financial indicators are presented alongside each other,' Henk explains. For 2014 we continue to publish a separate Annual Report alongside this CR Report, which provides an overview of our non-financial targets and results during the period from 1 January through to 31 December 2014. This Corporate Responsibility Report is based on the guidelines issued by the Global Reporting Initiative (GRI). We have used the GRI G3 matrix to achieve GRI level B+. The report has been assessed by a stakeholder panel consisting of external experts.

Karin: 'This report includes interviews with the people involved in four 'showcase' projects, who describe how they are making a difference. After all, an engineer's work is all about people. In the years ahead, there will be much work for our industry in all parts of the world. We therefore intend to pursue further growth to maximise the contribution made by Witteveen+Bos.'

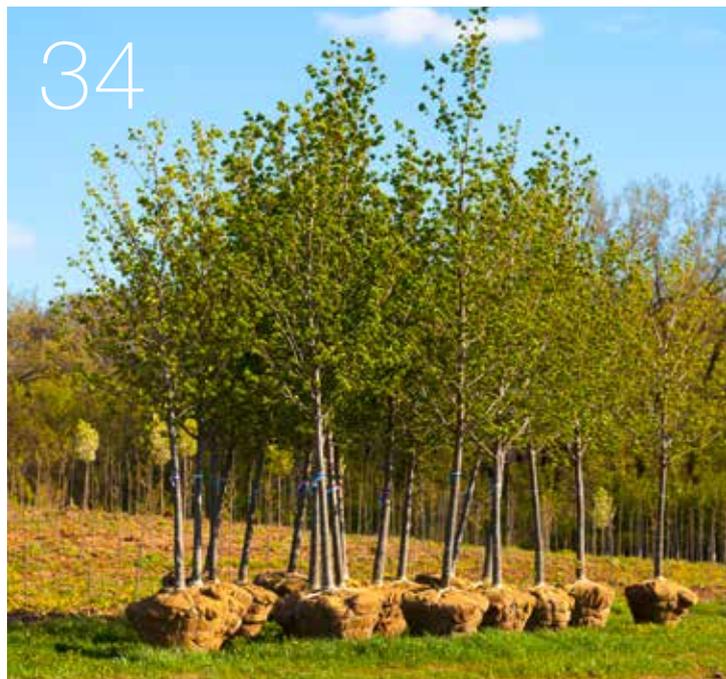
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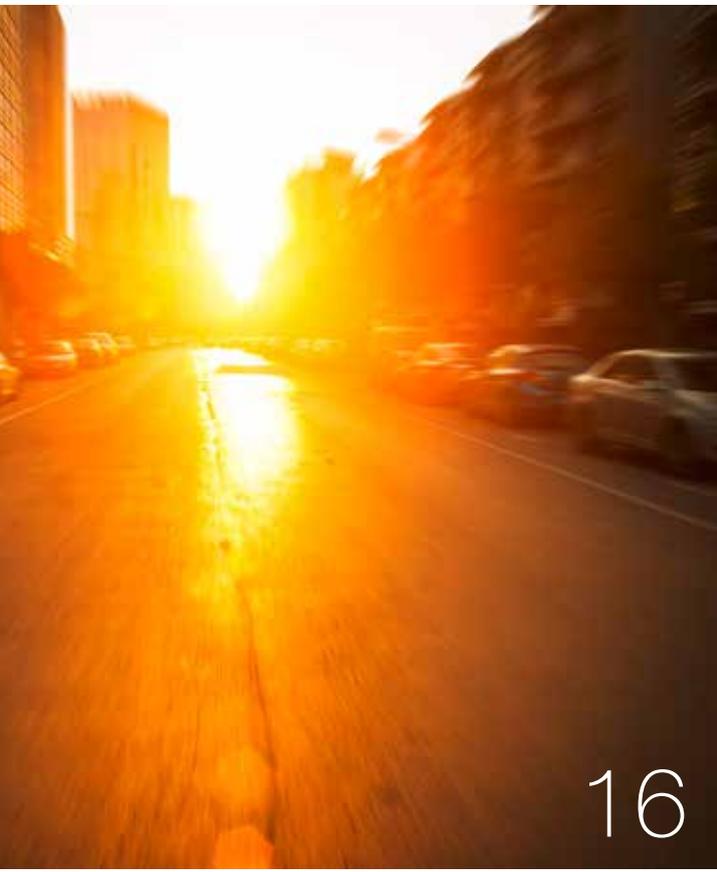
Board of Directors Witteveen+Bos N.V.
Karin Sluis
Henk Nieboer



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CORPORATE RESPONSIBILITY

The world faces many challenges: flood risks, ongoing urbanisation and the depletion of natural resources, to name but three. As an engineering consultancy, we possess the knowledge and skills needed to improve safety, health, accessibility, and the quality of the human environment. We are keen to place our expertise at the service of society.

We have a clear mission statement:

‘Witteveen+Bos offers its clients value-added consultancy and top-quality designs for water, infrastructure, environment and construction projects. We use our high-end expertise to resolve complex issues and are a committed partner for our clients. We attach great importance to our independence and to our corporate culture, which allows all our employees to excel, utilise their talents to the full, and maximise value for clients.’

Vision

Witteveen+Bos is an engineering consultancy committed to offering the very highest level of quality. We aim to be very good at what we do. Our staff are experts in their respective disciplines and pursue ongoing personal development. We maintain a culture of entrepreneurship and trust. Excellence is based on a passion for our profession. We work on interesting projects which call for creative, added-value solutions. Maintaining that excellence demands constant development of our talents, knowledge and skills, including those in areas such as project management. We work alongside partners of equally high standing, whereby we can offer an appropriate range of expertise in every project. We assemble the best possible team to maximise the intrinsic value of our advice. We believe that every employee must be allowed to excel at what he or she does. We therefore work in an environment of trust, allowing significant personal discretion and placing responsibilities as low as possible within the organisation.

Sustainable design principles

An engineer’s core business is to help plan, shape and design the physical environment in a responsible manner. This necessitates consciously addressing the impact of our decisions on people and society. Witteveen+Bos has therefore developed a set of sustainable design principles predicated on the general approach to sustainable development as formulated by the Brundtland Commission in 1987. We apply these principles within the confines of our operations. Our designs make allowance for the ‘here and now’: we create plans for people who live in today’s society and benefit directly from them. We also think in terms of ‘there and later’. We strive to apply these principles company-wide, creating a powerful drive to put the principles of sustainability into practice.

CR team

Witteveen+Bos’ policy on Corporate Responsibility (CR) is implemented and monitored by a dedicated CR team which includes representatives of all our business lines. The team meets six times a year, and its activities include overseeing the biannual publication of our carbon footprint report. The team members also ensure that CR is embedded in our operations by means of the environmental management system, and serve as a point of contact for sustainability issues. In addition, the team organises an annual CR event for engineers and architects.

Embedding CR in our projects

We believe that input from our employees is an essential precondition in order to embed sustainability and corporate responsibility in our projects. The Board of Directors and the CR team define the CR vision and support our employees in implementing it. By encouraging enthusiastic colleagues to join the CR team, we ensure a constant flow of fresh ideas. Activities in 2014 included a course on integrated design methods, where participants explored how our six sustainable design principles can be implemented even more effectively in projects.

Key Performance Indicators

Witteveen+Bos has decided to implement a number of non-financial Key Performance Indicators (KPIs) in order to monitor our sustainability and CR performance. In 2014 we worked on the introduction of the first non-financial indicators, with a view to ultimately producing an integrated Annual Report for 2016. KPIs are used to measure operational processes and make adjustments if necessary. They are based on Witteveen+Bos’ long-term perspective and must therefore be aligned with our mission and vision. KPIs address matters of importance to Witteveen+Bos (impact) as well as our stakeholders in the chain (materiality).

We have identified two main non-financial objectives:

- Delivering social value
- Developing top talent

The KPIs associated with these objectives are described on page 40 of this report.

Basic principles

The non-financial KPIs have been defined based on a number of principles. For instance, we believe that KPIs must be flexible to some extent, and must be limited to Witteveen+Bos’ sphere of influence at all times. In addition, we have defined KPIs for the organisation as a whole and for the different business lines and Product-Market Combinations (PMCs). The CR team is responsible for the KPIs at the organisational level, while the KPIs at business line and PMC level are the responsibility of the relevant managers. The parties involved regularly exchange experiences and consult with each other.

Phased implementation

We have introduced a relatively small number of KPIs to ensure that the required changes in behaviour proceed as smoothly as possible. KPIs are presented in the form of an action-oriented ‘dashboard’ to encourage progress. They must be easy to measure and communicate, both internally and externally to market parties. Monitoring performance using non-financial KPIs requires a change in behaviour from managers. We have therefore opted for phased implementation. The first non-financial KPIs will be introduced in 2015 and will be adjusted based on annual measurements.

