



## SUSTAINABILITY REPORT 2012

**COVER PHOTO CAPTION**

The new Ramspol Bridge near Ens was completed in 2012. It is the world's first energy-neutral bridge and is part of the N50 Ramspol-Ens project, a joint undertaking by a number of VolkerWessels companies.

**VolkerWessels**

VolkerWessels – head office  
Podium 9, 3826 PA Amersfoort  
P.O. Box 2767, 3800 GJ Amersfoort,  
The Netherlands

T +31 88 186 61 86  
F +31 88 186 61 87  
E [informatie@volkerwessels.com](mailto:informatie@volkerwessels.com)  
[www.volkerwessels.com](http://www.volkerwessels.com)

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## Profile, activities and markets

Employing some 15,000 people within 120 operating companies, VolkerWessels delivers projects for the residential, commercial, mobility, energy and telecommunications sectors. We develop, design, construct, finance and manage properties on behalf of all our stakeholders: our customers, employees, shareholders, suppliers and society at large.

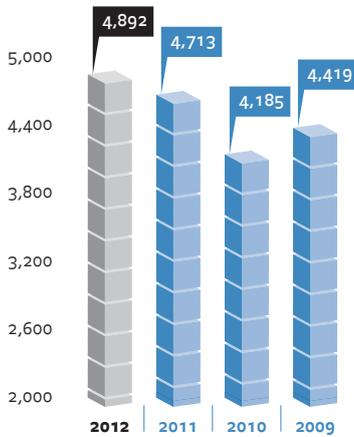
We operate in three market sectors: Industrial and commercial development, Infrastructure, and Energy & Telecom, and aim to target solid returns in each of these sectors. We achieve this by adopting an entrepreneurial approach to new opportunities, by introducing sustainable innovations and by giving talented employees plenty of scope to develop. In addition to this, by focusing on integrity, safety and sustainability in our operations we can create value for all our stakeholders.

### VolkerWessels is active in three sectors and focusses on three countries

	The Netherlands	United Kingdom	Canada/USA
 	<ul style="list-style-type: none"> <li>- Property development</li> <li>- Industrial construction</li> <li>- Commercial property construction</li> <li>- Residential construction</li> <li>- Mechanical/electrical installations</li> </ul>	<ul style="list-style-type: none"> <li>- Industrial construction</li> <li>- Commercial property construction</li> </ul>	<ul style="list-style-type: none"> <li>- Aera development</li> </ul>
 	<ul style="list-style-type: none"> <li>- Civil engineering</li> <li>- Road construction</li> <li>- Railway construction</li> <li>- Road and rail engineering</li> <li>- Traffic and parking management</li> </ul>	<ul style="list-style-type: none"> <li>- Civil engineering</li> <li>- Road construction</li> <li>- Railway construction</li> </ul>	<ul style="list-style-type: none"> <li>- Civil engineering</li> <li>- Road construction</li> </ul>
 	<ul style="list-style-type: none"> <li>- Energy networks</li> <li>- Telecom interconnections (onshore &amp; offshore)</li> <li>- Maritime services</li> </ul>		
			

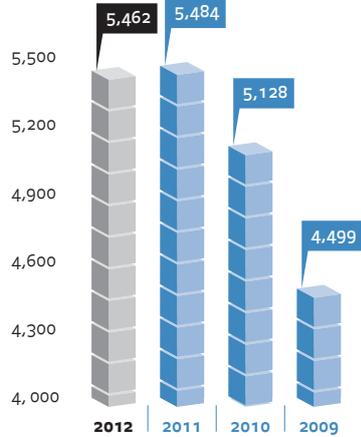
### Operating revenue

(in millions of euros)



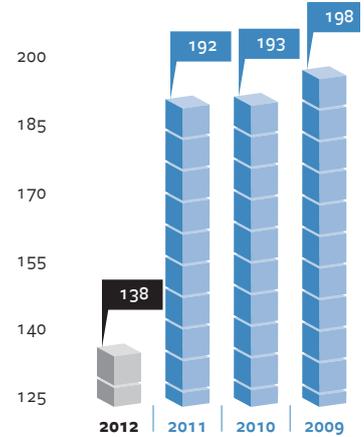
### Order book

(in millions of euros)



### EBITDA

(in millions of euros)



These figures relate to VolkerWessels in the Netherlands and abroad.

### VolkerWessels' strategy

We strive to achieve good returns within our chosen market sectors, in order to ensure our longevity as a company. The three pillars of our strategy are operational excellence, expanding the value chain and market leadership. We hope to achieve this by providing our customers with optimum services and products, relying on the best people and making sustainability, integrity and safety top priorities in our operations.

We aim to get to know our customers, understand how their businesses and markets will develop in the longer term and establish their opinions of the services provided by VolkerWessels. These and other insights yield important information about how we can become – and remain – a preferred long-term partner for our customers. We work closely with our customers – including national government bodies, local authorities and the private sector – on all aspects of our strategy.

### The VolkerWessels Strategy Model



# The world faces a number of serious challenges

Global challenges		Our response
Population growth	The global population has currently grown to some seven billion people, and increases by some 7.7 million people per year. According to the Netherlands Environmental Assessment Agency, the European population will also continue to grow until 2020.	For VolkerWessels, this creates opportunities to meet residential, work and mobility needs with sustainable <b>Innovations</b> . We meet this demand by making responsible agreements with the companies in our <b>Supply Chain</b> .
Financial crisis	The credit crunch has had an impact on nearly every country across the globe. Since 2008, many national governments have taken steps to stimulate the local economy and alleviate the worst consequences of the economic downturn.	VolkerWessels believes that this financial crisis cannot be viewed separately from the issues of global warming and raw materials shortages. Sustainable <b>innovations</b> in tandem with close collaboration with our <b>Supply Chain</b> will promote healthy financial returns.
Population ageing	In 2020, the world's over-60 age group will have increased by 40% compared to today – and in 2030, by as much as 80%. This requires us to develop a tailored Human Resources that can effectively respond to this population trend.	The growing demand for health and care services creates opportunities for the development of new, sustainable residential concepts. Within our own organisation, the focus for our employees is on <b>Health &amp; Safety, Integrity, Training &amp; Development and Diversity</b> .
Climate change caused by greenhouse gases	The European Commission recently concluded that over the past year, worldwide CO <sub>2</sub> emissions have risen by 3%. This increase is stronger than the average increase over the past decade, which amounted to 2.7%. The average emission levels of a European citizen are presently 7.5 tonnes, of a Chinese citizen 7.2 tonnes and of a US citizen 17.3 tonnes.	VolkerWessels has mapped out current <b>CO<sub>2</sub> emission</b> levels and is presently implementing various measures to reduce these levels. In 2012, the average emission levels of a VolkerWessels employee in the Netherlands were 15.7 tonnes compared to 14.8 tonnes in the preceding year. This volume does not include the emission levels employees produce themselves in their private household, for transportation, etc.
Depletion of natural resources	According to the World Wide Fund for Nature, we are currently consuming 50% more resources than are produced by our planet. If we continue on this path, by 2030, even two planets will not be enough to satisfy our demand.	By paying close attention to <b>Raw Materials Management</b> and by using sustainable materials such as FSC and PEFC wood, we aim to help prevent the depletion of the Earth's resources.
Government withdrawal	The welfare state is gradually disintegrating, and public authorities are increasingly sharing their responsibilities with citizens and private companies. Citizens are becoming more vocal about their wishes and expectations and societal demands are influencing our operational management.	Working under the header of <b>Community Investment</b> , we strive to support volunteer organisations in the various markets in which we operate. Our clear focus on <b>Public Liaison</b> inspires us to communicate more and more intensively with local communities, in order to better manage the impact of the construction process.

Reviewing these global challenges in relation to the Dutch construction sector, we can see a number of concrete opportunities for VolkerWessels to make a difference in the four elements we focus on: the market, our employees, the environment and society.

Elements	Challenges for the Dutch Construction Sector	Opportunities for VolkerWessels
<p><b>Market</b></p>	<p>Representing a turnover of some EUR 52 billion per year, the Dutch construction industry is one of the main economic drivers of our country. After already reducing by over 15% over the past few years, we could clearly see the construction and infrastructure sector going through a second phase of decline in 2012. Due to the general slowdown in economic activity, the total production of the construction industry dropped by 7% in 2012. The Dutch government has not taken any significant measures to stimulate production in this sector.</p>	<ul style="list-style-type: none"> <li>- To retain our existing market share, we have developed various sustainable innovations like the renewed 'PlusWonen concept' for creating energy-neutral homes.</li> <li>- We work closely with our supply chain to determine more effective means of collaboration. A new Code of Supply ensures a sustainable purchasing process.</li> </ul>
<p><b>Employees</b></p>	<p>In 2012, some 476,000 employees and private contractors were employed in the Dutch construction sector, working together in 137,000 companies on the expansion, innovation and maintenance of the Netherlands' built-up environment. According to Statistics Netherlands (CBS), in 2012, the labour market offered approximately 82,000 fewer jobs than in the preceding year. This constitutes a 2.7% decline. The loss of jobs was strongest in the construction industry (17,000).</p>	<ul style="list-style-type: none"> <li>- Like many other companies, we have been unable to avoid redundancies. We feel responsible for our employees, even if their position becomes redundant. We have entered into an innovative social agreement with the trade unions whereby we help people leaving us to find new employment elsewhere.</li> <li>- To increase the professional expertise and deployability of our employees, we paid attention to their development and training in our VolkerWessels Academy programmes.</li> <li>- We worked on the development of a proactive culture that focuses on work safety and integrity and initiated a new action geared towards producing a set of 'VolkerWessels safety values and guidelines'.</li> </ul>
<p><b>Environment</b></p>	<ul style="list-style-type: none"> <li>- CO<sub>2</sub> emissions in the Netherlands are above the European average, and shows a rising trend. Nevertheless, the Netherlands has reached agreement with other European countries with the aim of achieving a substantial reduction in CO<sub>2</sub> emission levels. In concrete terms: 20% in 2020 compared to 1990.</li> <li>- At present, European citizens produce an average of 1 kg of waste per day each (US citizens: 2 kg). Most of this waste ends up in landfill sites. Waste can have a detrimental effect on both the environment and public health. At the same time, waste is a potential source of new materials.</li> <li>- Every year, the Netherlands produces some 60 million tonnes of waste. Around 27% of this volume comes from the industrial sector, 15% from private households, and 40% from the construction industry. The construction industry produces some 25 million tonnes of waste per year.</li> </ul>	<ul style="list-style-type: none"> <li>- Nearly all our operating companies are now certified on the CO<sub>2</sub> performance ladder and are reducing their emissions of greenhouse gases.</li> <li>- In order to put as little pressure as possible on our limited resources, we have entered into a covenant with FSC Netherlands to use as much legal and sustainable wood as possible.</li> <li>- By entering into agreements with our suppliers, we have been able to reduce the volume of packaging material we use.</li> <li>- In 2012 we generated 13.7% less waste than in 2011, and we were able to separate more construction and demolition waste (57%), enabling the reuse of these materials.</li> </ul>
<p><b>Community</b></p>	<p>Construction sites can create a great deal of disruption for local residents and traffic in urban environments. People within and beyond the construction sector – clients, employees, people passing by a building site, etc. – all increasingly expect construction companies to acknowledge their social responsibilities. Good communication with the community is of vital importance.</p>	<p>We are committed to making a profit, but we also strive to respect and pay attention to local residents and businesses, our employees and the environment. So we are registering an increasing number of our projects for the Bewuste Bouwers (Considerate Constructors) scheme, a code of conduct for construction sites which checks that we are applying the principles of respect, safety, care, and environmental and social awareness. The number of projects we have registered has doubled since 2011, and currently stands at 72.</p>

## Foreword

**While the world's population is steadily increasing and getting older, we are facing major challenges such as global climate change and the depletion of our natural resources. These challenges affect the way we go about our work. In addition to this the ongoing financial crisis has caused a strong downturn in construction output in the Netherlands. In this report you will read how we are dealing with these issues and how seriously we are taking our responsibility in terms of the economy, the environment, society and the community.**

The year 2012 was characterised by the need to regroup in the light of the new reality. In a number of countries the financial crisis was short and intense, after which recovery got under way. In the Netherlands, however, we are seeing a continuing decline in construction output. In a recent analysis, the Economic Institute for the Construction Industry (EIB) stated that investment in the construction industry in the Netherlands is declining strongly due to a government policy that is centred around spending cuts, reforms and risk minimization.

This is having a major impact on our economic performance. There is too little work in the Netherlands to keep all our employees occupied. So in 2012 more than 300 jobs were lost. We have entered into an innovative social plan with trade unions and the Central Works Council designed to help people leaving us find new jobs. We are attempting to retain as many of our talented employees as possible, although unfortunately we are not always successful.

We are facing some major challenges which we are tackling head-on. We believe that the economic crisis cannot be viewed in isolation from the climate and environmental crisis, and our starting point is that we will have the greatest impact if we undertake sustainable projects for our clients that are executed with respect for man and the environment. In this report you will find some examples of good innovations. However, we are – and remain – realistic and always want to see a commercially healthy business case. In this way, our innovations will deliver a win-win situation not only for ourselves but for other parties too. We are thus continuing to build a sustainable future and to ensure the continuity of our company.

**VolkerWessels Board of Management**  
Amersfoort, April 2013

This is VolkerWessels' fourth sustainability report, written for you as a stakeholder, customer, project client, employee, shareholder, student, NGO, supplier, or concerned citizen. For the fourth time in succession, we are giving you an insight into our sustainable business practices. In 2012, we once again took positive steps to influence the impact of our business operations. We are reducing the negative impact of what we do by limiting the CO<sub>2</sub> emissions and waste we generate. But it does not stop there. It is our ambition to create economic, environmental and social value and in doing so to reinforce our positive impact with sustainable innovations and by registering more of our construction sites with the Bewuste Bouwers (Considerate Constructor) scheme.

Our sustainability policy remains a dynamic subject of dialogue with a large group of interested parties. As a major stakeholder, we want to thank you for your feedback, which helps us steer our policy in the right direction. Together we are on the right track, but we realise that we can always do better.

We are therefore very keen to continue our dialogue with you and would like to invite you to continue to share your ideas and suggestions with us via our e-mail address: [cr@volkerwessels.com](mailto:cr@volkerwessels.com).



# Corporate Responsibility (CR) at VolkerWessels

## CR mission and vision

VolkerWessels sees it as its duty to remain a sustainable business that creates added value on an economic, social, environmental and community level. We link these areas together, and in doing so we create effective win-win situations. That this approach works in practice is clear from our ever-increasing focus on reducing CO<sub>2</sub> emissions, partly with the help of financial incentives from the market. Our sustainable innovations often result in a strong combination of environmental gains and a financially healthy business case. Every initiative counts and we are making them visible by communicating them to the community.

## CR strategy

Our CR strategy focuses on four elements: the market, our employees, the environment and the community. We have defined our ten most material themes within these elements and given them each a number of quality performance indicators (QPI), and we report on these every year.

You will find an explanation of the four elements and the ten themes on pages 54-55. Our strategy remained unchanged in 2012.

The ten themes remain relevant to our group, as was revealed in a series of organised discussions with internal and external stakeholders and the benchmarking undertaken in respect of sustainability in our sector. At the central level we have developed a CR policy which is implemented by our operating companies at the local level. Our operating companies develop their own sustainability policy based on the group policy, within or outside the framework of VolkerWessels.

## CR ambition

Based on our vision for the four elements – the market, our employees, the environment and the community – VolkerWessels has formulated ten themes against which our sustainable development will be actively measured and managed over the coming years.

Market	Employees	Environment	Community
– Innovation	– Health & Safety	– CO <sub>2</sub>	– Community investment
– Supply chain	– Integrity	– Raw materials management	– Public Liaison
	– Training & Development		
	– Diversity		

## Responsibilities

The Board of Management is responsible for achieving our Corporate Responsibility targets.

The CR team reports to the Board of Management, works in close collaboration with senior management and periodically provides the Board of Management with information. The CR advisory group plays an advisory role. Chaired by the Board of Management, this group is made up of directors and staff and is, among other things, responsible for awarding the PlanetFit label (the VolkerWessels label for sustainable innovations).



In addition to this CR advisory group, we also provide active forums of consultation for purchasing, health and safety, quality, the environment, human resources, communication and integrity, in which sustainability is being further embedded. Our objective is always to share knowledge and thus to promote policy development. The board members of our operating companies are responsible for their sustainability data, which is collected by their CR officers and verified by the controllers.

## Development of CR policy

In 2012 we made further progress in professionalising the communication of our CR results to our operating companies. We fed each Dutch operating company's results back and offset them against the results of other operating companies in the group. This benchmark provides an understanding of our performance and best practices and promotes knowledge sharing. In addition, we fully implemented the CR policy in our UK operating companies. At the reporting level we note that there are still some differences in definitions and figures, partly as a result of differences in the regulations governing safety and raw materials management. Where applicable, we have reported these differences under each theme.

Finally, we have decided to use the four elements and the material themes with the performance indicators we defined

four years ago, enabling us to identify trends over a longer period of time.

### **Made-to-measure implementation of CR strategy**

Due to the great diversity of activities within the VolkerWessels group, there are significant differences in the way our operating companies deal with CR themes. In large infrastructural projects, for example, the focus has been on CO<sub>2</sub> reduction for some time, whereas our operating companies that are active in housing and commercial property construction are also working on introducing new residential concepts with sustainable materials and lower energy consumption. In the UK we are seeing a lot of attention being paid to public liaison management. This difference between markets manifests itself in the fact that we tailor our sustainability strategy to meet the needs of each individual sector.

### **Transparency**

For us, healthy entrepreneurship also means that we report transparently on our performance in the field of corporate responsibility. An important starting point is that we must maintain a clear understanding of the risks and opportunities in our business operations so that we can respond to them in a responsible manner.

### **Dialogue with stakeholders**

We regard our intensive collaboration with internal and external stakeholders as a major success factor. This dialogue provides insight into the opportunities for improving our policy. Our interaction with external stakeholders, for example, takes the form of a dialogue with residents and businesses in the vicinity of a project. We also collaborate closely with partners in the supply chain – suppliers and clients – so that we can respond to market requirements with smart innovations.

The insights we have obtained in our contacts with stakeholders are discussed in the CR platform in which a stakeholder strategy has been chosen: the dialogue with national and provincial government bodies mainly takes place decentrally with our team. At the central level, the board talks to project clients and customers. We also engage in an ongoing dialogue with NGOs such as RSC Netherlands, MVO Nederland, Samen Voor, Bewuste Bouwers, Vernieuwing Bouw, TNO and the Ministry of Economic Affairs. In 2012 VolkerWessels signed a partnership agreement with Natuur & Milieu, the Dutch foundation for nature conservation and environmental protection. This foundation recently assessed our sustainability policy. We will be discussing the results in the CR advisory board, and the input will assist us to further develop our policy.

