

2013 Sustainability Report

Cyclical relocation of Liander in Duiven

The Liander office is a completely new working environment based on five redeveloped buildings. The complex has solar panels and uses groundwater for heat and cold storage. All of these measures combine to completely supply the building's energy requirements. In addition, waste is used as a raw material and material remaining on the terrain is repurposed. The new materials used are all recyclable. In co-creation sessions, employees helped to work on the design. Later, once they move to the new building, they will set to work according to the 'New World of Work' principles.

Companies involved: VolkerWessels Vastgoed, Boele & van Eesteren

VolkerWessels

VolkerWessels – Head Office
Podium 9, 3826 PA Amersfoort,
the Netherlands
PO Box 2767, 3800 GJ Amersfoort,
the Netherlands

T +31 88 186 61 86
F +31 88 186 61 87
E informatie@volkerwessels.com
www.volkerwessels.com

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This layer of blue asphalt was laid by Van Kessel Sport en Cultuurtechniek for the large, multifunctional sport park "De Contreie" in Oosterhout. The blue top layer is attractive to play on; it invites you to join the sport. It is also sustainable, because the playing fields last longer and the material is entirely recyclable.

Foreword

On behalf of the Board of Management

Last year, in this place, we opened with a review of the new reality. We spoke about the declining number of orders in construction and the consequences of this for our economic performance and employees. We also spoke of the climate and environmental crisis and how it creates serious challenges for us. In this Sustainability Report, we discuss these and other trends and their relevance for VolkerWessels in further detail. We live in a world where the importance of sustainable business is becoming ever clearer. We can feel it and we see that our clients, our employees and, increasingly, our end users do so too. This new world represents challenges for us that we are eager to face, because we want to build a sustainable world.

By focusing on our projects even more in 2013, we have managed to achieve a positive financial result over that year. By increasingly linking sustainability to our core process and to our organisational layout, we've managed to find the right emphasis. By deciding our strategy and main themes together with our social stakeholders and allowing the operating companies to work them out, we as a group really set our vision in motion.

We consider it our duty to care for our employees and positively impact society, even more so in times like these. We increase our positive social impact even more by highly focusing our sustainability policy on our work and our people.

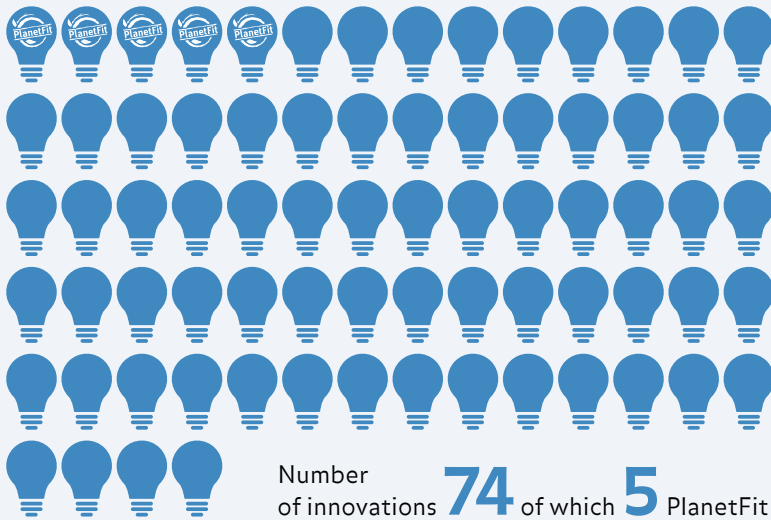
We work in a great sector, where so many things are possible. Because the long-term wishes of the end user are becoming more and more important, sustainability is increasingly becoming a 'licence to operate'. Technological developments contribute ever more to a sustainable society. By playing a catalysing role in these developments, we increase our added value. By keeping our progressive vision in motion, we want to transform our company gradually over the coming years into a company that primarily contributes to a sustainable world. That's why active promotion of sustainable innovations is one of our CSR policy's key principles, because every initiative counts! To us, building and working to create a sustainable world go hand in hand.

Henri van der Kamp,
Member of the Board of Management, March 2014

CSR Summary (the Netherlands)**

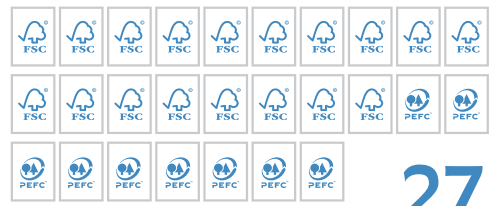
Market

Innovation



Supply chain

Number of certificates



Number of homes with sustainable wood **1271** 18 FSC and 9 PEFC



Employees

Health and Safety

IF rate

7.2



IF: **INCIDENT FREQUENCY*** = Number of industrial accidents per million hours worked.

Integrity



Training and development

Number of hours spent on training

21 HOUR/EMPLOYEE



€ 783.-

Amount spent on training per employee

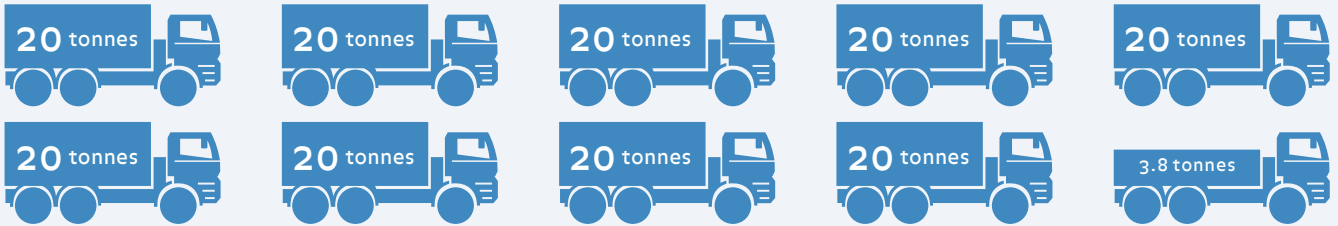


* KPMG has granted assurance for these values.

** For other CSR figures, see the appendix.

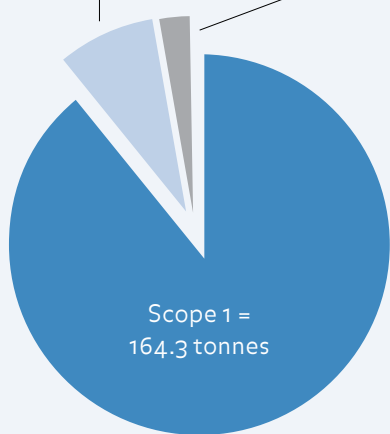
 **Environment**

CO₂ and energy

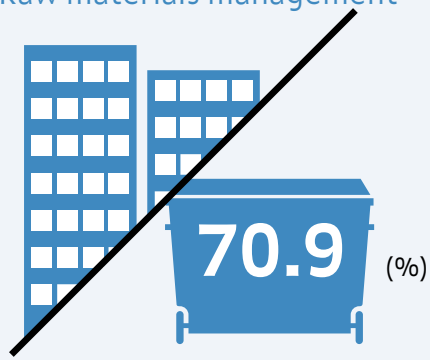


Total weight of CO₂ emissions* **183.3** tonnes = **9.19** x lorries

Scope 2 = 14.0 tonnes Scope 3 = 5.0 tonnes



Raw materials management



Waste separation percentage construction and demolition waste*

Total weight of waste*



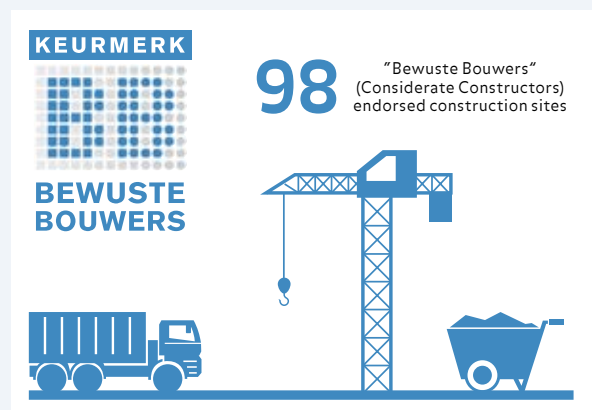
 **Society**

Social return



Number of tenders with social return won

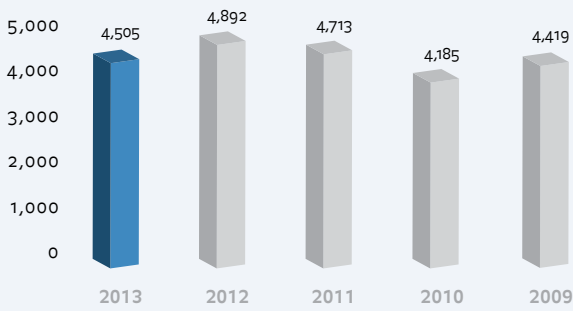
Public liaison management



* KPMG has granted assurance for these values.

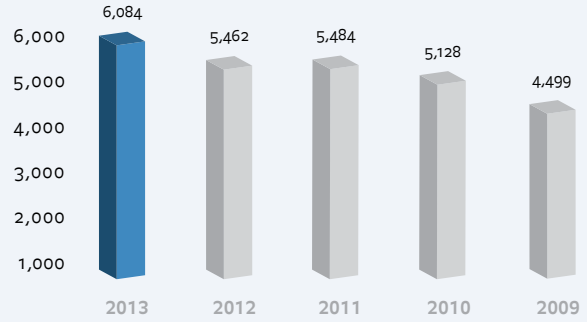
Operating revenue*

(in millions of euros)



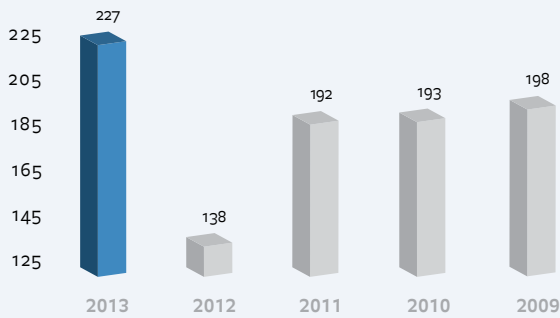
Order book*

(in millions of euros)

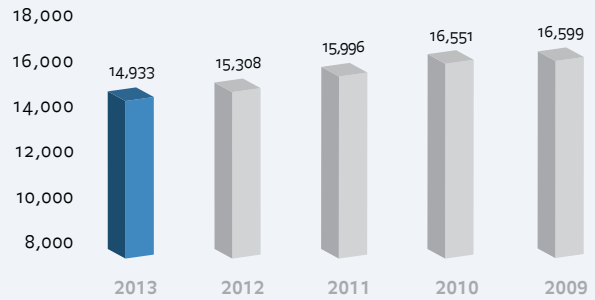


EBITDA*

(in millions of euros)



Average number of employees*



VolkerWessels' strategy



Sustainability is engrained in VolkerWessels' general strategy, which states that we supply an optimum result to our customers and work with the best people in a sustainable, honest and safe manner. Our social impact and financial revenue are very closely intertwined. By focusing our sustainability policy on our core processes, we maximise both aspects. The VolkerWessels sustainability strategy

is directed towards working out our vision by putting themes on the agenda in consultation with our stakeholders and having our operating companies elaborate on these. Steering towards sustainable innovations plays a leading role in this.

* This information concerns VolkerWessels in the Netherlands, Canada, USA and UK.

Environment

The world around us is changing. The challenges the world is facing also have repercussions for the Dutch construction sector. We see a lot of overlap between these different challenges, and that's why our own policy aims at international themes that are not isolated but rather characteristic for the balance between People, Planet and Profit.

Global challenges		Challenges for the Dutch Construction Sector
1. Urbanisation	We continue to move to dense, urban areas that continue to get bigger. This brings increased scale and individualisation with it.	How do we respond to the increasing pressure on urban areas? How can the construction sector contribute to strengthening local identity?
2. Financial crisis	Because of the focus on economic returns, the financial crisis is putting a lot of pressure on our ability to keep our people working and deliver quality to our customers. The interests of smaller players in the chain must not be forgotten in a difficult market.	How do we link our ambition with respect to our employees and our clients to the right financing models? Which new business models could provide a solution?
3. Population ageing	The Dutch population is ageing, and it is becoming more difficult to find young employees. Society needs to adapt to this.	How does the construction sector maintain its high level of know-how and quality in the future? How can we adapt the built environment to the ageing population?
4. Civil society	The government is taking a decreasingly central position. Citizens and companies are being given more responsibility for the resolution of societal issues. The influence and involvement of citizens is increasing.	How should the construction sector deal with the increasing diversity of interests? How can the construction sector contribute to solutions to social issues?
5. Climate change	Climate change continues. Combined with the rising energy rates, this requires unrelenting attention to sustainable energy sources and the reduction of energy consumption.	How can we reduce our own energy consumption and emissions to zero? How can we adapt the built environment as much as possible to accommodate these demands?
6. Depletion of natural resources	As a result of the growing world population and the unrestrained consumption of raw materials, resources are becoming depleted. The pressure is increasing on resources and the residents of areas where these resources can still be found.	How do we ensure sufficient building materials for the present and future? What alternative applications of raw materials can we develop as a sector?

We have translated the global challenges into added value and opportunities for VolkerWessels. The table below explains how we work these challenges into our particular sub-areas: the Market, our Employees, the Environment and Society.

Sub-area	Theme	Added value	Opportunities
Market	Innovation (all challenges)	Contribute to attracting new orders and to a more efficient production and operational process. Good for the company image.	Facilitate innovations with our PlanetFit label (p. 124). Integrated solutions that create win-win situations (p. 23).
	Supply chain (challenges 2, 5 & 6)	Develop integrated supply chain solutions in cooperation with suppliers and clients. Promote sustainability in the chain.	Strategic partnership with suppliers (p. 25). With supply chain, make wood and concrete purchasing more sustainable (p. 26). Work with clients to make contract types more sustainable in 'Winnen op waarde' (Winning on Value) (p. 27).
Employees	Health and safety (challenges 3 & 4)	More productive employees who are sustainably employable and proud of their company. Attractive employer for new employees.	Draw up group-wide safety values and guidelines that apply at all times (p. 29). Work with other parties to improve the sector's safety culture (p. 30). Improve and monitor the measurability of safety (p. 29).
	Integrity (challenges 2 & 4)	Confidence and a good image in the long term. No damage to reputation.	Code of behaviour with basic rules for all employees (p. 30). Increase awareness by providing information (p. 31).
	Training and development (challenges 3 & 4)	Employees are equipped to deliver quality and contribute to company objectives.	In-house training centre to most optimally align to demand and respond to practice (p. 31). Include sustainability themes in training programmes (p. 31).
	Diversity (challenges 2 & 3)	Provide a balanced work environment in which everyone has the chance to develop, perform optimally and distinguish themselves.	Develop policy relating to sustainable employability (p. 32). Actively work to make (potential) young employees enthusiastic about our work (p. 33). Utilise mobility centre to coach redundant staff into a new position (p. 33).