SUSTAINABLE DESIGN PRINCIPLES

1. Nature and climate

We endeavour to produce nature-based and climate-proof designs. Nature and climate are not static, but dynamic and subject to change. Our designs take the natural environment into account 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.

2. Trias principle

We apply the Trias principle when pursuing sustainable solutions. This principle is applied to design aspects such as energy, raw materials, water, soil, waste, CO₂ and other greenhouse gas emissions, mobility and management.

The three steps of the Trias principle are:

- Limit demand and prevent unnecessary use
- Use renewable resources as much as possible
- Use non-renewable resources intelligently and efficiently

3. Chain

In our designs we try to consider the entire process and project chain as an integrated whole, in what we call the 'chain approach'. Our aim is to offer sustainable solutions which provide optimum results from the point of view of the entire chain, as established through life cycle analyses or by applying the Cradle to Cradle® approach.

4. Optimisation of functions

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

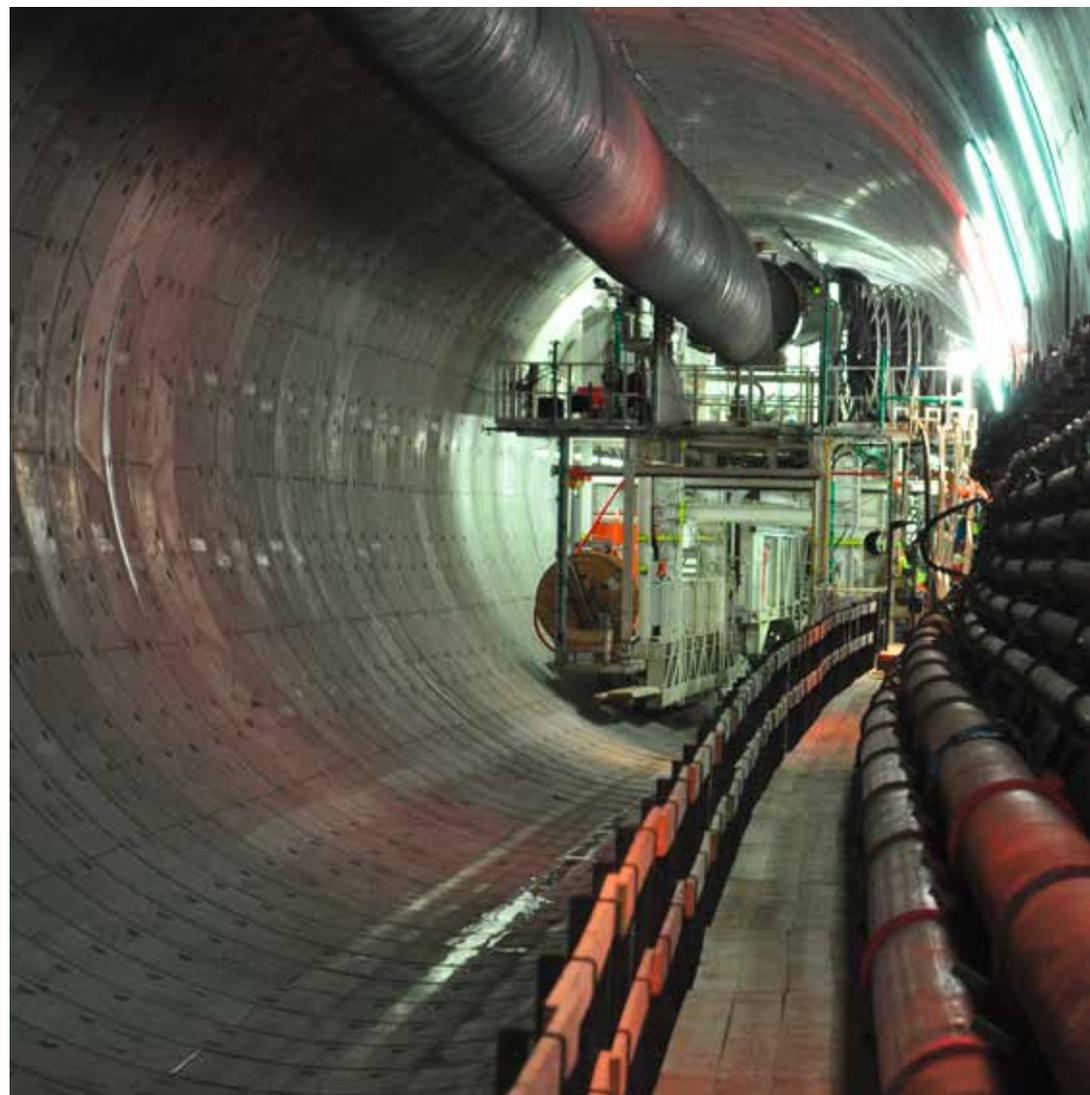
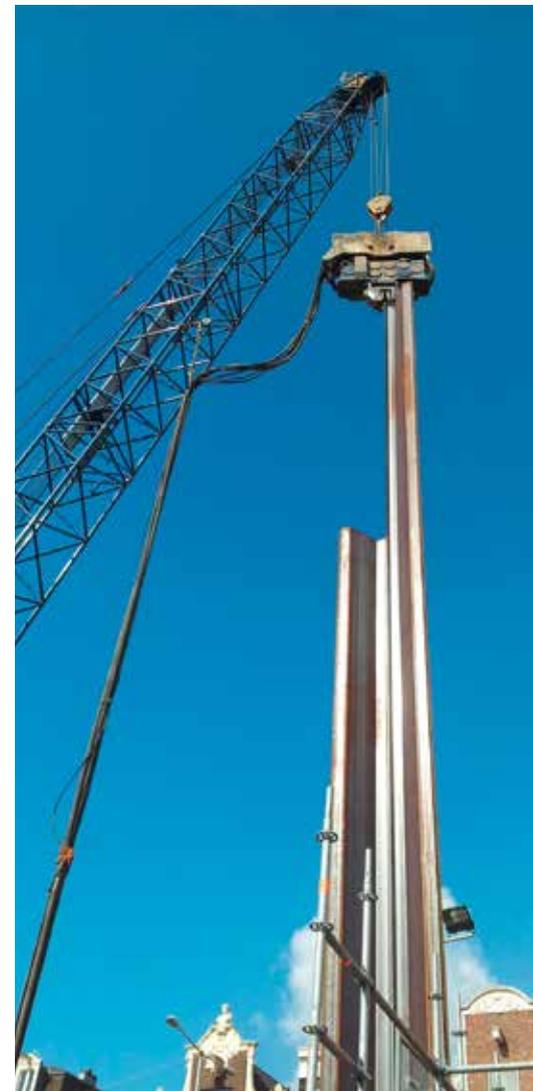
5. Participation

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

6. Well-being

Public health, safety, social cohesion, cultural heritage, perception and other aspects of social sustainability are guiding principles in the design process.







Jochem Schut + Richard Sedafor Ghana

Most of the Ghanaian population currently has little or no access to sanitation. Facilities are either completely absent or of poor quality, and the supply of clean drinking water is often limited. The same applies to drainage facilities and waste disposal services. This situation has an adverse impact on public health, hinders economic development, and leads to unhealthy living conditions.

The Ghana Netherlands WASH Programme (GNWP) is a collaboration between NGOs

and private-sector parties aimed at promoting hygiene and providing clean water and good sanitation facilities to five Ghanaian municipalities. The programme is jointly financed by the Dutch Ministry of Foreign Affairs and the Ghanaian government. Dutch NGO Simavi has gained extensive experience in implementing sustainable Water, Sanitation and Hygiene (WASH) programmes. Its familiarity with the local context ensures the involvement of the local population, so that residents themselves take initiatives to meet their needs. Combined with the expertise of consultancy

firm Berenschot and Witteveen+Bos in organising projects in complex environments, the consortium possesses the skills required to solve the problems in Ghana in a pragmatic manner. 'By improving access to sanitary facilities in 100 schools, we are making a tangible contribution to the well-being of thousands of Ghanaians,' says Jochem Schut, who heads the Witteveen+Bos office in Ghana. 'We also teach people how to use the newly built sanitation and other facilities. Maintenance can often be quite a challenge, and this is one of the reasons why diseases like cholera are still



