



Royal Haskoning and

DIVERSITY

diversity 



“For me, diversity means valuing difference. It means working in a team to achieve the best results by focusing on the unique contribution each member of the team brings. It means much more than just looking at the differences between men and women.”

Maartje Bouvy | Director of Finance



“When deciding on the diversity policy for Royal Haskoning, we need to guard against labelling diversity as a post-feminist issue where the aim is to make men and women the same. Quite the contrary, the diversity policy should start from the concept that there is strength in diversity that comes from different ways of doing business, and the possession of different social skills and a different spatial awareness. In other words, it enables us to think in all dimensions.”

Piet van Putten |
Divisional Director Infrastructure & Transport



“As a marine biologist, you learn that a high degree of diversity is a sign of a healthy and well-developed eco-system. The greater the degree of diversity, the greater the capacity the eco-system has to adapt to changing circumstances. This is a good metaphor for Royal Haskoning and the challenges that face us. The Works Council fully supports the aim of bringing greater diversity to our organisation.”

Marcel Grashof | Chairman of the Works Council





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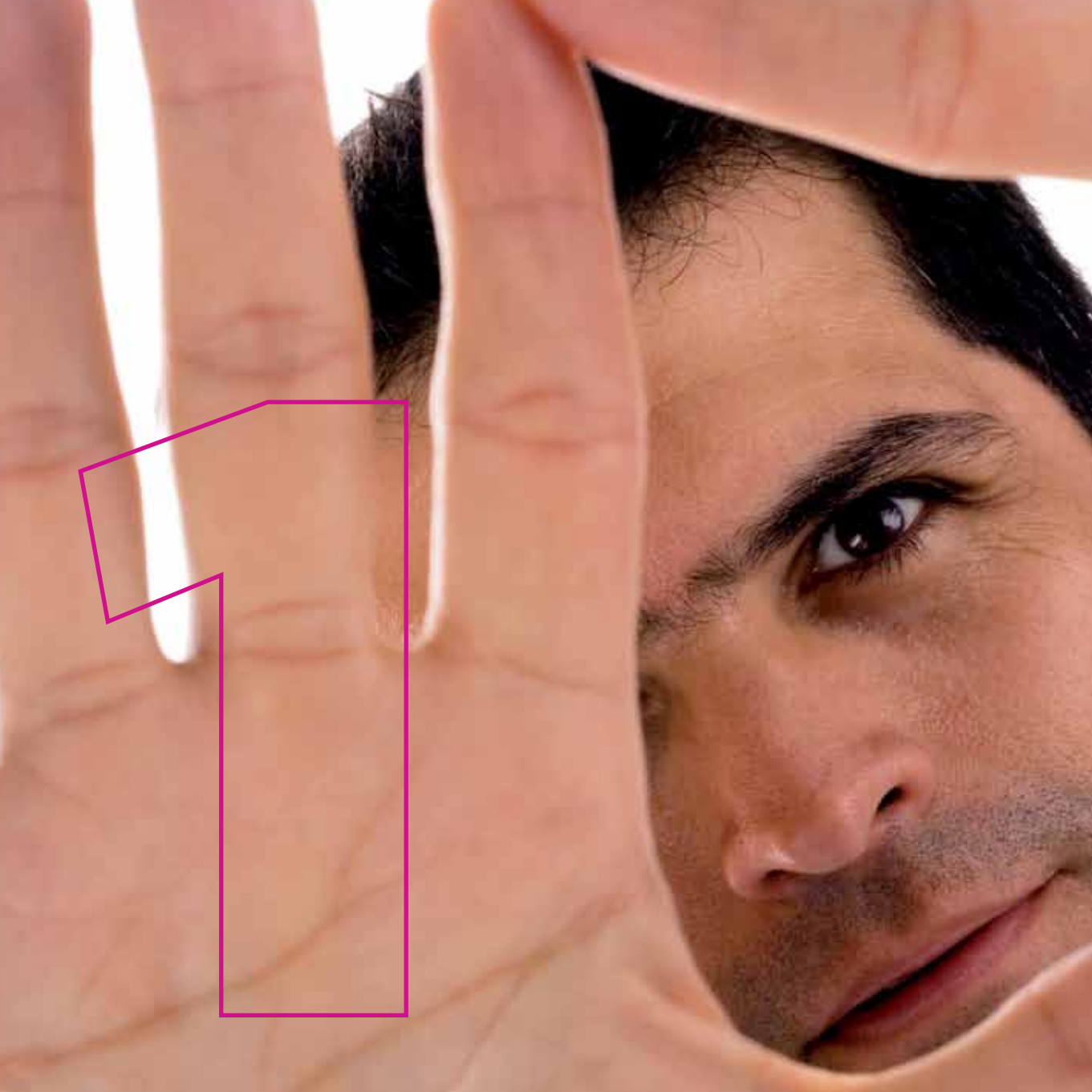
di·ver·si·ty the state or quality of being different or varied.