Sub-area	Theme	Added value	Opportunities
Environment	CO ₂ and energy (challenges 5 & 6)	Contribute to climate objectives. Cost reduction through energy savings and improved efficiency.	Lower energy consumption in the chain through energy-neutral home design Collaborate with Stichting Natuur en Milieu (p. 36). Build infrastructure for alternative energy sources (p. 36).
	Raw materials management (challenges 5 & 6)	Achieve a positive yield by being thrifty with raw materials. Reduce risk of hard-to-obtain materials.	Recycled asphalt (p. 37). Increase insight into material streams (p. 37). Reuse material streams in projects (p. 37).
	Biodiversity (NEW) (challenges 5 & 6)	Contribute to a healthy ecosystem and healthy living environment.	Apply measures that add ecological value in construction projects (p. 38). Try to fit in with natural local environment (p. 38).
Community	Public liaison management (challenges 1 & 4)	Satisfied surroundings ensure a good image, less resistance and more cooperation on construction projects.	Set up construction sites according to the principles of Bewuste Bouwers (Considerate Constructors) (p. 41). Deploy UK expertise in the Netherlands (p. 41).
	Community investment (challenges 1 & 4)	Cooperation with social partners increases the positive impact on society.	Covenants with Stichting Natuur en Milieu and FSC Nederland (p. 42). Involve social partners in formulating sustainability policy (p. 42).
	Quality of life (NEW) (all challenges)	Contribute to the wishes and well-being of the end user.	Structural dialogue with concerned parties at project level to better learn their wishes (p. 42). Thinking in solutions that we can provide, such as the 'Stroomversnelling' and reverse integration (p. 42).
	Social return (NEW) (challenges 2 & 3)	Meet demand from clients. Increased labour participation of people distanced from the labour market. Increase employee satisfaction.	Sustainably hire and retain people distanced from the labour market (p. 43). Contribute to development of PSOBouw, which makes social return efforts measurable (p. 43). Structure the approach with PSOBouw (p. 43).



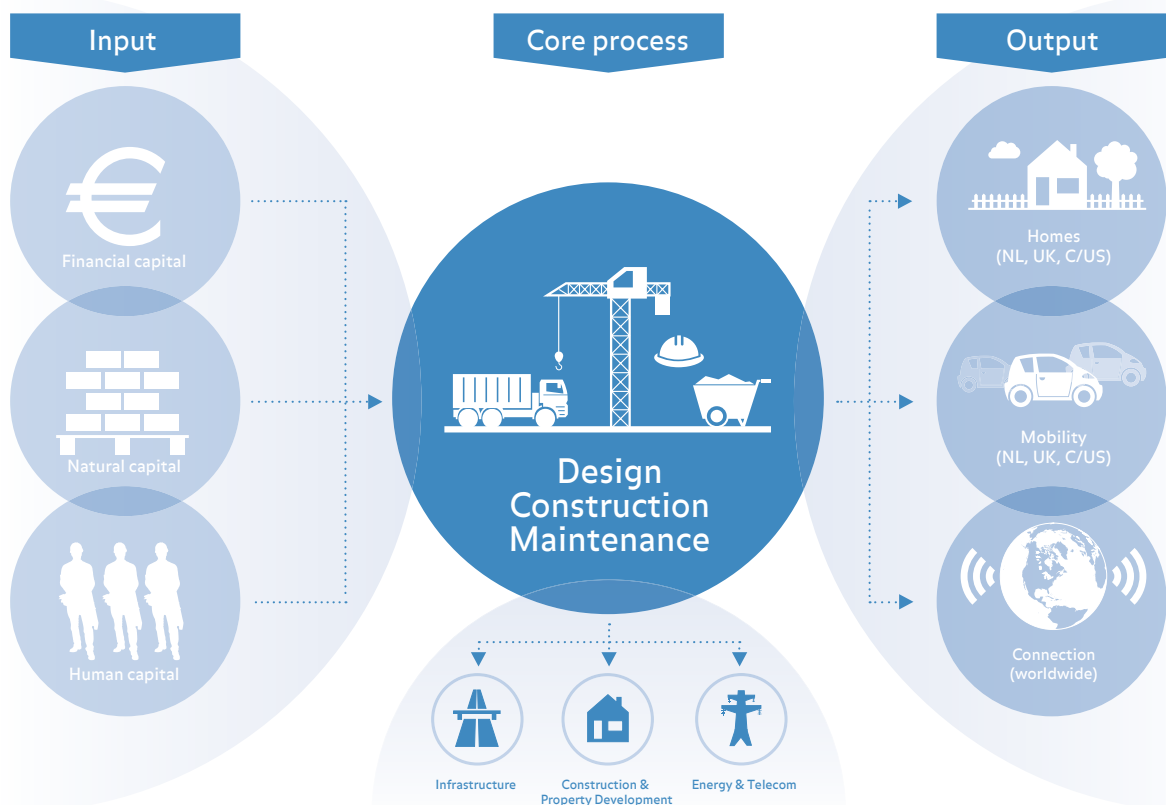
VolkerWessels in the world

VolkerWessels is a construction company operating in the areas of housing, work, mobility, energy and telecom. We undertake development, design, construction, financing, management and operation for all our stakeholders: our customers, employees, shareholders, suppliers and society in the broadest sense.

Within our group of decentrally organised operating companies, we work with some 14,500 employees. VolkerWessels is active in the Netherlands, the United Kingdom, the United States and Canada**. Because of the distribution of our 120 operating companies' activities, both in terms of content and geography, together we have at our disposal a very diverse array of knowledge and specialisms. The operating companies are organised into three main sectors: Building & Property Development, Infrastructure, and Energy & Telecom.

We strive to achieve a solid return from our enterprise, with an eye for our social environment. Therefore, integrity, safety and sustainability are key principles in our corporate strategy. We work out these principles together with our employees, customers, suppliers and other social partners. These are also the main stakeholders in determining how we execute our activities and interact with society. Also in consideration of the continuity of our operations, a good dialogue is essential to the shape of our service provision in the long term. As a group, we aim to strengthen the added value of our operating companies in integrated and multidisciplinary projects.

Operating process and value creation worldwide



** Our activities in the United States and Canada are not part of this report and are not considered further. For more information, please see the section 'About this report'.



Name: Harald Versteeg

Position: Sustainability manager

Organisation: Rijkswaterstaat (part of the Dutch Ministry of Infrastructure and the Environment)

‘Maturing sustainably’

Unfortunately, sustainability is not yet the standard in the sector. We aren’t mature enough yet in that respect. A good example of where we can still make a lot of improvement is in more sustainable construction logistics. Experience with logistic transfer centres in London and Delft shows that the number of transport movements for inner city projects can be reduced by some 68%. You can imagine what this means: less air pollution, fewer accidents, a shorter construction period and lower construction costs. As a sector we think too little in terms of these processes. We think in terms of projects and look at our responsibility. We need to move forward to the next phase, in which other questions take the lead. What do I influence? How can I achieve the greatest social benefit with chain partners? To make this switch, you need to work together as equal partners across the entire chain. This includes customers and suppliers, of course, but also their customers and suppliers. The challenge of taking social responsibility also applies to VolkerWessels. Forge coalitions, deep in the chain and with various parties; together you have more impact on society. A strategic stakeholder dialogue is a good start. The responsibility of Rijkswaterstaat is not to automatically select proven technology, but to encourage and reward innovation, for example, by removing a number of risks in the sector through innovation. Personally, I associate VolkerWessels more with innovation than with sustainability, although those are closely connected nowadays. A topic that came up in the stakeholder meeting was the impact of sustainability on the organisation. Not everything is always rosy. It is interesting to hear that VolkerWessels also makes choices that hurt; that VolkerWessels refused to sign a contract on ethical grounds for a tender it had won. That’s the sort of thing that makes sustainability really credible!’

We achieve this by adopting an entrepreneurial approach to exploiting new opportunities, by introducing sustainable innovations and by giving talented employees plenty of scope to develop.

We distinguish ourselves with our decentralised focus, our broad knowledge and our enterprising operating companies. In order to do our work, we make use of natural resources and materials and the knowledge and expertise of our employees and suppliers, among other things. This input allows us to work on solutions to current problems, so that even in a changing world we can continue to work on construction in housing, work, mobility, energy and telecom. The challenges we face, as we describe them in Chapter 1, are growing ever bigger and more complex in nature. As a result, solving them requires an integrated response at a more central level. As a national group, we can contribute at a higher level with combinations of our disciplines. We work from this strength on innovation for our customers, for example through our PlanetFit innovations. More information on this subject can be found under the theme ‘Innovation’ in the Market chapter.

Our clients	Our suppliers
<input type="checkbox"/> Housing corporations <input type="checkbox"/> Property managers <input type="checkbox"/> Project development <input type="checkbox"/> Decentralised governments <input type="checkbox"/> National government <input type="checkbox"/> Rail infrastructure manager <input type="checkbox"/> Energy and network companies <input type="checkbox"/> Industry <input type="checkbox"/> Telecom providers	<input type="checkbox"/> Raw materials and building materials <input type="checkbox"/> Subcontractors <input type="checkbox"/> Logistics <input type="checkbox"/> Mobility <input type="checkbox"/> Waste processing <input type="checkbox"/> Equipment <input type="checkbox"/> Energy <input type="checkbox"/> Business services

Our chain

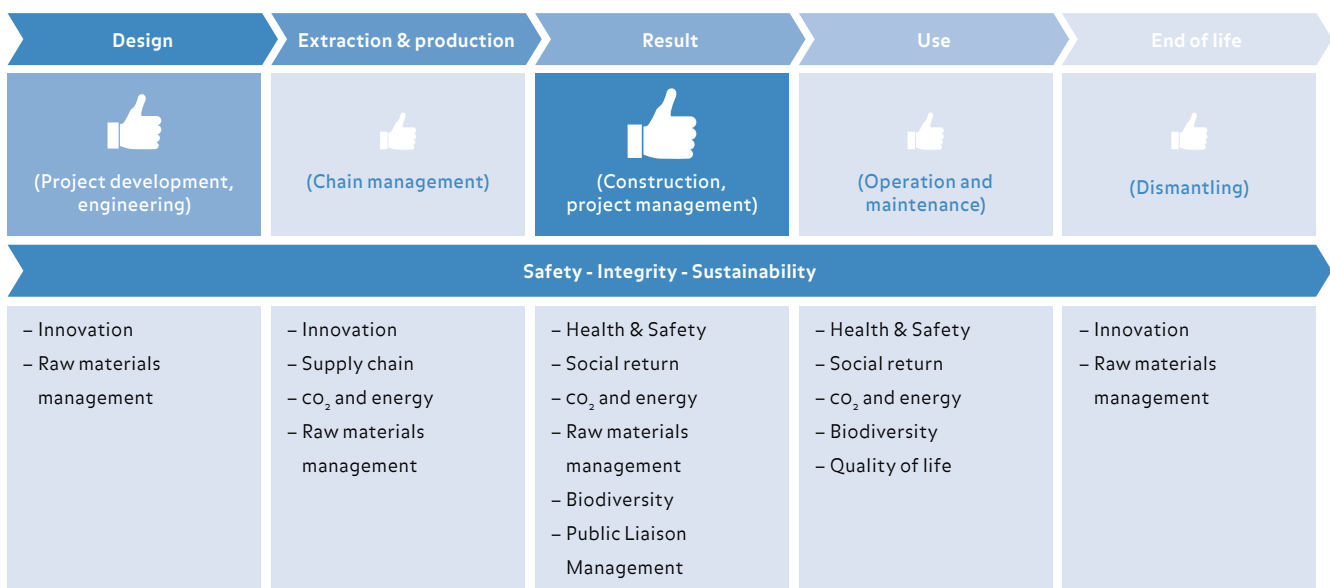
VolkerWessels is active in various places along the value chain, causing the manner and extent of our influence on the chain to vary. For example, it is easier to force a positive impact on our own construction site than at the end of a building's life, where we are not involved. In order to come up with solutions for the challenges our society faces, we need to consider carefully how we can direct the influence that we do have. We make the most of cooperation with the partners in our chain. More information on this topic can be found under the theme 'Supply chain' in the Market chapter.


Different social subjects are important at different places in the chain. At the beginning and end of the chain, closing the materials cycle is an important issue, whereas in the construction phase, safety on and around the building site is the top priority.

Taking a cost-aware approach to our projects is something we also try to spread throughout the chain. By considering the total costs in the lifecycle, asking for a longer warranty period or including maintenance obligations in the contract, there is more space for making sustainability and long-term considerations play a role in our projects.

Value chain

Our influence



 The size of the thumb indicates VolkerWessels' influence.

'We make the most of cooperation with the partners in our chain.'

Sustainability at VolkerWessels

CSR mission and vision

For VolkerWessels, Corporate Social Responsibility means added value in economic, social and ecological terms. But whether we call it sustainability or CSR, for us, doing business is about doing business while being mindful of the three Ps: People, Planet and Profit.

VolkerWessels sees corporate social responsibility as the combination between social development and entrepreneurship. In continuously trying to find that combination, we ensure that our projects have a maximum sustainability impact, and we also create business opportunities. We focus on what we're good at and we try to distinguish ourselves with respect to sustainability in that area. Our strategy focuses on continuously trying to find the connection between our projects and sustainability. We determine our strategy and our focus in consultation with our stakeholders. We work them out with our operating companies, so that the programmes remain close to our work and the reality of the construction world.

Sustainability strategy

In our vision, input from the operating companies is a prerequisite to guarantee the inclusion of sustainability in the projects. Therefore, we see the group's role in two ways. On the one hand, the group determines the vision for the operating companies. On the other hand, the group facilitates the operating companies. By involving in our sustainability programme those involved in our core process, we set our vision in motion. Consequently, when we worked on implementing the sustainability vision and strategy in the last year, the input from the operating companies was an important focal point.

'Our strategy focuses on continuously trying to find the connection between our projects and sustainability.'

Consultation structure: vision in motion

The core of corporate social responsibility lies in involving our stakeholders in the formulation of policy and the execution of projects. VolkerWessels attaches great importance to this and has, as a result, set up a consultation structure in which internal and external stakeholders play a prominent role. We also follow the example of similar companies, based on benchmarks such as the Transparency benchmark and the CO₂ Performance Ladder.

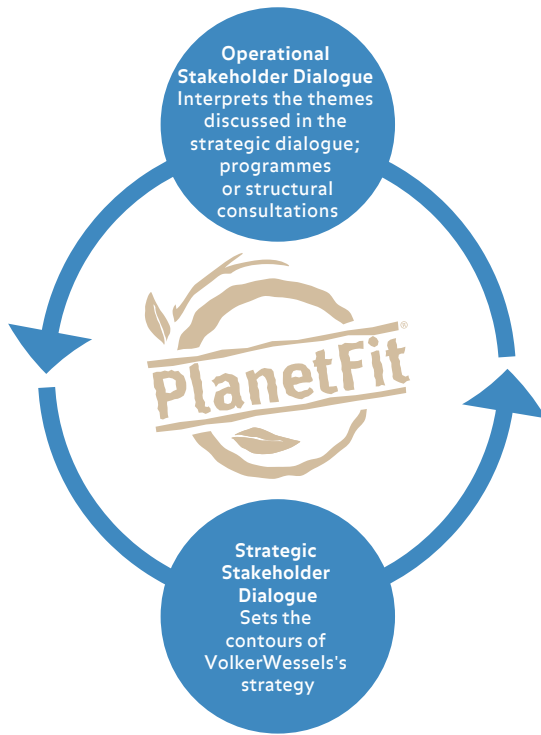
Transforming vision into action is something that we see as a precondition for a sustainable result. Therefore, in setting up this consultation structure VolkerWessels paid attention to the way in which vision and action continually reinforce each other. VolkerWessels's sustainability policy focuses on transforming vision into sustainable behaviour on the work floor and in projects. The consultation structure has three parts: the strategic stakeholder dialogue, the operational stakeholder dialogue and the CSR platform. The sustainability coordinator at VolkerWessels is present at each of these meetings to ensure harmonisation between the different consultations.

The strategic stakeholder dialogue

Each year we organise a strategic stakeholder dialogue, in which we include VolkerWessels directors and representatives from the operating companies as well as various external parties, such as MVO Nederland (CSR Netherlands), Rijkswaterstaat (part of the Dutch Ministry of Infrastructure and the Environment) and Profundo. In this meeting we consider our vision, the trends in society and the expectations of external stakeholders, in order to set the contours of our strategy, by performing a materiality analysis and setting the relevant themes. The output of this dialogue is used as input for the operational stakeholder dialogue.

The operational stakeholder dialogue

At least twice a year we also organise an operational stakeholder dialogue. Representatives from the different operating companies participate in this dialogue. Natuur en Milieu, the Dutch foundation for nature conservation and environmental protection, is also a permanent partner in this dialogue. In this meeting we work out the themes set during the strategic dialogue by setting up follow-up programmes and agreements with the relevant operating companies, Natuur & Milieu and possibly other parties. In order to meet the objectives, these follow-up agreements may grow into programmes or regular consultations. The output of these dialogues then functions as input for the strategic stakeholder dialogue described above.