Richard: 'Providing clean drinking water and sanitary facilities for an increasing number of children – that's what motivates me and makes me happy'

endemic here.' In addition to building sanitary facilities for schools, the project aims to upgrade the entire water supply system and sanitation infrastructure. 'In the first phase of the project, we focus mainly on drawing up master plans and helping municipalities to formulate effective policies on water, sanitation and hygiene. We are now also working on the preparation and realisation of concrete projects. Floods frequently cause road congestion in Ghana, for instance. By building drainage facilities in the capital Accra, we can help to make roads passable again and pre-

vent homes from being flooded. As you may imagine, this poses significant risks to public health,' says Jochem. Part of the design work is carried out in collaboration with local engineering firms. Witteveen+Bos supports them in making the right choices on aspects such as planning and maintenance. Eventually, the aim is for local parties to build and manage the facilities themselves. 'Informing municipalities, local residents and other stakeholders and gaining their support is important. You need to know how to open a meeting and which formalities precede a consultation or

field visit,' Jochem explains. 'I am pleased that we have been able to offer attractive positions to seven Ghanaian colleagues, enabling them to support their families. We also want to provide people with an inspirational working environment where they can develop their talents. Our Ghanaian colleagues can learn a lot from working for an international company like Witteveen+Bos.' Richard Sedafor from Ghana joined Witteveen+Bos as an engineer in 2013, and found the early phase of the master plan's development particularly interesting. 'Working with Dutch colleagues has taught me to think





outside the box. This allowed us to really produce good plans for the future of my country, in consultation with the local partners,' he recounts. 'The smiling faces of the children at the schools where we have already installed drinking water and toilet facilities make me very happy.' Jochem: 'It's not just one-way traffic: we also learn a lot from our Ghanaian colleagues. Their enthusiasm is unmatched and they often have a more positive attitude to the challenges we face. We combine their experience with our Dutch expertise. We try to work as sustainably as possible at our office.

The electricity supply here is very unreliable. Blackouts are a weekly occurrence and can last for entire days. Thanks to our back-up generator, the work can always continue. We switch off the power outside working hours, and are currently looking into the possibility of using solar panels to cope with interruptions in the electricity supply. Plastic bottles are separated and our waste is collected by a waste-processing firm. This is by no means standard practice in Ghana!

LIVING WITH CLIMATE CHANGE

The choices that engineers make in their consultancy work have an impact on the human environment. Devoting attention to liveability can help ensure that an area is an attractive place to live, work, and spend leisure time. As the world's population and the number of people living in cities continues to grow, the quality of life in urban environments is affected. In combination with climate change, this can lead to problems like flooding, poor air quality, and heat stress. Witteveen+Bos helps to develop solutions to these challenges by factoring in the relevant trends and including adaptive measures in its designs. These measures contribute to maintaining quality of life, now and in the future.

Heat-resistant cities

Heat waves can pose significant risks to human health which are further exacerbated in cities. A city's heat resistance is affected by the design of the urban environment. Urban planning must therefore devote attention to heat and the effects of heat stress. However, no standard method is currently available for identifying and assessing these effects. The result is that measures are applied only on a very limited scale. In collaboration with Wageningen University & Research Centre and the Royal Netherlands Meteorological Institute (KNMI), Witteveen+Bos has therefore developed the Urban Climate Assessment and Management (UCAM) method. It can be used to analyse and assess the heat resistance of residential districts in existing as well as future situations. The results provide an objective and realistic picture of the relevant area's heat resistance profile and any required improvement actions. The UCAM method provides insight into the effects of projects and measures. As an additional benefit, the method is objective and scientifically sound but also accessible and easy to apply.

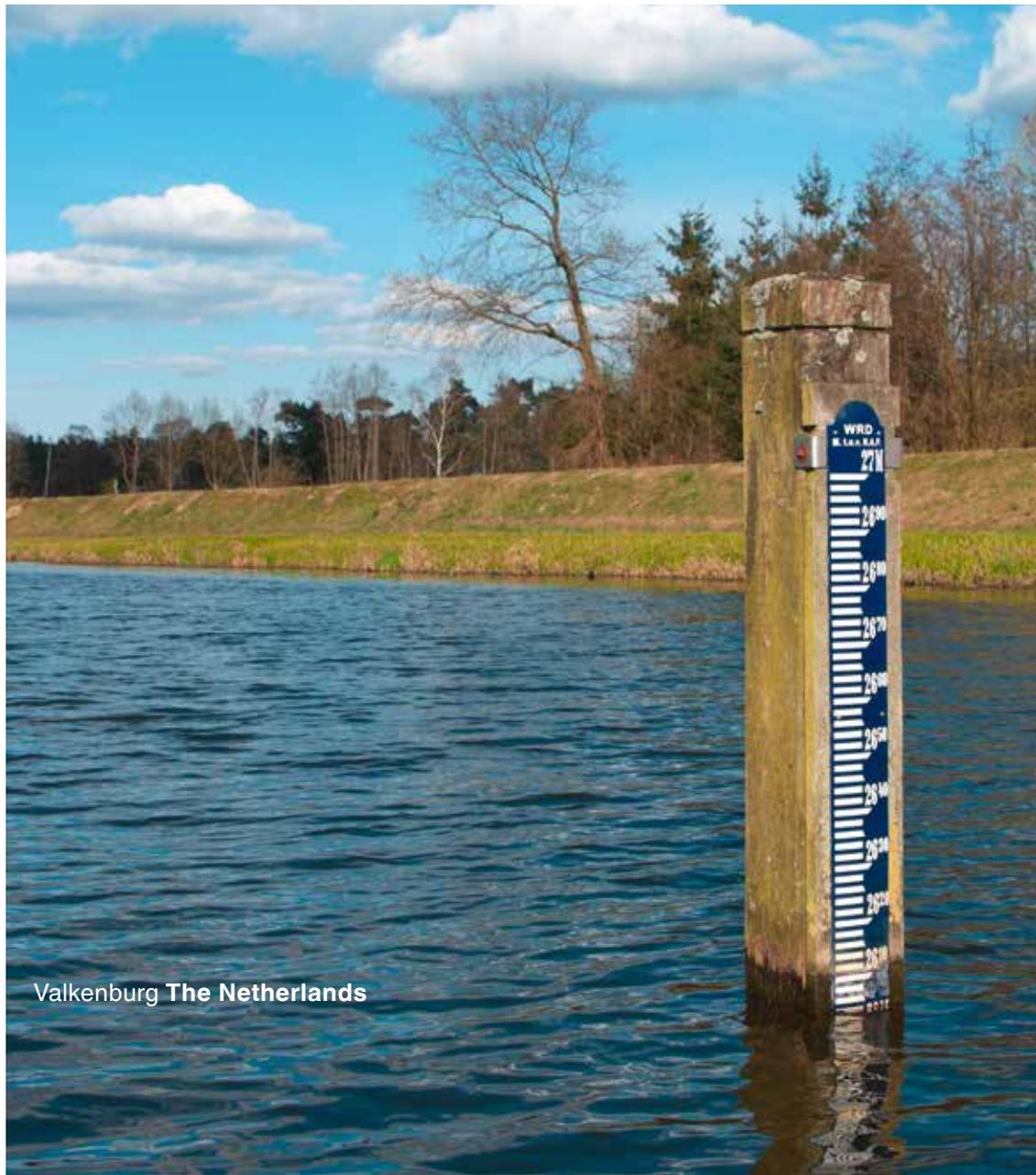
Resilient water system for Valkenburg site

Witteveen+Bos has produced a Life Cycle Analysis (LCA) for a resilient water system as part of the redevelopment of the former Valkenburg military airbase near Leiden. The LCA sought to answer the main question in the design brief for the water system: which future water and ground levels should be assumed to ensure optimum sustainability performance from an economic, technical and ecological perspective? Aspects like climate change and soil subsidence were key considerations. Based on the results of the Witteveen+Bos LCA model, a proposal was put forward to raise the ground and water levels to above polder level. This means that the existing polder system and its pumping station will no longer be needed to drain off surplus water, since gravity would be able to do its work. In addition, dikes will no longer be required to protect the polder. It is possible to create a larger water system which allows boats to sail to the new residential district.