This booklet describes Royal Haskoning's approach to diversity in terms of people, roles and teams.

It responds to the following questions:

- >> Section 1 and 2: why is diversity at Royal Haskoning important?
- >> Sections 3 to 7: what are we doing to encourage diversity?
- >> Section 8: where are we now?
- >> Sections 9 to 11: what do we want to achieve?

We hope that reading this booklet will raise your awareness of this issue and encourage your own thought processes. We see diversity as a serious business. Do you?



1. Vision and focus >>



The keys to our success at Royal Haskoning are the human factor and team performance. The human factor is playing an important role in current developments within the company with the move from a product-oriented to a customer-oriented organisation. Team spirit is one of the company's four core values, with diversity in teams being an important aspect underpinning this core value. Becoming aware of diversity and getting diversity right will bring great potential for increased returns.

An active policy in relation to diversity will help us respond successfully to the changing labour market, and to make the best use of the talent available. Diversity encourages balanced decision-making. Royal Haskoning is aware of human differences and wants to tap the potential of this rich seam.

Diversity is a broad concept. It can relate to culture, abilities, gender, skills, age, experience, ethnic background, education and other aspects. Even though Royal Haskoning recognises that all these aspects are important, the focus at the moment is primarily on gender diversity (m/f) and the make-up of teams.

The reasons for concentrating on these areas are that this is where the greatest benefit can be achieved and that we can build on the work already done with the 'Cultural Barometer' (a study looking at m/f diversity in Royal Haskoning) that was set up in 2007.



2. Diversity is not an option >>



Royal Haskoning views diversity as a business case. It is about the value to the business and has nothing to do with a socially desirable phenomenon. The business case for diversity is based on financial, commercial, human resources and social considerations.

FINANCIAL

- >> There is a positive correlation between organisations with greater numbers of women in senior positions and financial (and organisational) performance¹

SALES

- >> Better response to our customer's needs who are also becoming more diverse and who are looking for a different type of service (partner in business)
- >> A diverse employee base attracts a wider group of customers which has knock-on benefits for the organisation
- >> Diversity encourages innovation (a greater range of different people means a wider range of opinions, solution strategies and greater creativity)

HUMAN RESOURCES

- >> A diverse population increases our ability to attract new talent within the labour market
- >> Diversity means making effective use of people's differences and similarities and each person's personal qualities, in other words, talent is used to the full
- >> Diverse teams get better results:
employee satisfaction ▲ productivity ▲ sick leave ▼

SOCIAL

- >> As an international employer, Royal Haskoning also has responsibility towards the community in terms of employment, language and talent development. The international character of the company supports the diversity policy.

¹ Sources:

- >> Catalyst, Census of Women Board Directors of the Fortune 500 (2008)
- >> McKinsey & Company, Women Matter – Gender diversity, a corporate performance driver (2007)
- >> VU University Amsterdam e.a, Diversiteit in leiderschapsposities [diversity in leadership positions] (2008)

“ We are all in the business of achieving better performance and there is no doubting that diversity contributes to better performance ”





“I am very interested in the area of diversity. For me, it is all about the complementary skills that individuals bring. I am firmly of the belief that a well-functioning team is the product of a wide diversity among the team members who create a strong dynamic. It is this team dynamic that brings out the best in people. There is no doubt that employees with different backgrounds, ages and experience help Royal Haskoning to achieve a more competitive and successful position in the market.