It is also important to engage in discussions with other companies in the construction industry, particularly in relation to the reputation of a sector that is under pressure because of the media focus on disappointing results, bankruptcies and



### **Making the most of sustainable opportunities**

‘VolkerWessels is a highly diverse company which develops sustainable, profitable initiatives in many areas. The Netherlands needs that! There are plenty of opportunities out there, and I have also met many driven employees and managers with a view to making the most of these opportunities. This raises questions such as: what does sustainable strategic profiling actually mean, and which business opportunities do you say yes or no to? For example, whether to opt for sustainable renovation of an office building, which would entail lower turnover for VolkerWessels, or a new build with the ensuing higher turnover? And what role should management play – setting an example in its conduct, aiming for bonuses and focusing on medium-term profitability? I am very impressed by the many PlanetFit innovations:

– such as the HERA system. My advice is to keep investing in them, even in financially tough times. That is where the future lies. VolkerWessels could also achieve even greater success by testing all business opportunities and investments against sustainability criteria, such as the price of CO<sub>2</sub> rights and energy and raw materials prices.

And also some very practical good examples:

– such as energy savings: more effective and more readily shared between operating companies. We at Natuur & Milieu are keen to collaborate in these areas, so that VolkerWessels can continue to be at the forefront of exploiting sustainable business opportunities going forward.’

Tjerk Wagenaar, Director Stichting Natuur & Milieu

the decline in jobs. We believe that this one-sided picture does not do justice to the value the construction industry creates in society.

Last year plans were drawn up to extend the positive national campaign 'De bouw maakt het'.

In short, communicating with stakeholders forms an integral part of everything we do. It often goes one step further than a mere discussion, giving rise to concrete plans. So our dialogue with stakeholders remains an important policy spearhead in 2013.

### Communication

We view communicating about the CR themes referred to above both within the group and to the outside world as an essential prerequisite for improving our policy and inspiring others. The Board of Management plays an important role in this by highlighting these subjects at many different events and stressing their importance in newsletters, speeches and other communication channels. CR performance indicators have also been added to our regular periodic management information. As a result of our communication efforts in this area we are seeing awareness within the group grow and new initiatives come on stream.

We are taking targeted action to boost our communication, such as:

- Awarding the PlanetFit labels to innovations that contribute to improving our market position and achieving an environmental gain;
- Our 'Every Initiative Counts' communication concept. This is designed to raise the visibility of all the sustainable initiatives we undertake via our website, intranet, staff magazines and other communication channels.

In this sustainability report we are reporting on our performance in the social, environmental and community domains. You will find our financial performance in the VolkerWessels Annual Report. Both reports can be downloaded from our website.

### Summary of CR data

In 2012 we measured the quality performance indicators (QPI) of ten themes. On the following pages you will find tables containing the QPI's for each theme, along with the relevant results and targets. We also describe to what extent we have already achieved the targets.

In addition, on pages 20-53 we provide details of our recent performance in all themes, divided into the elements of 'Market', 'Employees', 'Environment' and 'Community'. In the chapter 'About this report' you will find important background information about our report.

Finally, we have published our GRI performance in the annex and you will find a glossary of the terms used in this document and a description of how we have calculated our indicators.



# Summary of CR data (the Netherlands)

## MARKET

**Targets**

■ Achieved    ✓ On schedule    □ Not yet achieved



### INNOVATION

Total number of innovations

2012

84<sup>1</sup>



2011

90<sup>2</sup>



Percentage of innovations with the PlanetFit label out of the total number of innovations per year

14.3%

13.3%

<sup>1</sup> 12 of the 84 PlanetFit innovations  
<sup>2</sup> 12 of the 90 PlanetFit innovations

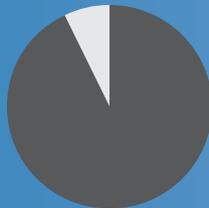
**Targets for 2012 – 2014**

- 20% increase in the number of innovations with the PlanetFit label. □
- 10% better EPC performance than the legally required standard in our PlusWonen concept. ✓



### SUPPLY CHAIN

2012



93%

2011



87%

Percentage (%) of operating companies that have added CSR clauses to purchase contracts and/or general terms and conditions of purchase<sup>#</sup>

**Targets for 2012 – 2014**

- Continue to roll out our Guiding Principles in our business operations ✓
- Develop and introduce Sustainable Purchasing guidelines ✓
- Develop a code of supply for suppliers □
- Increase the percentage of in-house developed homes made with sustainable wood to 50%. □
- Structure our knowledge sharing on sustainable concrete, steel and asphalt. ✓

Total number of homes delivered

3,822



31.8%

3,535



21.4%

Number of homes delivered in which FSC and/or PEFC wood was used, out of the total number of homes delivered

Number of FSC and PEFC certified operating companies

30

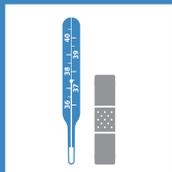
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<sup>#</sup> Part of KPMG assurance. See the assurance report on page 57.

## EMPLOYEES

## Targets

Achieved
  On schedule
  Not yet achieved



## HEALTH AND SAFETY

2012

2011

## Targets for 2012 – 2014

- Continue to develop corporate safety policy in collaboration with VAG.
- Increase safety ladder rating from 3 to 3.5.
- Periodic progress meetings on improvement targets between Board of Management and Directors.
- Active collaboration of operating companies in reducing sickness absence.

Sickness absence percentage (general) #

3.96%

4.31%

Percentage of sickness absence due to accidents at work #

0.15%

0.14%

Number of lost-time accidents #

158

188

Number of accidents at work with fatal results #

0

0

IF figure (Incident Frequency rate) #

6.7

7.7

Percentage of employees covered by a collective labour agreement

90.2%

92%

# Part of KPMG assurance. See the assurance report on page 57.

# EMPLOYEES (CONTINUED)

**Targets**

Achieved 
  On schedule 
  Not yet achieved

INTEGRITY		2012	2011	<b>Targets for 2012 – 2014</b> <ul style="list-style-type: none"> <li>- Continue to develop policy and define concrete improvement actions. <input checked="" type="checkbox"/></li> <li>- Obtain better insight into integrity risks and integrity culture. <input checked="" type="checkbox"/></li> <li>- Increase integrity awareness. <input checked="" type="checkbox"/></li> <li>- Introduce integrity programme in operating companies. <input checked="" type="checkbox"/></li> </ul>
	Number of reports to a confidential advisor#	30 <sup>1</sup>	21	
	Number of reports that led to dismissal#	6	5	
	Number of reports of suspected contravention of the Economic Competition Act#	0	0	
	Number of times the whistleblower scheme was used#	0	1	
	Number of employees taking part in integrity workshops#	502	340	

<sup>1</sup> Excluding 5 reports about subcontractors.

TRAINING & DEVELOPMENT		2012	2011	<b>Targets for 2012 – 2014</b> <ul style="list-style-type: none"> <li>- Gear training and development programmes towards developments in the industry. <input checked="" type="checkbox"/></li> <li>- Integrate sustainability themes into 100% of VolkerWessels Academy courses. <input checked="" type="checkbox"/></li> <li>- Train project management skills in at least 80% of training programmes. <input checked="" type="checkbox"/></li> <li>- Increase percentage of employees receiving regular performance and career development reviews to 70%. <input type="checkbox"/></li> </ul>
	Number of hours spent on internal and external training courses per job group	 260,059	 260,262	
	Amount (in euros) spent on internal and external training per employee	760	673	
	Percentage (%) of employees receiving regular performance and career development reviews	73%	66%	

# Part of KPMG assurance. See the assurance report on page 57.



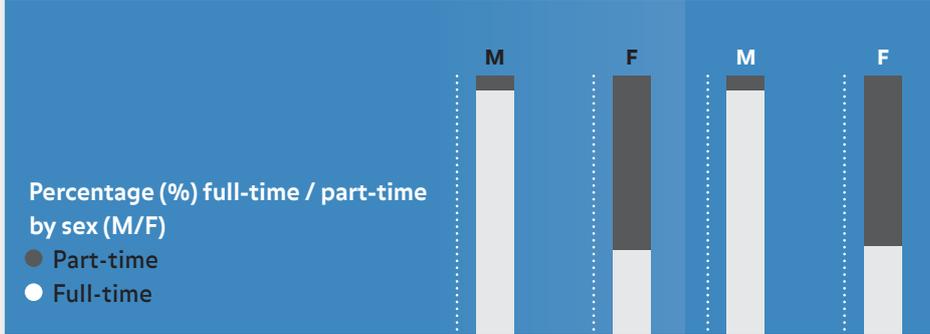
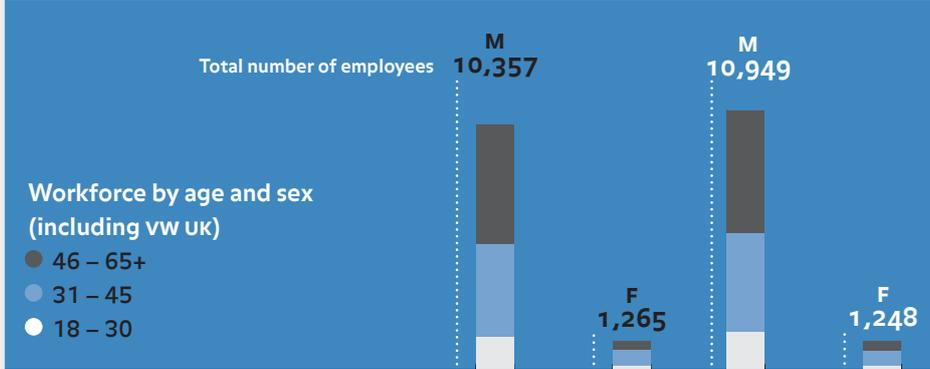
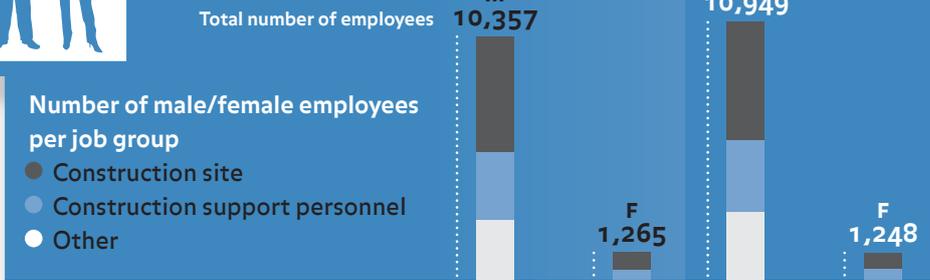
**DIVERSITY**

**Targets**

+ Achieved 
 / On schedule 
 - Not yet achieved

**Targets for 2012 – 2014**

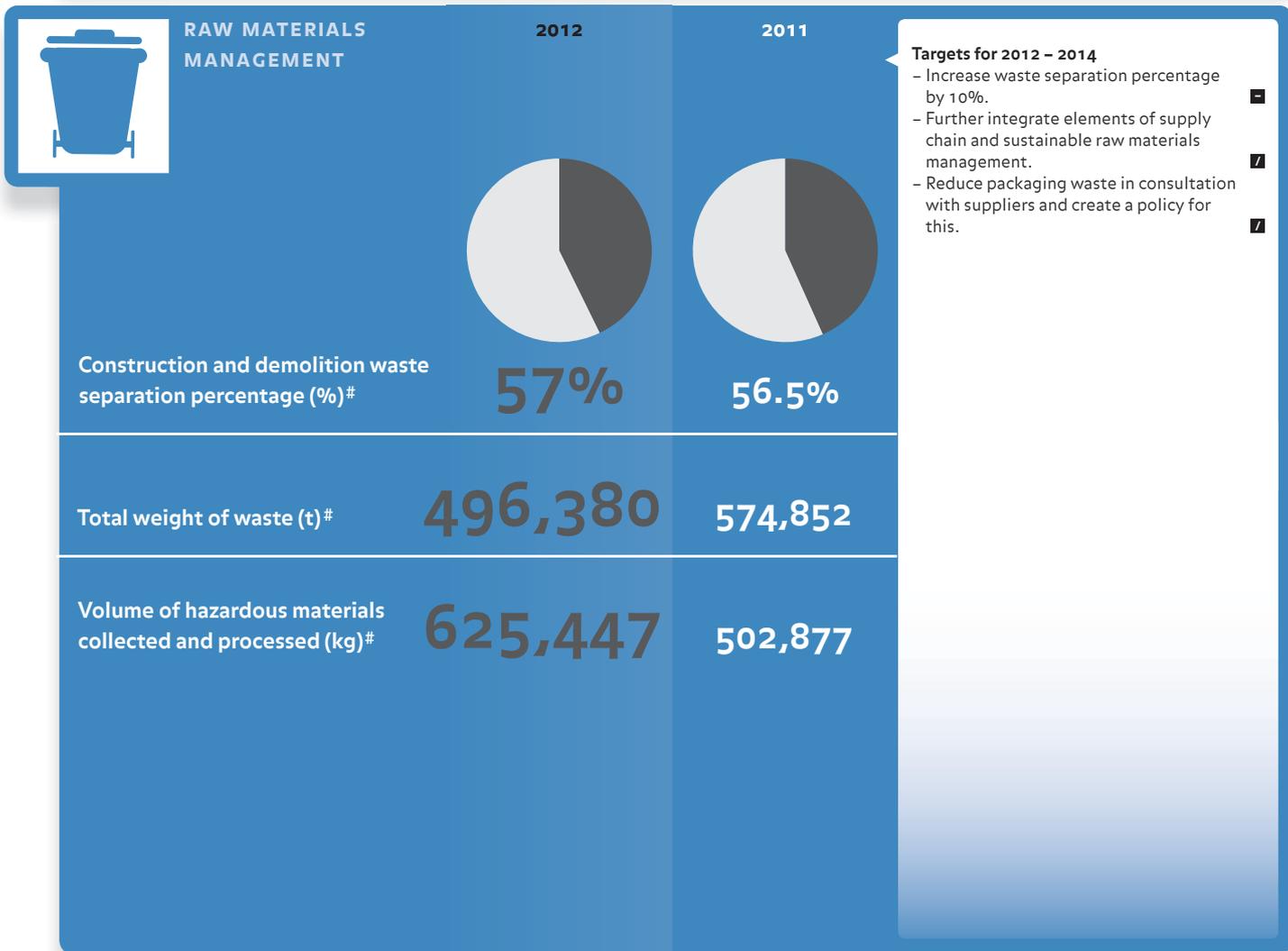
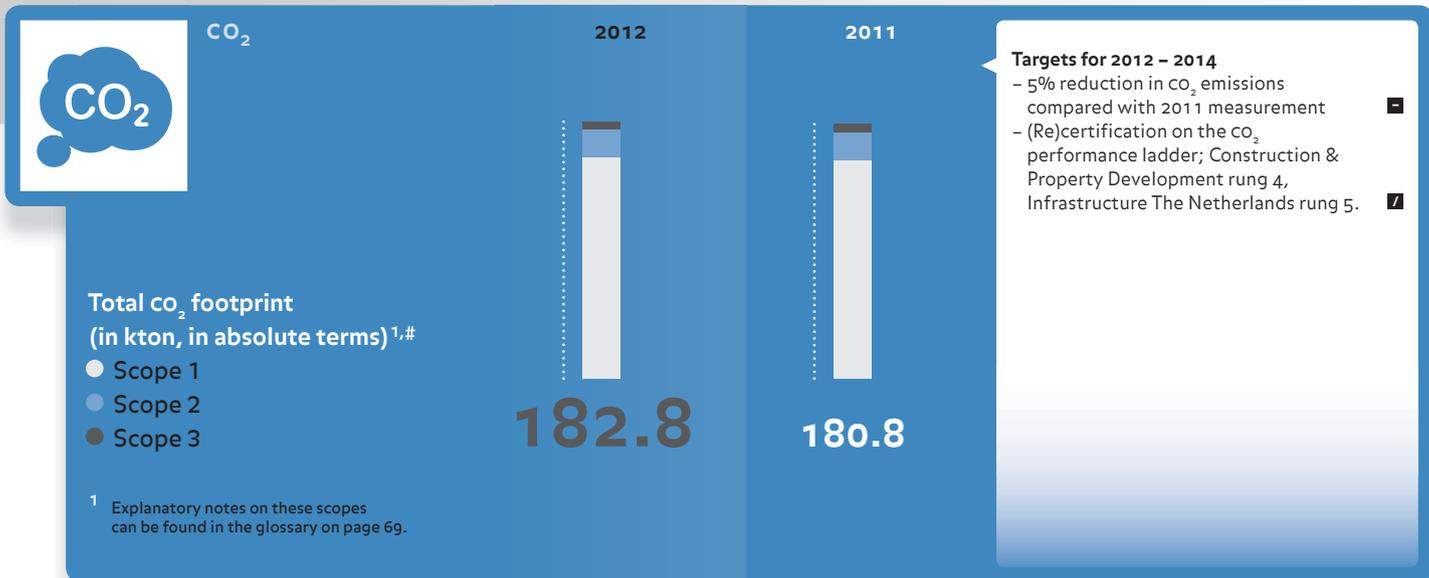
- Increase the number of women participating in the Management Development Course to 20% by 2014. -
- Actively communicate the importance of diversity through at least two communication channels within VolkerWessels. +
- Demonstrate the power of diversity by sharing best practices in meetings on this subject. /
- Embed the theme in internal leadership programmes. /



# ENVIRONMENT

**Targets**

■ Achieved    ▮ On schedule    □ Not yet achieved



<sup>#</sup> Part of KPMG assurance. See the assurance report on page 57.

# COMMUNITY

**Targets**

Achieved 
  On schedule 
  Not yet achieved

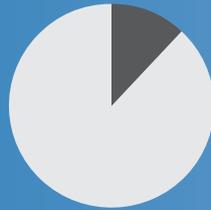


## COMMUNITY INVESTMENT

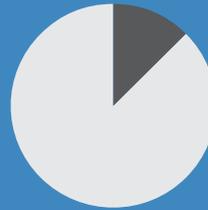
2012

2011

Proportion of money spent on sponsorships and donations



12%  
88%



12.5%  
87.5%

Number of partnerships with community organisations

39

34

### Targets for 2012 – 2014

- Increase number of donations for employee initiatives by 10% (70% sponsoring versus 30% donations).
- Increase number of employees who are involved in CSI activities in the community through the VolkerWessels Academy by 25%.
- Launch a new Young VolkerWessels Foundation project.

**BEWUSTE BOUWERS**

## PUBLIC LIAISON

2012

2011

Number of construction sites with 'Bewuste Bouwers' endorsement

72

36

### Targets for 2012 – 2014

- Embed Public Liaison theme in five internal courses.
- Register at least 50 projects with 'Bewuste Bouwers' (Considerate Constructors).