Heat-resistant cities

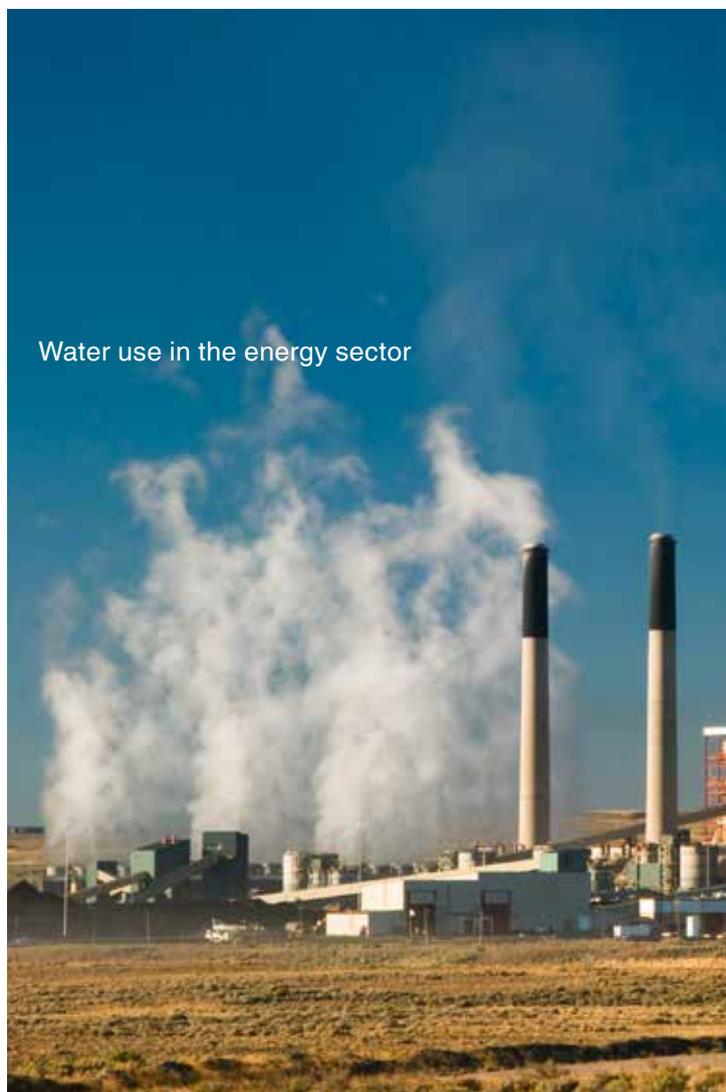


Valkenburg The Netherlands





Water supply for greenhouses



Water use in the energy sector





SUSTAINABLE USE OF RESOURCES

The safe and responsible use of natural resources is an important consideration in our projects. Global population growth and greater prosperity are leading to a worldwide increase in the use of natural resources like gas, petroleum, water and wood. Consequently, these resources are quickly becoming depleted. Some construction materials make a disproportionate contribution to global greenhouse gas emissions. It is therefore essential to use renewable energy sources in our designs, and to make responsible use of natural resources.

Reusing wastewater in the glasshouse horticulture industry

A new greenhouse with a total glass surface area of 220 hectares is being built in the Nieuw Prinsenland horticulture area in North Brabant province. The area has a unique centralised water supply system and collective treatment facilities for the wastewater produced by local households. The water supply to the greenhouses combines rainwater from the greenhouse roofs and reused wastewater from the nearby Suiker Unie sugar factory. Every year, approximately 270,000 m³ of wastewater from the sugar factory is treated to produce 200,000 m³ of demineralised clean water. During the sugar beet campaign (September-January), industrial wastewater is converted into high-quality water which is then stored underground for use during the growing season (April-October). Witteveen+Bos is involved in design assessment, certain aspects of the licensing procedure, and procurement and project management for the design, construction and operation of the water treatment plant.

Study of water use in the energy sector

Greenpeace International has commissioned Witteveen+Bos to conduct a study into the expected development of water use in the energy sector, and the consequences for the available groundwater and surface water reserves worldwide. The growth of the energy sector and the resulting increase in water use may lead to regional water shortages. This could endanger the security of energy supplies, but shortages may also affect other water users such as farmers, industry, and drinking water companies. In addition, rivers may run dry in certain areas. The study focuses primarily on water use in coal-based energy production, including mining operations (coal, lignite) as well as coal-fired power stations. The period from 2012 to 2050 will be surveyed based on three different development scenarios.



Naardermeer The Netherlands



De Alde Feanen The Netherlands





PROTECTING THE ENVIRONMENT

There is a growing awareness that human health is directly linked to the health of our planet. We regard it as our responsibility to contribute to this awareness. Protecting the environment, safeguarding biodiversity, and restoring natural habitats are important aspects of our activities. Through research into ecosystem services and biodiversity impact assessments, we try to make ecology a key aspect of sustainability in our projects.

Restoring natural habitats in Naardermeer nature reserve

Naardermeer is the Netherlands' oldest official nature reserve. The landscape consists of several small lakes surrounded by reedlands, swamps and swamp forests. The reserve provides a habitat for many plants and bird species. Unfortunately, the bogwood in this area has begun to degrade due to changes in hydrology and water quality during the twentieth century. In an attempt to restore natural habitats, Water-net has investigated the effects that flexible water level management would have on the area. The results showed that this type of management would make a positive contribution to the ecological quality of the swamp forests. In combination with other measures, flexible water level management can create an ecosystem that is very similar to the natural conditions under which swamp forests develop. Witteveen+Bos made an important contribution to the integration of the various elements of this large-scale study, which was performed in collaboration with partners B-Ware, Scirpus Ecologisch Advies, the Netherlands Institute of Ecology, and Deltares.

Improving biodiversity in De Alde Feanen fens

De Alde Feanen fens are located in central Fryslân province. This nature reserve features a diverse range of landscapes, varying from open water and reedlands to swamp forests. As a result, De Alde Feanen is a habitat of international importance for countless plant and animal species. However, biodiversity in this Natura 2000 area is under pressure. As part of the EU LIFE+ 'Booming Business' project, extensive remediation measures have been planned to improve the environmental conditions and thus protect and restore the various landscape types and the associated biodiversity. Witteveen+Bos participated actively in the entire process. We initially performed a water system analysis in order to identify the main obstacles to restoration of good ecological conditions. Further to this analysis, we advised on the effectiveness (or lack thereof) of a number of specific measures. Witteveen+Bos provided assistance in designing the measures, and we were also responsible for their actual implementation.

DEVELOPING AND SHARING KNOWLEDGE

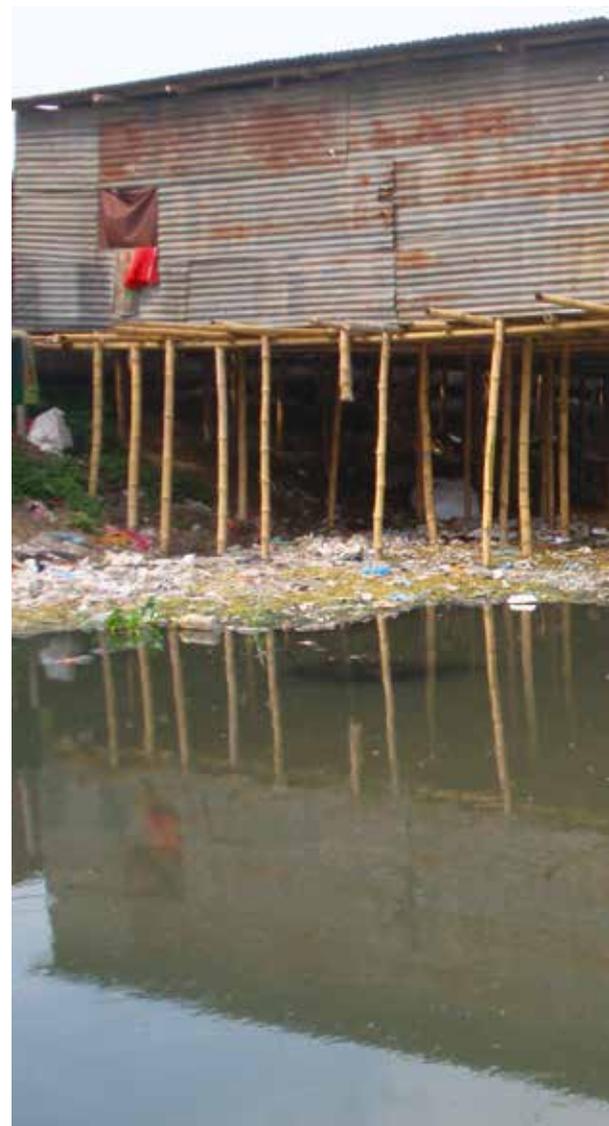
Developing and disseminating innovative technologies is an important aspect of our work. Areas prone to large-scale flooding, for instance, sometimes lack expertise in water management. Knowledge-sharing is therefore a precondition to resolve the issues at hand. Witteveen+Bos works with local engineers, communities and research institutes to promote technological development and share knowledge.

Modernising Dhaka's drainage system

With an estimated 12 million residents, the Bangladeshi capital Dhaka is a true megacity. Because Dhaka is located in the Ganges-Brahmaputra delta and has a monsoon climate, the city has to deal with frequent flooding. The urban drainage system is under pressure from illegal construction activities, large-scale dumping of waste, and rapid growth of floating vegetation. In combination with maintenance backlogs, these problems have reduced the capacity of the drainage system, resulting in flooding that impacts economic development and quality of life. To tackle these challenges, the Dhaka Water Supply and Sewerage Authority (DWASA) started the Urban Dredging Demonstration Project (UDDP) in collaboration with Vitens Evides International and the Dutch embassy in Bangladesh. Witteveen+Bos provides training and technical support for this project, enhancing DWASA's capacity to carry out urban dredging work using equipment supplied for the project. The training is targeted at employees at all levels of the organisation, from project managers to operators of field equipment. Through its involvement in this project, Witteveen+Bos is helping to disseminate knowledge and technologies that enable megacities to cope with the challenges they face.