If you are looking purely at figures, the percentage of women employees in the United Kingdom is less of an issue than in the Netherlands. I think it’s fantastic that in the United Kingdom the make-up of teams is so diverse both within the offices and in the divisions. It could be even better if we had more women in senior positions, but with the energy generated around this issue in the organisation at the moment, I don’t think we will be waiting long! Whatever else, there is great future potential within Coastal & Rivers to increase diversity in the make-up of my management team.

When it comes down to it, we are all in the business of achieving better performance and there is no doubting that diversity contributes to better performance. I am glad to play my part in achieving this!”

Sarah Budd
Divisional Director, Coastal & Rivers
MBTI type: INT



INFP

ESFJ

ISTJ

INFP

ISTJ

3. Myers-Briggs Type Indicator (MBTI) >>



Royal Haskoning uses the Myers-Briggs Type Indicator (MBTI) to increase diversity in teams (see 9. Diversity in the Make-Up of Teams, on p. 31). MBTI is a well-known international instrument that helps employees to gain an insight into their own psychological preferences. It is the perfect tool when it comes to questions of team make-up. It can be used with individuals and in a group setting.

The MBTI determines personality types. It describes a person's preferences in the following four dimensions:

- >> Introversia (I) versus Extroversia (E)
- >> Sensing (S) versus Intuition (N)
- >> Thinking (T) versus Feeling (F)
- >> Judging (J) versus Perceiving (P)

The preferences give a clear picture of the MBTI type to which an employee belongs and is written as letter combinations, e.g. ISTP or ENFP. The MBTI system makes a constructive distinction between people's individual preferences and therefore fits perfectly with the current initiatives around diversity within Royal Haskoning.

In 2008, seven HRM advisers in the Netherlands and the United Kingdom achieved the MBTI Qualified Practitioner certificate. This means that HRM can now offer MBTI as a service within Royal Haskoning, both within an individual and a group setting. In 2009, 225 employees took part in an MBTI session, mostly as part of a group.



4. Talent to the Top Charter >>



On 28 May 2008, Jan Bout signed the Talent to the Top Charter as chairman of Royal Haskoning's Board of Management.

The Talent to the Top Charter is an initiative of the Talent to the Top Taskforce that works closely with the VNO NCW (Confederation of Netherlands Industry and Employers), FNV (federation of Dutch trade unions), the Ministry of Education, Culture and Science and the Ministry of Economic Affairs.

The aim of signing the Charter is to increase the recruitment, promotion and retention of female talent in senior positions within Royal Haskoning. We have committed ourselves to firm action to achieve progress in the number of women in senior positions.

The recruitment, promotion through the ranks and retention of talented individuals is a joint challenge for both men and women. Royal Haskoning is undertaking specific, measurable initiatives to achieve this. You can read about these in this booklet.

“ We firmly believe that the Talent to the Top Charter will contribute to our continuous drive to improve quality ”

Jan Bout (chairman of the Board of Management)

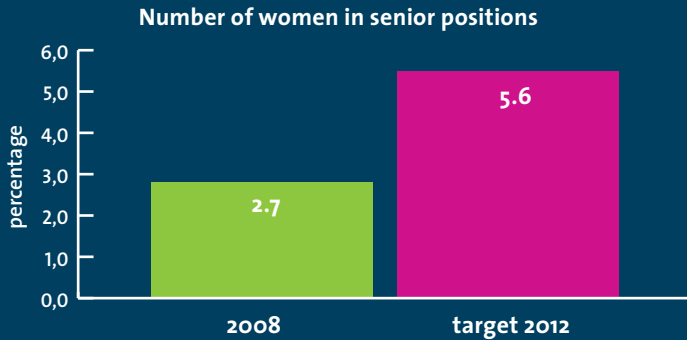


Figure 1: Percentage of women in senior positions within Royal Haskoning in the Netherlands (average in 2008 and target for 2012)