The interplay between these two dialogues creates both mandate and vision as well as interpretation and action. Sustainability innovations and programmes are born of the interaction between these two dialogues. The best innovations and programmes are awarded our company 'PlanetFit' certificate for sustainable innovations. For more information, please see the Market chapter.

The CSR platform

The CSR platform meets a few times a year. This is the platform where decisions about our sustainability policy are made and put into force and the strategy is adjusted if needed. The platform is chaired by a member of the Board of Management and includes executives from various sectors as well as an HR director and the sustainability coordinator. In the past year, the CSR platform's main challenges were linking sustainability to our core process and trying to find a strong social component in times of crisis.



Name: **Kristel Verhoef**

Position: **Advisor on responsible investment**

Organisation: **Profundo**

A social mission ...

'Profundo is a research and consulting agency specialising in raw material chains, the financial sector and various themes surrounding sustainability and corporate social responsibility. Our clients are generally found in the public sector; they may be NGOs, governments, pension funds or other research institutes. We often distinguish between different sectors in our research. I'm not a construction sector specialist, but I've noted in research and in various meetings that sustainability is really an area of development in the construction sector. That applies particularly with regard to energy-saving measures and responsible supply chain management. Sustainability is now often driven by a focus on technical innovation, cost savings and regulations. How do I shrink my footprint? Are there sustainable alternatives for materials? How do I consume less energy and limit my negative environmental impact? What I'm missing here is an underlying, coordinating mission and vision. What is your business's position in society? How can you add the most value? My advice is to formulate a clear social mission, really listen to end users and actively direct accordingly. But I also recommend a broader, more intensive cooperation with important stakeholders, such as governments and NGOs, local initiatives, customers, competitors and pension funds. This brings about surprising, valuable innovations. VolkerWessels, as a large, innovative player in the branch, can play a driving role in this.'



Name: **Leo Blenkers**
 Position: **Project leader**
 Operating company: **VolkerRail**

‘Dare to invest in sustainability’

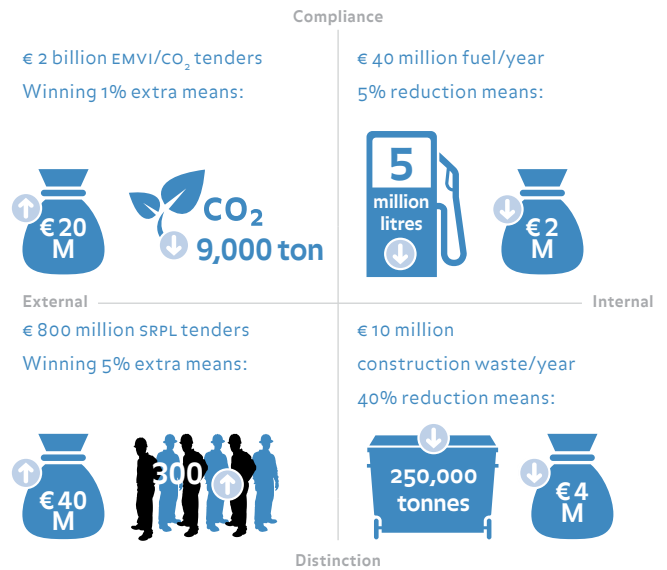
Geothermal, electric and central piping systems are the three types of systems VolkerRail uses to keep railway switches free of snow and ice in the winter. VolkerRail, with its partners Eindhoven University of Technology and ProRail, has developed, produced and tested a new kind of heat exchanger, which has now been tested in a climatic chamber, where it was possible to simulate extreme winter conditions with snow and temperatures down to -20 degrees. Using geothermal heating for railroad switches is the most sustainable solution. For that reason, the new Hanzelijn railway between Lelystad and Zwolle has six geothermal systems equipped with next generation heat exchangers. The advantages are numerous: it is robust, needs little maintenance and has few malfunctions, it is energy efficient and has a drastically reduced level of CO₂ emissions. Unfortunately, not every geological soil profile is suitable for the ground loops which are required for this type of heating. An alternative for those places is an electric switch-heating system: Electrical Point Heating (EPH). EPH has been successfully applied in several locations in the Netherlands starting in 2013. With an improved version of the electric heat exchanger, the efficiency is 30% higher than conventional electric installations. That same heat exchanger also improves the efficiency of the regular central (heating) pipe system by 30%. VolkerRail recently installed this system at the Heerlen yard. This is one of the ways in which VolkerRail methodically works to improve the sustainability of switch heating in the Netherlands. My personal opinion is that we owe it to society, the Earth and nature to choose sustainable solutions. The high research and development costs make this a challenge, but my advice is not to go for short-term gains. An inexpensive solution today may end up a lot more expensive down the road. Think green. Think sustainable. And dare to invest in the future.’

Sustainability in our work

Because VolkerWessels believes in combining sustainability with business, we have developed a test framework that can provide direction in trying to find the connection and offer help in the development and roll-out of sustainability programmes. This framework has two axes.

- **Compliance:** what sustainability benefits can we achieve with business-as-usual?
- **Distinction:** how can we stand out in sustainability?
- **Internal:** what sustainable opportunities are there in our operations?
- **External:** what sustainable opportunities are there in the market?

We position our sustainability themes in this quadrant, after which we try to find the maximum social and financial impact.



‘Think green. Think sustainable.
 And dare to invest in the future.’

The matrix also directs the way that we interpret the programmes. For example, in sustainability programmes, which are more likely to focus on our own company internally, we focus on cost-saving measures, whereas for programmes that are more externally oriented, we focus on the client's and end user's expectations. On the other hand, for distinctive programmes we are more likely to focus on change management, whereas for savings in 'business-as-usual' or compliance we will tend to focus on discipline and commitment. In this way, this quadrant offers us a tool for achieving our combined social and financial objectives.

During the 2013 strategic stakeholder dialogue, we plotted the main themes on this matrix so that we could work it out further during the operational stakeholder dialogue.

Responsibilities

The Board of Management is responsible for the sustainability policy and the achievement of objectives. The main role of the CSR department is to coordinate and push the sustainability policy and to facilitate the operating companies in achieving their objectives. The CSR department reports to the CSR platform, works closely with the various management teams and provides information to the Board of Management. The operating companies annually set a policy that is aligned with or complements the sustainability policy and feeds this back to the Board of Management via control statements.

In these statements the operating companies indicate how their sustainability policy aligns with the group policy.

Sustainability policy development

In 2013 the sustainability policy took a further step in implementation. Key concepts in this development were harmonising with the business and turning the vision into results. Based on the various stakeholder dialogues we have added three themes: Social return, Biodiversity and Quality of life. These themes came up explicitly in both an inventory of employee input and the strategic stakeholder dialogue. Based on these findings, it was suggested to the CSR platform that these themes be added to the list of existing themes. In the coming year we will set up new objectives and programmes for these themes. We have decided to retain the elements and themes defined five years ago in order to show our trend over the preceding period. Our materiality analysis and the strategic stakeholder dialogue also revealed that these themes are still important.

From its vision of the four elements market, employees, environment and society, VolkerWessels has formulated ten themes. These will be used to actively measure and direct the sustainable development of the group.

Market	Employees	Environment	Community
<ul style="list-style-type: none"> - Innovation - Supply chain 	<ul style="list-style-type: none"> - Health & Safety - Integrity - Training & Development - Diversity 	<ul style="list-style-type: none"> - CO₂ - Raw materials management - Biodiversity 	<ul style="list-style-type: none"> - Public Liaison Management - Community investment - Quality of life - Social return

Letting the sunshine in ...

The source is already there. With its hot desert climate, the African sun can burn forever. It is energy in abundance. But how can that energy be harvested? Wouldn't it be great if the solar specialists of tomorrow came from Namibia? With any luck, the seed for this idea has been planted in Apeldoorn. A solar power plant for a training centre: Stichting Young Africa, Felua-groep and VolkerWessels Telecom, three organisations linked to the region, are putting disadvantaged African youth in the limelight.

'But in that case I've got an idea. When VolkerWessels challenged its operating companies to initiate a socially responsible project, Andre Mulder thought back to his time in Zimbabwe, where the VolkerWessels Telecom purchaser saw with his own eyes what Young Africa achieved with volunteers, donations and subsidies: a school for a few thousand students. 'We wanted to do something for Young Africa, but not something like a direct donation; anyone can give money. This is about involvement.' We wanted to initiate a project where we use our own expertise to generate the means.'

Winning brainwave

A climate-neutral, solar-energy power plant for the training centre initiated by Young Africa: that was 'the winning brainwave'. Thirty disadvantaged youth from the townships of the Namibian city Walvisbaai are being educated in solar technology in order to build the desperately needed local expertise to 'let the sunshine in'. Andre explains: 'Solar energy is a specialism of VolkerWessels Telecom. Considering that Namibia can do little with really advanced high-tech, we supplied various basic, independent systems. Then if something malfunctions, it doesn't shut the whole network down. Spare parts, manuals and a brand that's available locally: you have to consider all of these things. Ultimately two containers with handy construction kits were shipped to Namibia.' Now the solar power plant supplies the training centre with energy. That saves some € 3,500 in energy costs each year. How were the funds generated in the end? 'VolkerWessels Telecom is currently installing a lot of new

equipment for 4G networks,' explains Andre. 'That means removing the old 3G equipment. Disposal costs money and has a negative environmental impact. But if you take it all apart, you have copper, stainless steel and aluminium. And that's worth money. Moreover, Stichting Wilde Ganzen (Wild Geese Foundation) increased our funds by more than half.'

'Everyone is talented'

Dismantling the 3G antennas is hard labour and costs a lot of expensive man-hours. That's where Felua-groep comes in. This organisation acts as an intermediary and coach to people distanced from the labour market. 'It's a win-win situation,' comments John van den Esschert, who coaches employees as the team manager of external placement: 'For our people this means working in a professional environment. Our goal is to help everyone find regular work. We mediate and coach people of all levels. From hospitality to production, maintenance to administration, our people are seconded out everywhere. Everyone is talented. Only for some people, it's difficult to find a job because of a physical or mental impairment. But what it's really all about is always thinking in terms of possibilities.' As though it's his regular workplace, John guides us enthusiastically through the halls of VolkerWessels Telecom. He is stopped regularly for a chat. In high spirits, the Felua-groep employees dive into their tasks with great dedication, from sorting and researching to transport and distribution, but also more complex activities like disassembly. John comments: 'Make no mistake; they might take a bit longer to do the job, but some of them are really knowledgeable about technology.'

Riding on positive energy

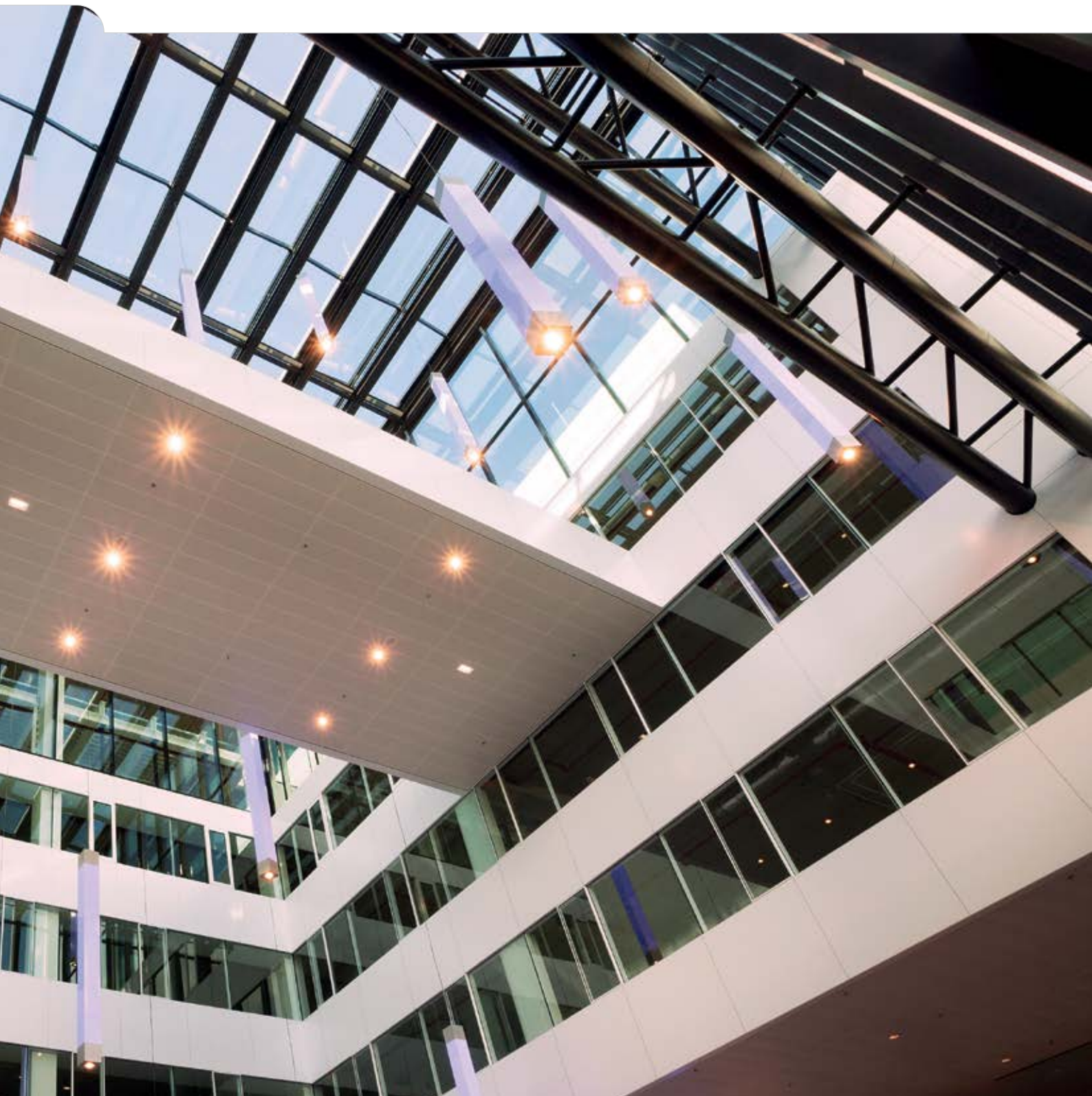
Andre has also noticed that his new colleagues feel at home here. The VolkerWessels Telecom purchaser points to a fence. 'Off-limits for us', he grins. 'This is the domain of two of the female workers from Felua-groep.' 'Brigitte's cart'. The symbolic value of the label is clear. 'Nice, isn't it?' John smiles. 'Those little things are so important. Even just wearing company clothing makes our people proud. You even see them walking around the city in them. Ultimately it's all about (self) respect and value. The people at VolkerWessels Telecom are

'Anyone can give money.
This is about involvement.'



well-aware of this. It's not something you can learn. It's in your genes.' For the African solar project, the Felua-groep employees got to spray-paint graffiti (under supervision) on the 128m² housing, which protects the power plant in Namibia from theft. 'It took them a little over an hour to do it. Our people had a great time,' assures John. At the moment there are 10 people seconded to VolkerWessels Telecom. Two Felua-groep employees have already been given a contract. 'Recently one even got to try out climbing a mast. It was windy and raining, but the guy loved it,' beams John. 'Yeah, that makes me really proud too. This is such a great company! When I walk around here I feel like I work here myself. And when I leave, I'm riding on positive energy.'

'Even just wearing company clothing makes our people proud. You even see them walking around the city in them.'



Level in Leiden is a unique meeting place and exchange area where lots of different things come together: looking and buying, enjoying and healing, making an effort and relaxing, learning and working. This building was built by the VolkerWessels companies Visser & Smit Bouw and Boele & van Eesteren.