Sustainability in practice

Witteveen+Bos is a participant in D-Tool.nl, a web-based platform devoted to 'making sustainability measurable'. The platform's website provides access to a wide range of sustainability-related tools and applications. The site allows users to share experiences and measurement tools, and also offers functionality for assessing tools. Adding tools is free of charge, resulting in an objective list displayed to all website visitors. Through its participation in D-Tool.nl, Witteveen+Bos hopes to contribute to greater accessibility of knowledge on sustainable infrastructure and a sustainable built environment.





Dhaka Bangladesh



Sustainability tools



Steven Delfgaauw + Renée van Dorst The Netherlands

Zuidas is the financial and business centre of Amsterdam. Unless measures are taken, the expected substantial increase in traffic levels and the number of public transport passengers will result in poor accessibility, deterioration of air quality, and considerable noise pollution affecting local residents. In the coming years, a number of projects are therefore being undertaken in order to optimise accessibility by road as well as public transport.

The capacity of the road network between the Nieuwe Meer and Amstel interchanges will be expanded along a stretch of approximately five kilometres, and a section of the A10 motorway near the Zuidas district will be brought underground. Amsterdam Zuid station will be expanded to include more urban and regional public transport facilities. The station's transfer capacity will be increased, transport connections will be improved, and new amenities will be added. The railway and metro platforms will

also be expanded. With support from consultancy firm AT Osborne, a consortium consisting of the engineering companies ARCADIS and Witteveen+Bos is currently elaborating the plan and preparing the execution phase of this project. The project will have a major impact on the area, both during the performance of work and upon completion. Creating a smart reference design – with the right functions in the right places – presented a considerable challenge. 'The area includes offices, homes,



Renée: 'The complex Zuidasdok project provides me with wonderful opportunities for professional development'

hospitals and other public buildings. Each stakeholder has its own wishes and requirements which must be carefully taken into consideration. Sometimes it's a fight over every square metre,' says Witteveen+Bos project leader Steven Delfgaauw. 'We frequently have to think outside the box to devise the best solution. Resolving one problem may cause difficulties elsewhere. For instance, a section of the A10 motorway is to be moved underground to improve the quality of life for local residents.'

A decision has also been taken to erect higher noise screens than required by law, so that people can leave their windows open.' With the plan elaboration phase and the tender preparations nearly complete, a call for tenders will be issued soon. It was quite a challenge to ensure that life can go on as normal during the performance of work, with people visiting public buildings, commuters travelling to work, and local residents enjoying a pleasant living environment. 'Together with the stakeholder

management team, we identified which sites would be affected by noise and vibrations resulting from construction work, and when they would be affected. As you can imagine, office employees prefer construction work to be carried out during the weekend, while local residents are less pleased with such a schedule,' Steven explains. 'We also challenged contractors to help devise ways to reduce nuisance for road users and public transport passengers.' Renée van Dorst completed her





thesis project at Witteveen+Bos in 2013, and then started work on the soil surveys for the Zuidasdok project. Shortly afterwards, Steven invited her to assist him in his role as project leader. 'I really learn a great deal from sitting in on client meetings,' says Renée. 'All of a sudden I'm attending important consultations, which gives me a much better understanding of the big picture and my role in it. One day I tagged along with the team that carries out the soil surveys. Although they started work

at five in the morning, I definitely enjoyed the opportunity to see for myself how the data I use every day is actually collected. It was a great experience.' Renée's work has not gone unnoticed. In October 2014, her master thesis – on artificial ground freezing as a construction method for underground spaces – received an honourable mention at the presentation of the Schreuders Thesis Prize, which is awarded every two years by the Expertise Centre for Underground Construction and Underground

Space Usage (COB). Steven: 'Working on a complex project like Zuidasdok provides a talented young professional like Renée with wonderful opportunities for professional development.'

ENGAGEMENT

Ownership structure

Witteveen+Bos N.V. is the holding company of the entire Witteveen+Bos group. All shares in the company have been held by our own employees since 1992. This share ownership scheme is a key element of our identity, and provides a major incentive for staff engagement and entrepreneurship. Participation in the scheme reflects a long-term commitment, with the continuity of the company as the main goal.

The scheme distinguishes between 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 subject to the approval of 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. The extent to which employees can participate in this category depends on their position (salary), the number of years they have been with the company, and the operating company with which they have concluded their employment contract.

The rate of participation at 1 July 2014 was 78.5 %. The senior partners (19) and the premium partners (9) together hold 62.5 % of the shares, the partners (79) hold 22.0 %, and the participants (487) hold 15.5 %. At 1 July 2014, the internal price of the Witteveen+Bos share stood at € 5.59 (up from € 5.36 at 1 July 2013).

Works Council

In 2014 the Works Council was actively involved in several developments affecting the Witteveen+Bos organisation. The Council consulted with the Board of Directors and the employees involved about the sale of the Facade Restoration and Environmental Measurement Service units to other companies. Both transitions were completed in the course of 2014. The year under review also saw the relocation of our offices in Almere and Maastricht to Amsterdam and Breda, respectively. The Works Council agreed an additional package of benefits with the Board of Directors, providing compensation for the increase in travel times to the relevant employees over a two-year period. The Council is developing a Privacy and Internet Protocol together with the Board of Directors. This Protocol will establish rules and guidelines for dealing with privacy-sensitive information within the Witteveen+Bos organisation. Flexible working arrangements, health and safety policy, and the introduction of the Expense Allowance Scheme were some of the other topics discussed by the Works Council in 2014.

The Works Council conducted a survey in 2014 to gain insight into the interests and views of the employees, who were informed of the results through

a series of personal visits to the various offices in the first quarter of 2015. The results also provided input for determining the focus areas for the new Council, which will take office following elections in the spring of 2015.

Social engagement

Social engagement is important to Witteveen+Bos. Engagement and knowledge of the supply chain is essential in order to take social factors into account when managing our operations.

Initiatives in 2014 included:

- Our in-house course on integrated design methods, which was first organised in 2013, was held again in 2014. The course focuses on the integrated nature of design practice and the involvement of all disciplines and external stakeholders at an early stage.
- In October 2014, Witteveen+Bos joined 33 other organisations in signing a regional action programme for the climate-proof development of the IJssel-Vecht delta. The signatories recognise the importance of climate-proof development and regard it as an opportunity to add value to the IJssel-Vecht delta through smart and efficient collaboration, investment, realisation and management.
- Witteveen+Bos helped to organise the Cleantech Tomorrow 2014 conference in Deventer, where representatives of the private sector, government and education exchanged experiences and stories about the path to a clean future based on a circular economy. As part of the programme, Witteveen+Bos organised a workshop on the BREEAM sustainability certification system.
- Witteveen+Bos is one of the initiators of the Almere Urban Agriculture Development Centre (OSA), and organises various activities in this context.
- October 2014 saw the start of WaterLab, a joint project of Witteveen+Bos, Delft University of Technology and Science Centre Delft, that provides pupils at four Delft primary schools with an opportunity to conduct their own climate research projects.
- Witteveen+Bos is one of the initiators of the 'New Hanseatic League', a project aimed at intensifying trade and collaboration with Germany in the field of technology, energy and raw materials. The League offers an inspiring perspective, with international collaboration between member cities promoting sustainable economic development and creating new employment opportunities.
- From 2011 to the year under review, a stakeholder panel offered feedback on our Corporate Responsibility Report.