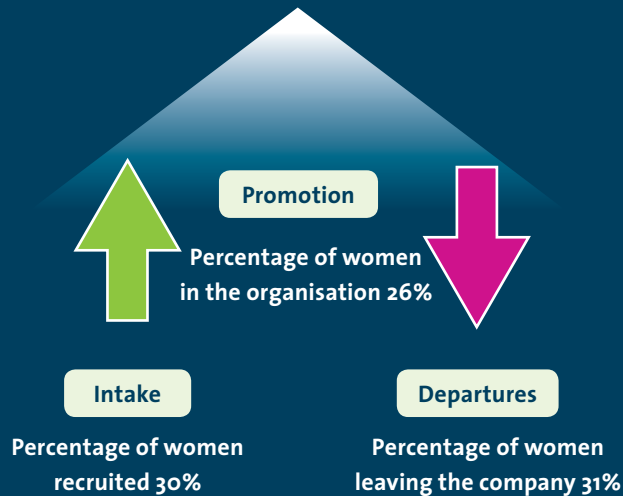


Figure 2: Percentage of women in the organisation (average in 2008)



In January 2009, a baseline was taken of the percentage of women at Royal Haskoning in senior positions and positions just below senior level in 2008.

The results from the baseline measurement in the context of the Talent to the Top Charter are shown in Figure 1 and 2. Both figures relate to Royal Haskoning in the Netherlands in 2008 (average for the year).

- >> Figure 1 shows a clearly measurable target. Royal Haskoning is aiming to see a (minimum) two-fold increase in the number of women in senior positions in 2012 as compared to 2008.
- >> Figure 2 shows the number of women in the organisation - those joining the company and those leaving.

The baseline also incorporates the strategy for achieving this quantitative target. The Female Leadership training and the Women's Network (p.17 and 19) form a part of this strategy. The target and our strategy will both be monitored over the next few years by the Talent to the Top Monitoring Committee.

5

ROYAL HASKONING 

Women's network



5. Women's network >>



Royal Haskoning is taking the initiative to retain female staff and to give them the opportunity to develop their talents to the full. The Women's Network is one of the practical initiatives that came into being as a consequence.

The aim of the Women's Network is to encourage female employees to recognise and further develop their feminine (and masculine) strengths, and to put their strengths to use in fulfilling their ambitions. To achieve this it is important to understand that female strengths have an added value both within the organisation and out there in the market.

What are the strengths particularly (but not exclusively) associated with women?

- >> Empathy
- >> Picking up signals from the environment/promoting interests
- >> Self reflection
- >> Bringing people together and helping them to form a consensus

In a predominantly masculine culture, retaining and nurturing these strengths requires extra support and focus.

The Women's Network meetings are always organised around one of the following themes: Female Leadership, Female Role Models, and Customers & Market. There are four meetings a year held at different offices in the Netherlands. More than 200 women are members of the network. Plans are afoot to extend the network to the United Kingdom in the future.



6

6. Female leadership >>



A two-day in-house training course in Female Leadership was launched in 2008 specifically for young, enthusiastic women who have the potential to develop and reach a senior position within Royal Haskoning.

The Female Leadership course is offered twice a year. The programme covers the following:

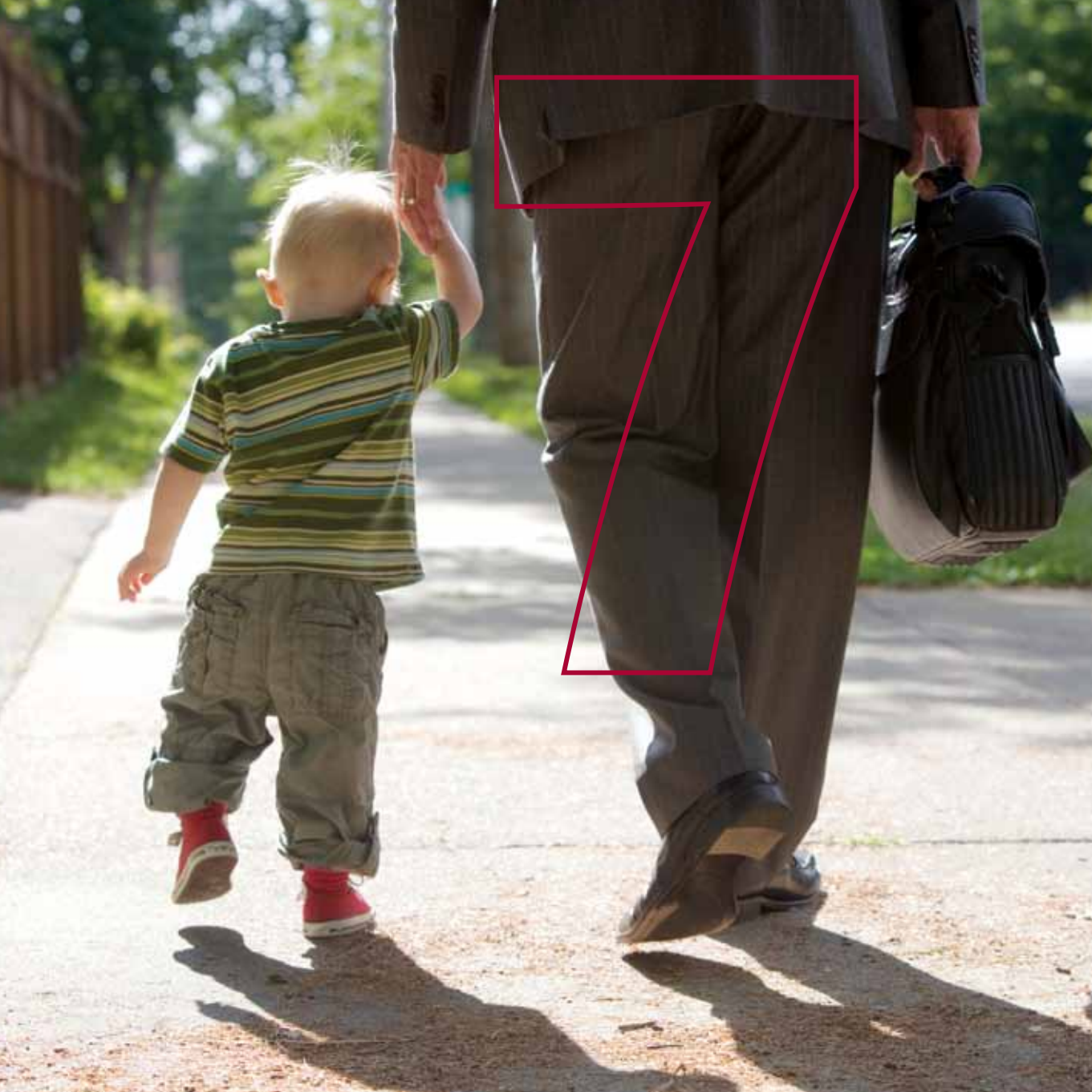
- >> A useful self test that can also be used after the programme
- >> Gaining a clear understanding of your goals and ambitions
- >> Solutions for an overfull diary
- >> Tips on how your manager and colleagues can help you progress
- >> Concepts to help you achieve your goals using your female strengths

"The best training I've ever had in my career. I became more self-aware and successfully tried out plenty of practical tips."

"This really was a course which raises your awareness of your working environment as a woman so that you make the right choices to realize your ambitions."

"Now I know that, if you don't shape your own future, one is foisted on you. So, if you want [to achieve] something, you've got to know your own ambitions. Ambition also means having the guts to seek recognition yourself and even to ask for it. And I know how to do that now."

"State your ambition, enjoy the game and grow!"





If facilities are not embedded in conditions of employment and working conditions, the diversity policy will achieve nothing. Over recent years, we have been successful in introducing better facilities to enable people to work more flexibly in terms of their working hours and where they work. The (gradual) introduction of this programme called 'a new way of working' will enable employees to find the ideal balance between the physical and the virtual work environments.