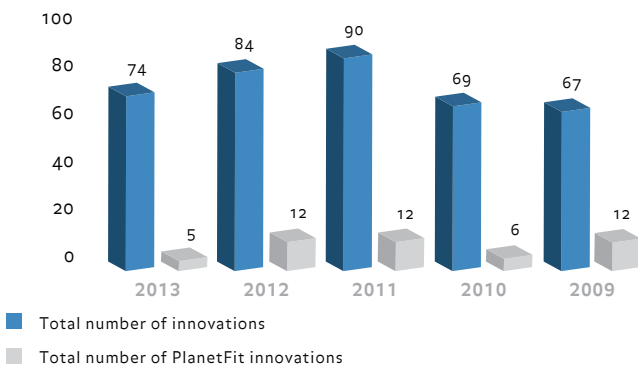
Market

Sustainability is not an isolated subject; it is inextricably intertwined with our daily work. This means, among other things, that we are continually trying to find new solutions for our products and services that provide sustainable added value that we can also market. This allows us to contribute to both the organisation's returns as well as to ecological and social added value. These innovations contribute to attracting new orders and to a more efficient core process. We use our influence within projects to achieve the greatest possible sustainable impact. We can't complete sustainable innovations and projects on our own, though; we need other market players for this:

- our clients, who are open to new ideas and who reward sustainability;
- our suppliers, who help us to put the innovations into practice;
- our knowledge partners, who support us in the development of new ideas.

By working with these market players, together with our suppliers and clients we are capable of developing integral chain solutions so that we can promote sustainability in the chain.

Innovation



The innovative strength in our company springs from our enterprising operating companies with their specific knowledge of specialisms and regions. As a result, there is a direct link between innovations and practice. Innovation and sustainability go hand in hand in this: by doing things smarter, faster and cheaper, we consume less material and energy and there is less impact on the environment. The application of digital tools such as BIM (Building Information Model) and process innovations like LEAN management allow us to devise

'We can't complete sustainable innovations and projects on our own.'

clever solutions to possible problems at an early stage and prevent negative effects on the environment and vicinity.

With our innovations are ever striving to find win-win-win combinations: positive social impact, lowered costs and increased revenues. In 2013, there were 74 of these innovations at our company. One example is the brushing machine, which allows us to lay fibre optic networks faster, more safely and with less nuisance to the surroundings. By brushing the ground away rather than digging it, the work is done faster, uses less fuel and there is a lower risk of excavation damage, which is a great benefit to our clients. Because the work is finished faster, it is seen as less of a nuisance. For example, for work in the city centre, the brushing machine creates less nuisance for shopkeepers and their customers. Faster execution also leads to reduced economic losses, because shops and shopping areas are less inconvenienced and are available to the shopping public sooner.

Another example is the total concept of the Sustainable Construction Site, which helps construction companies to construct their project in a sustainable manner. At the moment, the concept is being redeveloped by VolkerWessels Bouwmaterieel into Sustainable Construction Site 2.0, a unique concept that enables construction companies to arrange their construction sites more sustainably, safely and inexpensively. Some examples of improvements include better insulation for construction site offices and an automatic clothes dryer in them, so that it is no longer necessary to heat the offices 168 hours per week. Besides being better for the environment, the concept could also be very valuable in the tendering phase of a building project to increase the chance of securing the contract. The Sustainable Construction Site is subject to continuous development aiming to create maximum value for the construction companies in the area of sustainable construction and corporate social responsibility.



Name: **Ron Peters**

Position: **Director**

Organisation: **The Association of Ready-mixed Concrete Manufacturers in the Netherlands (vobn)**

Conscious with concrete ...

'Sustainability isn't a hype anymore. Sustainability is the future. As the branch association for ready-mixed concrete manufacturers, we have a pioneering role. For example, we are a key participant and an indispensable knowledge partner in Green Deal Beton. In addition, vobn has introduced the 'Beton Bewust' (conscious concrete) certification mark. Some 90 to 95% of our members are certified. External recognition is also growing. CO₂ emission inventories of certification mark holders are being accepted as reporting by a top supplier for the 5A2 and 5A3 requirements on rung five of the CO₂ performance ladder. But Beton Bewust extends further than just CO₂; it contains five main themes, including occupational safety, reuse and integrity. It also represents a safe structure with a long lifespan. That makes (ready-mixed) concrete almost by definition a sustainable building product and a permanent value to the circular economy. That in no way means that the search for more sustainable concrete has ended. Consider, for example, binding agents with a lower environmental impact and initiatives such as 'the green m³' calculation method. Beton Bewust is a dynamic certification mark which we continue to develop. We keep raising the bar. In doing so, we listen closely to our stakeholders and insights from the market, because cooperation in the supply chain is an essential part of making the chain more sustainable. VolkerWessels, which also visibly works sustainably to this end can play a pioneering role in this, for example by naming companies with the certification mark as preferred supplier. It works both ways. With the guarantee of a certain quality and sustainability level, the certification mark encourages contractors and other supply chain partners to realise their sustainability ambitions.'

Our internal sustainability label 'PlanetFit' is used to promote sustainable innovation in our business. In 2013 we awarded this label to five innovations. PlanetFit received less attention in 2013, but in 2014, PlanetFit will be revived so that more of our innovations can be crowned with this label. Two of the projects that received the PlanetFit label were the brushing machine and the Smart Parking system. The Smart Parking system allows road users to find a parking space more quickly, which positively affects CO₂ emissions, air pollution and traffic circulation.

By looking at our core activities in a new way, including the financial aspects as well as the social aspects, we can develop new initiatives. The demand from society plays an important role in this: how do people want to live and work? What determines the value of a house or an office building: the energy bill, the flexibility of the space, or the green surroundings? As a response to these demands on the living environment, in 2013 we delivered PlusWonen's first energy-bill-free homes. The PlusWoning also joined the PlatformBouwen concept in 2013, a new process, product and services platform that we laid the foundation for in the past year.

One of the other innovations relating to construction and homes is the Stroomversnelling. You can read more about it further into the report.

In order to get the maximum social and financial returns from our innovations, the innovations continue to be developed in our projects. This enables us to gain experience with the returns and the effectiveness of the innovation, which in turn makes the effectiveness credible to the rest of the organisation and the client. Demonstrable performances play an important role in the acceptance and valuation of new methods and products and are decisive for the company-wide application of innovations. PlanetFit is a tool in this process.

'The demand from society plays an important role in this: how do people want to live and work?'

Another way to increase the effect of innovations within the group is to choose an integrated approach; by sharing knowledge and executing projects with an integral vision, we can create smart combinations between companies and even spanning sectors, in order to achieve the best result. By combining our knowledge of constructing noise barriers and installing solar panels, we can add an extra function to noise barriers, for example: energy generation. Smart use of the noise barriers eliminates the problem of a lack of space for solar panels.

Objective

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

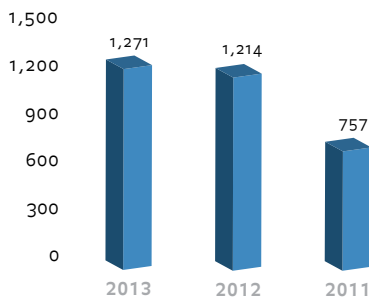
Highlights in 2013

- The first energy-bill-free home was sold.
- The last PlanetFit evaluation was held off until 2014. We therefore expect a higher percentage in 2014.
- An innovation day was organised, in which 31 operating companies shared knowledge and innovations and brainstormed on new solutions.

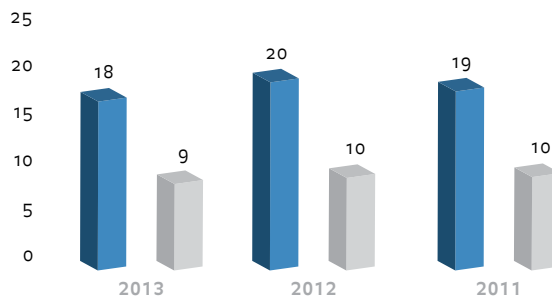
Actions ongoing in 2014

- Early 2014: complete evaluations of newly submitted innovations.
- Actively encourage PlanetFit Labels through stakeholder dialogues.
- The performances of the energy-bill-free home are being measured so that the concept can be further improved.

Supply chain



■ Number of in-house developed homes in which sustainable wood was used



■ Number of VolkerWessels operating companies that are FSC certified
 ■ Number of VolkerWessels operating companies that are PEFC certified

We have a responsibility to deal with our supply chain in a socially responsible manner. The importance of this responsibility continues to grow; consequently, we continue to make our supply chain policy more formal and professional. Our priority is good cooperation with chain partners, cooperation in which we encourage them to continue to make their businesses more sustainable themselves in the areas of safety, material, social return and integrity.

On the one hand, in our role as client we have a responsibility to the chain. This means that we take the initiative to make the supply chain more sustainable. To make our wood purchasing more sustainable, for example, along with other construction companies and wood suppliers, we signed a partnership with FSC Nederland. Along these lines, in 2013 we signed a new agreement that will lead to the use of only fsc wood for all projects executed under our own management and the submission of tenders exclusively specifying the use of FSC wood.

In order to achieve these challenging targets, we formulated an annual plan for 2014 with concrete goals and measures for the entire group. At the moment, 18 of our operating companies are FSC certified. In addition, some of the operating companies have a PEFC certificate. In 2013 we built fewer houses using sustainable wood. This possibly resulted from the fact that the total number of houses delivered this year also showed a declining trend.

On the other hand, we expect more and more from our suppliers with respect to sustainability. Led by our central Purchasing Platform, we are taking steps to formalise our requirements to suppliers in the form of purchasing conditions. For joint purchasing we have a Code of Supply. We are also currently developing selection criteria to enable the selection of suppliers based on concrete sustainability requirements. In addition, in 2013 we started a pilot to get better insight into the material streams which are purchased within our group. The aim in this regard is to enable us to steer towards reducing our material and soil streams. This will then be further developed in our purchasing policy and in the purchasing guidelines.

We also need our supply chain in order for VolkerWessels to become more sustainable. By working with strategic suppliers, we can make our core process more efficient, reduce costs of failure and drive down CO₂ emissions and transport movements. 92% of our companies include CSR clauses in their purchasing contracts or conditions. In 2012 that was 93%. The lower percentage is the result of a number of internal mergers. We are also signing agreements and making strategic partnerships.

‘Because we continually introduce innovations in our projects, we maintain our strong market position, while at the same time we offer our clients the best possible, sustainable solution.’

For example, with other chain partners we are working to make the concrete supply chain more sustainable in Green Deal Beton.

Objectives for 2012-2014

- Further introduce the 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 (not an objective but a claim).

Highlights in 2013

- We set up an FSC Annual Plan for 2014.
- A pilot programme was started to increase our insight into materials and (sales) volumes of concrete, steel and wood, a few of our main material streams.
- Through the use of control statements completed by our operating companies, we ensure that the operating companies' policies are in alignment with the Guiding Principles.
- We set up a Purchasing Platform to direct the central agreements and central monitoring of purchasing.

Actions ongoing in 2014

- Monitor purchasing and increase insight. Analyse purchasing flows and perform risk and impact analyses. Determine follow-up policy based on the analysis.
- Implement FSC annual plan: 70% purchase of sustainable wood in 2014. As of 2014, exclusively purchase certified sustainable wood and wood products and apply these in construction projects under our own management.
- Submit all tenders based on certified sustainable wood and wood products.
- Complete insight into wood purchasing in 2014.
- Implement plan 'Green Deal Beton Concrete 2.0'.

And furthermore ...

In order to have a real social impact, it is important that sustainable solutions are valued and encouraged in the market. VolkerWessels plays an important role in this. Because we continually introduce innovations in our projects, we maintain our strong market position, while at the same time we offer our clients the best possible, sustainable solution. Clients themselves play a big role in the valuation and encouragement of sustainable solutions. A good example of this is the introduction of new contract types, which challenge us to not only perform well financially, but also to implement a solid sustainable solution.

By including the total costs over the life cycle, requesting longer warranties or including maintenance obligations in the contract, there is more space to include long-term considerations in the project approach. DBFM (Design, Build, Finance, Maintain) contracts, such as SAAone, encourage us to work with our client towards a common objective. New types of contracts also encourage thinking beyond the limits of the project and consider, for example, the interests and wishes of end users. Thinking about what they value enables us to increase the end user's quality of life.

Dilemma: sustainability versus the lowest price

Despite the developments in contract types described above, there are still big differences between tenders in terms of the valuation of sustainability. There are still a lot of tenders granted to the party with the lowest price**. This goes hand in hand with the fierce competition in the market, strengthened by the economic crisis. It is difficult to distinguish yourself in terms of sustainability when that is not an aspect valued by the client. For that reason, VolkerWessels collaborates with other construction companies, MVO Nederland and clients to make contract types more sustainable in the initiative 'Winnen op Waarde' (Winning on Value).

** http://www.eib.nl/pdf/EMVI_tenzij.pdf



Name: **Jordi Schoffelen**

Position: **Head of Product and Concept Development (South)**

Operating company: **Bouwbedrijven Jongen**

'Going for zero on the meter'

'EVEN in the Netherlands some families regularly face energy poverty. There are people who literally have to decide whether they get to eat or shower that day based on what's in their wallets. That is extremely confrontational. The Stroomversnelling project is a joint initiative by the market and the government to methodically make social housing construction more sustainable. It is a noble task and a unique ambition. Big builders and corporations unite to get the energy bill down to zero. Without increasing rental fees, residents receive a home completely renovated to be more sustainable; the energy costs saved are used to finance the renovation. There is a great deal of ambition here. Zero on the meter for a worthwhile price is not an impossible mission, but it is also no simple task. In older neighbourhoods in particular, you have to deal with energy-guzzling homes. New facades, a new roof and sustainable systems. You actually have to build a complete new home around the old one. Of course, every home is unique, but in the end you want to translate the lessons learned into a certain degree of standardisation and industrialisation. That's why all of the participants in the Stroomversnelling initiative share their knowledge and experiences. Personally, I am a member of VolkerWessels's core team and am involved in the prototype, which we at Bouwbedrijven Jongen are building in Melick. It's one home in a tiny church village in Limburg, but the interest is overwhelming. We receive questions and visitors from across the country. I predict that a lot of similar initiatives will spring up. And that's great; after all, the result is more important than the label. You start to structurally think and cooperate differently. That new vision really appeals to me.'



Two vsmc employees are working on a hoisting structure that can be used to place two cable pans aboard a cable-laying ship or barge. vsmc and vsm were responsible for the design and construction of the hoisting structure and the cable pans.

Employees

Our employees form the foundation of our sustainability strategy. Without them, we can't implement our vision or objectives. By working safely, with integrity and in a sustainable manner, we guarantee the quality and sustainability of our projects. The global challenges, such as the ageing population and the 'participatory society' (a currently relevant concept in Dutch politics, emphasising the responsibility of individuals to take care of their own lives), lead us to take a more central role in society. Our employees play a critical role in this.

We focus on the themes health & safety, integrity, training & development and diversity. The safety of our employees is top priority: we work safely or we don't work at all! Due in part to the ageing population, it is more important than ever to keep employees healthy and fit. Our personnel are also becoming increasingly diverse and we face new demands from the market relating to employees. That's why we believe it important to invest in our employees.