## Market

### MANAGEMENT STATEMENT

Within our strategy, innovation is one of the most important ingredients for strengthening our market position; as such, it is firmly anchored in our approach to the market. Our policy is to continue to encourage and facilitate this, and sustainability has an important role to play in these efforts. This is reflected in the PlanetFit label which we award to sustainable innovations. In developing and implementing innovations we also pay attention to the way we work with our clients and suppliers. So we never shirk our responsibility for our supply chain.



The growing world population offers us opportunities to meet the ever-increasing needs for homes, jobs and mobility in a sustainable way. The construction industry is one of the biggest economic forces in the world in which we live, but it has come under pressure due to the economic crisis. In order for us to make a positive contribution to the market and compensate for the economic downturn, VolkerWessels is committed to introducing innovations and working effectively with the supply chain.

## INNOVATION RESULTS IN 2012

	NL 2012	NL 2011	NL 2010
Percentage of the total number of innovations with the PlanetFit label	14.3%	13.3%	9%
Total number of innovations	84	90	69
Total PlanetFit innovations	12	12	6

### Innovations

Our ambition is to be at the forefront of our sector, and we work closely with our partners to come up with intelligent, sustainable solutions for the market. Every year we aim to introduce innovative concepts which we visualise with our PlanetFit label.

Sustainability remains the driving force behind innovation at VolkerWessels. The 'Kennis en Innovatie' (Knowledge and Innovation) coalition names innovative entrepreneurship as one of the most important requirements for a Europe that is thriving in both economic and social terms. We endorse the vision, which ties in with the European Commission's 2020 ambitions to be one of the world's top five high-quality knowledge areas of the world, and we are encouraging innovative entrepreneurship with our PlanetFit label.

In 2012 we introduced 84 innovations, 12 of which were awarded the PlanetFit label due to their exceptional sustainable elements.

### PlanetFit

Our aim is to increase the percentage of sustainable innovations each year out of the total number of innovations. In 2012 the percentage rose to 14.3%, so we are well on the way to achieving our target.

We brought our sustainability label to the attention of a wider audience at internal events and courses, via magazines and on the website, with a view to encouraging even more innovation. We also informed our operating company in the UK about the label. The [www.planetfit.nl](http://www.planetfit.nl) website now lists as many as 41 inspiring PlanetFit innovations by VolkerWessels. Even in these difficult times, we are fully committed to innovation because of the vital role it plays in ensuring our long-term growth.

### PlusWonen

A good example of a sustainable innovation is the PlusWonen concept. In 2012 we took this concept one step further, focusing

more intensively on the use of materials, water management, flora and fauna, and sustainable raw materials management. We won two competitions with our energy-bill-free home: Energiesprong and niaNesto (organised by Portaal). NiaNesto is a ground-breaking project in which builders of concept homes, local authorities, corporations and tenants work together to build unique homes that have no energy bills. For the first time, we offered ecological gardens with sustainable water management as an additional service to tenants. In 2012,

'Sustainability remains  
the driving force  
behind innovation'

a supply chain analysis revealed that the CO<sub>2</sub> emissions during the entire life cycle of a standard PlusWoning home (75 years) stand at around 300 t per home. Our ambition is to reduce this to 100 tonnes in the years ahead. PlusWonen builds about 1,000 homes per year.

In collaboration with the whole supply chain, we can therefore save 200,000 tonnes of CO<sub>2</sub> emissions per year. This new concept is in line with our target to deliver 10% better EPC performance than the statutory requirement. In a number of projects, the EPC was 0.54 or better. The rest of the projects we delivered in 2012 score minimum EPC values of 0.6.

### Sustainable construction site

Another example of an innovation is our Sustainable Construction Site, which we launched in 2012. This features an energy-efficient site hut that cuts energy costs by up to 50%.

Besides financial savings, measures such as waste management and reducing the number of transport movements on the construction site are doing a great deal to reduce CO<sub>2</sub> emissions.

Unhappy with the high energy consumption of site huts in our Strijp-S project, we decided to switch to a sustainable site hut with features including solar panels for generating energy. In this project, the investment has already been offset by lower energy costs, so the hut will yield an instant financial gain in all future projects. This concept owes its success to close collaboration in the chain.

### INNOVATION HIGHLIGHTS

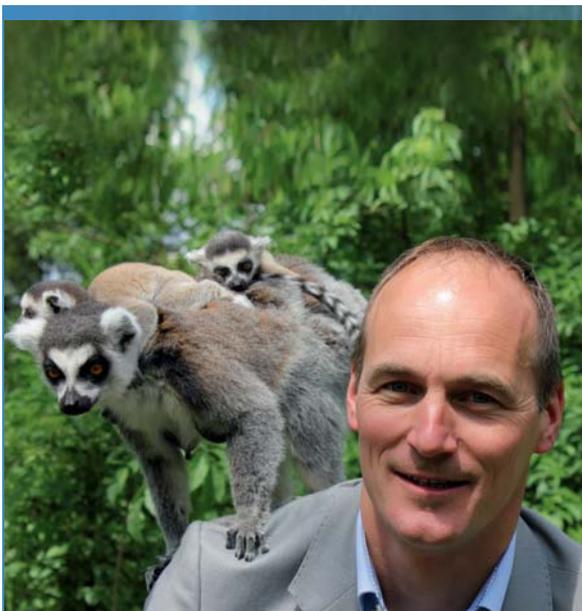
- In 2012, our innovative flair also came to the fore in the development of Dierenpark Emmen. This is not a zoo but an Experience Park, which allows visitors to get right in amongst nature and the animals. This calls for a great deal of technical creativity and innovation.
- Another unique innovation that opened in 2012 is the Wooniversum. This world first uses 3D technology to give guided tours of homes that have not yet been built.
- We have built an energy-neutral bridge over the Ramsgeul in which the total energy consumed by the bridge installations is kept to a minimum and any surplus energy generated by sustainable energy sources near the bridge is fed back into the grid. An additional benefit is that the new bridge is higher than the old one and therefore needs to be opened less often (down from 8,000 to 1,800 times per year). This improves the stream of traffic on the road and on the water.
- VolkerWessels Telecom is working with Landuistrie to develop the Dyke Monitoring and Conditioning System (DMC system). This system accurately monitors the condition of old dykes and intervenes where necessary. It won the Water Innovation Prize in 2012.

### TARGETS FOR 2012 – 2014

- 20% increase in the number of innovations with the PlanetFit label.
- 10% better EPC performance than the statutory requirement in our PlusWonen homes.

### ACTIONS ONGOING IN 2013

- Active communication about PlanetFit label and website.
- Launch of PlanetFit label at our UK operating companies.



### From contractor to **partner**

‘VolkerWessels is an organisation with a great deal of expertise, which has made the switch from contractor to partner to the client. We have been working closely together to ensure that sustainability plays a concrete role in the park. This particularly applies to sustainable innovations in the area of energy, but some intelligent, simple sustainable solutions have also been included. The project needs good solutions. Sometimes innovation is the best solution, but good standard solutions are also important. Our working relationship is first-class – our joint development and design team is a prime example of this – but likewise the expertise that VolkerWessels has in-house – and, of course, the mutual benefit to be gained by working in partnership. I firmly believe that this is the only way to make this project a success.’

Frankwin van Beers, Director Dierenpark Emmen

## SUPPLY CHAIN RESULTS IN 2012

	NL 2012	NL 2011	NL 2010	UK 2012	UK 2011
Percentage of operating companies with purchasing contracts and/or general terms and conditions with CSR clauses	93%*	87%	85%	80%#	50%
Number of in-house developed homes in which sustainable wood was used	1,214**	757			
Number of VolkerWessels operating companies that are FSC certified	20	19			
Number of VolkerWessels operating companies that are PEFC certified	10	10			

\* This percentage only relates to operating companies to which this QPI applies. The QPI is not seen as applicable to a minority of operating companies, given the nature of their activities and/or their role in the supply chain.

\*\* This is 31.8% of the total number of homes developed.

# Part of KPMG assurance. See the assurance report on page 57.

## ‘Pooling strengths opens up many opportunities’

### Supply chain

We are committed to influencing the supply chain with respect to social issues and environmental policy.

The shrinking market is encouraging us to build together in a more intelligent way, and we can see that pooling strengths opens up many opportunities.

We not only want VolkerWessels operating companies to pool their strengths; we want this to happen throughout the whole of the supply chain.

We are reaching agreements about working together in a responsible way, and we have drawn up an initial draft version of a guideline entitled ‘Sustainable Purchasing’ which gives our purchasers tips on how to buy sustainably. We presented the guideline at our national procurement day and discussed it with our purchasers under the direction of Bart Vos, Professor of Purchasing Management at Tilburg University. The guideline will be completed and introduced on the basis of the reactions we received. At this procurement day, which was themed ‘Creating

Shared Value’, we discussed developments in the fields of technological purchasing innovations, integrity, safety, social return and the environment.

### Code of Supply

We have developed a Code of Supply for joint purchasing activities. We are looking into how we can roll this out without it becoming a ‘paper tiger’. When parties state their intention to start using this code, it is important to be able to verify that they do so. We had intended to promote this via the FIRA platform, but after a few meetings we were not convinced that this was the right tool and we are looking into other possibilities.

In addition, we are raising the issue of sustainability with our suppliers and have inserted CR clauses in the contracts of 93% of our operating companies (87% in 2012).

Our target was to increase this percentage to 100% over the past few years. However, this QPI proved difficult to score for some of our service-related operating companies since they have not

actively declared these terms and conditions of purchase applicable. We were therefore unable to achieve a 100% score. This QPI will be dropped in 2013.

### Guiding Principles

As one of the initiators of the Guiding Principles, we support the starting points relating to human rights and anti-corruption. Since the launch a few years ago, around 30 medium-sized construction and infrastructure companies have also endorsed them. The core values of the Guiding Principles for Commissioning Construction Companies are integrity, transparency, corporate social responsibility and sustainability. The principles are reciprocal: we want to deal with our partners properly, but we also expect them to treat us and their partners properly in return.

The large construction companies have posted the Guiding Principles on their websites and incorporated them into their codes of conduct. The principles can be found on the Bouwend Nederland website. We have also modified our terms and conditions of purchase and procurement training courses, and as in previous years we actively introduced the principles at numerous meetings and events as well as in six introduction programmes at the VolkerWessels Academy involving a total of 153 new employees.

### Materials

In order to gain more insight into the impact of our operations, we analysed the main materials we use within the group (see the table of core processes and raw materials on page 27). We want to share new knowledge and insights on materials better, and it has therefore become a permanent fixture on the agenda of the regular meetings with group purchasers. As a result of this process it was revealed that the materials we purchased and produced most frequently were concrete, asphalt, wood and steel.

### Concrete

Concrete production is one of the biggest sources of CO<sub>2</sub> emissions worldwide and impacts on biodiversity and the ecosystem. To boost efforts to make the concrete supply chain more sustainable, we are contributing financial resources and knowledge to an initiative of MVO Nederland, in which companies across the whole of the concrete supply chain – from raw material to demolition – are working together to achieve greater sustainability in the supply chain. This has already led to a Green Deal with the government, but we are doing more. We are working with concrete producers to come up with smart solutions, such as at Maasvlakte 2. In 2012 the Netherlands got a little bit bigger – with the arrival of this new port area. We built the infrastructure in partnership with a number of other companies. Owing to the large quantity of concrete needed for the construction work, a mobile concrete plant was installed on site in collaboration with Mebin. This cut costs, saved a large number of transport movements and eased the strain on the busy A15 motorway by eliminating the need for concrete trucks to use the road.

### Asphalt

With our operating company kws Infra we are the market leader in asphalt production in the Netherlands, with a total of 15 plants that are responsible for 34% of the total asphalt production in the Netherlands. More than 25% of our total CO<sub>2</sub> footprint comes from asphalt production, which is why we have been heavily engaged in R&D in this field for many years now. In 2012 we opened a new plant and achieved a breakthrough with new technology for recycling asphalt which we developed in-house. The HERA (Highly Ecological Recycling Asphalt) system achieves a higher recycling percentage (from 50 to 100%), produces better quality asphalt and cuts energy consumption by 10% per tonne of asphalt produced. The plant, which can recycle approximately 300,000 tonnes of asphalt per year, also offers good potential



### Further expanding partnership

**‘VolkerWessels has been a major partner of FSC Netherlands since 2007. Major advances have been made in maximising the use of FSC-certified wood in its projects. We will be expanding our partnership even further in 2013, and we will be taking steps to further increase the proportion of FSC wood, with a view to grasping the opportunities, tackling the challenges and solving the problems that this entails. For example, more attention will be paid to certifying branches, contractors and sub-contractors, and VolkerWessels will play a major role in proactively proposing the use of FSC wood in projects that it has not developed itself. We have a very pleasant and constructive working relationship with VolkerWessels. Long may it continue!’**

Liesbeth Gort, Director FSC Netherlands

from a commercial point of view. The plant is also geared up to meet the stricter emissions limits that will apply to NOx and SO<sub>2</sub> particulate emissions from 2014.

### Wood

We use sustainable wood such as FSC and PEFC wood wherever possible. We support the EU Timber Regulation, which will come into force in 2013, because it will provide market participants with a framework that guarantees the legality of the wood. We have been a covenant partner of FSC Netherlands for some considerable time. A revised covenant was prepared in 2012; this comes into force at the beginning of 2013. Our intention is to establish specific targets and activities in the annual plans that are a consequence of the new covenant. FSC Netherlands facilitates the monitoring required under the covenant, in which we undertake to use as much sustainable wood as possible, and provides support with its implementation. In 2012 we delivered 3,822 homes (3,535 in 2011). Sustainable wood was used in 31.8% of these homes (21.4% in 2011). We have therefore not yet achieved our target of increasing this percentage to at least 50% by 2014. We will continue to provide clear information on how we are making our homes more sustainable and optimising the monitoring of the sustainability of our homes.

### Steel

The steel market is dominated by a small number of major players. As a relatively small player, therefore, it is difficult to get a handle on it. The government increasingly expects its suppliers to know where the products they supply come from. This prompted VolkerRail to launch a pilot project in conjunction with MVO Nederland, which will provide information on the origin of the steel used for rails, the conditions under which it is manufactured, and the economic, social and environmental risks associated with it. To begin with the emphasis will be on the social conditions under which the steel is produced. The pilot was explained to a large number of guests at MVO Nederland's New Year Event.

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‘More than 25% of our  
total CO<sub>2</sub> footprint  
comes from asphalt  
production’

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## ‘Obtaining insight into the origin of the steel used for rails’

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### **SUPPLY CHAIN HIGHLIGHTS**

- In 2012, our operating company Reinaerd Deuren started making doors out of bamboo instead of wood. This delivers an enormous environmental gain, because some 300,000 doors are produced annually using around 20,000 m<sup>3</sup> of wood. Bamboo is more sustainable than wood because it is one of the fastest growing and therefore rapidly renewable species of grass, and soil erosion caused by large-scale logging can be avoided. In addition, grass absorbs large quantities of CO<sub>2</sub>, making a positive contribution to reducing the greenhouse effect.
- Taking a smarter approach to the construction of new waterways near the Zuid-Willemsvaart canal is enabling us to use less material and reduce the CO<sub>2</sub> emissions generated in this project by about a quarter. We also achieved sustainability gains on other fronts, such as in the use of mains electricity instead of diesel generators, a course on fuel-efficient driving techniques for employees, and asphaltting over a works road to substantially reduce wear on our equipment.

### **TARGETS FOR 2012 – 2014**

- Introduce the Guiding Principles more widely in our business operations.
- Develop and introduce Sustainable Purchasing guidelines.
- Develop a code of supply for suppliers.
- Increase the percentage of in-house developed homes made with sustainable wood to 50%.
- Structure our knowledge sharing on sustainable concrete, steel and asphalt.

### **ACTIONS ONGOING IN 2013**

- Consultations with FSC Netherlands on concluding the revised covenant.
  - Improve monitoring of the use of sustainable wood in our residential and commercial property construction activities.
  - Obtain better insight into sales volumes of concrete and steel.
-

## Core processes and raw materials

	The Netherlands	United Kingdom	Canada/USA
<b>Construction &amp; Property Development</b>	Property Development Industrial Construction Commercial Property Construction Housing Construction Installation Engineering	Industrial Construction Commercial Property Construction	Public Infrastructure
<b>Core processes</b>	Project development Engineering Realisation of construction projects	Engineering Realisation of construction projects	Construction site preparation Landscaping Dismantling
<b>Raw materials</b>	Cement Mineral aggregates Steel Wood Stony material	Cement Mineral aggregates Steel Wood Stony material	Cement Mineral aggregates Stony material
<b>Infrastructure</b>	Civil engineering Road Construction Railway Construction Traffic and Rail Technology Traffic and Parking Management	Civil engineering Road Construction Railway Construction	Civil engineering Road Construction
<b>Core processes</b>	Engineering Project management (implementation and financial) Operation Maintenance	Engineering Project management (implementation and financial) Operation Maintenance	Engineering Project management (implementation and financial) Operation Maintenance
<b>Raw materials</b>	Bitumen Cement Mineral aggregates Steel	Bitumen Cement Mineral aggregates Steel	Bitumen Cement Mineral aggregates Steel
<b>Energy &amp; Telecom</b>	Energy & Telecom Networks (onshore & offshore) Maritime Services	Energy networks Maritime projects	-
<b>Core processes</b>	Development Engineering Construction of energy, infra- structural and data networks Maintenance Dismantling	Development Engineering Construction of energy, infra- structural and data networks Maintenance Dismantling	-
<b>Raw materials</b>	Plastic Steel Cables	Plastic Steel Cables	-

## Employees

### MANAGEMENTSTATEMENT

Employing the best people is the foundation on which our strategy rests. We want to strengthen our position so that our people work for us in an environment that is safe, sustainable and built around integrity. A dynamic workforce that is open to development and knowledge-sharing forms the key to our success in the market. Offering a safe working environment with opportunities for development is therefore one of our most important objectives. We offer employees outstanding facilities for their continuing personal and professional development and enable them to look beyond the horizons of their immediate area of expertise. We pursue an uncompromising policy with regard to acting with integrity, and we are developing a culture in which knowledge-sharing is a matter of course and in which diversity in the workforce contributes to the strength and flexibility of our organisation.



The ageing of the population offers us opportunities to meet the needs of older people, for example with new living concepts. But ageing is also something we have to deal with in-house among our own workforce. To continue as a strong company with healthy employees going forward, we pay a great deal of attention to the subjects of health and safety, integrity, training and development, and diversity.

## HEALTH AND SAFETY RESULTS IN 2012

	NL 2012	NL 2011	NL 2010	UK 2012 *
Sickness absence percentage	3.96%	4.31%	4.34%	1.41% #
Number of accidents at work with fatal results	0	0	1	0 #
Lost-time accidents	158	188	174	23 #
IF (incident frequency)	6.7	7.7	8.2	5.6 #
Employees covered by a collective labour agreement	90.2%	92%	92%	

\* The figures for VolkerWessels UK are different from those for the Netherlands. In the UK, the sickness absence percentage is calculated on the basis of working days. In the Netherlands it is based on calendar days. The number of accidents resulting in absence is reported according to the RIDDOR definition used in the UK, including accidents which result in absence of more than seven consecutive days. In the Netherlands, they are calculated from day 1 of an employee's absence.