Flexible working makes it easier for different employees to combine work with family life or other activities. The introduction of Voice over IP, Blackberries and laptops in 2007 means that flexible working is already a reality in terms of hardware and is making a positive contribution to the work/home life balance. UMTS cards allow people to stay connected while on the move. The final step – to make the whole RH network accessible at locations outside the offices – was implemented in the second half of 2009.

A phased start and end to the working day means that working hours can be structured flexibly within a specific range. The standard working week is 40 hours, but nearly a third of employees have different working hours (< 40 hours/week, and that includes employees with parental leave).

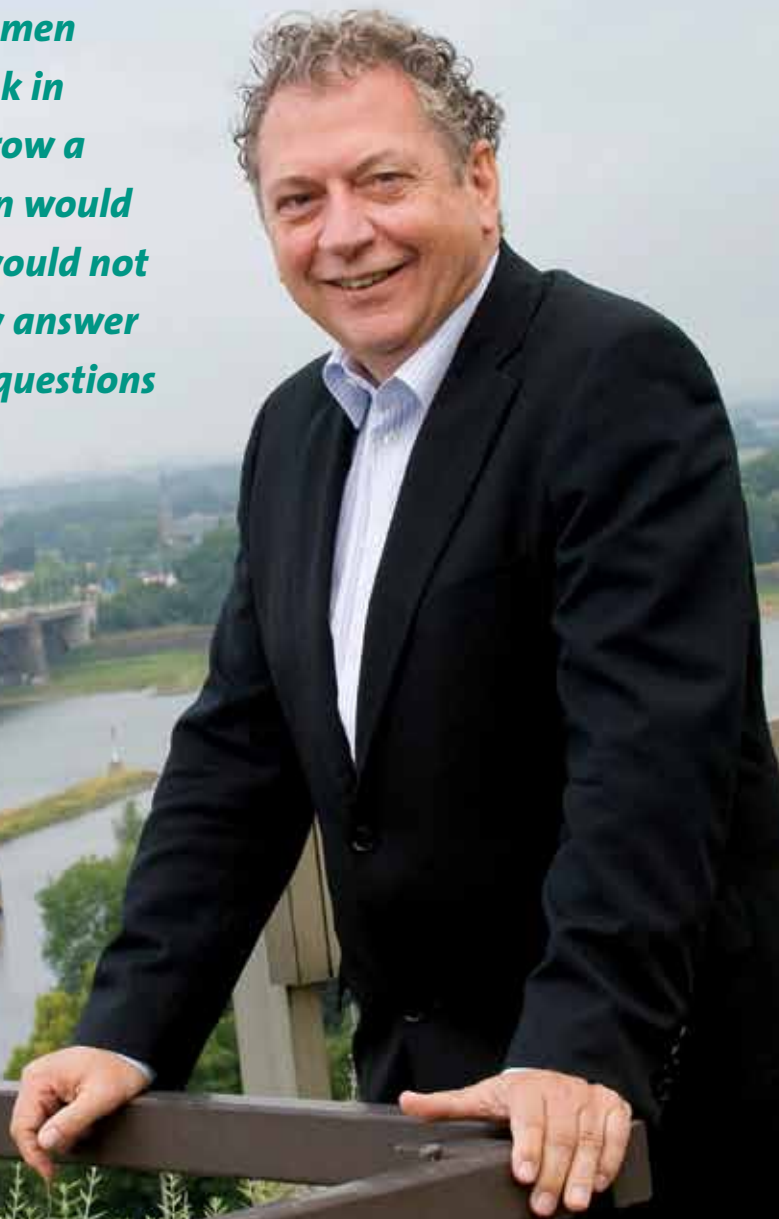
Accessed through:

- >> Mobile phones and Blackberries
- >> Laptops
- >> UMTS cards

Flexibility through:

- >> No fixed start and end to the working day
- >> Options for part-time working

“ Men think in series, women have the ability to think in parallel. If I were to throw a ball up in the air, a man would focus on the ball and would not be able to immediately answer other straightforward questions at the same time ”





“I manage the division with a conscious focus on diversity. From my own experience, I know that when you have got a mixed team you always end up achieving that bit more. But it’s not just that, you also learn a great deal from people who are different from you. I think it’s in my genes to be open to all sorts of differences, of whatever shape or colour – in the same vein as Darwin.