Health and safety

Our activities have certain associated risks. To our great regret, we had two fatal accidents in 2013, one of which our own employee. We believe that we must constantly pay attention to the safety of our employees and their colleagues. Safety is part of our business culture. Developing a culture in which safety goes without saying is a continuous process. In order to reinforce this process, the safety advisory group at VolkerWessels has been changed into the central Safety Platform, which is directed by the Board of Management. The platform introduced a VolkerWessels-wide safety

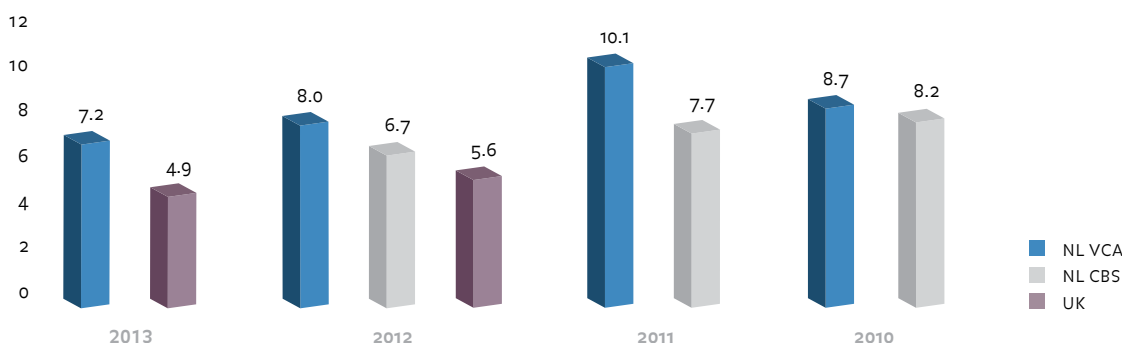
'By working safely, with integrity and in a sustainable manner, we guarantee the quality and sustainability of our projects.'

programme in 2013: WAVE! (Wees Alert, Veiligheid Eerst! (Be alert, safety first!) (WAVE).

In 2013 our IF rate, the number of incidents per million worksite hours, dropped slightly compared to 2012. This is an indication that our employees' safety awareness has increased. We also see a break in the trend with respect to the earlier communicated figures, which can be explained by the fact that in 2013, we started using the VCA method for calculating health and safety figures, with retroactive effect back to 2010. This is also the reason why the safety figures for 2009 have not been included.

In order to learn from accidents, a central registration system for lost-time accidents has been set up as part of the WAVE programme. A report of these events is generated monthly. The method we use to calculate absenteeism figures was also adjusted in 2013 in order to make it possible to measure our improvement. As of 2013, we use the VCA definition of safety instead of the CBS definition, because it is more aligned with the

IF rate*
(in percentages)



* KPMG provides assurance of these figures, except for the safety figures for 2010.

existing measuring methods used by our operating companies. This change was made in order to continue to be able to compare the safety figures. Despite our continuous attention to safety, there is still a lot of room for improvement in the sectors we work in. To address this, an initiative started in 2013 to develop a safety agreement together with other big construction companies and clients. This safety code will be officially signed by VolkerWessels and other initiators in 2014. The Safety Performance Ladder is being further implemented in various rail projects. This instrument was developed by ProRail to improve safety along the tracks. A last point is that technical innovations also make a big contribution to better safety at work. For example, this year we tried out installing stop lights on our asphalt trucks to improve the interaction between operators, drivers, and surrounding employees. In the future we want to apply this to all machines and projects.

Objectives for 2012-2014

- Active cooperation among operating companies to drive down sickness absence.
- Periodic improvement-goal progress meetings between the Board of Management and executives.
- Continuous development of corporate safety policy in cooperation with the Safety Platform.
- Achieve rise on Safety Ladder from 3 to 3.5.

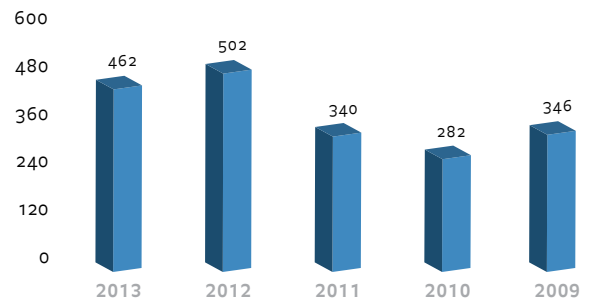
Highlights in 2013

- There was a conference between operating companies about safety lessons.
- The WAVE campaign was introduced at all Dutch onshore operating companies.
- The first WAVE courses for project leaders and work foremen were successfully completed at VolkerWessels Academy.
- We signed the declaration of intent regarding dust-free operations from Inspectorate szw (Ministry of Social Affairs and Employment).
- Four VolkerWessels UK projects won the 2012 British Safety Council International Safety Award.
- During the annual audit, level 3 of the Safety Ladder was successfully maintained.

Actions ongoing in 2014

- Continue WAVE campaign.
- Sign Governance Code Safety in the Construction Sector.
- Further roll out the programme of WAVE courses in the operating companies.
- Expand central registration and reporting of accidents with other categories in order to learn from accidents.
- Publish safety newsletter every quarter.
- Further expand Safety Ladder.
- Install stop lights on asphalt trucks.

Integrity



■ Number of employees participating in integrity workshops in the Netherlands, in programs including the VolkerWessels Introductory Programme and other meetings*

Integrity is one of VolkerWessels’s core values. Reliability and integrity in our business is a priority, both within the company and towards customers. The code of behaviour provides practical guidelines that include examples of the importance of acting with integrity. The guidelines cover public relations, dealing with business partners, competitors, the internal organisation and colleagues as well as compliance and policy. In addition, in 2013 VolkerWessels signed the Global Compact and the Manifest Maatschappelijk Verantwoord Inkopen (Socially Responsible Procurement manifesto).

In 2013 the Integrity Committee became the Integrity Platform, which is led by the Board of Management. The platform has three objectives: increase employee awareness that integrity is important, embed integrity in the business culture and increase awareness of the content, purpose and compliance of the prevailing, generally accepted social norms and values and national and international legislation and regulations. In 2014

* KPMG has granted assurance for these values.

the platform will focus on working out the content and layout of the integrity workshops and the online tool, which will be made available to all VolkerWessels employees. In the Netherlands, 13 integrity workshops have been given, to a total of 462 employees. Integrity is also an important part of the VolkerWessels Academy workshops.

There were 50 reports** to confidential counsellors in the Netherlands, compared to 35 in 2012. This includes reports about subcontractors. We consider this increase to represent a positive development: an increase in the awareness of integrity. There were 13 reports to confidential counsellors in the United Kingdom, though reporting there is defined differently than in the Netherlands**. Moreover, reports of integrity issues are anonymised. This will apply to all operating companies in all countries.

Objectives for 2012-2014

- Introduce integrity programme in the operating companies.
- Further develop the policy and define concrete actions for improvement.
- Gain better insight into integrity risks and integrity culture.
- Increase awareness of integrity.

Highlights in 2013

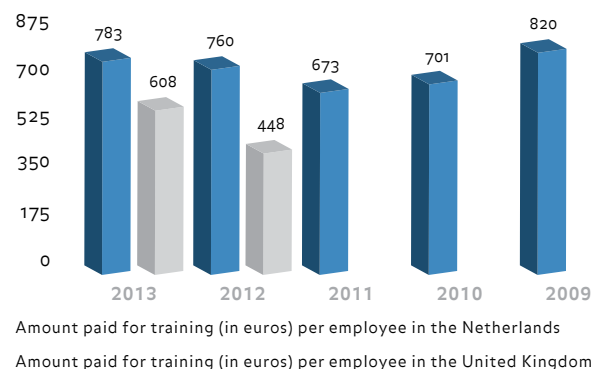
- In 2013, there were 13 integrity workshops given to 462 employees in total.
- The Integrity Platform was founded to secure the integrity policy at a central level.

Actions ongoing in 2014

- The Integrity Platform works out the content and layout of the workshops.
- Anonymise reports of integrity issues (for all operating companies in all countries).

** In the UK, employees report what is known as grievances. The definition of grievances is somewhat different from the reports to a confidential counsellor in the Netherlands. The number of disciplinary actions was not included in this figure.

Training and development



VolkerWessels Academy

Much changed at VolkerWessels Academy in 2013, resulting in a new perspective on the Academy and its objectives. Led by the Education Platform, the Academy was transformed into an organ between the operating companies that are aligned in content as closely as possible to the core business and sectors of VolkerWessels. The selection of courses offered is also geared to the needs of the operating companies as much as possible.

With an eye for talent development, knowledge sharing and interaction, the Academy tries to embody VolkerWessels’s core values with inspiring speakers and its own teachers. The VolkerWessels strategy is still the foundation of the Academy. Themes such as safety, integrity and sustainability are being engrained further and further into the various training programmes. The focus of these programmes is being shifted more towards the development of project management skills.



Name: **Dinand van den Berg (left) and Dick Nijkamp**

Position: **Directors**

Operating company: **Goossen Te Pas Bouw BV**

New home base with sustainable diploma

'Sustainable projects should be built by sustainable companies. From very energy-efficient passive houses for the renovation of the Velde-Lindenhof district in Enschede, to the Netherlands' most sustainable town hall in Hardenberg. At Goossen Te Pas Bouw we are involved in a variety of sustainable projects and we are both FSC and PEFC certified. That certification also represents an advisory role towards (potential) clients. And then, of course, you can't lag behind with your own new construction projects. Energy label A, an EPC of 0.77, a 7.7 for energy, 7.9 for health, 7.0 for environment, 8.2 for usability and 8.0 for future value; these are the values the GPR Gebouw investigation method awarded our new office. The distinguishing sustainable aspects are a lot of wood use, low maintenance, high energy efficiency and high-quality sustainable systems. Good examples of these are the thermal storage and intelligent lighting, which automatically adjusts in intensity to the light coming in from outside. If you walk down the hallway, you have as much light as in the windowed offices. That also makes the property transparent. As far as that translating to the experience on the work floor, I have heard that. Clear logistics, sufficient light and space and a pleasant indoor climate. For our people, who were housed like a can of worms for a year after a merger, this working environment is a breath of fresh air. And there are more benefits, such as subsidies and fiscal benefits like investment and interest deductions and, of course, a low energy bill. In times when banks are not keen on investing, this sort of building is a good option for other investors as well.'

The Education Platform monitors the quality and the content of the courses given at the Academy. Together with the operating companies, trainers and course leaders, in 2014, the Platform will look at how the Academy courses can align with the demands from our operating companies even better. All sectors of VolkerWessels are represented in the Platform by members of the management of various operating companies.

The average number of hours spent on training, per employee, remained stable in 2013, at around 21 hours. In the United Kingdom the average number of hours fell, but there was more time spent on training per employee.

Objectives for 2012-2014

Align training and development programmes with developments in the sector.

Increase the percentage of employees receiving regular performance and career development reviews to 70%.

Train project management skills in at least 80% of the training programmes.

Integrate sustainability themes into 100% of the VolkerWessels Academy courses.

Highlights in 2013

There are 9 training programmes at the Academy, a large share of which focuses on project management.

Actions ongoing in 2014

Integrate safety, integrity and sustainability further into the courses.

Optimise the alignment of the training courses on offer with the core business of the operating companies.

Diversity

Equal treatment and diversity in the work force are important factors in attracting and keeping the best people. As the population ages, sustainable employability is becoming a more and more important theme. People are getting older and retiring later. Physically hard work also puts a lot of pressure on the health and safety of our employees. The most experienced personnel hold most of the substantive knowledge. In order to

prevent vulnerability, we are constantly thinking about career development and the distribution of heavy work.

At the same time, it remains a challenge to find sufficient young people for technical jobs and young professionals to guarantee the continuity of VolkerWessels. We are working to get young people enthusiastic about our work in order to attract enough of them; for example, we opened one of our project locations during the Construction Orientation Days. At this event we gave tours to young people and introduced them to our daily work. We also take part in technical company open houses to attract young professionals.

We remain an attractive employer because of our occupation with innovative projects and modernisations in the market. The total number of women working at VolkerWessels dropped in 2013 compared to 2012. The total number of employees dropped as well, however. In the United Kingdom, the percentage of women is relatively high, particularly among site employees. The number of women did increase there, as did the number of employees.

Mobility centre

In 2013, economic conditions had a far-reaching impact on our employees. Reorganisations occurred at both the group level and within the operating companies. An important part of VolkerWessels’s social plan, which was devised in 2012, is the creation of an internal mobility centre, in which VolkerWessels does its best to help employees made redundant by the reorganisation to find new work.

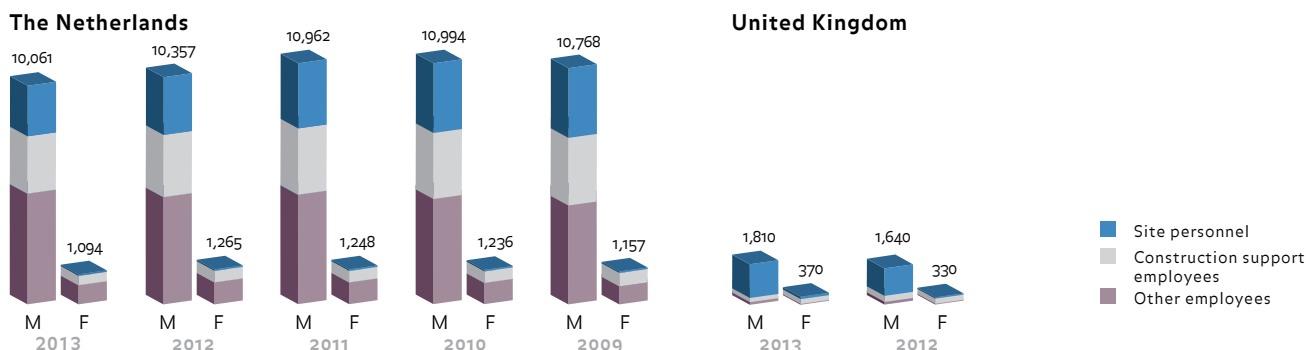
In 2013, 25% of the redundant employees registered with the mobility centre. This amounted to 67 employees. Of these, 57 participants joined the ‘from work to work’ plan and 10 participants were coached through a retirement scheme. Of the 57 employees looking for new work, 31 found a new job, 8 of them within VolkerWessels. This represents a percentage of 54% successfully helped to new employment.

In order to successfully help even more participants find a new job in 2014, collaboration is sought with five other large construction companies in the Netherlands. In this way, the companies can help each other to keep people in the construction sector, and more opportunities are made available to the participants. Randstad also plays an important role in coaching and preparing participants for new work, for example by helping them with interviewing or presentation skills.

Dilemma: encouraging diversity

Diversity is a returning theme in csr. Having, for example, women, young professionals and employees of all educational levels and ethnic backgrounds contribute rhymes very well with the multicultural society that we live in. Is it necessary to direct towards diversity when society becomes more multicultural? One example is the relation between men and women. The majority of activities at VolkerWessels are done by men, because they are traditionally male occupations. It is true that fewer women work in these jobs, so to what extent should we as a business steer towards hiring more women?

Distribution of men and women per functional group (number of men/number of women)





De Nieuwe Warmteweg in Rotterdam transports the residual heat from the port to houses and offices in the city centre. Visser & Smit Hanab were awarded the contract for the design, construction and maintenance of De Nieuwe Warmteweg.

Environment

The kind of work we do means that environmental and nature-related subjects are important within our companies and our value chain. In addition, the global challenges like climate change and the depletion of resources are also challenges that force us to look at our impact on the environment. This applies in particular to energy consumption and CO₂ emissions, material and waste streams, nature and biodiversity. This is true for our clients as well; these subjects are key principles in their policies. By working together with our chain partners we can achieve the maximum effect, for instance in driving down CO₂ emissions or making the wood supply chain sustainable.

CO₂ and energy

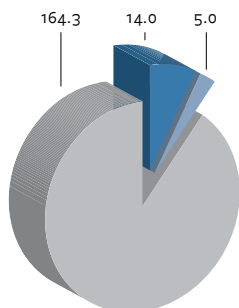
CO₂ and energy reduction are important for us as well as for the end users of the buildings we build. On the construction site, they represent a reduction in pollution and lower project costs. For users they mean a lower energy bill throughout the building's life span. In 2013 we built the first energy-bill-free PlusWoningen on Sterrenberg in Huis ter Heide and VolkerWessels signed the Stroomversnelling innovation deal with participating initiators. The Stroomversnelling should ultimately lead to 111,000 energy-neutral homes, as tenants pay their energy costs to corporations that then invest this money

in renovation and builders deliver sustainably renovated homes without energy costs. Sharing knowledge relating to energy-neutral construction is important to us. In road and rail infrastructure, energy during use is a critical subject. By fitting tunnels with LED lighting and heating switches with geothermal heat, we help our clients to keep their energy consumption low as well. Another fantastic project promoting sustainable energy is De Nieuwe Warmteweg in Rotterdam. This project makes it possible for excess heat from industry to be reused to heat homes and offices in the city centre.