# Part of KPMG assurance. See the assurance report on page 57.

A tailor-made Human Resources policy is at the heart of a healthy company. This was once again high on our agenda in 2012. Our operating companies were sadly not immune to reorganisations arising from the economic downturn in the Netherlands, resulting in the loss of more than 300 jobs. We feel responsible for our employees and have therefore entered into an innovative social agreement with the unions in which we help people leaving us to find new employment elsewhere. The focus is on providing a custom service, so we have reorganised our mobility centre and taken on a coordinator who provides personal, tailored support.

We have unfortunately been forced to introduce reorganisations to ensure the continuity of the group. This has had a major impact on the people who are losing their jobs, but also on those who are staying with us. We want to support our employees and we will continue to build a safe culture in which we work with integrity, in which we offer development and training opportunities to improve our employees' skills and employability, and in which diversity enriches the workplace.

### Health and Safety

We aim to provide our employees, subcontractors and everyone involved in our activities with a safe working environment. We are working to create a better safety culture and, consequently, a reduction in the number of accidents. Another area of focus is the development and introduction of an in-house safety standard.

Raising safety awareness within the group remains a key spearhead. The report by the safety advisory board on the tragic accident at the Grolsch Veste Stadium in 2011, in which two people lost their lives, was published in 2012.

The report refers to the importance of coordination and collaboration in the construction industry, and we are taking its recommendations to heart. In 2012 we organised a series of

‘We work safely or we don’t work at all’

special safety workshops for all members of the Board of Management and safety experts. We are also developing a safety course for project managers and team members and introducing special measures on our construction sites. We are keen to see strengths across the whole of the construction industry pooled, so we have initiated consultations with the other major construction companies in the Netherlands. Our aim is to pull together to improve the safety culture in the industry, so that we can maximise our impact with a joint approach.

This focus within the organisation has helped to bring down sickness absence and accident numbers even further in 2012 compared with 2011.

The improvement suggestions made by our operating companies in 2011 were a central theme last year. The Board of Management discussed the common denominator of these suggestions with board members, the Central Works Council and the Safety Advisory Group (vAG). The key points raised were: housekeeping on construction sites, encouraging a proactive safety culture, and establishing an in-house safety standard.

The lack of an in-house safety standard was highlighted during these discussions. Our safety level is often geared towards the client's wishes, but we need an overarching VolkerWessels standard.

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## 'Working on in-house safety values and guidelines'

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As a result, we have started testing values and guidelines in the workplace which will ultimately lead to a set of 'VolkerWessels Safety Values and Guidelines'. These will be adopted definitively in 2013.

Our targets remain in place but have been modified slightly. VolkerRail was recently certified on rung 3 of the ProRail safety performance ladder. Our aim to rise up the safety ladder was based on a 2011 TNO survey and was modified in line with the new ProRail system (in which 4 becomes 3.5).

Time pressure can be an enemy of safety. For this reason we are working with precise instructions designed to ensure safety, such as in our Gatwick Airport project in which we are resurfacing the runway. The runway has to be kept operational during the day, which places enormous pressure on planning. Each night, around 200 employees work against the clock to make it available for use again the next morning. But we are not compromising on safety. A meticulous safety briefing is held before the start of work each day. This also applies to our project at Calgary International Airport in Canada, where we are building a second runway. The runway will be 4.2 kilometres long and must be able to accommodate the world's largest aircraft. It must also be able to stand up to extreme weather conditions and will need stormwater drainage facilities. Despite the technically challenging circumstances – including working at depth – we were able to maintain a high level of safety by discussing the subject at the daily meetings. After all, we work safely, or we don't work at all.



### Joining forces

I am delighted that safety is one of the spearheads of VolkerWessels' operational policy and is now included under the banner of sustainability. There are few subjects that define a company's image as much as safety does: a safe workplace, safe buildings to live and work in and a safe infrastructure are things that affect us all. And there's still lots to be done. The Netherlands is a safe country, but the construction industry does not score well in relative terms. Despite the many efforts that have been and are being made by individual companies, on an industry level and in tandem with employee organisations, the number of accidents and incidents is still too high and a breakthrough is conspicuous by its absence. VolkerWessels has asked Bouwend Nederland to join forces with it and the six other major construction companies in the Netherlands to finally bring this structural improvement to fruition. I rate this initiative very highly because it acknowledges that we urgently need to exchange and share experiences, both positive and negative if we are to make any progress. In the current economic climate, the 'every man for himself' principle is lurking in the wings. I firmly believe that the key to achieving a substantial reduction in accidents lies in 'leadership for safety' at all levels.

**Bob Gieskens, Head of Industry Development  
Bouwend Nederland**

**HEALTH AND SAFETY**

**HIGHLIGHTS**

- In 2012 we initiated a new action geared towards producing a set of ‘VolkerWessels Safety Values and Guidelines’. The intention is to develop our own in-house standard and adopt it definitively in 2013.
- In 2012 VolkerRail was the first railway contractor to be awarded the rung 3 Veilig Bewust Certificaat (Safety Awareness Certificate) by the certification body DNV. If it can demonstrate that it has adhered to this level, VolkerRail will be certified on the safety ladder, which ranks a company’s safety culture on a scale of 0 to 5, until 2015.
- Four VolkerWessels UK construction projects achieved the 2012 British Safety Council International Safety Awards for their commitment to improve health and safety at work.

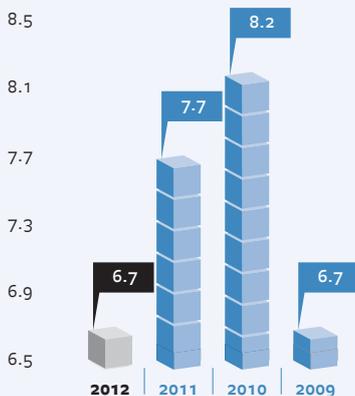
**TARGETS FOR 2012 – 2014**

- Continue to develop corporate safety policy in collaboration with VAG.
- Rise up safety ladder from 3 to 3.5.
- Regular progress discussions of improvement targets between Board of Management and directors.
- Reduce sickness absence.

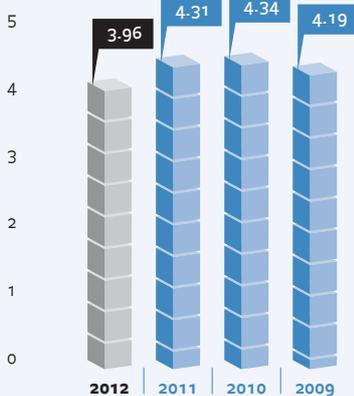
**ACTIONS ONGOING IN 2013**

- Develop ‘VolkerWessels Safety Values and Guidelines’.
- Develop safety programme for project managers and team members.
- Share knowledge and expertise relating to the safety ladder within the group.

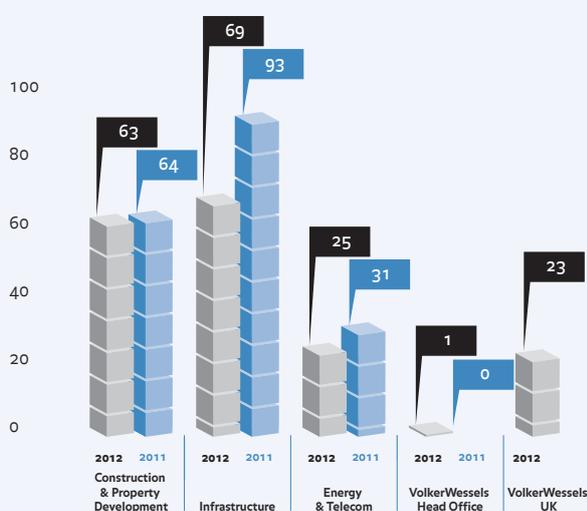
**IF-index**  
(VolkerWessels, the Netherlands)



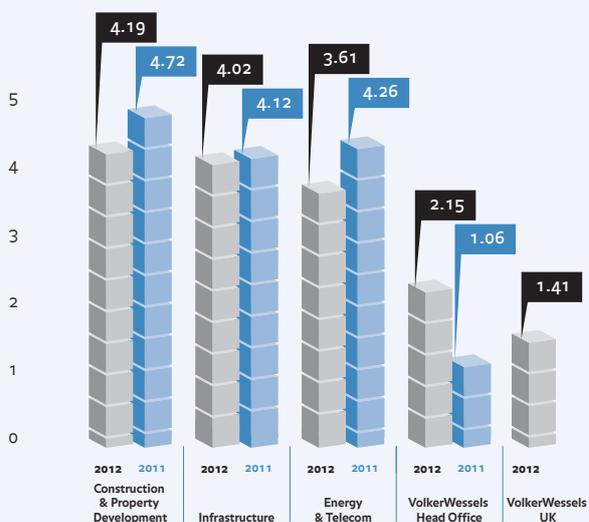
**Sickness absence**  
(in %, VolkerWessels, the Netherlands)



Number of lost-time accidents per sector



Sickness absence per sector (in %)



**INTEGRITY RESULTS IN 2012**

	NL 2012	NL 2011	NL 2010	UK 2012
Number of reports to a confidential counsellor	30 <sup>1</sup>	21	28	20 <sup>#</sup>
Number of reports that led to dismissal	6 <sup>2</sup>	5	10	not known
Number of reports of suspected contravention of the Economic Competition Act	0	0	1	N/A
Use of the whistleblowing scheme	0	1	0	0 <sup>#</sup>
Number of employees participating in integrity workshops, including in the VolkerWessels introduction programme and at other events	502	340	282	N/A

<sup>1</sup> Plus 5 reports about subcontractors.  
<sup>2</sup> Plus 5 relationships with sole traders and subcontractors ended.  
<sup>#</sup> Part of KPMG assurance. See the assurance report on page 57.

**Integrity**

Our aim is to retain the trust and confidence of clients, shareholders, suppliers and others by conforming to socially acceptable standards and values and acting within the law at all times. For this reason, VolkerWessels is completely transparent with regard to its integrity policy and is happy to talk about it openly.

In 2012 the focus was on further developing our integrity policy. An earlier quick scan revealed that we need to have a proactive

culture in which all tiers of management are aware of the integrity risks. Last year we set up a steering committee to develop policy for concrete improvement actions. We held integrity workshops for 355 employees and 147 new colleagues. In addition, we organised a national day for purchasers themed around acting with integrity. To encourage our directors to play an active role, the subject was discussed at every quarterly Board of Management meeting. We are also developing an online tool that will offer all employees the chance to refresh their knowledge of our code of

conduct and to raise awareness of the importance of compliance and the situations in which this has consequences for our day-to-day work. To tie in with the online tool, we will be organising integrity workshops at which employees will have the opportunity to discuss dilemmas. The workshops will be rolled out in 2013.

In 2012 there were 30 reports to confidential advisers and 5 reports about subcontractors. There were more reports than in previous years, meaning that our employees are more aware of the issues and that we are more willing to tackle abuses. This is a positive development. On the other hand, the increase indicates a higher number of (reported) abuses, which legitimises our additional efforts.

## ‘National procurement day themed around acting with integrity’

### INTEGRITY

#### HIGHLIGHTS

- In 2012 we organised a national procurement day in which integrity dilemmas were discussed on the basis of propositions. About 120 purchasers were given an update on the significance of the code of conduct and how it impacts on our day-to-day work.
- The VolkerWessels Integrity Committee worked with external bodies to develop an integrity programme that will be offered to all group employees in 2013. The programme consists of an e-learning programme and a series of workshops.

#### TARGETS FOR 2012 – 2014

- Continue to develop policy and define improvement actions.
- Obtain a better understanding of risks to integrity and the integrity culture.
- Raise awareness of integrity.
- Introduce an integrity programme in the operating companies.

#### ACTIONS ONGOING IN 2013

- Develop an online integrity tool.
- Organise integrity workshops for 150 senior managers.
- Offer integrity workshops to new employees.

### TRAINING & DEVELOPMENT

#### RESULTS IN 2012

	NL 2012	NL 2011	NL 2010	UK 2012
Number of hours' training for construction site employees	45,215	56,698	71,146	46,691
Number of hours' training for construction support employees	81,628	63,142	66,449	8,712
Number of hours' training for other employees	133,216	140,422	148,864	1,316
Average number of hours' training per employee	22	21	23	29
Amount spent on training per employee (in euros)	760	673	701	448
Percentage of employees receiving regular performance and career development reviews	73%	66%	65%	64%

## Training & Development

Building up and sharing knowledge and experience is of vital importance if we are to execute projects to the complete satisfaction of all the parties involved. Our ambition is to differentiate ourselves in the market, and our VolkerWessels Academy plays a major role in achieving this. We want to encourage our employees to get involved in lifelong learning and to share knowledge proactively, both within and outside VolkerWessels.

Our strategy places high demands on our employees' skills, not least because of our focus on operational excellence and expanding the value chain. We encourage our employees to undergo professional development in order to expand their skills and employability. VolkerWessels is incorporating more and more strategic themes such as safety, integrity and sustainability in its internal training courses.

Since 2012 we have held a large number of training courses on our VolkerWessels Campus, our forum for exchanging knowledge and experience and training new skills. Of course, knowledge sharing does not stop at the organisation's gates. We also collaborate closely with external building academies with the aim of revitalising the sector and developing project management. In connection with this we have launched a new Project Management course along with courses on Tender Management and Systems Engineering. Project management skills are now taught in the vast majority of our programmes. In 2012 we embedded our sustainability themes in our programmes even further, and the trend is rising.

As part of our employee development activities, we set ourselves the target of increasing the percentage of employees receiving a regular career development review to 70%. We achieved this in 2012. The percentage is up on last year and we have therefore reached our target.



### Building together more intelligently

'Construction is a market that is currently facing challenges from many different quarters to reinvent itself. This relates in particular to customer confidence, failure costs, investment costs and quality. It is good to see how seriously VolkerWessels is rising to this challenge.

This reinvention is being tackled right across the company under the banner 'Building Together More Intelligently', and business entities are being challenged to reflect on this and introduce improvements. At Arpa we support this process with management training, workshops and on-the-job coaching on the subject of LEAN. Our aim in doing so is to help companies reduce project and process turnaround times. We are receiving a great deal of enthusiastic support and seeing a massive willingness to renew throughout the whole group.'

Arend van Randen, Director Arpa Training & Consultancy  
Training & Development

## TRAINING & DEVELOPMENT

### HIGHLIGHTS

- VolkerWessels has organised eight Safety and Mindset workshops for 71 members of the Board of Management and safety experts.
- Construction professionals rate VolkerWessels as the best employer in the Netherlands, according to a survey by the journal Cobouw and Bureau Berenschot. A total of 641 construction professionals were asked for their opinions on salaries, working conditions, concerns and satisfaction.
- In 2012 a total of 315 employees in our operating companies attended four LEAN courses on the subject of Building Together More Intelligently. These training courses are designed to boost project management skills.

## TARGETS FOR 2012 – 2014

- Gear training and development programmes towards developments in the industry.
- Integrate sustainability themes into 100% of VolkerWessels Academy courses.
- Train project management skills in at least 80% of training programmes.
- Increase percentage of employees receiving regular performance and career development reviews to 70%.

## ACTIONS ONGOING IN 2013

- Further develop workshops for directors around current themes.
- Organise workshops on a sectoral basis to support performance and development reviews.
- Make VolkerWessels Academy more demand-led to make it more relevant to the sectors.

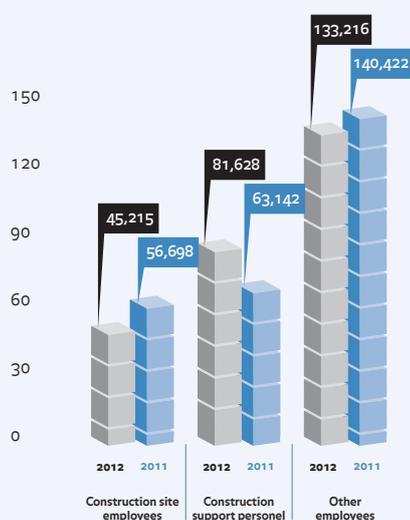
## DIVERSITY

### RESULTS IN 2012

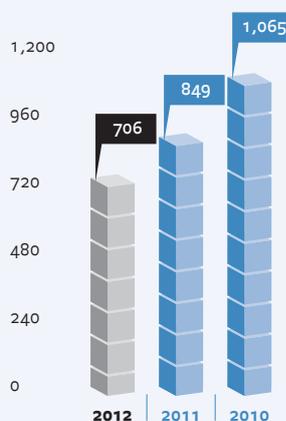
	The Netherlands	UK
M/F ratio	10,357 male (89.1%) and 1,265 female (10.9%)	1,640 male (83.2%) and 330 female (16.8%)
<b>Number of male vs. female per job group</b>		
Site personnel:	male 2,641, female 7	male 1,254, female 47
Construction support employees:	male 2,834, female 542	male 326, female 278
Other employees:	male 4,882, female 716	male 60, female 5
Male full-time	94.4%	99.5%
Male part-time	5.6%	0.5%
Female full-time	33.1%	82.1%
Female part-time	66.9%	17.9%

10% of MDC participants were female (2011: 15.8%, 2010: 8.3%).

Number of hours of training per job group



Number of course participants of VolkerWessels Academy



# 'We want to do business with the best people'

## Diversity

We want to do business with the best people. That is one of our strategic starting points. As part of this, we need to promote equality and diversity in our workforce. Our ambition is to boost our current pool of talent by bringing in talented young people with additional skills to compensate for the ageing of our workforce.

## Working conditions

Diversity within teams – people with different cultural backgrounds and different areas of expertise, and a healthy ratio of men to women – plays a key role in achieving a successful working environment. Equality is important to us: for example, we do not differentiate between male and female employees' pay because we apply the same salary scales in each category to all employees. In addition, our employment contracts and our Human Resources Manual contain arrangements in line with the statutory requirements on returning to work after parental leave for both men and women.

In 2012 we set up an HR working group tasked with testing and tightening up our targets and definitions.

Among other things, this working group looked at the spread in the relationship between our standard starting salary and local minimum wage levels in the countries in which we operate.

It came to the conclusion that we comply with the minimum wage rules in the countries in which we are active. In line with our decentralised structure, we work with employees with a thorough knowledge of the local market wherever possible, both in the Netherlands and abroad. Our aim in doing so is to achieve a workforce that reflects the diversity of the community in which it exists. This is important for us as it reinforces our attractiveness on the labour market and enhances our image.

A good example is our London Array project, in which we are laying the cables between 186 wind turbines in the Thames estuary and the wind farm on the mainland. We worked on this project with constantly changing and highly diverse 60-man teams on board our ship, the Stemat Spirit. Thanks to the good working conditions and the fact that we were working with people with local knowledge, we brought this project to a successful conclusion and it now serves as an excellent calling card for the future.