I have seen huge developments in my 12 years with Royal Haskoning from the perspective of the various positions I have held. We have moved from clocking in to flexible working – both in terms of working hours and work base. This has enabled a greater degree of flexibility: it’s not when you do your work, but the result that matters. I would like to see flexible working increase even further where working hours and the work base are completely independent, with cost savings being an added benefit.

The new, flexible working arrangements will primarily help women to better combine their work with family life. If I am looking for someone to fill a position, I want the best. And frequently the best person for the job is a woman. I often find I can spot these talented individuals an early stage. From then on it is important to keep challenging, encouraging and coaching them”.

Tom Smit
Divisional Director for Spatial Development
MBTI type: ENFP





The percentage of women employees within the total population in the Netherlands has grown slightly since 2005: from 24.5% to 26.3% on 31 December 2009.

In the United Kingdom* the percentage of women employees grew from 32.0% in 2005 to 34.5% of the total population as at 31 December 2009.

In addition to looking at total population, the percentage of women employees can be analysed at other levels to give a different picture.

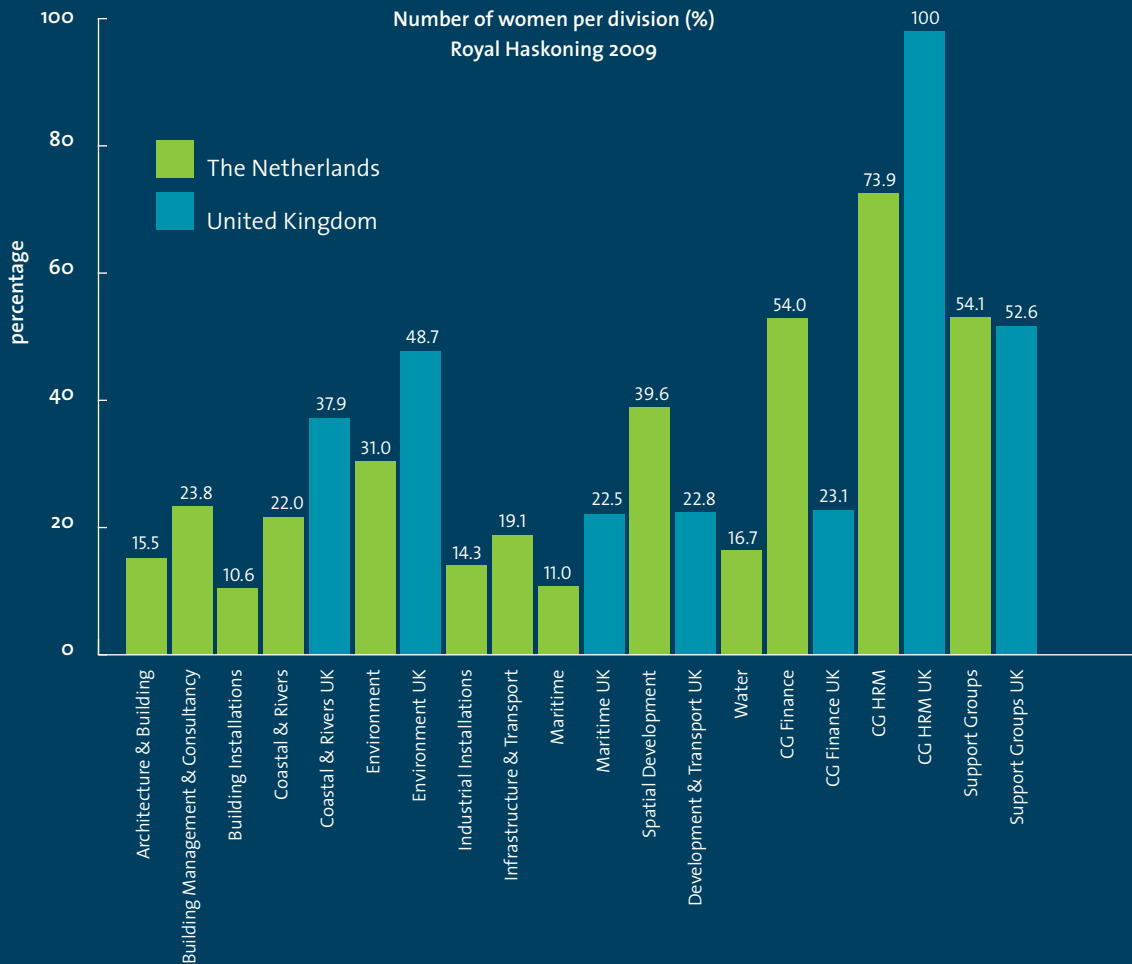
The various figures are shown below (reference date 31 December 2009):