These examples show that there is much to be gained from looking at the entire life cycle. A central measure in reducing our CO₂ emissions is the CO₂ Performance Ladder. This management system enables us to secure our CO₂ reduction. In 2013 we emitted 183.3 tonnes of CO₂, marking a slight rise from previous years. The emissions of VolkerWessels in the UK also rose as a result of increased activity. The 2012 emissions figures for the UK were adjusted after better data were collected. At the current price of a tonne of CO₂ on the ETS, this would cost 1.1 million euros. The slight increase can be explained by the type of orders we had; in 2013 the majority of our revenue was from infrastructure projects, which typically have more intensive CO₂ emissions than other projects.

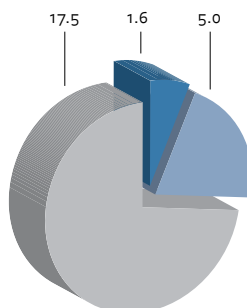
CO₂ emissions in tonnes 2013

The Netherlands



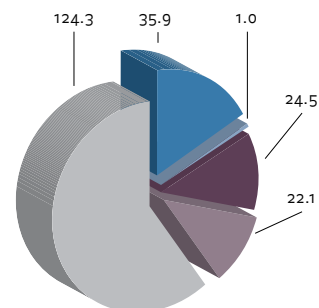
- Scope 1
- Scope 2
- Scope 3

United Kingdom



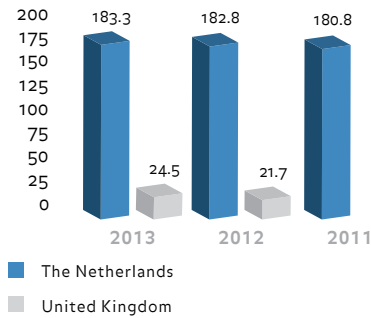
- Scope 1
- Scope 2
- Scope 3

Per sector



- Building & Property Development
- Infrastructure
- Energy & Telecom
- VolkerWessels group head office
- VolkerWessels UK

CO₂ emissions in tonnes (total)*



CO₂ reduction

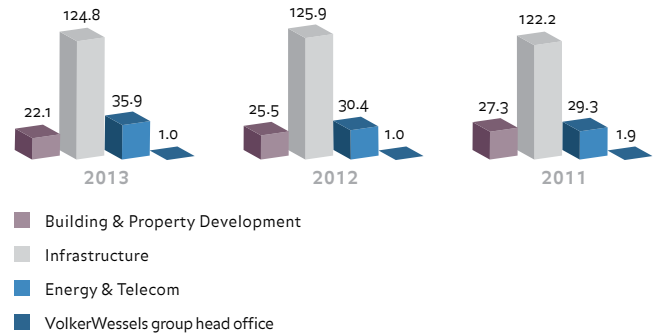
Compared to 2011, our emissions have risen. Our increased CO₂ awareness has not yet led to the desired result. Consequently, in order to achieve our goal of 5% reduction in 2014 from 2011 levels, emissions will have to be reduced. In 2014 the focus will therefore shift more towards CO₂ reduction and the monitoring of this. In 2013 several operating companies climbed further up the CO₂ Performance Ladder. At the higher levels, we focus on utilising and sharing insight in the chain. This year we also worked on jointly assuming the initiatives that stem from the CO₂ Performance ladder, so that we can share knowledge and work together to come up with solutions with a greater positive impact on society. For example, in 2013 we initiated a mobility project in cooperation with Natuur & Milieu to encourage other types of mobility among employees. In 2014 another four initiatives will be started with Natuur & Milieu.

Transport and logistics

In transport and logistics, there are also many benefits to be won from driving down transport movements and fuel consumption. Because we apply strategies such as regional hires and distribution hubs in our projects, we also drive down nuisance to the surroundings and reduce traffic congestion. We put our knowledge and technology to use reducing traffic energy use. In 2013 we began a long-term project to study how information systems that connect the vehicles with the infrastructure and which each other could be used to achieve energy savings and better traffic circulation. In 2014 the first results of this study should be available.

* KPMG has granted assurance for these values.

CO₂ emissions in tonnes (per sector)*



On our building sites the attention to energy savings and CO₂ reduction remains high. We use framework contracts to ensure that the electricity we use via our construction power outlets is green. Our equipment often consumes a lot of energy. Within the scope of our cooperation with Stichting Natuur en Milieu, we have decided to start up a pilot project for 'Het Nieuwe Draaien' (effective use of machinery); by making optimum use of shovel operators' expertise and vehicle control, 5 – 10% fuel savings can be achieved at our asphalt production facilities.

Objectives for 2012-2014

5% reduction of CO₂ emissions from 2011 levels.
(Re)certification on the CO₂ Performance Ladder; Building & Property Development rung 4, Infrastructuur Nederland rung 5.

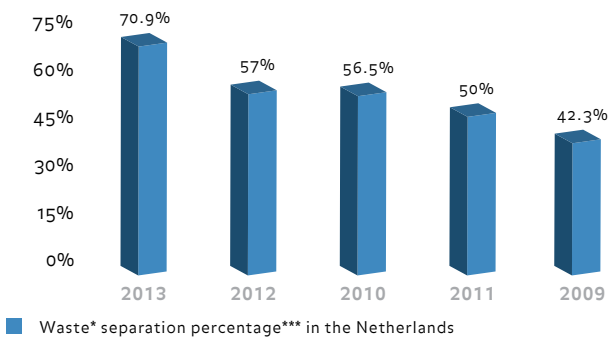
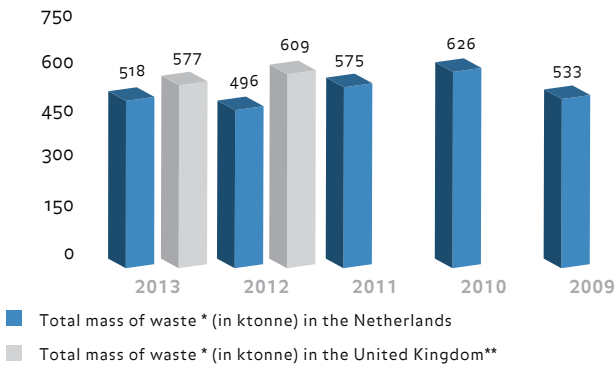
Highlights in 2013

Our operating company PCH manages the framework contract for the procurement of 'green power', including for construction power outlets.
With Stichting Natuur en Milieu we ran the pilot of 'Het Nieuwe Draaien' at three of our operating companies.
A number of our companies have moved up to a higher rung on the CO₂ Performance Ladder. In addition, a number of companies have successfully completed their recertification.

Actions ongoing in 2014

Implement five initiatives with Stichting Natuur en Milieu.
Continue to move up the rungs of the CO₂ Performance Ladder with various operating companies.

Raw materials management



* KPMG has granted assurance for these values.
 ** The bigger amount of waste in the UK in comparison with the Netherlands can be attributed to the amount of excavation waste, which is quite large 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. In the UK it is considered waste, however. This makes it difficult to compare the waste streams.
 *** The waste separation percentage is determined by the share of ungraded construction and demolition waste processed by SITA in 2013. Construction and demolition waste represents about 70% of the total waste of VolkerWessels Nederland, excluding rubble and sand streams.

Materials are an essential part of our projects. By using materials wisely we can combine a positive environmental impact with cost savings. Infrastructure projects use a lot of secondary materials, like blast furnace slag and granular debris. Our HERA-SYSTEM enables us to apply recycled asphalt in the production of new asphalt. Within the framework of Green Deal Beton, we work with other partners to make the concrete supply chain more sustainable. We even managed to reuse two complete bridges in the Dierenpark Emmen (Emmen zoo). The bridges had been used twice earlier, at Floriade and in the 20|20 commercial park.

The total amount of waste depends on the type of project. Of the total amount of waste, we dump some 10% and the rest is diverted. This is why we try to both reduce the amount of waste and separate what remains as well as possible so it can be reused. Separated waste streams can then be put to use elsewhere in the project or somewhere else entirely. For the project surrounding the Liander office, for example, we reused remaining material on the premises. Collected waste can also be put to good use. For example, at the Willemsunie project, we collected wood with a social workplace, which then reused the wood to build furniture. These and other initiatives resulted in a large increase in our percentage of separated waste in 2013, from 57% to 71%. This fine result shows that we can profit even further from dealing with our waste wisely.

‘Under the terms of the Green Deal Beton we work with other partners to make the concrete supply chain more sustainable.’

Dilemma: why are materials difficult?

Although we very consciously (re)use material and manage waste streams, there is still a lot of improvement possible. At the same time, it is a challenge to get a handle on raw materials management at the group level. Per sector there is a Purchasing Platform that tries to get a grip on raw materials management. The fact that we have a decentralised organisation means that we also have decentralised material procurement. As a result, it is more difficult to gain insight into material streams and to formulate policy in this regard. In order to make optimum use of the benefits of cooperation in this area, in 2014 we are starting a pilot project to chart the purchase of our three main material streams: steel, concrete and wood. In addition we plan to discuss with our waste processor further innovations for the collection of waste.

Objectives for 2012-2014

Increase percentage of waste separated by 10%.

Reduce packaging waste in consultation with suppliers and create policy to this effect.

Further integrate the supply chain and sustainable raw materials management sub-areas.

Highlights in 2013

In 2013 we achieved a waste separation percentage of 70.9%. This means we exceeded our goal by far, which was to increase the separation percentage by 10%.

We entered discussions with Sita regarding innovation in the area of collection and combination with purchasing.

The waste calculator was reintroduced.

Based on our operational stakeholder dialogue, we began sharing knowledge at project level and according to resulting follow-up agreements.

Actions ongoing in 2014

Follow-up agreements stemming from stakeholders dialogue.

Based on the pilot project for purchasing steel, concrete and wood, make further decisions about the nature of the policy.

Biodiversity

Biodiversity is the variety of life forms within an ecosystem or even on the entire planet. To us, it represents the effort that we can deliver on behalf of flora and fauna and any measures we can take, such as planting indigenous plants, laying natural banks or constructing nests or homes for bats. With every project we take into account the current legislation and regulations surrounding biodiversity in the vicinity and where possible, we even try to increase biodiversity. Besides the fact that this benefits ecosystem biodiversity, it also benefits the quality of life nearby. In 2014 we will expand the guidelines for possible contributions to the built environment and connection to the ecological value of a project in a particular region.

VolkerWessels sees ecology as an opportunity to increase the liveability in our projects. After consultation at an early stage, with the help of biotope analysis and a dialogue with a landscape architect and the client, we can identify the first ecology-related opportunities and implement them in the first draft of the design. By doing this, we reduce planning risks by anticipating them, so that clear procedures can be started in good time. An ecology department will provide suitable advice and guidance for the different kinds of projects to make a positive contribution to biodiversity. As of 2014, VolkerWessels will formulate objectives for this new theme. Also in 2014, a biodiversity day will be organised to share knowledge in this area.

Highlights/Progress in 2013

Determine new theme.

Actions ongoing in 2014

Draw up biodiversity guideline.

Take a biodiversity baseline measurement for VolkerWessels.

And furthermore ...

Dilemma: water, what should we do with it?

Water is a topic of increasing importance in public debate. Considering the biggest impact is often not in our own water management but rather in the value chain, it is difficult for us to determine how to shape our water policy and where our focus should lie. We do, however, see water as one of the basic needs of society and we believe that we need to be economical with it and use it responsibly. In order to press home the importance of this, in 2013 we started on a plan to study the impact of water in the chain via a pilot project. In 2014 we will continue this inventory and include it in the analysis of water impact in the value chain. In addition, we will explore the options for charting the water footprint of three of our operating companies. We hope that the insights the inventory provides will help us to incorporate a concrete supplement in our policy and formulate objectives in 2014.

Highlights in 2013

In December three companies started a pilot to take an inventory of their water footprint.

Actions ongoing in 2014

Complete water footprint inventory.
Inventory the impact of water in the value chain.
Discuss results and decide on continuation.

‘We put our knowledge and technology to use reducing traffic energy use.’



Name: **Evert Schut**

Position: **Programme manager Green Deal Beton**

Organisation: **MVO Nederland and Rijkswaterstaat (part of the Dutch Ministry of Infrastructure and the Environment)**

‘The power of co-creation’

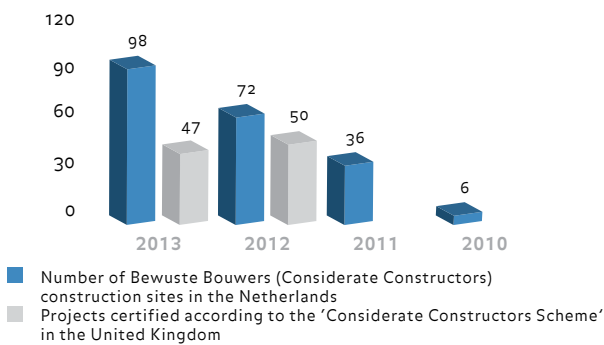
‘What is actually unsustainable about concrete?’ That was the first question we studied in Green Deal Beton. This initiative is by and for the business community. In it, thirty market players share knowledge on the MVO Nederland platform to together make the concrete supply chain more sustainable. We know that globally, concrete is responsible for about 7% of all (human-caused) CO₂ emissions. The ambition is to work with 100% sustainable concrete by 2050. The main themes are reducing CO₂ and closing material cycles. For some companies, this means shifting their role in the chain. For example, we see soil and sand extraction companies buy recycling systems to continue to supply the raw materials for concrete. We also see the use of ‘slower’ concrete, which hardens more slowly and thereby emits less CO₂; as a result, the contractor sets up the construction process differently and this creates new relationships and collaborations. This is also due to Green Deal Beton. Most of the CO₂ emissions come from the production of cement. But you can achieve CO₂ reduction at various places in the chain. We took inventory of the options and prioritised them. Contractors play an important role in this. Cement and concrete companies, architects, engineers, draughtsmen, concrete technologists, (sub)contractors, demolition and recycling companies: the construction site is an outstanding place to unite the expertise of all the different players in practice. I firmly believe in the power of knowledge sharing and co-creation. Only teamwork leads to renewal. A company like VolkerWessels, with its high sustainability ambitions and the willingness to work together, can play a key role in that connection.’



Society

Through our projects, we build a better society and increase the quality of life. During the execution phase, however, projects also have an impact on the surroundings. Our efforts in public liaison management aim to deal with this impact consciously. We also believe it is important to give something back, so we commit knowledge, time and money to benefit social organisations and initiatives.

Public liaison management



Throughout a construction project we approach the surroundings, sometimes very closely. A good relationship with the surroundings is therefore an absolute precondition for a successful project. Many of our construction sites are registered with Bewuste Bouwers. Again in 2013 the number of Bewuste Bouwers construction sites increased at VolkerWessels. As part of Bewuste Bouwers, we make an effort to be accessible and approachable, to work safely, to take the environment into consideration and to behave professionally. We think it's important to also be accessible at the group level. Complaints or comments communicated via our central website are forwarded within a day to the relevant operating company to be dealt with properly.

In the United Kingdom, public liaison management is also very important. Good performances in this area are very highly valued. For this reason, in 2014 we will particularly focus on sharing knowledge between the Netherlands and the United Kingdom to learn from this experience.

Objectives for 2012-2014

- Register at least fifty projects with 'Bewuste Bouwers'.
- Embed the theme of public liaison management in five in-house courses.