## Reaching out

**'I very much enjoy working with VolkerWessels people in the Vernieuwing Bouw network. We are working on reinvigorating the construction industry and on the social return performance ladder in an open and constructive way. A challenging and innovative idea that is being developed in our network. VolkerWessels is sticking its neck out for this together with other major players in the construction industry. I am delighted to see how warmly VolkerWessels welcomes people from an entirely different background to share knowledge within the group. Reaching out to users and actively offering solutions is something that we need to see much more of in society.'**

**Jacqueline Schlangen, Director, Vernieuwing Bouw**

**DIVERSITY**

**HIGHLIGHTS**

- In 2012 we organised an event for women in VolkerWessels entitled ‘Wat wordt jouw zet?’ (What will your move be?). This was a brainstorming session about diversity in our organisation and about how everyone can actively contribute to it.
- To prepare for the Social Return Performance Ladder, we identified how many of our group companies are designated as practical training companies. Forty-four of our operating companies carry this title.

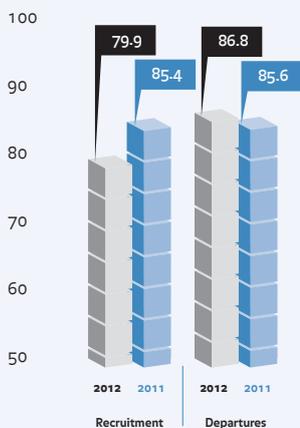
**TARGETS FOR 2012 – 2014**

- Increase the number of women participating in the Management Development Course to 20% by 2014.
- Actively communicate the importance of diversity through at least two communication channels within VolkerWessels.
- Demonstrate the power of diversity by sharing best practices in meetings on this subject.
- Embed the theme in internal leadership programmes.

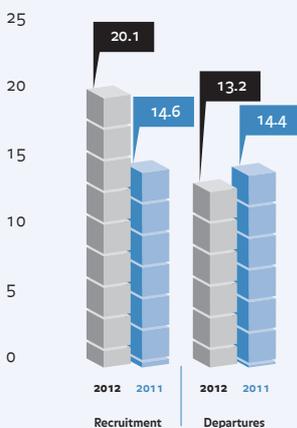
**ACTIONS ONGOING IN 2013**

- Follow-up meeting of the VolkerWessels women’s network.
- Continue the HR working group to develop policy and embed this theme.
- Facilitate LinkedIn network group for women at VolkerWessels.

**Ratios of recruitment and departures, male**  
(in %, VolkerWessels, the Netherlands)



**Ratios of recruitment and departures, female**  
(in %, VolkerWessels, the Netherlands)



## Achievements

Despite all this, good working conditions are not always self-evident. The entrepreneurial climate is also important when it comes to attracting a diverse pool of talent. Our figures speak for themselves. We have been more successful in increasing the percentage of women in the UK than in the Netherlands. But we are aware that there are also gains to be made throughout the whole construction industry. We have placed more emphasis on good examples in our communication resources, and we organised an internal meeting for women at which we shared these best practices. Unfortunately, the percentage of women participating in the Management Development Course fell to 10% in 2012 (2011: 15.8%). We have embedded the theme of diversity in three leadership programmes by highlighting the power of team dynamics in the Management Development Course, the introduction programme and our masterclasses. We do not believe in firm targets with desired quotas for numbers of women or other minority groups because we know they are counter-productive.

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‘Creating a culture in which diversity is a matter of course’

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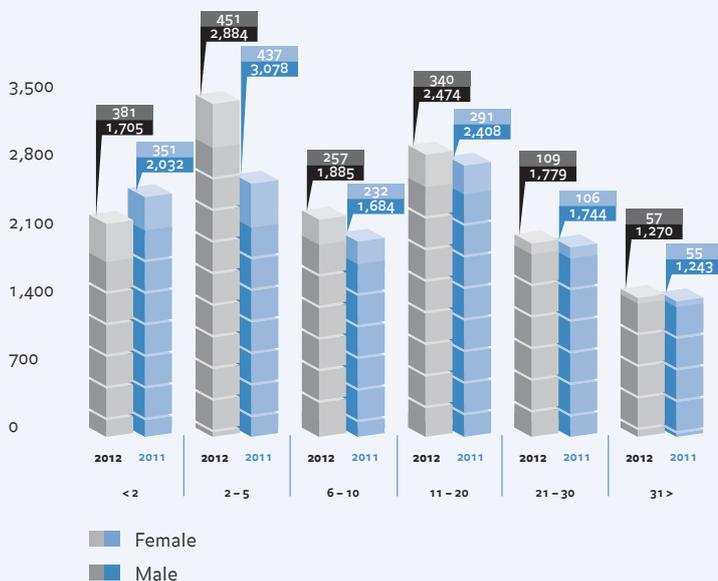
Instead we believe in creating a culture in which diversity is a matter of course and in which we work together with women and men, engineers and non-engineers, locals and foreigners, and those distanced from the labour market.

## Social Return

In 2012 we played an active role in the development of the Social Return Performance Ladder along with other construction companies, project clients and the Vernieuwing Bouw network. This tool will provide companies who take on people who are distanced from the labour market with a financial reward. This is a win-win situation for all concerned: construction companies can differentiate themselves and receive financial benefits, the government can solve a social problem, and people in a weaker position on the labour market get the chance of a job. To reinforce this, we have joined De Normaalste Zaak, a networking initiative by mvo Nederland. In 2013 we will be continuing to invest in the development of the Social Return Performance Ladder, which is scheduled to be launched in 2013.

### Workforce according to number of years of service in 2012

(including VolkerWessels UK)



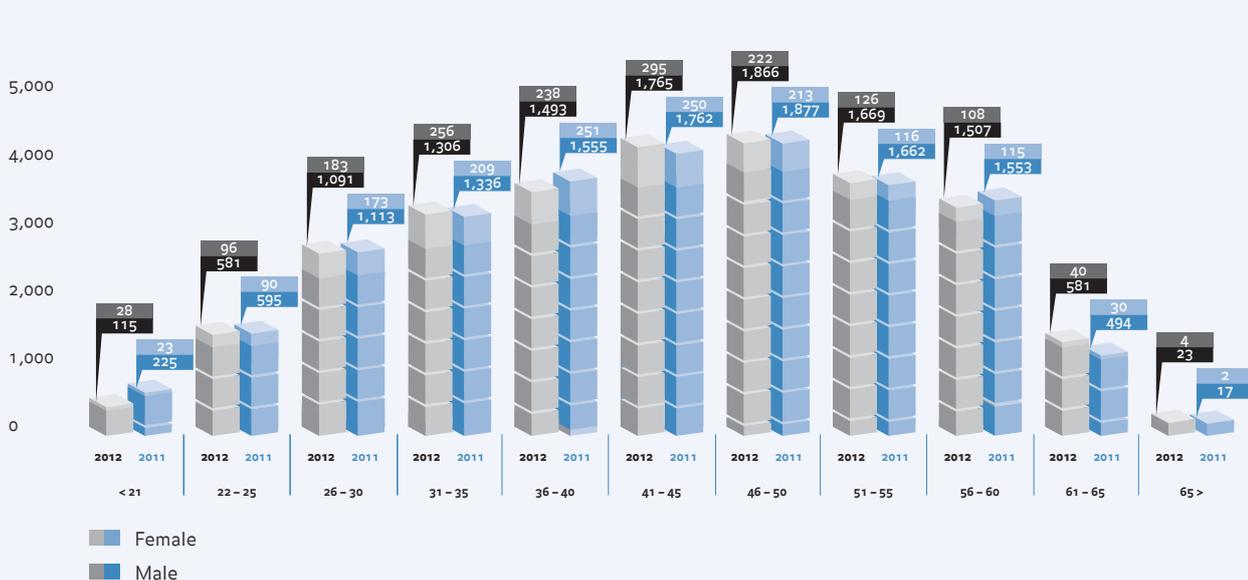
### Workforce according to job group and gender in 2012

(VolkerWessels, the Netherlands)



### Workforce according to age and gender in 2012

(including VolkerWessels UK)



## Environment

MANAGEMENT STATEMENT

We realise that we can significantly reduce the negative impact we have on our living environment, including CO<sub>2</sub> emissions, with greater awareness and intelligent technologies and concepts.

We take our responsibility for future generations very seriously and are committed to avoiding waste wherever possible. This applies, in succession, to our own operational management, the projects we develop and implement and the activities of other parties in the supply chain. Analyses reveal that we can achieve attractive results by focusing on better waste management, environmentally sound asphalt production techniques, and innovative sustainability concepts in construction. We are therefore investing in these areas, and we are also working on raising awareness – both inside and outside the organisation – and actively encouraging people to put forward ideas for improving the environmental credentials of our business operations. In this context we have also set targets for reducing our CO<sub>2</sub> emissions.



The European Commission recently concluded that over the past year, worldwide CO<sub>2</sub> emissions have risen by 3% and that this trend is continuing to increase. Europe is facing the challenge of reducing emissions by 20% by 2020 compared to 1990 levels. The environment is under further pressure worldwide as a result of the depletion of natural resources and the rising volumes of waste we generate. We are also aware that our core activities have a negative impact on the environment and we take our responsibility for reducing this impact very seriously.

## CO<sub>2</sub> RESULTS IN 2012

### VolkerWessels CO<sub>2</sub> emissions by GHG scope

(in kilotons)

	NL 2012	NL 2011	NL 2010	UK 2012
Scope 1	156.9	155.2	166	13.6 #
Scope 2	20.1	19.2	22	1.3 #
Scope 3	5.8	6.4	6	3.6 #
<b>Total CO<sub>2</sub> footprint</b>	<b>182.8</b>	<b>180.8</b>	<b>194</b>	<b>18.5</b>

# Part of KPMG assurance. See the assurance report on page 57.

### VolkerWessels CO<sub>2</sub> emissions by sector

(in kilotons)

	2012	2011
Construction and Property Development	25.5	27.3
Infrastructure	125.9	122.2
Energy & Telecom	30.4	29.3
VolkerWessels group head office	1	1.9
VolkerWessels UK	18.5 #	

# Part of KPMG assurance. See the assurance report on page 57.

Our ambition is to reduce our CO<sub>2</sub> footprint and to use raw materials in a sustainable manner. This requires efforts not only at the front end of the supply chain in the form of agreements with suppliers, but also at the back: use at work, waste management and at the end of the product life-cycle. In the chapter entitled 'The world faces some serious challenges' we described our efforts at the front end of the supply chain. In this chapter we will be looking at the back end, where our ambition is to use raw materials efficiently and to step up our recycling efforts to an even higher level.

## CO<sub>2</sub>

Construction is an energy-hungry business, but by building in a sustainable manner we can actually save energy and become energy neutral. We want to focus on the areas in which we have substantial influence, such as in the construction industry where we have introduced new concepts to build energy neutral homes and make buildings more sustainable. A good example is our Jonkersloods project in Veendam, a major piece of industrial heritage that has been preserved for the future.



## Working with **the whole supply chain**

‘VolkerWessels is gaining an ever clearer understanding of its carbon footprint, and since it started reporting we have seen a clear downwards trend in its CO<sub>2</sub> emissions. Over the past few years the organisation has taken a number of effective steps that include saving even more energy, buying electricity generated by wind farms and focusing on more fuel-efficient vehicles in its mobility policy.

As VolkerWessels obtains a better picture of its own CO<sub>2</sub> emissions, it becomes all the more important to gain an understanding of the emissions in the supply chain. The supply chain analysis conducted for the PlusWonen homes concept is an important step towards achieving this. This analysis shows that VolkerWessels’ influence extends beyond its own activities, and that by building in accordance with the Cradle to Cradle principles and encouraging residents to use sustainable energy it is possible to make major advances in reducing a home’s CO<sub>2</sub> emissions during its life-cycle. VolkerWessels will need to get used to playing this leading role in the supply chain. It calls for a new, innovative approach in which all parties in the supply chain – from the supplier of the raw materials to the estate agent and the residents – are involved in building good, comfortable and sustainable yet affordable homes. This analysis is a sound first step in this direction.’

Erik Bronsvort,  
Director, De Groene Draad van Morgen

In 2012 VolkerWessels had a total CO<sub>2</sub> footprint of 182.8 kton in the Netherlands. This is an absolute increase of 0.9%.

This increase is explained by the fact that in 2011 electricity generated from biomass was still classed as ‘green electricity’, whereas this was no longer the case in 2012.

Despite this increase, we still aim to reduce the CO<sub>2</sub> emissions generated by our activities even further. We will therefore not be adjusting our target: we remain committed to achieving a 5% reduction in 2014 compared with 2011 levels. To achieve this we will have to do more to encourage our operating companies, particularly in the Infrastructure The Netherlands sector, to make their electricity contracts even more environmentally sound, and ‘mobility’ will become a key area where more environmental gains are to be made.

Tools like the CO<sub>2</sub> performance ladder will help us achieve this, as will internal competitions to encourage employees to drive more economically.

In 2012 the operating companies in the Infrastructure The Netherlands sector staged a competition amongst themselves entitled the ‘Green Driver Challenge’. 1,450 employees took part in this challenge. A total of 285 t of CO<sub>2</sub> was saved by employees switching to a more economical method of driving and in doing so saving hundreds of litres of fuel.

We have a more complete picture of VolkerWessels UK’s CO<sub>2</sub> footprint in 2012 than was the case in 2011. Its total emissions amounted to 18.5 kton.

## Breaking new ground in asphalt recycling

Our high-energy activities such as asphalt and concrete production are another example of how we are improving our environmental credentials. Quick wins are not always possible to achieve in these areas, and major breakthroughs take longer. But years of research are bearing fruit in the form of numerous improvements, as is the case with asphalt production which is responsible for a large proportion of the total CO<sub>2</sub> emissions our group generates. A genuine breakthrough technology is the HERA system. This system significantly reduces energy consumption and CO<sub>2</sub> emissions in asphalt production, increases the recycling percentage to 100% and eliminates odour emissions from chimneys. We are increasingly being offered integrated contracts. Government authorities no longer ask us simply to build a road but to quote for building and maintaining the road over several decades. This encourages us to come up with innovations such as the HERA system. The quality gain then results in lower costs for us and a more sustainable product for the customer. We believe in this new technology and expect to roll it out further over the next few years.

All our operating companies are working on measures that will reduce CO<sub>2</sub> emissions and have geared their management reports and activities towards these, partly encouraged by the CO<sub>2</sub> performance ladder.

The operating companies in our Infra sector are on rung 5 – the highest level – of this CO<sub>2</sub> performance ladder and are increasingly pulling together to share ideas and make savings. The operating companies in the Construction and Property Development sector worked their way up to rung 4 of the ladder last year. This was partly inspired by the fact that more and more project clients are rewarding CO<sub>2</sub> reductions in tendering procedures. This tool has proven impact and raises awareness. Of course, this does not stop at our own organisation's gates. We also have initiatives ongoing with partners in the chain to achieve reductions in CO<sub>2</sub> emissions. We will continue to focus on maintaining these levels in 2013.

### Life-cycle analysis (LCA)

Last year we made arrangements with a number of regular partners in the chain concerning our PlusWonen homes concept. Raw material management and CO<sub>2</sub> emission reductions require us to constantly push the boundaries in response to new insights and developments in the market. We carried out several life-cycle analyses (LCAs) at the product level and on the use of 'new' sustainable materials. In a series of workshops we worked with our suppliers to identify the CO<sub>2</sub> emissions throughout the entire PlusWonen supply chain and to agree reduction measures. The supply chains we worked on are the upstream and downstream chains in which we examined the extent of CO<sub>2</sub> emissions in the steps leading up to the actual building process (upstream) and in the use and end-of-life phases (downstream). The analyses were performed using the method set out in the

Product Life-Cycle Accounting and Reporting Standard published as part of the international Greenhouse Gas (GHG) protocol. Finally, we analysed the CO<sub>2</sub> emissions generated during the building phase. The results of this supply chain analysis are published on the [www.pluswonen.nl](http://www.pluswonen.nl) website. We are using this information to further improve PlusWonen homes in conjunction with the supply chain.

### Biodiversity

Our business activities have an impact on biodiversity in the Netherlands. We always comply with the applicable legislation with the aim of protecting biodiversity in the area in which our work is performed. The Dutch Nature Conservation Act and Flora and Fauna Act are relevant in this regard. We have an Ecology department in our group which advises our operating companies on this theme in every project and makes suggestions for limiting the potential impact of their work on the living environment. The nature conservation laws applicable to our projects in the UK (and the rest of Europe) are more or less the same as those in the Netherlands, since they are also based on the EU Habitats and Birds Directives and a number of European and international covenants.

### Water

In 2013 we will be assessing our drinking water consumption in our projects and office buildings for the first time.

## CO<sub>2</sub>

### HIGHLIGHTS

- With its purchase of 50 electric passenger cars in 2012, VolkerWessels won the 'E-Mobility Award' in the category 'best organisation encouraging electric mobility among employees'.
- kws Infra organised an information event for all employees on the importance of reducing CO<sub>2</sub> emissions and taking individual responsibility. An additional training event has been organised for asphalt workers.
- VolkerRail and kws Infra are participating in the 'Het Nieuwe Draaien' initiative of the Natuur & Milieu foundation and the industry organisation BMWT. This project is designed to help companies save fuel and therefore cut their CO<sub>2</sub> emissions by operating their own construction equipment in a more intelligent way.

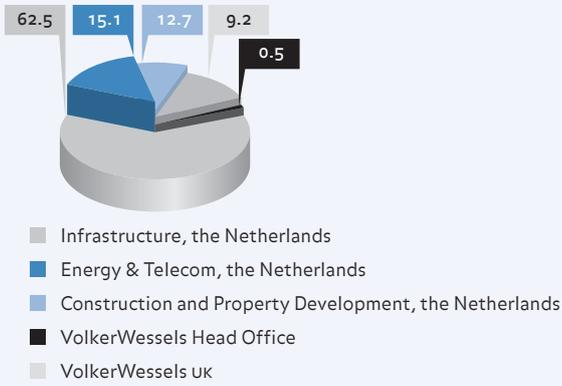
### TARGETS FOR 2012 – 2014

- 5% reduction in CO<sub>2</sub> emissions compared with 2011 levels.
- (Re)certification on the CO<sub>2</sub> performance ladder; Construction & Property Development rung 4, Infrastructure The Netherlands rung 5.

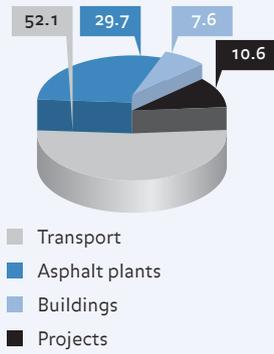
### ACTIONS ONGOING IN 2013

- Professionalise (internal) CO<sub>2</sub> management reporting.
- Follow-up initiatives to achieve CO<sub>2</sub> reductions in our homes concepts together with partners in the chain.
- Encourage companies to make current energy contracts more environmentally sound.
- Survey drinking water consumption in our Dutch business activities.