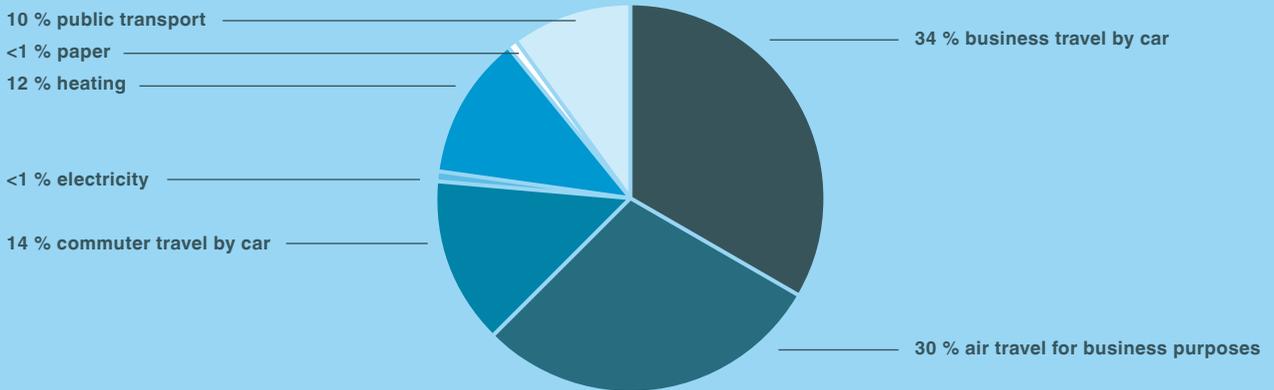


Rotterdam The Netherlands

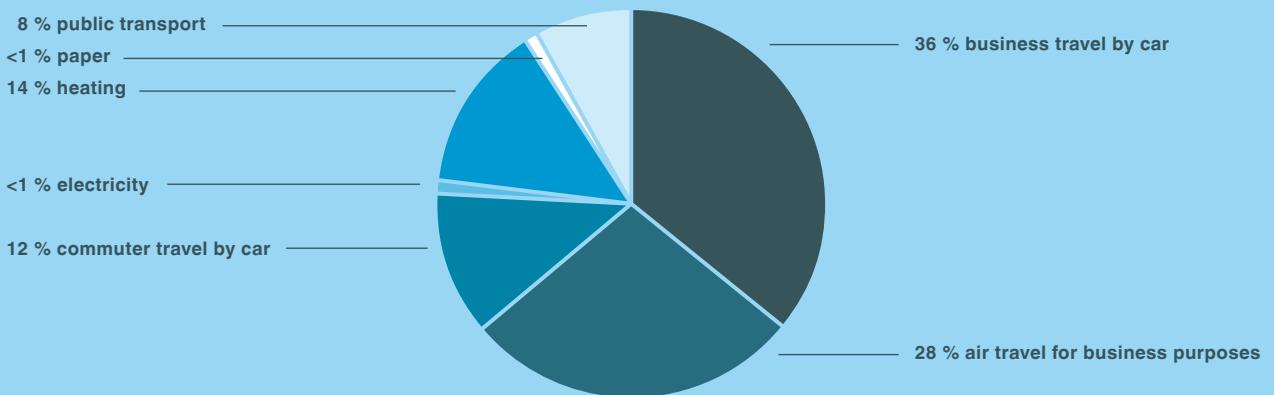
CARBON FOOTPRINT

Emissions per activity and/or source in tonnes of CO₂ (The Netherlands)

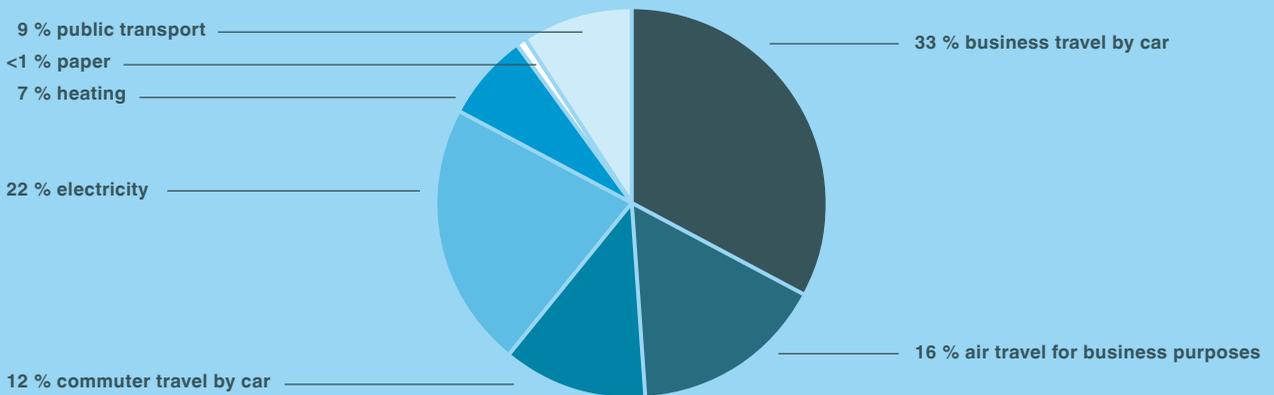
2014



2013



2007



REPORTING IN ACCORDANCE WITH GRI GUIDELINES

Energy consumption (The Netherlands)

	2014	2013
District heating (hot water in GJ)	355	874
Gas consumption in office buildings (m ³)	236,100	290,849
Use of company cars for business purposes (litres of fuel)	203,305	219,310
Use of company cars for commuting purposes (km)*	292,883	288,034
Electricity consumption (kWh)	1,597,084	1,711,573
Air travel (km)	7,159,934	7,245,532
Use of private cars for business purposes (km)*	3,152,086	4,029,135
Paper use (kg)**	36,971	46,208
Use of private cars for commuting purposes (km)*	2,251,995	2,100,539
Use of public transport (km)	6,254,426	5,957,059

* 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.

Total workforce by temporary and permanent contracts, full-time and part-time contracts

	2014	2013
Full-time (The Netherlands)	529	583
Part-time (The Netherlands)	325	276
Fixed-term or temporary contract (The Netherlands)	91	118
Indefinite-term or permanent contract (The Netherlands)	763	741
The Netherlands	854	859
Indonesia	28	29
Kazakhstan	67	55
Russia	2	2
Latvia	8	8
Belgium	13	12
Vietnam	2	2
Singapore	2	0
Dubai	1	0
Total number of employees worldwide	977	967
Total workforce in the Netherlands (FTEs)	780	789
Total global workforce (FTEs)	899	892



+ Energy-efficient office building for APM Terminals

APM Terminals commissioned Witteveen+Bos to design an office building that would meet the BREEAM sustainability guidelines. Energy efficiency and sustainable energy technology were key aspects in the design of this new building, which is located in the Second Maasvlakte industrial zone. Throughout the design process we applied the Trias principle: reduce energy consumption, use renewable resources as far as possible, and use non-renewable resources intelligently and efficiently.

REPORTING IN ACCORDANCE WITH GRI GUIDELINES

This Corporate Responsibility Report is based on the guidelines issued by the Global Reporting Initiative (GRI). We have used the GRI G3 matrix to achieve GRI level B+. In this chapter we discuss the five main indicators defined in the GRI guidelines, in order to provide an overview of our performance in 2014 and how this performance was achieved. The relevant figures may be found on pages 31/32 and 37/38.

The full GRI index is available on our website at www.witteveenbos.com/CR. The table provides an overview of all the GRI indicators we selected.

Economic

Figures on our financial performance may be found in the Annual Report 2014. In 2014 Witteveen+Bos invested € 130,976 in various projects in the field of sports, education, health, renewable energy and culture (including the Witteveen+Bos Art+Technology Award). We also made significant contributions in kind to a number of socially relevant projects.

Environmental

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

Materials

In 2014 Witteveen+Bos used 36,971 kg of photocopying paper in its offices in the Netherlands. Although the paper does not contain any recycled materials, it is FSC-certified and produced in a carbon-neutral manner in an integrated pulp and paper mill, where no fossil fuels but only natural fuels are used to meet the remaining energy requirement. The paper is produced using wood that originates from sustainably managed forests, and has been awarded the EU Ecolabel and the Nordic Swan certificate. We encourage digital working methods in order to further reduce paper consumption.

Energy

We use natural gas to heat our offices in the Netherlands. The remaining direct energy consumption results from the use of fuel by our vehicle fleet. Pages 16 to 23 describe company initiatives aimed at developing energy-efficient or renewable-energy-based products and services.

Carbon footprint

In absolute figures, our 2014 carbon footprint has decreased compared to our 2013 footprint. Our workforce has grown, resulting in a reduction in the footprint per capita. The most striking development is the decrease in gas consumption due to a relatively warm year. Travel by company car for business purposes has decreased, as Witteveen+Bos encourages the use of public transport, video-conferencing facilities, and leased cars for long-term projects and longer distances.

Our carbon footprint report meets the ISO 14064 standard. The accuracy of this report is determined by the accuracy of the data provided for the SKAO CO₂ Performance Ladder emission factors. Because larger companies obviously will have higher emissions, emissions per capita are used for comparison purposes. In 2014 Witteveen+Bos produced total emissions of 3,689 tonnes of CO₂, and had a workforce of 899 FTEs. CO₂ emissions per capita decreased from 5.41 tonnes in 2007 to 4.10 tonnes in 2014. This adds up to a total reduction per capita of 24 % compared to the reference year 2007. Witteveen+Bos has defined a reduction schedule for the period up to 2020.