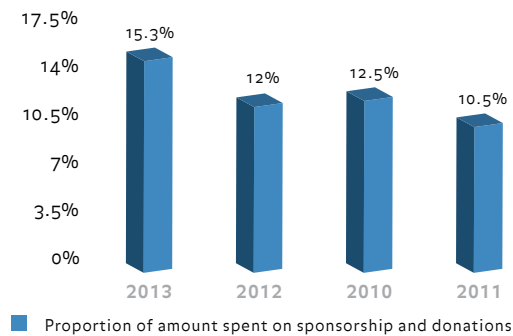
Highlights in 2013

In 2013 a high number of construction sites were registered with Bewuste Bouwers. At 98 registered construction sites, the number of registrations increased from last year and we exceeded our goal by far. There have been two consultations with the director of Bewuste Bouwers.

Actions ongoing in 2014

- Integrate biodiversity and quality of life in public liaison management.

Community investment



In 2013, the group contributed donations to the following six charities: Doctors without Borders, the Dutch Cancer Society, the Nederlandse Hartstichting (Dutch Heart Foundation), Nederlandse Stichting voor het Gehandicapte Kind (Dutch Foundation for Handicapped Children), Stichting Welzijn Gehandicapt Nederland (Dutch Foundation for the Welfare of the Disabled) and the Salvation Army. At Dierenpark Emmen (Emmen zoo) we sponsored all of the costs of Villa Joep's first 'Day against Neuroblastoma'. Individual employees were also supported in their particular initiatives, under the motto 'every initiative counts'. Employees devoted to a social organisation are eligible for sponsoring because we assume that their efforts for society make a positive contribution on their personal

development. Within our training programme at VolkerWessels Academy, 49 employees volunteered during the corporate community involvement (CCI) activities with Samen voor Zeist. In this campaign, for example, our employees painted the living rooms in one of the Altrecht buildings.

In 2014 we will focus on an even closer connection between our sponsorship and donation policy and our core business.

In addition to sponsorship and donations we also attach great importance to partnerships with social organisations.

For example, in 2013, we renewed our contract with Stichting Natuur en Milieu, invited MVO Nederland to participate in our stakeholder dialogue and signed an agreement with FSC Nederland. During our operational stakeholder dialogue, we examined how these and other initiatives could get more traction on the work floor. The outcome of the dialogue supported the initiation of three concrete follow-up projects, one of which will be linked to a social partner.

Objectives for 2012-2014

Increase the number of donations on behalf of employee initiatives by 10% (70% sponsoring versus 30% donation).

Start a new project from the Jong VolkerWessels Foundation.

Increase the number of employees participating in CCI activities in the community via VolkerWessels Academy by 25%.

Highlights in 2013

We started a partnership with Stichting Natuur en Milieu and started to draw up a renewed contract.

MVO Nederland was involved in the organisation of our stakeholder dialogue this year and also attended.

In 2013 we signed an agreement with FSC Nederland.

Actions ongoing in 2014

In 2013 we worked on sharpening our sponsorship and donation policy.

New MVO project by Jong VolkerWessels in 2014.

Continuation of three projects.

Implementation of Natuur & Milieu foundation contract.

Implementation of FSC Annual Plan.

Quality of Life

As the world changes around us, so too does society and the wishes and well-being of end users. This can be summarised in the term quality of life, which we mean the integrated approach to the liveability, health, employment and safety of users. The ageing population and rising energy prices, for instance, will cause a change in the quality requirements for the end user's home. It is expected, however, that this will mainly lead to the renovation of homes rather than the construction of more new homes. Take the elderly, for example; because of healthcare cuts they have to keep living in their homes longer. Or consider homeowners, who want lower energy costs. In addition to changes in housing demands, we also expect changes to the requirements made of public space. In particular, we expect a greater demand for improved accessibility and safety of traffic infrastructure, but also of public spaces, such as safety and greenery in neighbourhoods, districts and villages. Technical improvements and innovations can bring about an improvement to quality of life. For example, the noise problem in high-traffic areas can be (partially) solved by quiet asphalt. In order to make a contribution to the wishes and well-being of the end user, we are entering a structural dialogue with concerned parties at the project level to map out their wishes. We are also trying to create momentum by renovating 111,000 homes, while residents' living costs remain the same. In the coming year we will further interpret this theme and formulate goals in this area.

Social return

In 2013 VolkerWessels was increasingly confronted with social return in tenders. There were seven companies this year that won projects requiring social return. The urgency of social return is becoming clearer and this is forcing us to look at how we can play a permanent role in this growing social issue. Experience teaches us that an integrated approach to social return is the most successful. Important success factors in this approach are social return, work (experience) continuity, education, purposeful work and project independence. In addition, social return needs to revolve around activities that are of added economic value to the operating companies. The companies' willingness to invest in social return closely depends on these factors. In order to be successful with social return, we recognise the importance of sharing knowledge and experience on this subject. Knowledge is shared between companies and other organisations during 'De Normaalste Zaak' meetings. We also discuss this subject with our

stakeholders, which include clients, during our annual stakeholder dialogues.

VolkerWessels played an important role in finalising the development of the Social Return Performance Ladder (SRPL). Intensive cooperation between the participating construction companies, Vernieuwing Bouw and TNO ultimately led to combination of the SRPL and the Pso (performance ladder for more social enterprise) into the PsoBouw (performance ladder for more social enterprise in construction). This action resulted in a single performance ladder for the construction sector. Henri van der Kamp, member of the VolkerWessels Board of Management, presented the performance ladder to Minister Stef Blok on behalf of the participating construction companies, marking the next phase of the performance ladder's development. VolkerWessels continues to play an active role in the ongoing development of the ladder by participating in a trial implementation, the results of which will be shared. VolkerWessels will be certified on this ladder once it is launched.

Progress in 2013

A4 Delft-Schiedam: in cooperation with CEJA Werkprojecten, 20 people were put to work on and around the construction site. Training played an important role in this.

VolkerWessels Telecom|Netwerk Solutions and the Felua-groep: 10 people from the Felua-groep were given work in the warehouse via job carving.

Skating rink IJsbaan Twente: 19 employees were deployed via Stichting Brug Naar Werk for catering, cleaning and maintenance.

One 'Wajonger' (disabled young person) is permanently employed at the skating rink. In 2013, five people graduated to permanent employment thanks to the work experience they gained at the skating rink.

Actions ongoing in 2014

Formulate social return objectives.

Pilot implementation of PsoBouw at a number of operating companies

Participate in development of PsoBouw and feed back results of the pilot to the committee.

Put social return on the agenda for the stakeholder dialogue.

Certify VolkerWessels Infra on PsoBouw.

Dilemma: social return versus our own employees

With the implementation of social return we want to contribute to the social issue of the 'participatory society'. However, as a business we also face a dilemma: to what extent does this represent displacement of our own employees? There is little support for social return if existing personnel are replaced by other personnel distanced from the labour market, because they are cheaper or because it is required in contractual obligations, for example. Besides, this simply leads to shifting the problem tackled by social return.

There should be a balance between social return, the employment of people distanced from the labour market and the continuity of the company's own operations. VolkerWessels is against displacing its existing personnel because of social return, but is striving to find this balance. With the creation of extra jobs of added economic value or via job carving, we are examining the possibilities that do exist.

'There should be a balance between social return, the employment of people distanced from the labour market and continuity of the company's own operations.'

Circular economy gains momentum

'Pancake'. 'Emmentaler cheese'. Even the metaphors for the architectonic floating roof, with its characteristic light domes appeal to the imagination. Six buildings, connected by a giant atrium: the accommodation of grid operator Liander will be bathed in daylight. Sustainability is written here in capitals. Green capitals. 80% of the material used here is cyclical. And while the sector is only just getting a bit used to energy neutrality, in Duiven, Liander goes a step further. This redeveloped property generates energy.

'Do you see those precast units over there?' Frans Wielemaker points to the upper storeys. 'Those are from 1985. But the structure can easily last another hundred years. 'They'll outlive us,' the Boele & van Eesteren project leader laughs. 'And that steel structure is being replaced exactly, we just need to lift it a bit to squeeze in an extra storey.' These examples underline the project's circular philosophy. In total, 83% of the original construction will be retained. Even the old toilet bowls and sinks are being reused. Other eye-catchers include wooden walls that decorate the inner facades like fences. These walls are custom made by the colleagues at wood construction specialist De Groot Vroomshoop, who made the beautiful slats out of scrap wood.

Energy factory

Anyone going through the company asking about an iconic project in sustainability will repeatedly hear the same answer: Liander. And that is not only because the sustainable property, commissioned by VolkerWessels Vastgoed, holds the signature of some 15 VolkerWessels operating companies. Boele & van Eesteren's Sustainability Quality Officer Thomas Heye particularly appreciates the special aspects: 'Scrap wood that used to go up in smoke in the waste incinerator gets a second life on the facades. It should be there at least 15 years. No, I don't believe that this is the only renovated building in the Netherlands that intensively recycles material or that generates energy. But the scale at which this is happening here

is really exceptional. You can safely say that this is 'the next step' in the energy management of buildings.' A building that generates energy. How does that work? First, there's the 5,000 m² glass atrium literally and figuratively enclosing all six buildings (25,508 m²) and connecting them with a roof of solar panels. 'That atrium works like a climate greenhouse,' Frans and Thomas explain. Moreover, the parking garage roof will also have solar panels. The project has some 10,000 m² of solar panels in total. The infrastructure also includes thermal storage using ground water and rainwater is used as grey water for flushing toilets. You can imagine that this building works like an energy factory. For 15 years it will generate more than it consumes.

Sport

'But it isn't just an energy factory. The idea is quickly growing in the sector that waste can be a resource and that buildings can also be commodity banks. Our colleagues have almost made a sport of it.' Frans drums with his fingers on the tabletop: 'You have to be inventive. The doors from back then no longer meet the building standards today, but you can still make interior elements of them. We also try to organise as much as possible at the construction site itself; we use rubble from the demolition to redesign the terrain. You can remove rubble to concrete and asphalt production plants, where it is pulverised and eventually reused, but then you cause CO₂ emissions from the transport.' Frans and Thomas have lots of examples: 'Take granulate. We already had experience applying 75% of it. The question became: could we do 100%? Those can be exciting times at the concrete mixer. But now we know the answer: yes, we can.' According to our colleagues, the client's demand inspires creativity: 'we don't even have a specifications list here. The assignment from parent company Alliander was: use whatever you can reuse.' Their request was translated into 96 promises. When your client has the same drive and vision, a test bed is formed where you can try things out. And then we aren't afraid to take on challenges.'

'Sustainability is written here in capitals. Green capitals.'



Knowledge over a cup of coffee

The result is impressive. When Liander moves into its new home base on Dijkgraaf, it will be blessed with a sustainable property with about 1000 comfortable flexible workstations and a very high BREEAM score: at least Excellent, but the goal is Outstanding. It's a seamless match with the ambitions of Groene Alliantie, a local partnership to make the business park in Duiven more sustainable in terms of waste, mobility, green and energy. Internally the cooperation is going well too. Frans comments: 'How many times have we had colleagues from other operating companies stop by to chat over coffee, who are willing to explain or discuss something for an hour or so, often on their own initiative. They don't bill us. They just like to brainstorm from their own drives and expertises. If that's not knowledge sharing, I don't know what is!'

'When your client has the same drive and vision, a test bed is formed where you can try things out. And then we aren't afraid to take on challenges.'

About this report

Scope

In this document we report on subcontractors and suppliers if we develop innovations with them. We do not report on their safety or CO₂ performance. But this does not mean that it is of no concern to us. Where the CO₂ performance ladder requires that we set conditions for our subcontractors and suppliers, we have insight into their footprint in those areas. Because of the limited nature of this insight, we have decided to keep it outside of the scope of our report. We have also decided to include the performance of our operating companies in the United Kingdom in this report. The data from our British operating companies is collected separately and presented by theme in this report. Compared to 2012 the number of British operating companies reporting has expanded; in 2013 VolkerInfra UK has added its complete report. As a result, now all of our operating companies in the United Kingdom are included in the report.

In 2013 there were a few internal mergers, in particular within our property sector. These mergers have no effect on the figures presented in this report.

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 some consideration, the Board of Management explicitly decided to limit the scope in 2013 to the Netherlands and the United Kingdom, based on the conviction that at the moment this best satisfies the information wishes of our stakeholders. The projects executed by our other foreign activities are also outside the scope of this report. We intend to gradually expand the scope in the future.

In this report we have included consortia or partnerships in which we have dominant control. Any consortia in which we hold joint control are not included. This method is in line with the financial reporting and the processing under IFRS, the International Financial Reporting Standards.

The substantive themes for VolkerWessels are determined based on various stakeholder dialogues and an inventory among employees. The CSR strategy of the British operating companies has been aligned with the group strategy. The revised strategy was formulated based on market research, best practices and the VolkerWessels strategy. In the strategy for the British Group, 13 themes were selected that, in terms of definitions, slightly differ from those we employ in the Netherlands. With regard to the themes 'Integrity', 'Health & Safety' and 'Material Management', there is a difference in definitions. This will be explained if applicable in the relevant section of the report.

We conform to the internationally recognised guidelines of the Global Reporting Initiative (GRI, version 3.1) and report on 2013 in accordance with B+ in this guideline. The GRI-table can be found on the website**. In 2014 we plan to switch to the GRI 4.

Data collection

For the uniform collection of data we have compiled a reporting handbook for the Netherlands and the United Kingdom.

To calculate the carbon footprint of both our Dutch and British business activities, we use the GHG protocol and the conversion factors employed by SKAO. An exception is the conversion factors for natural gas and electricity in the United Kingdom, for which the DEFRA conversion factors were used as these specifically apply to the situation in the UK. Any recalculations and changes to definitions are explained in the text and the footnotes.

VolkerWessels uses data management system 'CREDIT360' to collect all sustainability data. With this system, VolkerWessels aims to continuously improve and professionalise its data collection, validation and analysis. VolkerWessels performs an extensive internal audit of all sustainability figures in order to enable the continuous improvement of our sustainability scores. At the moment we are looking for new KPIs for the themes 'Supply Chain' and 'Innovation'.

External assurance

In order to guarantee the reliability of our figures we have asked KPMG to verify our reporting for the Netherlands and the United Kingdom and to provide an assurance report. KPMG has done this for certain data in the themes 'Health & Safety', 'CO₂', 'Raw materials management', 'Integrity' and 'Supply Chain' (see page 48).

** <http://www.volkerwessels.com/nl/corporate-responsibility>



VolkerWessels Telecom employees install temporary mobile hubs and terrestrial networks for telephone coverage during festivals, guaranteeing service availability for festival-goers.

Assurance

To the readers of the 2013 Sustainability Report by Koninklijke Volker Wessels Stevin NV

Introduction

The management of Koninklijke VolkerWessels Stevin NV (hereafter: 'VolkerWessels') asked us to provide assurance of certain indicators regarding the Dutch and English activities in the 2013 Sustainability Report (hereafter: the Report). The management of VolkerWessels is responsible for compiling the Report, including the selected indicators and for determining the subjects to be reported on. It is our responsibility to provide an assurance report for the selected indicators in the Report based on the activities described below.

Scope of our assignment

Our activities focused on providing limited assurance of whether the indicators and the associated explanations for the supply chain, health & safety, CO₂, integrity and raw materials management themes for both the Dutch and English activities marked with an asterisk (*) in the Report are presented in accordance with the reporting criteria in all material respects.

The activities performed in order to obtain limited assurance focus on assessing the plausibility of the information and are less in-depth than those carried out to obtain reasonable assurance. We provide no assurance of the feasibility of the objectives, expectations or ambitions of VolkerWessels.

Reporting criteria

VolkerWessels employs the Sustainability Reporting Guidelines (G3.1) of the Global Reporting Initiative (GRI), in connection with internal guidelines for reporting the indicators as described in the chapter 'About this report'. The information provided with the selected indicators in the Report must be considered in connection with this explanation. We believe that the reporting criteria apply within the context of our assurance engagement.