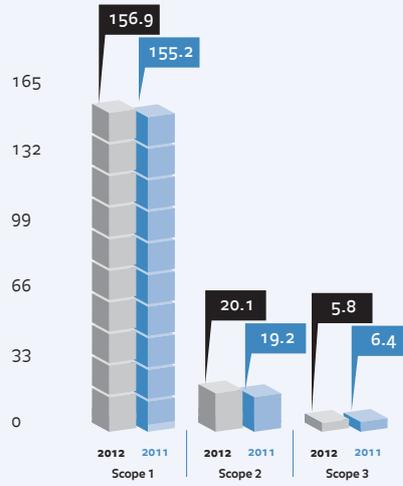
**CO<sub>2</sub> emissions per sector**  
(in %)



**CO<sub>2</sub> emissions per source**  
(in %, VolkerWessels, the Netherlands)



**CO<sub>2</sub> emissions per GHG scope\***  
(in kilotons, VolkerWessels, the Netherlands)



\* For an explanation of this scope classification, see definitions on page 69.

## RAW MATERIALS MANAGEMENT RESULTS IN 2012

	NL 2012	NL 2011	NL 2010	UK 2012
Separation percentage in construction and demolition waste*	57%	56.5%	50%	–
Total weight of waste (tonnes)	496,380	574,852	625,517	617,154 #
Volume of hazardous materials collected and processed (kg)	625,447	502,877	142,509	11,026,757 #

\* The separation percentage is determined based on the proportion of ungraded construction and demolition waste processed by SITA in 2012. SITA processes approximately 60% of VolkerWessels' total waste. The other 40% of the waste consists mainly of rubble and sand streams. We intentionally omit this proportion from our calculations of separation percentages because our opportunities for controlling these mono-streams are limited.

# Part of KPMG assurance. See the assurance report on page 57.

### Raw Materials Management

Our ambition is to reduce the size of our raw material streams and reuse as many materials as possible. Where this is not possible, we aim to separate our raw material streams so that they can be processed with minimal impact on the environment. Some raw materials are set to become scarce in the future, while others will

be reused with no loss of quality. Sharing the knowledge gained in this project at events and courses serves as an inspiration to others.

To make the knowledge we have at our disposal more readily available, we have posted more information on our intranet. In consultation with suppliers we have initiated discussions with a view to introducing group-wide purchasing arrangements for packaging materials and developing 'packaging clauses'. One of the aims we have in this area is to reduce packaging waste and cut down on the number of pallets we use. These account for more than half of our waste streams. By working at the front end to achieve the right agreements it is possible to make great improvements in this area. We are aiming to reuse 100% of these pallets.

We did not manage to increase our annual separation percentage by 10% this year. The increase over 2011 is 0.5%. Although our separation percentage is currently the highest in the industry, we are still committed to increasing our separation percentage every year. If we are to achieve this we will need to take more rigorous steps, so we will be launching a zero waste project in 2013 in which we will work with other parties in the chain to examine ways of avoiding even more waste.

We are, however, still reporting small-scale successes in separated waste collections in our office locations, where we have been able to reduce the volume of waste by 50% and cut costs by 40% in one year. Initiatives such as these are key because they make us aware of the importance of separating waste and reducing costs.

## 'Using raw materials intelligently calls for an integrated approach'

have a major impact on our living environment. In both cases it is important to use raw materials intelligently, and that calls for an integrated approach. Raw materials management is a subject that is relevant to all aspects of a project from its design, the tendering process and arrangements with suppliers to the execution of the work and the arrangements with waste processors. Project clients are also making increasingly specific demands in this area.

In 2012 we shared innovations and best practices in raw materials management more actively at a large number of meetings. This is an ongoing process that is repeated regularly.

A good example is our Park 20 | 20 project in Hoofddorp, where we are working on a series of projects at the full-service office Park following the Cradle to Cradle (C2C) philosophy.

This approach is based on the principle that materials can be fully

reused with no loss of quality. Sharing the knowledge gained in this project at events and courses serves as an inspiration to others. The waste calculator has already been introduced at all operating companies at which it is necessary and appropriate. In the meantime a new version is being tested by one of our construction companies. Depending on the test results, this updated version will be rolled out further. This is a continuous process, so this area has been dropped from the targets.

BREEAM, a method of assessing the sustainability performance of buildings, also plays a key role with regard to improving raw materials management. A good example is the Calypso project which was built under the BREEAM label and in which we achieved a waste separation percentage of 98%. We also reduced the project's CO<sub>2</sub> emissions and cut the cost of disposing of residual waste streams by 30%.

We are working hard to build up more knowledge within our operating companies to encourage the use of this label. In addition, we are taking part in a national platform run by TU Delft and the Dutch Green Building Council (DGGC) for sharing and generating knowledge.

In the year under review we were also able to make the waste streams of our activities in the UK more transparent. The larger volumes of waste in the UK compared with the Netherlands can be attributed to the excavation waste stream, which is considerable in the UK. In the Netherlands, soil waste streams arising after excavation work are often used directly on the project or are regarded as a commercial stream and not as waste. They are considered waste in the UK if not used directly on the project. This makes it difficult to compare volumes between the two countries.

## RAW MATERIALS MANAGEMENT

### HIGHLIGHTS

- Together with one of our waste processors we developed a dashboard designed to provide a better understanding of all residual waste streams disposed of. This has given us a better means of controlling and optimising our separation results.

### TARGETS FOR 2012 – 2014

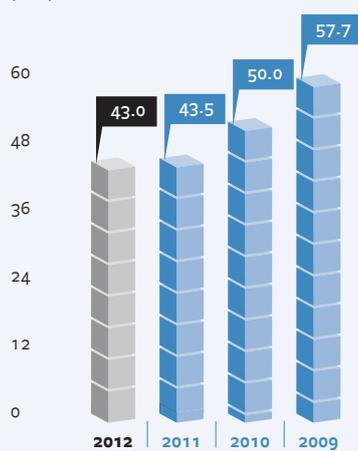
- Increase waste separation percentage by 10%.
- Further integrate the supply chain and sustainable raw materials management elements.
- Reduce packaging waste in consultation with suppliers and create a policy for this.

### ACTIONS ONGOING IN 2013

- Share innovations and best practices in raw materials management more actively and make the knowledge we have at our disposal more readily available.
- Develop group-wide purchasing arrangements for packaging materials and packaging clauses.
- Initiate discussions with suppliers on 100% reuse of pallets.

#### Construction and demolition waste

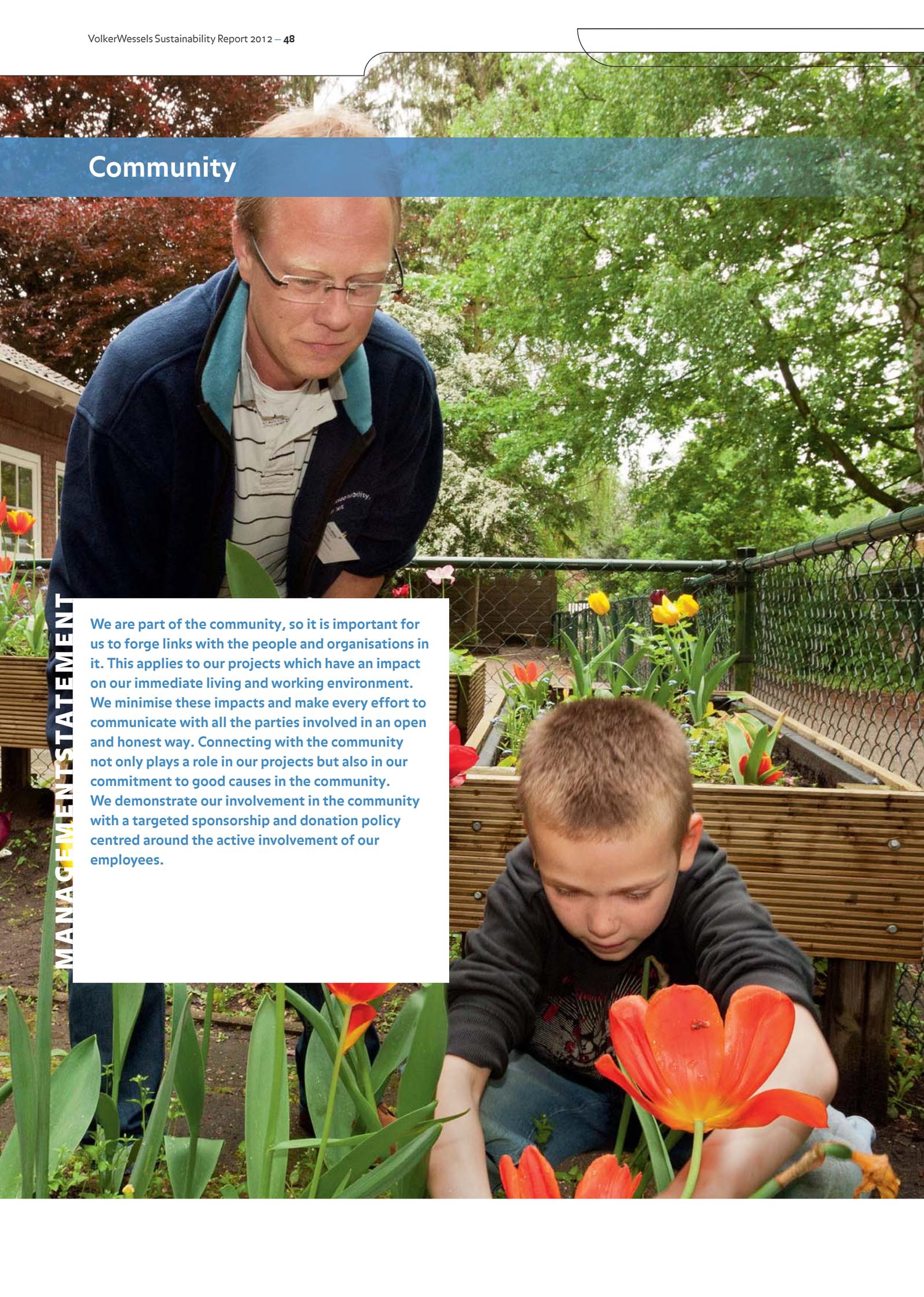
(in %)



## Community

MANAGEMENT STATEMENT

We are part of the community, so it is important for us to forge links with the people and organisations in it. This applies to our projects which have an impact on our immediate living and working environment. We minimise these impacts and make every effort to communicate with all the parties involved in an open and honest way. Connecting with the community not only plays a role in our projects but also in our commitment to good causes in the community. We demonstrate our involvement in the community with a targeted sponsorship and donation policy centred around the active involvement of our employees.



Over the past few years, we have seen the development of a new trend towards small government and towards sharing responsibility with citizens and private companies.

Citizens are becoming more vocal about their wishes and expectations and are exercising influence on the business community. For VolkerWessels this offers opportunities to play a positive role in society.

## COMMUNITY INVESTMENT RESULTS IN 2012

	NL 2012	NL 2011	NL 2010	UK 2012
Annual partnerships at VolkerWessels	39	34	28	2
In 2012, <b>12%</b> of the total community investment budget was spent on donations and <b>88%</b> on sponsorships (compared with 21% and 79% respectively in 2011).				
<b>209</b> of the <b>760</b> students at the VolkerWessels Academy rolled up their sleeves in partnership with Stichting Samen voor Zeist as part of the VolkerWessels Academy programmes (2011: 25.5%).				

### Community Investment

Under the Community Investment banner, we support the work of community organisations. It is our ambition to link our investment in the community to employees' initiatives wherever possible, provided such activities are directly associated with our group's core activities.

We demonstrate our involvement in the community in a number of ways, and we have linked our sponsorship and donation policy to our group's core values. An important cornerstone of this policy – under the banner 'Every Initiative Counts' – is that we reward employees for playing an active role in the community. Employees who become actively involved in a community organisation can apply for financial support. We have made a conscious decision to link the donation of funds to active employee involvement because we believe that involvement in the community plays a positive role in our employees' personal development and that such a reward generates a greater sense of loyalty towards the company.

In 2012 we supported six good causes centrally and rewarded numerous employee initiatives. In addition, we continued several partnerships such as with the IMC Weekend School and Samen voor Betrokken Ondernemen, in which financial donations are always linked to our own input.

This focus has proved to be a successful one. This year several of our employees proudly climbed Alpe d'Huez and Mont Ventoux to raise funds for charity with financial support from the company.

There are many volunteer-run organisations that are unable to work effectively due to a lack of funds, knowledge, networks and volunteers. We are keen to help solve these problems. In 2012 we earmarked time for corporate social responsibility in the VolkerWessels Academy courses. We rolled up our sleeves and tackled maintenance work or shared knowledge with policy-makers.

Over the last few years we have been constantly expanding these activities, and our efforts have not gone unnoticed: we were awarded the Ministry of Public Health, Welfare and Sport 'Meer dan handen Samen-werkingsprijs' by State Secretary Martin van Rijn. The main reason for the jury's decision to award us this prize was that VolkerWessels is a good example of how an organisation can embed corporate social responsibility in its policy. Van Rijn: 'Volunteering helps society and is rewarding on a personal level. These are wonderful initiatives.'

The activities of the Young VolkerWessels Foundation dovetail seamlessly with this policy. The aim of this foundation is to provide financial and non-financial support to enable young employees to make a contribution to a social cause. Projects are embarked upon regularly. In line with our objectives, in 2013 we will explore the possibility of launching a new project with Young VolkerWessels, the network for young people within our organisation.

**COMMUNITY INVESTMENT**

**HIGHLIGHTS**

- In 2012 we supported 20 good causes in which our employees were actively involved.
- At the 2012 TEDx Amsterdam conference, VolkerWessels and TEDx Amsterdam enthusiastically presented their collaboration to the world. As a partner, VolkerWessels has enabled TEDx to offset the CO<sub>2</sub> emissions generated by its event by providing and installing solar panels on the roof of the 'De Ark' primary school in Amsterdam-Buitenveldert. In this way we helped TEDx to offset its negative impact on the environment and enabled the school to cut its energy bills – while at the same time remaining true to our core business.

**TARGETS FOR 2012 – 2014**

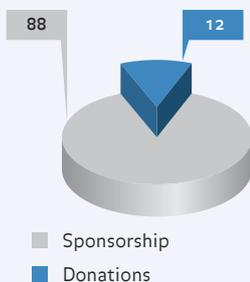
- Increase the number of donations for employee initiatives by 10% (70% sponsoring versus 30% donations).
- Increase the number of employees who are involved in MCD activities in the community through the VolkerWessels Academy by 25%.
- Start up a new project at the Young VolkerWessels Foundation.

**ACTIONS ONGOING IN 2013**

- Tighten up our sponsorship and donation policy to focus more on activities which are closely associated with our core activities.
- Consultation with the board of Young VolkerWessels about a new CSR project.

**Community Investments**

(Proportion of amount spent on sponsorship and donations in %)



**PUBLIC LIAISON  
RESULTS IN 2012**

We now have **72** projects with a Bewuste Bouwers (Considerate Constructors) endorsement (2011: 36, 2010: 6).  
In the UK we have **50** projects certified under the Considerate Constructors Scheme.

## Public Liaison

Public liaison is playing an ever more important role. We communicate with community groups and aim to achieve good relations with the community we form part of so as to ensure that our projects can be implemented as effectively as possible, for the benefit of both the local community and ourselves.

In urban environments, construction sites can be particularly disruptive to local residents and businesses. We often have to deal with a wide range of issues, varying from limiting noise nuisance and measures to promote traffic stream to focusing on environmental aspects and good site preparation – permits, pipes, etc. Limiting our negative impact and taking other parties into account are vital if we are to put across our value to society as a construction company. More and more clients are setting extremely high standards in this area, and as a result we are further professionalising our public liaison management activities. But we don't only do this because our clients ask us to. There are also intrinsic reasons. People within and beyond the construction sector – employees, project clients, contractors, people passing by a construction site, etc. – all increasingly expect building companies to acknowledge their social responsibilities. Good communication with the local community is of vital importance and helps us achieve better results together.

A good example of this is the rebuilding of the transmitter mast at Hoogersmilde in the north of the Netherlands, which was destroyed by fire. We rebuilt the 220 m tall steel mast in record time to restore the quality of reception in the area. The local population turned out to be incredibly proud of and interested in the project and came along to see it. The local authorities were also willing to turn round the permits we needed fast, to avoid any delay in repairing the mast.

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‘Good communication with the local community is of vital importance.’

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## Bewuste Bouwers (Considerate Constructors)

Communicating with local residents and businesses is a crucial part of what we do, and our performance in this area is tested by Bewuste Bouwers. VolkerWessels is one of the initiators of this foundation, which aims to improve the relationship between construction sites and local residents and businesses.

Based on a code of conduct for construction sites, Bewuste Bouwers monitors whether construction companies apply the principles of respect, safety, care, and environmental and social awareness. In 2012 we shared best practices in relation to this initiative in management meetings and courses.

The number of certificates we achieved in 2012 grew to 72 (36 in 2011). We have therefore achieved our objective and will continue to build on this going forward.

There is a similar scheme in the UK, known as the Considerate Constructors Scheme. Our British operating companies had as many as 50 projects certified under this standard in 2012.



## Employee development with CSI

‘VolkerWessels is a shining example of how easy it is to encourage employee development through community involvement and volunteering.’

My suggestion would be to embed CSI (Corporate Social Involvement) in other parts of the company, including HR – the way you already do with Management Development, but also aimed at young professionals in the organisation. And people taking early retirement or with idle hours could put the expertise they have at their fingertips to good use in the local community, particularly in partnership with local non-profit organisations. Perhaps this could be done in a local social coalition in future, in which companies join forces?’

Esther Schoustra-Hofstede, Director Stichting Samen voor Betrokken Ondernemen

## Developing expertise

We pool our expertise and experience in a Public Liaison department. This department promotes knowledge-sharing both within and outside the company, and its Public Liaison Managers work actively to implement our PLM policy in our projects. We are committed to anchoring this even more firmly in our day-to-day activities and are seeing awareness of it growing.

Our expertise is being further reinforced in a series of new courses for tendering and public liaison managers which were launched in 2012. Public Liaison is now embedded as a subject in five in-house courses. In addition, we shared information about complaints we receive via our corporate website with PR colleagues in our operating companies. In 2012 we received 25 complaints (18 in 2011), all of which we started handling within 24 hours.