Employment

Our workforce (2014 average: 899 FTEs) forms the basis for our sustained success. At 31 December 2014, Witteveen+Bos had 977 employees. In 2014 a total of eight persons were employed under an on-call contract. The workforce may be classified according to employment contract (temporary or permanent), employment type (full-time or part-time), and country.

This breakdown shows that a large majority (89 %) of the Witteveen+Bos workforce in the Netherlands is employed under a permanent contract. For the year ending at 31 December 2014, voluntary employee turnover as a percentage of the total workforce population amounted to 9.7 %. The average length of service was 8.7 years. We do not publish figures on our employee turnover by region. The approximate breakdown of the total workforce by gender was 71 % male and 29 % female. The composition of our workforce in the Netherlands in terms of educational levels is 46 % with university degrees, 34 % with higher vocational qualifications, and 20 % with intermediate vocational and accounting qualifications. Witteveen+Bos does not register composition of governance bodies according to gender or age group. Witteveen+Bos does not register minority group membership.

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

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 is not able to report company-wide statistics on the annual average number of training hours. In 2014 Witteveen+Bos spent € 464,686 on leadership and employee development.





De Alde Feanen **The Netherlands**

REPORTING IN ACCORDANCE WITH GRI GUIDELINES

Level of education (The Netherlands)

2014	46 % University	34 % Higher Voc-ed*	20 % Intermediate Voc-ed
2013	45 % University	33 % Higher Voc-ed	22 % Intermediate Voc-ed

* Voc-ed = vocational education

In-company training and education and number of interns/final-year students (The Netherlands)

	2014	2013
Number of employees that received in-company training or education	457	437
Money spent on training and education per employee	€ 544	€ 598
Number of interns and final-year students	112	113

Employee turnover by age group and gender (The Netherlands)

	2014	2013
Employees leaving	77	69
Male employees leaving	47	53
Female employees leaving	30	16
Employees below the age of 30 leaving	17	16
Employees in the age of 30 to 45 leaving	48	38
Employees over the age of 45 leaving	12	15
Average number of years with the company	8.7	10.1

Benefits provided to employees (The Netherlands)

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/parental leave	All employees
Retirement provision	All employees
Share ownership	Full-time and part-time employees with a permanent contract

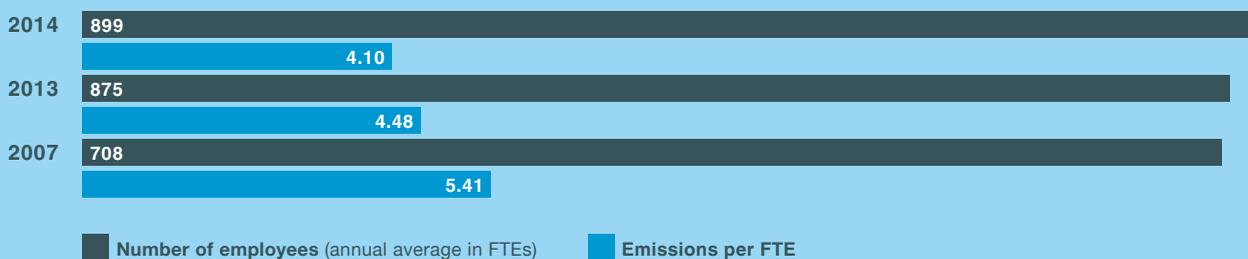
CARBON FOOTPRINT

Emissions per scope in tonnes of CO₂* (The Netherlands)

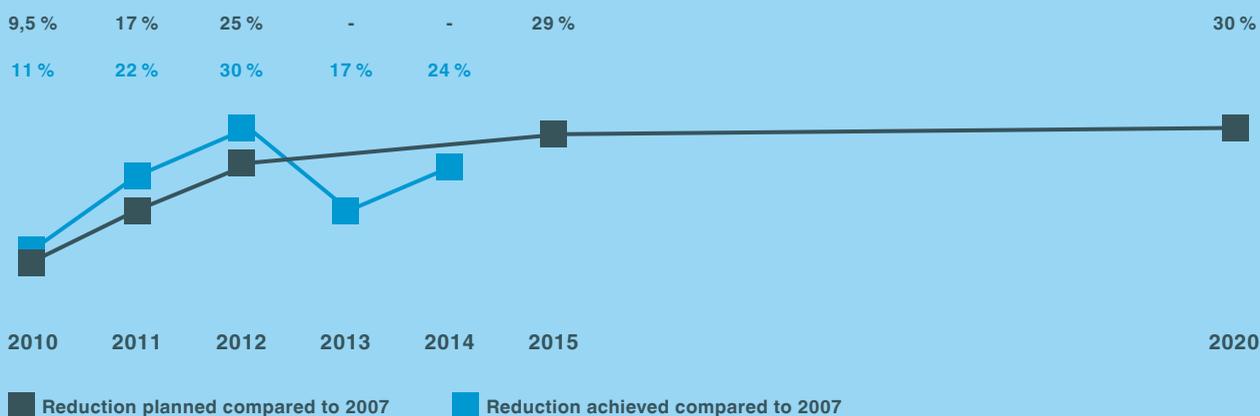
	2014	2013	2007
Scope 1			
Use of company cars for business purposes	611	643	620
Gas consumption	431	531	258
Subtotal for scope 1	1,042	1,174	878
Scope 2			
Electricity consumption	24	26	849
Air travel	1,125	1,117	606
District heating	4	10	-
Use of private cars for business purposes	626	786	655
Subtotal for scope 2	1,779	1,939	2,110
Scope 3			
Paper consumption	4	4	4
Use of private cars for commuting purposes	451	420	778
Use of public transport	356	328	362
Use of company cars for commuting purposes	57	58	90
Subtotal for scope 3	868	810	1,234
Total for Scope 1, 2, 3	3,689	3,923	4,222

* According to the SKAO CO₂ Performance Ladder scope classifications

Emissions per FTE in tonnes of CO₂ (The Netherlands)



CO₂ emissions reduction schedule up to 2020





+ Improving biodiversity in De Alde Feanen fens

De Alde Feanen fens are located in central Fryslân province. This nature reserve features a diverse range of landscapes, varying from open water and reedlands to swamp forests. As a result, De Alde Feanen is a habitat of international importance for countless plant and animal species. However, biodiversity in this Natura 2000 area is under pressure. Witteveen+Bos was involved in the process to restore the environmental conditions and improve biodiversity.

DEVELOPMENT OF NON-FINANCIAL PERFORMANCE INDICATORS

As of 2015, we will start using non-financial KPIs to measure and monitor our performance. In 2014 we worked on defining and developing these non-financial KPIs, a process that will be continued in 2015 with support from an external consultancy.

Delivering social value

We want to help develop solutions for major global challenges like climate change, pollution, and loss of biodiversity in order to contribute to sustainable economic and social development.

By applying our six sustainable design principles in all our projects, we can make an important contribution to preventing and mitigating any negative impacts. Achieving this aim will require a substantial effort.

Although we have already reached Level 5 of the SKAO CO₂ Performance Ladder, maintaining this level requires a constant commitment. There is still considerable progress to be achieved in this area, for instance by incorporating CO₂ awareness in our designs and in the management of our operations.

Goal	Subgoal	Means	KPIs	2015
Delivering social value	Contributing to climate resilience, biodiversity and environmental protection	Sustainable designs	- Number of projects in which our six sustainable design principles have been applied - Level 5 of the SKAO CO ₂ Performance Ladder	- Baseline measurement - Retain Level 5
	Climate resilience	Sustainable operations	- Level 5 of the SKAO CO ₂ Performance Ladder	- Retain Level 5

Developing top talent

Talented individuals are constantly looking for an inspiring environment where they can make a meaningful contribution to the world. We want to provide top talent with opportunities to pursue professional and personal development through the projects we undertake. We aim to provide all our employees with equal opportunities, regardless of gender or nationality.

We also attach great importance to ensuring that sufficient numbers of young people start relevant courses of study in technical fields to provide an adequate inflow of employees in the long term. We are therefore keen to involve young people in our work.

Goal	Subgoal	Means	KPIs	2015
Developing top talent	Training and developing top talent	Ensuring equal development opportunities for all our employees, regardless of gender or nationality	- Breakdown of workforce by gender Inflow = throughflow - Breakdown of workforce by nationality Inflow = throughflow	- Baseline measurement - Baseline measurement
	Ensuring adequate inflow of students starting courses of study in technical fields	Involving young people in our work	- Number of interns and final-year students - Number of contributions to educational projects - Number of business courses - Number of events for young people held at our offices	- Baseline measurement







UNITED NATIONS GLOBAL COMPACT

The United Nations Global Compact commits companies to uphold ten principles in areas such as human rights, employment conditions, environmental management, and business ethics. The principles have been derived from the Universal Declaration of Human Rights, internationally recognised declarations like those of the International Labour Organisation, and conventions of the United Nations. Witteveen+Bos endorses these principles. Our progress in implementing each principle is described below.

Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights

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. The company also devotes attention to safe and healthy working conditions for employees in the Netherlands and other countries.

Principle 2: Businesses should make sure that they are not complicit in human rights abuses

No cases of complicity in human rights abuses were reported in 2014.

Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining

Witteveen+Bos is an employee-owned company. Through shareholder meetings, employees can influence the company's policy. Furthermore, employee engagement in the Netherlands is guaranteed through the Works Council, which 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 are laid down in the Employee Regulations and the Quality Manual.

Principle 4: Businesses should support the elimination of all forms of forced and compulsory labour

Witteveen+Bos believes that employees excel when they perform work they enjoy and support. We encourage our employees to develop their strengths and pursue their ambitions. This ensures a high level of job satisfaction and productivity. Our Code of Conduct prohibits forced and compulsory labour in our operations.

Principle 5: Businesses should support the effective abolition of child labour

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: Businesses should uphold the elimination of discrimination in respect of employment and occupation

Witteveen+Bos has been making active efforts for years to appoint more women in key positions. A female Managing Director was appointed in 2013. We continued this policy in 2014, appointing a female PMC leader to head our Industry and Energy PMC.

Principles 7, 8 and 9: Businesses should support a precautionary approach to environmental challenges, should undertake initiatives to promote greater environmental responsibility, and should encourage the development and diffusion of environmentally friendly technologies

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 2014, 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 'Corporate Responsibility', and in the project descriptions on page 16 through to 23.

Principle 10: Businesses should work against all forms of corruption, including extortion and bribery

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 may influence our objective and socially responsible approach. The chapter on standards and values in the Employee Regulations provides employees with clear guidance on our policy in this area. By signing the employment contract, every employee agrees to comply with these values. An Integrity Committee oversees compliance with our Company Code. Employees can contact a confidential adviser (appointed by the Board of Directors) to report integrity issues or dilemmas. No incidents were reported in 2014.

STAKEHOLDER PANEL

For the fourth year, Witteveen+Bos has asked a panel of external stakeholders to provide balanced and impartial feedback on our sustainability performance and our CR reporting practices, and to make appropriate recommendations for improvement.

Main points

The stakeholder panel compliments Witteveen+Bos on its decision to use non-financial KPIs to manage its operations. It will be exciting to monitor how delivering social value (KPI 1) and developing top talent (KPI 2) will contribute to the four main themes addressed by Witteveen+Bos: liveability, safety, health and accessibility. We commend Witteveen+Bos for its exploration of international opportunities in the field of Corporate Responsibility, with a view to its international ambitions.

Insight into the global field of work

Witteveen+Bos has growing international ambitions. We therefore recommend gaining insight into the field of work at the international level. Although Witteveen+Bos has already undertaken several activities in this area, the results are not yet sufficiently clear. We recommend identifying the relevant threats and opportunities and examining what can be achieved in the area of Corporate Responsibility.

Significance of international ambitions to development of top talent

Witteveen+Bos should continue to explore its added value to society. If the world is truly its domain, what does the company need to achieve long-term success? We recommend connecting with the experiences of (local) communities to enhance value for Witteveen+Bos.

Measurability of targets and results

Targets and results can be defined with even greater clarity. This will provide even greater insight into the actions taken by Witteveen+Bos to achieve its CR and other targets.

Cohesion of the report

Structure the Corporate Responsibility Report around the mission, vision and strategy of the organisation. Avoid excessive technical jargon, incorporate mandatory elements (such as progress on implementing the United Nations Global Compact principles) in the main body of the text, use active phrasing, and stay true to Witteveen+Bos' corporate identity. This will make the report more accessible to the main target group, i.e. Witteveen+Bos employees.

Deventer, The Netherlands, 20 February 2015

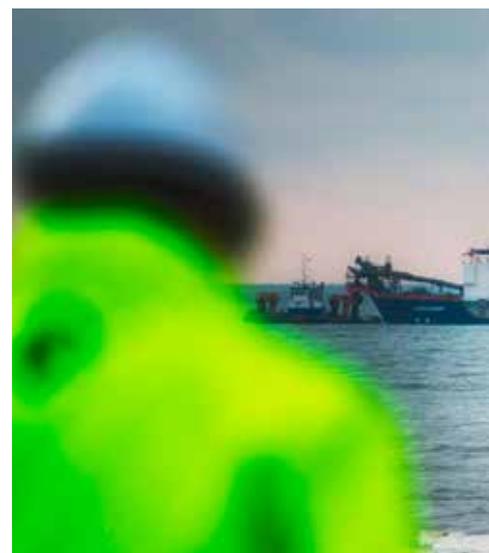
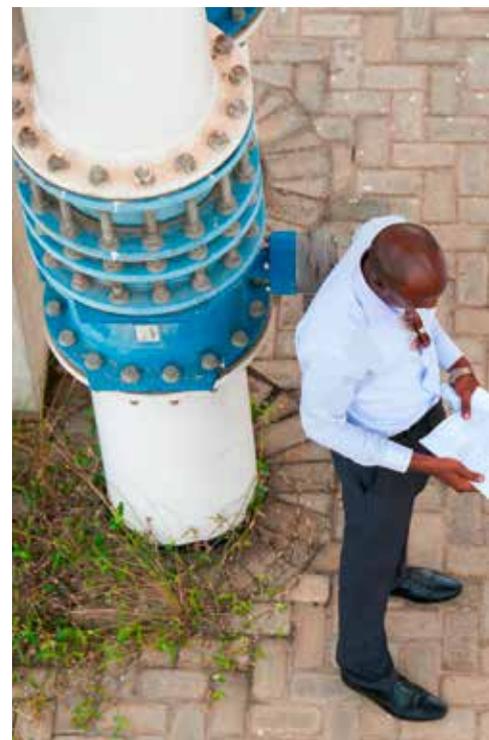
2015 stakeholder panel

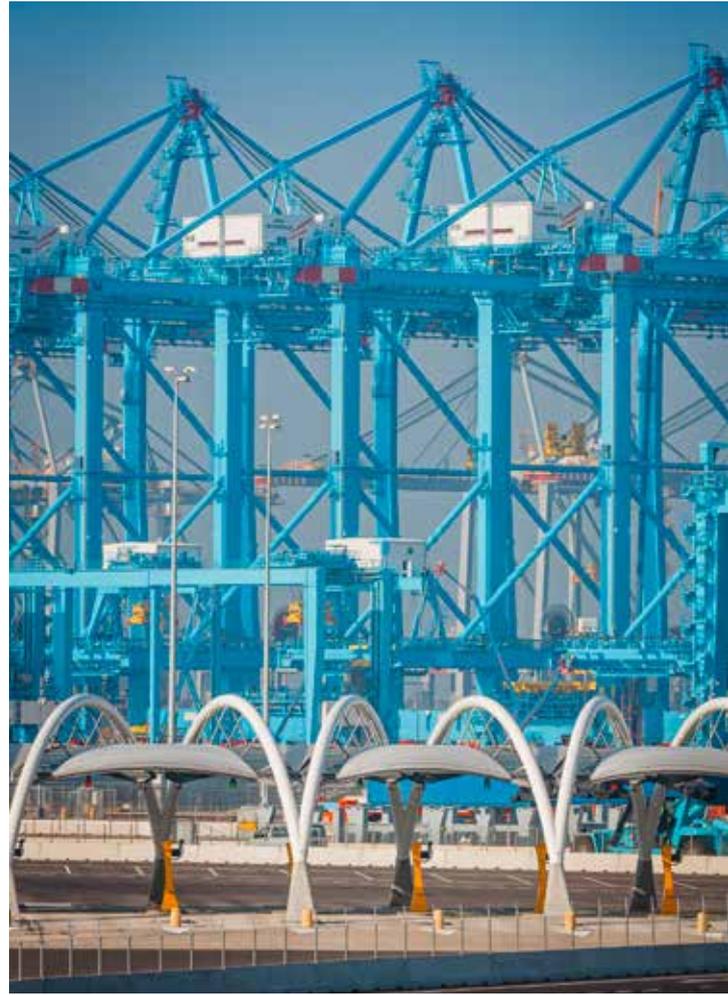
Jessica van den Bosch (Innovation & Sustainability Project Manager, ProRail)

Sander Dekker (Sustainability Manager, Van Oord)

Frank Hoekemeijer (Sustainability Manager, Heijmans Wegen & Civiel)

Ruud Sprock (Senior Sustainability Consultant, C2N)





COLOPHON

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Witteveen+Bos

Layout and design

Houdbaar

Printed by

Te Sligte-Olijdam

Photos and illustrations

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