Assurance standards

We have performed our engagement in accordance with the Netherlands standard 3410N 'Assurance standard relating to social reports'. This standard requires, among other things, that the members of the assurance team possess the specific knowledge, skills and professional competencies needed to provide assurance of the sustainability information. It also requires that the members comply with the requirements of the IFAC Code of Ethics for Professional Accountants, including their independence.

Activities

We performed the following activities:

- Holding interviews with employees responsible for analysing and reporting the selected indicators;
- Evaluating the systems and processes for collecting information, internally checking and processing the information about the selected indicators;
- Visiting three locations in the Netherlands and one location in the United Kingdom with the objective of assessing the reliability of the selected indicators;
- Assessing internal and external documentation, based on spot checks to determine whether the data for the selected indicators is sufficiently supported;
- Making an analytical assessment of the data and trends with respect to the selected indicators.

During our examination we discussed with VolkerWessels the necessary changes to the Report and we determined that these changes were adequately implemented in the definitive version.

Conclusion

Our activities did not find that the selected indicators for Dutch and English activities marked with an asterisk (*) in the Report in all materially important aspects, were not represented in accordance with the reporting criteria.

We also report that, as far as we can assess, the sustainability information in the other parts of the 2013 Report are consistent with the information relating to the selected indicators.

Data included for comparison was not examined

The data included in the Report as comparison to the selected indicators with respect to 2010 was not included in the assurance engagement. This is also the case for data used as comparison to the selected indicators for the United Kingdom with respect to 2011. Consequently, no assurance is provided for this comparative data.

Observation

Without affecting the provision of assurance, we present an observation that we believe should be given some attention:

Within the VolkerWessels group, various subjects have differing definitions for sustainability achievements. This makes it more difficult to integrate the reporting processes and to interpret the data at the group level. In order to strengthen monitoring and direction of sustainability performance at the group level, we advise VolkerWessels to define and use more uniform definitions in the Netherlands and abroad.

Amstelveen, 20 March 2014

KPMG Sustainability,
Part of KPMG Advisory NV
W.J. Bartels RA, partner

Annex

Market

	2013	2012	2011	2010	2009
Innovation					
Percentage of the total number of innovations with the PlanetFit label	6.8%	14.3%	13.3%	9%	18%
Total number of innovations	74	84	90	69	67
Total PlanetFit innovations	5	12	12	6	12
Supply chain					
Percentage of operating companies with purchasing contracts and/or general conditions with CSR clauses*					
The Netherlands	92%	93%	87%	85%	52%
United Kingdom	100%	80%	50%		
Number of in-house developed homes in which sustainable wood was used	1,271	1,214	757		
Number of VolkerWessels operating companies that are FSC certified	18	20	19		
Number of VolkerWessels operating companies that are PEFC certified	9	10	10		

Employees

	2013	2012	2011	2010	2009
Health and Safety					
Sickness absence percentage*					
The Netherlands	5.6%	5.2%	5.8%	6.1%	
Building and Property Development	7.3%	5.0%	6.1%	5.4%	
Infrastructure	5.0%	5.6%	6.4%	7.1%	
Energy & Telecom	4.9%	4.5%	5.5%	5.3%	
VolkerWessels group head office	1.8%	2.5%	1.2%	1.2%	
United Kingdom ¹	1.0%	1.41%			
Lost-time accidents*					
The Netherlands	125	145	195	151	
Construction and Property Development	32	54	74	71	
Infrastructure	67	66	92	67	
Energy & Telecom	26	24	29	13	
VolkerWessels group head office	0	1	0	0	
United Kingdom	16	23			
Number of accidents at work with fatal results*					
The Netherlands	2 ²	0	0	1	2
United Kingdom	0	0			
IF figure (Incident Frequency rate)*					
The Netherlands	7.2	8.0	10.1	8.7	
United Kingdom	4.9	5.6			
Employees covered by a collective labour agreement	89.2%	90.2%	92%	92%	92%

* KPMG has granted assurance for these values.

Employees (continued)

	2013	2012	2011	2010	2009
Integrity					
Number of reports to a confidential counsellor*					
The Netherlands	50	30	21	28	27
United Kingdom	13 ³	20			
Number of reports that led to dismissal*	10	6	5	10	6
Number of reports of suspected contravention of the Economic Competition Act*	0	0	0	1	0
Use of the whistleblowing scheme					
The Netherlands	1	0	1	0	1
United Kingdom	2	0			
Number of employees participating in integrity workshops, including the VolkerWessels introductory programme and other meetings*	462	502	340	282	346
Training and Development					
Number of hours' training for construction site employees					
The Netherlands	38,473	45,215	56,698	71,146	46,249
United Kingdom	45,578	46,691			
Number of hours' training for construction support employees					
The Netherlands	66,780	81,628	63,142	66,449	84,680
United Kingdom	6,935	8,712			
Number of hours' training for other employees					
The Netherlands	134,768	133,216	140,422	148,864	136,531
United Kingdom	521	1,316			
Average number of hours' training per employee					
The Netherlands	21	22	21	23	
United Kingdom	24	29			
Amount spent on training per employee (in euros)					
The Netherlands	783	760	673	701	820
United Kingdom	608	448			
Percentage of employees receiving regular performance and career development reviews					
The Netherlands	73%	73%	66%	65%	63%
United Kingdom	46%	64%			
Number of course participants at VolkerWessels Academy	573	706	849	1,065	

* KPMG has granted assurance for these values.

¹ 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. The number of accidents resulting in absence is calculated according to the RIDDOR definition used in the UK, under which accidents at work are only counted if they result in absence of more than seven consecutive days.

² In 2013 there was 1 fatal accident among VolkerWessels employees and 1 fatal accident of a subcontractor.

³ In the United Kingdom a report is made of grievances. The definition of grievances differs from the number of reports to a confidential counsellor. The number of disciplinary actions was not included in this figure.

Employees (continued)

	2013	2012	2011	2010	2009
Diversity					
Number of male/female employees per job group					
The Netherlands	10,061/1,094	10,357/1,265	10,962/1,248	10,994/1,272	10,768 /1,157
Site personnel	2,313/1	2,641/7	2,952/13	3,189/5	3,220/2
Construction support employees	2,764/508	2,834/542	3,044/550	3,054/584	3,090/625
Other employees	4,984/585	4,882/716	4,966/685	4,751/683	4,458/530
United Kingdom	1,810/370	1,640/330			
Site personnel	1,510/113	1,254/47			
Construction support employees	238/252	326/278			
Other employees	62/5	60/5			
Workforce by age and sex (male/female) (including United Kingdom)					
< 21	136/21	115/28	225/23		
22-25	528/96	581/96	595/90		
26-30	1,122/181	1,091/183	1,113/173		
31-35	1,313/254	1,306/256	1,336/209		
36-40	1,442/228	1,493/238	1,555/251		
41-45	1,772/286	1,765/295	1,762/250		
46-50	1,863/213	1,866/222	1,877/213		
51-55	1,726/137	1,669/126	1,662/116		
56-60	1,524/102	1,507/108	1,553/155		
61-65	636/52	581/40	494/30		
65 >	32/4	23/4	17/2		
Percentage full-time / part-time by sex (M/F)					
The Netherlands					
Male full-time/part-time	94.1%/ 5.9%	94.4%/ 5.6%		95.0%/5.0%	95.3%/4.7%
Female full-time/part-time	33.1%/66.9%	33.1%/66.9%		42.2%/57.8%	35.2%/64.8%
United Kingdom					
Male full-time/part-time	98.1%/1.9%	99.5%/0.5%			
Female full-time/part-time	81.1%/18.9%	82.1%/17.9%			
Percentage of women participating in the Management Development Course (MDC)					
	12.9%	10%	15.8%	8.3%	6%
Percentage by sex of new hires and resignations (Netherlands)					
Male new hires	84.3%	79.9%	85.4%		
Female new hires	15.7%	20.1%	14.6%		
Males resigning	85.5%	86.8%	85.6%		
Females resigning	14.5%	14.2%	14.4%		
Workforce by years in service and sex (M/F) (including UK)					
< 2	1,806/390	1,705/381	2,032/351		
2-5	2,521/424	2,884/451	3,078/437		
6-10	2,147/258	1,885/257	1,684/232		
11-20	2,449/332	2,474/340	2,408/291		
21-30	1,864/110	1,779/109	1,744/106		
31 >	1,307/60	1,270/57	1,243/55		

Environment

	2013	2012	2011	2010	2009
CO₂ and energy					
CO₂ emissions per GHG scope					
The Netherlands*	183.3	182.8	180.8	194	201
Scope 1	164.3	156.9	155.2	166	
Scope 2	14.0	20.1	19.2	22	
Scope 3	5.0	5.8	6.4	6	
United Kingdom*	24.5	21.7			
Scope 1	17.5	16.4			
Scope 2	1.6	1.2			
Scope 3	5.0	4.1			
CO₂ emissions per sector					
Building and Property Development	22.1	25.5	27.3		
Infrastructure	124.3	125.9	122.2		
Energy & Telecom	35.9	30.4	29.3		
VolkerWessels group head office	1.0	1	1.9		
VolkerWessels UK	24.5	21.7			
CO₂ emissions per source					
Transport	52.6%	52.1%			
Asphalt production facility	29.2%	29.7%			
Buildings	7.6%	7.6%			
Projects	10.6%	10.6%			
Raw Materials Management					
Separation percentage in construction and demolition waste*	70.9%	57%	56.5%	50%	42.3%
Total weight of waste (tonnes)*					
The Netherlands	518,075	496,380	574,852	625,517	
United Kingdom	577,205	609,523			
Volume of hazardous materials collected and processed (kg)*					
The Netherlands	649,248	625,447	502,877	142,509	259,839
United Kingdom	20,321,359	11,026,757			

Community

	2013	2012	2011	2010	2009
Community Investment					
Proportion of money spent on sponsorships and donations	15.3%	12%	12.5%	10.5%	20.9%
Number of partnerships with community organisations					
The Netherlands	29	39	34	28	28
United Kingdom	5	2			
Number of employees at the VolkerWessels Academy that participated in CCI					
	49	209			
Public Liaison Management					
Number of construction sites with 'Bewuste Bouwers' endorsement	98	72	36	6	
Projects certified according to the 'Considerate Constructors Scheme' in the United Kingdom	47	50			

* KPMG has granted assurance for these values.

Definitions

Number of hours worked	The total number of hours worked by VolkerWessels employees (including temporary employees but excluding third parties). This is based on the registered actual number of hours worked or the following formula: average number of FTEs x 200 (workable days) x 8. This is in agreement with the VCA guideline for IF.
Number of days of sickness absence due to accidents	Total number of working days lost due to an accident at work.
General terms and conditions of purchase	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.
Accident at work	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.
Lost-time accident	An accident at work, in which the person involved (a VolkerWessels employee) misses more than one day of work because of the injury. The day of the accident is not included. VolkerWessels uses the VCA definition in this case.
Bewuste Bouwers (Considerate Constructors)	A certification mark that enhances the relationship between construction sites and local residents and businesses. The certification mark encourages good communication with the local community and is a visual symbol of the professionalism of a construction site.
Construction and demolition waste	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.
Site personnel	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 (CLA) for the construction industry and meet the definition in article 88(7) of this CAO.
BREEAM (Building Research Establishment Environmental Assessment Method)	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).
BVGO	Abbreviation for the Building and Property Development sector at VolkerWessels.
CLA	Collective labour agreement.
Carbon footprint	The total amount of greenhouse gases emitted in a specific period.
Code of Supply	Another name for terms and conditions of purchase
CO₂	A gas that is emitted as a result of combustion of fossil fuels (fuels such as coal and petroleum-based products). CO ₂ is the gas that is largely responsible for the greenhouse effect.
Conversion factor	Method used to calculate the CO ₂ emissions from fuel use. The conversion factor for each energy stream and each fuel differs. The conversion factors used by VolkerWessels in 2013 are based on those defined in the CO ₂ Performance Ladder for the situation in the Netherlands. For CO ₂ emissions in the United Kingdom, the same conversion factors were used except for electricity and natural gas. In these cases the DEFRA conversion factors were used in order to better fit the situation in the United Kingdom.
CSR	Corporate Social Responsibility.
CSR platform	Internal body at VolkerWessels that advises on our Corporate Social Responsibility policy.

Fatal accident	An accident at work that results in the death of the person involved immediately or within 30 working days of the accident.
CSR clauses	Provisions relating to core values such as corporate social responsibility (e.g. human rights, working conditions, integrity, transparency and sustainability/environmental impact).
In-house developed and delivered homes	Homes already delivered which the operating company developed in-house.
EPC (Energy Performance Coefficient)	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.
FSC wood	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.
Greenhouse Gas (GHG) protocol	The international basis for reporting on CO ₂ emissions.
GRI (Global Reporting Initiative)	Internationally recognised standard for sustainability reporting.
Raw Materials Management	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 reused as effectively as possible by us or another party.
HERA-SYSTEM (Highly Ecological Recycling Asphalt)	New technology for recycling asphalt, developed by kws Infra.
HR	Human Resources (department).
Incident Frequency (IF)	Number of accidents resulting in lost time (or death) multiplied by 1 million (hours) divided by the number of hours worked. VolkerWessels employs the VCA definition.
Innovation	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, meaning that it adds value for society. A sustainable innovation also adds value for the environment, and at VolkerWessels we indicate this by awarding it the PlanetFit label.
KPI	Key Performance Indicator. These are used to analyse the business's performance.
LCA (life-cycle analysis)	Life-cycle 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.
LEAN	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.
NGO	Non Governmental Organisation. An organisation that is independent of the government and pursues social aims.
Public Liaison Management	Actions aimed at the environment in which external parties such as residents, road users, businesses, media, environmental movements, etc. are involved and consulted.
Accident	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).

Other employees	Employees with an employment contract to which the CLA for the Construction industry does not apply. Directors often fall into this category.
PEFC wood	Wood and paper from the Programme for the Endorsement of Forest Certification (PEFC) that contributes to the promotion of sustainable forest management.
PlanetFit	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 CSR platform and being awarded a PlanetFit certificate (www.planetfit.nl).
PlusWonen (PlusWoning)	A home built under the 'PlusWonen' label, which stands for the sustainable building concept developed by VolkerWessels (www.pluswonen.nl).
Residual waste stream	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.
Waste separation percentage	Percentage of the total construction and demolition waste that is separated in the collection and processing of the waste (on site).
Scope 1, 2, 3 (GHG Protocol)	<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 purchased materials, waste processing and the use of the work, service or supply offered or sold by the company. VolkerWessels primarily reports emissions from flights.</p>
SKAO	Stichting Klimaatvriendelijk Aanbesteden en Ondernemen (Independent Foundation for Climate Friendly Procurement and Business) This foundation is responsible for all aspects of the CO ₂ performance ladder, namely the use, ongoing development and management of the certification scheme and the expansion of participating sectors.
Social Return	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.
Construction support personnel	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. UTA stands for Uitvoerend Technisch Administratief (Executing Technical Administration).
VCA	Veiligheidschecklist Aannemers (Safety Checklist for Contractors).
Health and Safety	Policy geared towards providing a safe and healthy workplace and working environment for our employees, subcontractors and everyone involved in our activities.
Processing method	The method used to convert the residual waste stream into a new raw material or energy.

Sickness absence percentage	Percentage of the workforce lost through sickness absence in a specific period. It is the most common measure of sickness absence in an organisation. VolkerWessels calculates this according to the method employed in the VCA guideline.
Percentage of sickness absence due to accidents	The total number of work days lost due to an accident /potential number of available work days x 100.

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
I www.volkerwessels.com

Composition

VolkerWessels | Corporate Social Responsibility
Domani B.V.

Images

Carel Kramer
Thomas Heye (Boele & van Eesteren)
Stichting Young Africa, Namibia

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- This is the English translation of the original Dutch Report
- The Dutch version is available as a PDF at www.volkerwessels.com
- In case of textual contradictions, the Dutch version shall prevail.
- The financial Annual Report is available at <http://www.volkerwessels.com/nl/financieel/jaarverslag-2013>