## PUBLIC LIAISON

### HIGHLIGHTS

- In 2012 we were commissioned to design, build and maintain the De Nieuwe Warmteweg (DNWW) in Rotterdam, a 26 km network of double transport pipes carrying residual heat from the AVR Rozenburg waste processing facility to the city centre and the Rotterdam harbour district. Using this waste heat, which would otherwise simply disappear into the atmosphere or be discharged to surface water, makes a significant contribution to the climate targets of the Rotterdam Climate Initiative. Much of the work was carried out near residential districts with a high proportion of children. In one of the districts, a children's playground had to be removed to build the network. To give something back to the children, one warm day we set up a traditional ice cream stall and gave all the children an ice cream.
- To make Brabant more easily accessible by water, we are re-routing the Zuid-Willemsvaart canal. Public Liaison Management is crucial, and good coordination is the key to its success. The construction work necessitated the compulsory purchase of approximately 40 homes and occasionally caused inevitable disruption to other residents. By communicating openly about the situation – often on a one-to-one basis – and honouring agreements, we have managed to gain the trust of residents, even if they are inconvenienced. Consequently residents feel they are being taken seriously; indeed, they themselves often go on to act as ambassadors for the project.
- In Arnhem city centre we are building a Knowledge Cluster – a high-quality building to house the library, the Historical Museum, the Kunstbedrijf arts centre and the Volksuniversiteit university. The Knowledge Cluster is adjacent to Arnhem's historic cellars, to which an underground connecting tunnel is being built. Thanks to good liaison work with local residents and businesses and meticulous planning, in the spring of 2012 the concrete for the basement was brought in in 200 cement mixers within a space of just 10 hours, to the satisfaction of all concerned.

### TARGETS FOR 2012 – 2014

- Embed the theme of Public Liaison in five internal courses.
- Register at least 100 projects with Bewuste Bouwers (Considerate Constructors).

### ACTIONS ONGOING IN 2013

- Share best practices on the Bewuste Bouwers initiative.
- Continue to roll out learning programmes for tendering and public liaison managers.



### Making construction **better together**

'VolkerWessels is a construction company that takes its responsibility to the community seriously. As one of our initiators, it demonstrated very early on that considerate construction is a top priority. The number of construction sites submitted by VolkerWessels is growing year on year, and during our site audits we are noticing an increasing focus on this. Employees are increasingly aware of the impact their actions have on the local community and therefore on the company's image. They put forward ideas for improvements. Because there is naturally always room for improvement: after all, construction is done by humans. Not only getting your own employees but also all suppliers and subcontractors to work your way is still a challenge. And when things get really busy, keeping the site looking neat and tidy can sometimes be put on the back burner. Bewuste Bouwers is happy to help keep everybody on the construction site on their toes. Together we can make construction even better!'

Margo Dierick, Director, Stichting Bewuste Bouwers

## About this report

In this last chapter we give you more background information about how our sustainability report was produced, the choices we made and what we understand by the core concepts in our strategy.

### CR strategy

Below you will find an explanation of the four elements and the ten themes that arise from them.

#### Market

In order to be able to meet our client's needs in a sustainable way, we put our heads together to come up with alternatives. Sustainable concepts demonstrate that customer orientation goes hand-in-hand with healthy economic performance. All our innovations help us make our construction activities more sustainable and come about in collaboration with our clients and suppliers. The themes we focus on in the sub-area 'Market' are:

**Innovation** VolkerWessels is an innovative construction group. The entrepreneurship and creativity of our employees give rise to a whole range of innovative concepts which can be used as solutions or improvements for the market. During the past year several new concepts were brought onto the market that are reducing our impact on the environment, and we are leading the way in helping to achieve this.

**Supply Chain** A major link in helping us achieve our ambitions is our cooperation with the supply chain. VolkerWessels takes its responsibility as a client very seriously, so we have signed up to the Guiding Principles for Commissioning Construction Companies. VolkerWessels aims to insert relevant CSR clauses on themes such as energy, transport, waste and child labour into all its general terms and conditions and purchasing contracts.

#### Employees

We provide a safe working environment in which our employees can work on their personal and professional development in a sustainable manner. We are building a culture in which ethical entrepreneurship and sustainable leadership can blossom. Inspired by the diversity that characterises VolkerWessels, we are creating space for diversity. The themes we focus on in the sub-area 'Employees' are:

**Health and Safety** At VolkerWessels we work tirelessly to provide our employees, subcontractors and everyone involved in our activities with a safe working environment. The vca (Site Checklist for Contractors) certificate is an important tool in this regard. We also pay attention to our employees' health.

To ensure that our work is carried out in a way that avoids any form of personal injury or damage to health, each of our operating companies has its own safety policy. Because serious accidents are a source of concern to us, the Management Board has decided to intensify this safety policy with the aim of improving our safety culture.

**Integrity** It is very important to us that our clients, shareholders, construction partners and others trust and have confidence in us. So we always abide by generally accepted social norms and values and act within the law at all times, especially when it comes to acquiring and performing contracts. We expect our people to behave with integrity, keep to agreements and act with care, and we focus intensively on this both outside and inside the company. Our business integrity remains an important point on our sustainability agenda.

**Training & Development** Training has a long history at VolkerWessels, and the importance of lifelong learning is in our group's genes. Nevertheless, we will continue to focus on the ongoing professional and personal development of our employees, because their knowledge, skill and enthusiasm form the basis for good performance. The aim of our training programmes is to formulate ambitions, raise awareness and further integrate the theme of sustainability at the VolkerWessels Academy.

**Diversity** Good employees are crucial for the growth of our group. A diversity of talent keeps the company flexible and strong. To stimulate diversity we monitor the ratio of men to women and the diversity of knowledge, experience and backgrounds (talent). We conducted a survey of the opportunities open to women for promotion within the group, and attention has been paid to achieving a work/life balance. On the basis of this, VolkerWessels has taken on an important role. We encourage equality in career development for men and women and encourage women to undertake continuing professional development in the form of training and refresher courses.

#### Environment

VolkerWessels acknowledges its impact on the environment and takes its responsibility for future generations very seriously by minimising pollution and wastage, buying materials sustainably

and understanding its carbon footprint with a view to formulating reduction targets. The themes we focus on in the sub-area 'Environment' are:

**CO<sub>2</sub>** Our clients are setting ever higher standards in relation to our efforts to reduce CO<sub>2</sub> emissions.

We are therefore mapping out our carbon footprint and formulating targets for reducing our CO<sub>2</sub> emissions. This includes our extensive vehicle fleet and machine park, our asphalt plants, our procurement, our energy consumption during the life-cycle of the buildings we deliver, and ways of improving our waste management (recycling).

We also aim to reduce the energy consumption of our own offices and industrial units, use materials with a low CO<sub>2</sub> footprint, introduce a balanced vehicle and mobility policy and use CO<sub>2</sub>-neutral equipment.

**Raw Materials Management** VolkerWessels is committed to making the supply chain more sustainable. Wherever possible, we aim to use materials that are obtained under humane conditions and with respect for wildlife and the environment. For example, VolkerWessels has signed the FSC covenant and is now reusing more and more materials. Data on waste is important, both from a financial and an environmental point of view. Obtaining a good understanding of the amount of waste produced by VolkerWessels projects can help us improve the efficiency and productivity of our projects. VolkerWessels aims to reduce the volume of waste we create through preventive purchasing and by optimising the separation of our waste streams.

### Community

As a member of society, we forge links with the local community. Through the active involvement of our employees we are creating added value for society as a whole and for community organisations in particular. The themes we focus on in the sub-area 'Society' are:

**Community Investment** VolkerWessels sets aside a substantial amount of money each year for donations and sponsorships. Our operating companies also make considerable funds available for good causes. Our objective is to implement a donations policy at group level that fits in with the principles of our Corporate Responsibility policy. One of our aims is to get our employees involved in sustainable initiatives and to encourage active participation from the bottom up, because every initiative counts.

**Public Liaison** Public Liaison involves being aware of and understanding the impact of VolkerWessels' work on local residents and businesses in the areas in which we operate. We want to communicate proactively as a group and listen to these stakeholders. To highlight these intentions, VolkerWessels is closely involved in the Bewuste Bouwers (Considerate

Constructors) initiative, and Public Liaison forms part of all on-site toolbox meetings.

### Scope

In this report we provide information on subcontractors and suppliers with whom we develop innovations. We do not report on their safety or CO<sub>2</sub> performance. But this does not mean that it is of no concern to us. For example, if the CO<sub>2</sub> performance ladder requires us to impose certain conditions on subcontractors and suppliers, we are aware of their carbon footprint. Because of the limited nature of this insight, we have decided to keep it outside of the scope of our report. Furthermore, we have decided to include the performance of our operating companies in the UK in this report. This further extends the scope of our reporting activities.

The data from our UK operating companies is quoted separately under each theme in this report. A larger number of UK operating companies reported in 2012 than in 2011; VolkerRail UK reported fully in 2012 alongside VolkerFitzpatrick, VolkerHighways, VolkerLaser and VolkerStevin.

### Reach

The primary target group of this report is made up of stakeholders who are interested in our activities in Europe – primarily the Netherlands and the UK – where we are engaged in activities in various sectors over a wide area. Our activities in the US and Canada are not as widespread and therefore have a different character. The reports on these countries are therefore less relevant to our stakeholders in the Netherlands and the UK. After deliberations by the Board of Management we specifically decided to limit the scope of our 2012 report to the Netherlands and the UK in our firm conviction that it best serves the stakeholders' information requirements. The foreign projects carried out by our Dutch entities fall outside the scope of this report.

We intend to progressively extend the scope in the future.

In this report we have included consortia or partnerships in which we have dominant control.

Consortia in which we have joint control are not included. This method corresponds to our financial reporting principles and is in line with the International Financial Reporting Standard (IFRS).

The CR strategy of our UK operating companies was brought into line with our group strategy. The revised strategy was drawn up on the basis of market research, best practices in the sector and the VolkerWessels strategy. In the UK group strategy, 12 themes were defined whose definitions are slightly different from those we use in the Netherlands. There is a difference in the way the themes of 'Integrity', 'Health and Safety' and 'Raw Materials Management' are defined. This will be explained in the corresponding part of this report where applicable.

## GRI

We comply with the internationally recognised Global Reporting Initiative (GRI) guidelines and are reporting on the 2012 calendar year in accordance with level B+ of these guidelines.

## Data collection

In order to collect data in a uniform manner, we have drawn up a reporting manual for the Netherlands and the UK. We calculated the CO<sub>2</sub> footprint of both our Dutch and our UK activities based on the GHG protocol and the conversion factors defined for the Dutch situation by the Foundation for Climate Friendly Procurement and Business (SKAO).

VolkerWessels uses the credit360 data management system to collect all its sustainability data.

We use this system because it enables us to continue to improve and professionalise the collection, validation and analysis of our data.

## External assurance

In order to produce a reliable picture of our data and explanatory notes, we asked KPMG to verify our reporting on the Netherlands and the UK and issue us with an auditor's certificate. It has done so for selected indicators in the 'Health and Safety', 'CO<sub>2</sub>', 'Raw Materials Management', 'Integrity' and 'Supply Chain' themes (see page 57).

## Independent Assurance Report

To the readers of the 2012 Sustainability Report of Koninklijke VolkerWessels Stevin N.V.

### Introduction

We were engaged by the Board of Management of Koninklijke VolkerWessels Stevin N.V. (further: 'VolkerWessels') to provide assurance on the selected indicators for the activities in The Netherlands and the United Kingdom in the VolkerWessels Sustainability Report 2012 (further: the Report). The Board of Management of VolkerWessels is responsible for the preparation of the Report, of which the selected indicators, including the identification of material issues. Our responsibility is to issue an assurance report regarding the selected indicators in the Report based on the engagement outlined below.

### Scope

Our assurance engagement was designed to provide limited assurance on whether the indicators and respective explanation for the themes supply chain, health and safety, integrity, CO<sub>2</sub> and raw material management for the activities in The Netherlands and the United Kingdom, referred to as (\*) in the Report are fairly presented, in all material respects, in accordance with the reporting criteria.

Procedures performed to obtain a limited level of assurance are aimed at determining the plausibility of information and are less extensive than those for a reasonable level of assurance. We do not provide any assurance on the achievability of the objectives, targets and expectations of VolkerWessels.

### Reporting criteria

VolkerWessels applies the Sustainability Reporting Guidelines (G3.1) of the Global Reporting Initiative, supported by internally developed guidelines, for reporting on the indicators, as described in 'About this report'. It is important to view the information regarding the selected indicators in the context of these criteria. We believe these criteria are suitable in view of the purpose of our assurance engagement.

### Assurance-standards

We conducted our engagement in accordance with Standard 3410N: Assurance engagements relating to sustainability reports, issued by the Royal Netherlands Institute of Register Accountants. This standard requires, among others, that the assurance team possesses the specific knowledge, skills and professional competencies needed to provide assurance on sustainability information, and that they comply with the requirements of the Code of Ethics for Professional Accountants of the International Federation of Accountants to ensure their independence.

### Work undertaken

Our procedures included the following:

- interviews with relevant staff who are responsible for reviewing and reporting the selected indicators;
- evaluating the design and implementation of the systems and processes for the collection, processing and control of the information on the selected indicators
- a visit to three locations in The Netherlands and one location in the United Kingdom to review the reliability of the source data at local level for the selected indicators.
- evaluating internal and external documentation, based on sampling, to determine whether the information on the selected indicators in the Report is supported by sufficient evidence.
- an analytical review of the data and trend explanations for the selected indicators.
- additionally we determined, as far as possible, whether the information in the other sections of the Report is consistent with the information regarding the selected indicators.

During the assurance process we discussed the necessary changes to the selected indicators and reviewed the final version of the Report to ensure that it reflects our findings.

### Conclusion

Based on the procedures performed, as described above, nothing has come to our attention to indicate that the selected indicators for the activities in The Netherlands and the United Kingdom, referred to as (\*) in the Report, are not fairly presented, in all material respects, in accordance with the reporting criteria.

### **Comparative data not examined**

No assurance engagement has been conducted on the comparative data for 2010 of the selected indicators in the Report. This also applies to the comparative data for 2011 of the selected indicators for the activities in the United Kingdom. Consequently, we do not provide any assurance on these comparative data included in the Report.

### **Observation**

Without affecting the conclusion presented above, we would like to draw the readers' attention to the following:

VolkerWessels has set a number of sustainability targets related to the Dutch activities. The individual Dutch businesses have developed their own sustainability targets, independently of the corporate targets. This may cause a mismatch between the corporate targets and the sum of the targets of individual businesses. We would recommend VolkerWessels to align those targets of individual Dutch businesses with the corporate targets. In addition, we would recommend VolkerWessels to expand the corporate targets to its foreign activities.

Amstelveen, 9 April 2013

KPMG Sustainability,  
Part of KPMG Advisory N.V.

**W.J. Bartels RA, partner**

# Annexes



## GRI G3.1 Overview

Strategy and Analysis			
Profile Disclosure	Description	Level of reporting	Page
1.1	Statement from the most senior decision-maker of the organization.	VG	8, 10–12
1.2	Description of key impacts, risks and opportunities.	VG VF	1–56 24–27a

Organizational Profile			
Profile Disclosure	Description	Level of reporting	Page
2.1	Name of the organization.	VO	
2.2	Primary brands, products, and/or services.	VG	4–5
2.3	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	VG VF	5 60–63
2.4	Location of organization's headquarters.	BO	
2.5	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	VG	5
2.6	Nature of ownership and legal form.	VF	13
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	VG VF	5 4, 32–47
2.8	Scale of the reporting organization.	VG	55–56
2.9	Significant changes during the reporting period regarding size, structure, or ownership.	VG	55–56
2.10	Awards received in the reporting period.	VG	21, 22, 31, 43, 49

Report Parameters			
Profile Disclosure	Description	Level of reporting	Page
3.1	Reporting period (e.g., fiscal/calendar year) for information provided.	VG	56
3.2	Date of most recent previous report (if any).	VG <sup>1</sup>	
3.3	Reporting cycle (annual, biennial, etc.)	VG	55–56
3.4	Contact point for questions.	VG	9
3.5	Process for defining report content.	VG	10–12, 54–56
3.6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance.	VG	55–56
3.7	State any specific limitations on the scope or boundary of the report (see completeness Principle for explanation of scope).	VG	55–56
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.	VG	55–56
3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report.	VG	55–56
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods).	N/A	

<sup>1</sup> 26-03-'12

<b>Legenda</b>	<b>VG</b> Fully reported	<b>VO</b> Front cover	<b>VF</b> See financial statements
	<b>PG</b> Partially reported	<b>BO</b> Inside cover	<b>VW</b> See <a href="http://www.volkerwessels.com">www.volkerwessels.com</a> > about us
	<b>NG</b> Not reported		<b>N/T</b> Not applicable

3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	<b>VG</b>	55–56
3.12	Table identifying the location of the Standard Disclosures in the report.	<b>VG</b>	60–65
3.13	Policy and current practice with regard to seeking external assurance for the report.	<b>VG</b>	56

## Governance, Commitments, and Engagement

Profile Disclosure	Description	Level of reporting	Page
4.1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.	<b>VF</b> <b>VW</b>	13–15, 50–52
4.2	Indicate whether the Chair of the highest governance body is also an executive officer.	<b>VF</b>	50–52
4.3	For organizations that have a unitary board structure, state the number and gender of members of the highest governance body that are independent and/or non-executive members.	<b>N/A</b>	
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	<b>VF</b>	13
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives.	<b>VF</b>	13, 50–52
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.	<b>VF</b> <b>VW</b>	50–52
4.7	Process for determining the composition, qualifications and expertise of the members of the highest governance body and its committees, including any consideration of gender and other indicators of diversity.	<b>VF</b> <b>VW</b>	50–52
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.	<b>VG</b>	23–24, 10–12
4.9	Procedures of the highest governance body for overseeing the organization’s identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles.	<b>VG</b> <b>VF</b>	10
4.10	Processes for evaluating the highest governance body’s own performance, particularly with respect to economic, environmental, and social performance.	<b>VW</b>	
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization.	<b>VG</b>	24–27, 50–52
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.	<b>VG</b> <b>VW</b>	21–56
4.13	Memberships in associations (such as industry associations) and/or national/international advocacy organizations.	<b>VG</b> <b>VW</b>	21–56
4.14	List of stakeholder groups engaged by the organization.	<b>VG</b>	10–56
4.15	Basis for identification and selection of stakeholders with whom to engage.	<b>VG</b>	10–12
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	<b>VG</b>	10–12
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.	<b>VG</b>	6–12

Environmental			
Profile Disclosure	Description	Level of reporting	Page
EN1	Materials used by weight or volume.	PG	24-27
EN2	Percentage of materials used that are recycled input materials.	NG	
EN3	Direct energy consumption by primary energy source.	VG	44
EN4	Indirect energy consumption by primary source.	VG	41-44
EN5	Energy saved due to conservation and efficiency improvements.	VG	41-44
EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.	VG	21-25 41-44
EN7	Initiatives to reduce indirect energy consumption and reductions achieved.	VG	21-25, 41-44
EN8	Total water withdrawal by source.	NG	
EN9	Water sources significantly affected by withdrawal of water.	NG	
EN10	Percentage and total volume of water recycled and reused.	NG	
EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.	N/A	
EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.	VG	43
EN13	Habitats protected or restored.	NG	
EN14	Strategies, current actions, and future plans for managing impacts on biodiversity.	VG	43
EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk.	NG	
EN16	Total direct and indirect greenhouse gas emissions by weight.	VG	41-44
EN17	Other relevant indirect greenhouse gas emissions by weight.	VG	41-44
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.	VG	41-44
EN19	Emissions of ozone-depleting substances by weight.	NG	
EN20	NO <sub>x</sub> , SO <sub>x</sub> , and other significant air emissions by type and weight.	NG	
EN21	Total water discharge by quality and destination.	NG	
EN22	Total weight of waste by type and disposal method.	VG	45-47
EN23	Total number and volume of significant spills.	VG <sup>2</sup>	
EN24	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally.	PG	45-47
EN25	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and runoff.	N/A	
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.	VG	10-53
EN27	Percentage of products sold and their packaging materials that are reclaimed by category.	N/A	
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	VG <sup>3</sup>	
EN29	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.	VG	44
EN30	Total environmental protection expenditures and investments by type.	NG	

<sup>2</sup> VolkerWessels is not aware of any notifications regarding unplanned discharges.

<sup>3</sup> VolkerWessels is not aware of any notifications and/or fines.

<b>Legenda</b>	<b>VG</b> Fully reported	<b>VO</b> Front cover	<b>VF</b> See financial statements
	<b>PG</b> Partially reported	<b>BO</b> Inside cover	<b>VW</b> See <a href="http://www.volkerwessels.com">www.volkerwessels.com</a> > about us
	<b>NG</b> Not reported		<b>N/T</b> Not applicable

### Social: Human Rights

Profile Disclosure	Description	Level of reporting	Page
HR1	Percentage and total number of significant investment agreements and contracts that include human rights clauses or that have undergone human rights screening.	N/A	
HR2	Percentage of significant suppliers, contractors, and other business partners that have undergone human rights screening and actions taken.	NG	
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.	PG	23–24
HR4	Total number of incidents of discrimination and corrective actions taken.	NG	
HR5	Operations and significant suppliers identified in which the right to exercise freedom of association and collective bargaining may be at significant risk, and actions taken to support these rights.	NG	
HR6	Operations and significant suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the elimination of child labor.	NG	
HR7	Operations and significant suppliers identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of all forms of forced or compulsory labor.	NG	
HR8	Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations.	N/A	
HR9	Total number of incidents of violations involving rights of indigenous people and actions taken.	N/A	
HR10	Percentage and total number of operations that have been subject to human rights reviews and/or impact assessments.	NG	
HR11	Number of grievances related to human rights filed, addressed, and resolved through formal grievance mechanisms.	NG	

### Social: Labor Practices and Decent Work

Profile Disclosure	Description	Level of reporting	Page
LA1	Total workforce by employment type, employment contract, and region broken down by gender.	VG	36–39
LA2	Total number and rate of new employee hires and employee turnover by age group, gender, and region.	VG	36–39
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.	VG <sup>4</sup>	
LA4	Percentage of employees covered by collective bargaining agreements.	VG	29
LA5	Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements.	VG <sup>5</sup>	
LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs.	NG	
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region and gender.	VG	29–32
LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.	PG	29–31
LA9	Health and safety topics covered in formal agreements with trade unions.	VG <sup>6</sup>	
LA10	Average hours of training per year per employee by gender and by employee category.	VG	35
LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	VG	34–35

<sup>4</sup> VolkerWessels ensures the equal treatment of full and part-time employees.

<sup>5</sup> A notice period of 1 month applies, in accordance with the legal requirements. Different notice periods may apply in certain Collective Labour Agreements.

<sup>6</sup> Set out in Collective Labour Agreements.

LA12	Percentage of employees receiving regular performance and career development reviews by gender.	VG	33
LA13	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity.	VG	36–39
LA14	Ratio of basic salary of men to women by employee category.	VG	36
LA15	Return to work and retention rates after parental leave, by gender.	VG	36

### Social: Society

Profile Disclosure	Description	Level of reporting	Page
SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programs.	VG	38, 49–53
SO2	Percentage and total number of business units analyzed for risks related to corruption.	NG	
SO3	Percentage of employees trained in organization's anti-corruption policies and procedures.	VG	32–33
SO4	Actions taken in response to incidents of corruption.	VG	32–33
SO5	Public policy positions and participation in public policy development and lobbying.	VG	11–12, 24
SO6	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.	N/A	
SO7	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes.	VG <sup>7</sup>	
SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.	N/A	
SO9	Operations with significant potential or actual negative impacts on local communities.	PG	21–56
SO10	Prevention and mitigation measures implemented in operations with significant potential or actual negative impacts on local communities.	PG	21–56

### Social: Product responsibility

Profile Disclosure	Description	Level of reporting	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.	PG	43
PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes.	N/A	
PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements.	VG <sup>8</sup>	
PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes.	N/A	
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	VG	51–52
PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.	NG	
PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes.	VG <sup>9</sup>	
PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.	VG <sup>10</sup>	
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.	N/A	

<sup>7</sup> In 2012, there are 2 ongoing lawsuits relating to competition and/or cartel law.

<sup>8</sup> VolkerWessels provides information about its products and services if requested to do so in accordance with the relevant laws and regulations.

<sup>9</sup> We are not aware of any instances of violations.

<sup>10</sup> We are not aware of any instances of violations.

<b>Legenda</b>	<b>VG</b> Fully reported	<b>VO</b> Front cover	<b>VF</b> See financial statements
	<b>PG</b> Partially reported	<b>BO</b> Inside cover	<b>VW</b> See <a href="http://www.volkerwessels.com">www.volkerwessels.com</a> > about us
	<b>NG</b> Not reported		<b>N/T</b> Not applicable

## Economic

Profile Disclosure	Description	Level of reporting	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.	<b>VF</b>	
EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change.	<b>VG</b> <b>VF</b>	6–7
EC3	Coverage of the organization's defined benefit plan obligations.	<b>VF</b>	54–59
EC4	Significant financial assistance received from government.	<b>N/A</b>	
EC5	Range of ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation.	<b>NG</b>	
EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.	<b>NG</b>	
EC7	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation.	<b>NG</b>	
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.	<b>VG</b>	49–53
EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts.	<b>VF</b>	

# Definitions

<b>Accident</b>	A sudden, inadvertent and unforeseen event in which the impact of an external cause results in physical injury and where there is no evidence of intentional force or food poisoning (definition: Statistics Netherlands).
<b>Accident at work</b>	An accident that occurs as a result of or during the performance of paid work, not including accidents that occur when commuting to and from work. This includes both accidents that lead to sickness absence (lost-time accidents) and accidents that do not. Note: Accidents during business trips are defined as accidents at work.
<b>Asbestos/asbestos-like material</b>	A grey, fibrous, non-flammable, insulating mineral widely used in construction in the past.
<b>Bewuste Bouwers (Considerate Constructors)</b>	A quality mark that enhances the relationship between construction sites and local residents and businesses. The quality mark encourages good communication with the local community and is a visual symbol of the professionalism of a construction site.
<b>Bitumen</b>	An oil refining residue that is used as the 'glue' in asphalt and is often used as a waterproofing material for roofs.
<b>BREEAM (Building Research Establishment Environmental Assessment Method)</b>	A method of assessing the sustainability performance of buildings. BREEAM sets a standard for sustainable construction and awards a performance level to a building following an inspection. The aim is to analyse buildings and award them a sustainability label (pass, good, very good, excellent or outstanding).
<b>Business waste</b>	A residual waste stream that is removed from our office locations.
<b>BVGO</b>	Abbreviation for the Construction and Property Development sector at VolkerWessels.
<b>CAO</b>	Collective labour agreement .
<b>Carbon footprint</b>	The total amount of greenhouse gases emitted in a specific period.
<b>CO<sub>2</sub></b>	A gas that is emitted as a result of combustion of fossil fuels (fuels such as coal and petroleum-based products). CO <sub>2</sub> is the gas that is largely responsible for the greenhouse effect.
<b>Code of Supply</b>	Another name for terms and conditions of purchase
<b>Construction and demolition waste</b>	The ungraded fraction of raw materials arising during construction or demolition work. This fraction still needs to be graded to release pure raw materials that can be immediately used by the end processor.
<b>Construction support personnel</b>	Personnel employed by a VolkerWessels operating company, including people seconded from another VolkerWessels operating company and interns (people on work experience and/or in training) who undertake work away from the building site.
<b>Conversion factor</b>	The conversion factor for each energy stream and each fuel differs. It is used to calculate CO <sub>2</sub> emissions.
<b>The conversion factors used by VolkerWessels in 2012 are based on the GHG protocol and the conversion factors defined by SKAO for the Dutch situation.</b>	Internal body at VolkerWessels that advises on our Corporate Responsibility policy.
<b>CR platform</b>	Internal body at VolkerWessels that advises on our Corporate Responsibility policy.
<b>CSI</b>	Corporate Social Involvement.
<b>DGBC (Dutch Green Building Council)</b>	The DGBC develops and manages quality marks for assessing Dutch buildings and areas for their sustainability performance.

<b>EPC (Energy Performance Coefficient)</b>	The unit in which the Dutch EPS (Energy Performance Standard) is expressed. Minimum standards for the EPC for each building type are laid down in the Dutch Building Decree.
<b>Fatal accident</b>	An accident at work that results in the death of the person involved immediately or within 30 days of the accident.
<b>Film</b>	Very thin sheet material mainly used for packaging and insulation. Waste processors collect 'clean film' such as polyethylenes in separate film containers.
<b>FSC wood</b>	Wood certified with the FSC label by the Forest Stewardship Council. This certifies that the wood originates from a forest that was independently rated by FSC as a well-managed forest in accordance with environmental, social and economic standards.
<b>General terms and conditions of purchase</b>	General provisions setting out the conditions under which VolkerWessels buys products and/or services from its suppliers. Wherever possible, these terms and conditions are declared applicable when entering into agreements with other parties.
<b>Greenhouse Gas (GHG) protocol</b>	The international basis for reporting on CO <sub>2</sub> emissions.
<b>GRI (Global Reporting Initiative)</b>	Internationally recognised standard for sustainability reporting.
<b>Gypsum</b>	A soft, white mineral often used to delay hardening in Portland cement, as a core in drywall, etc. Gypsum plasterboard and gypsum blocks are collected by waste processors in separate containers.
<b>Hazardous (chemical) waste</b>	That part of the total waste generated by a construction site or office that is hazardous to humans, animals or the environment and is classified as such in legislation. Items classified as hazardous waste include: mastic cartridges, aerosols, expanding foam, adhesive tins with residues, empty paint tins, as well as spent oil and car batteries.
<b>Health and Safety</b>	Policy geared towards providing a safe and healthy workplace and working environment for our employees, subcontractors and everyone involved in our activities.
<b>HERA (Highly Ecological Recycling Asphalt)</b>	New technology for recycling asphalt, developed by KWS Infra.
<b>HR</b>	Human Resources (department).
<b>Incident Frequency (IF)</b>	Number of accidents resulting in lost time (or death) multiplied by 1 million (hours) divided by the number of hours worked.
<b>In-house developed and delivered homes</b>	Homes already delivered which the operating company developed in-house.
<b>Innovation</b>	Development of a new or improved product, concept or service. An innovation introduces new ideas for both the company and the market for which it is intended. A sustainable innovation also adds value for the environment, and at VolkerWessels we differentiate it by awarding it the PlanetFit label.
<b>LCA (life-cycle analysis)</b>	Life-cycle analysis (also known as a cradle to grave analysis) is a method of calculating the total environmental impact of a product throughout its life-cycle, in other words extraction of the necessary raw materials, production, transport, use and waste processing.
<b>LEAN</b>	LEAN is a philosophy and, in particular, a method of working in which everything and everyone in the company is focused on creating value in all processes and eliminating wastage.
<b>LEED (Leadership in Energy and Environmental Design)</b>	An assessment method originating in the USA for determining the sustainability of the design of a building, home and residential area.
<b>Lost-time accident</b>	An accident at work in which the person involved (VolkerWessels employee) cannot resume work by the next calendar day because of injury.

<b>Metals</b>	Divided into ferrous and non-ferrous. Ferrous metals are iron and all iron-based alloys. Non-ferrous metals are all other metals (e.g. aluminium, gold, copper, zinc, tin etc.).
<b>NGO</b>	Non Governmental Organisation. An organisation that is independent of the government and pursues social aims.
<b>Number of days of sickness absence due to accidents</b>	Total number of calendar days lost due to an accident at work.
<b>Number of hours worked</b>	Total number of hours worked by VolkerWessels employees (excluding third parties). Hours worked are calculated using the following formula: average number of FTEs x 260 (working days) x 8.
<b>Other employees</b>	Employees with an employment contract to which the CAO for the Construction industry does not apply. Directors often fall into this category.
<b>Paper and cardboard</b>	Residual streams which arise in offices and in paper and cardboard processing (e.g. paper and packaging). This fraction may not be contaminated by other residual waste streams or disposed of as such from offices by the processor.
<b>PEFC wood</b>	Wood and paper from the Programme for the Endorsement of Forest Certification (PEFC) that contributes to the promotion of sustainable forest management.
<b>Percentage of sickness absence due to accidents</b>	Total number of calendar days lost due to accidents / potential number of calendar days available x 100.
<b>PlanetFit</b>	A label that stands for sustainable, innovative solutions from VolkerWessels. A product, concept or service is 'PlanetFit' if it demonstrably adds value to the market and the environment. It should therefore be financially viable but must also demonstrably reduce the negative impact on the environment. An innovation is only 'PlanetFit' after being formally tested by the CR platform and being awarded a PlanetFit certificate ( <a href="http://www.planetfit.nl">www.planetfit.nl</a> ).
<b>PlusWonen (PlusWoning)</b>	A home built under the 'PlusWonen' label, which stands for the sustainable building concept developed by VolkerWessels ( <a href="http://www.pluswonen.nl">www.pluswonen.nl</a> ).
<b>Processing method</b>	The method used to convert the residual waste stream into a new raw material or energy.
<b>Public Liaison Management</b>	Actions aimed at the environment in which external parties such as residents, road users, businesses, media, environmental movements, etc. are involved and consulted.
<b>QPI</b>	Quality Performance Indicators.
<b>Raw Materials Management</b>	The method by which we, as a group, aim to deal with our soil waste streams. We give priority to reducing and separating our residual waste streams so that they can be re-used as effectively as possible by us or another party.
<b>Residual waste stream</b>	The part of the waste stream from private individuals, institutions and businesses that remains after all usable and recyclable waste streams have been removed from the main stream. At VolkerWessels, the residual waste stream is what remains after the accessible raw materials (e.g. concrete granulate, metals, paper, cardboard, sand and wood) have been removed from the main stream.
<b>Rock wool/glass wool</b>	Probably the most important heat-insulating materials for external and internal walls, floors and roofs. Both types of wool are collected in the same container by the waste processor.

<b>Rubble</b>	Hardened mortar and concrete residues. May also include brick and other stony materials containing no more than 10% silicon brick. The following residual waste streams are not classed as rubble: asphalt, petrochemical rubble, gypsum, aerated concrete and gypsum block waste, chimney rubble and other polluted rubble.
<b>Sand/minerals</b>	A residual waste stream that only applies to the SITA contract on the basis of contractual agreements above 1 000 t and with the addition of a clean soil statement. Otherwise this raw material is classed as a commercial stream and is fully reused within the context of the current statutory regulations.
<b>Scope 1, 2, 3 (GHG protocol)</b>	<p>Scope 1 – Direct emissions from our own organisation, e.g. from our own gas use and our vehicle fleet.</p> <p>Scope 2 – Indirect emissions arising from the generation of the electricity the organisation uses, such as emissions from the power stations that supply this electricity.</p> <p>Scope 3 – Other indirect emissions. These arise as a consequence of the organisation’s activities, but come from sources that are not owned or managed by the organisation itself. Examples include emissions from the production of bought-in materials, waste processing and the use of the work, service or supply offered or sold by the company.</p>
<b>Sickness absence percentage</b>	Percentage of the workforce lost through sickness absence in a specific period. This is the most common measure of sickness absence in an organisation. VolkerWessels applies the Statistics Netherlands definition.
<b>Site personnel</b>	Personnel employed by a VolkerWessels operating company, including people seconded from another VolkerWessels operating company and interns (people on work experience and/or in training) who undertake work on a construction site or similar work location. These employees are subject to the collective labour agreement (CAO) for the construction industry and meet the definition in article 88(7) of this CAO.
<b>SKAO</b>	Independent Foundation for Climate Friendly Procurement and Business This foundation is responsible for all aspects of the CO <sub>2</sub> performance ladder, namely the use, ongoing development and management of the certification scheme and the expansion of participating sectors.
<b>SMK</b>	A quality label for green energy. Guarantees of Origin are used to demonstrate that the energy comes from sustainable energy sources.
<b>Social Return</b>	VolkerWessels understands Social Return to mean every effort in connection with its business operations or implementation of its projects that enable people with a work disability or those who are distanced from the labour market to participate in the labour market.
<b>Sustainability clauses</b>	Provisions relating to core values such as corporate social responsibility (e.g. human rights, working conditions, integrity, transparency and sustainability/environmental impact).
<b>VAG</b>	The VolkerWessels Safety Advisory Group.
<b>VCA</b>	Site Checklist for Contractors.
<b>Waste separation percentage</b>	Percentage of the total construction and demolition waste that is separated in the collection and processing of the waste (on site).
<b>Wood A</b>	Clean, unpainted or unimpregnated wood that is not contaminated with other wastes.
<b>Wood B</b>	Pure wood or hardboard that may be painted and fitted with hardware. Clean concrete, multiplex, chipboard and plasticised woods also fall into this category. The following wastes do not form part of Wood B: waste materials, trees and shrubs, impregnated wood, fibreboard, softboard and MDF.

# Colophon

## VolkerWessels

Podium 9  
3826 PA Amersfoort

PO Box 2767  
3800 GJ Amersfoort  
The Netherlands

T +31 88 186 61 86  
E [informatie@volkerwessels.com](mailto:informatie@volkerwessels.com)  
I [www.volkerwessels.com](http://www.volkerwessels.com)

## Composition

C&F Report Amsterdam B.V.  
VolkerWessels | Corporate Communications

## Art direction

C&F Report Amsterdam B.V.

## Images

Anke Bot (page 30)  
Marnix Godschalk (page 51)  
Carel Kramer  
Vialis

## Printing

Drukkerij Mouthaan, Papendrecht

This annual report is printed on 250 grams Arctic Volume High White (FSC®Mixed 70%) (cover) and 130 grams Arctic Volume High White (FSC®Mixed 70%) paper.



- This is the English translation of the original Dutch report.
- The Dutch version is available as a PDF at [www.volkerwessels.com](http://www.volkerwessels.com).
- In case of textual contradictions, the Dutch version shall prevail.
- The sustainability report is available at <http://en.volkerwessels.com/en/corporate-responsibility/sustainability-report>.