- >> Percentage of women in each division in the Netherlands and the United Kingdom
- >> Percentage of women in the total population, the target group and at management level in the Netherlands
- >> Percentage of women in the total population, the target group and at management level in the United Kingdom

* The figures for the United Kingdom include the figures for Ireland

By division

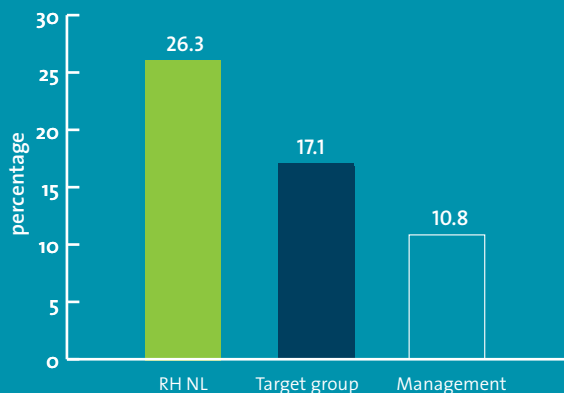
The percentage of women shows a varied picture among the different divisions, corporate groups (CG) and support groups (SG). The graph below shows the total number of female employees (as a percentage) within the various divisions of Royal Haskoning in the Netherlands and the United Kingdom as at 31 December 2009.



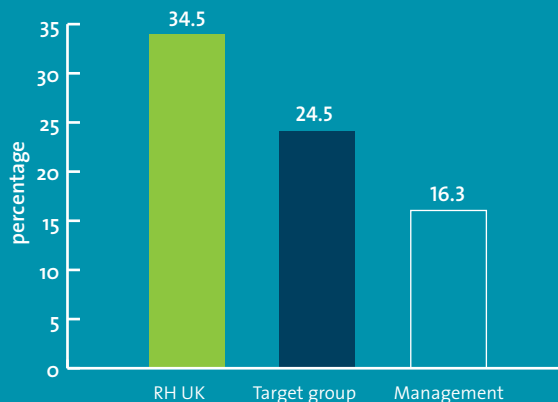
Total population, target group and management level

In addition to looking at total population, the percentage of women employees can also be analysed at target group and management level. The target group includes all employees in professional roles from level 5 (junior professional) upwards and the higher staff positions. In this case, management level includes only line management in the divisions and staff groups, and not project managers.

Women (%)
at Royal Haskoning Netherlands 2009



Women (%)
at Royal Haskoning
United Kingdom 2009



| | Men NL | | Women NL | | TOTAL |
|--------------|-------------------|-------|-------------------|-------|-------|
| | In absolute terms | % | In absolute terms | % | |
| RH NL | 1580 | 73.7% | 565 | 26.3% | 2145 |
| Target group | 1432 | 82.9% | 295 | 17.1% | 1727 |
| Mgmt. | 124 | 89.2% | 15 | 10.8% | 139 |

| | Men UK | | Women UK | | TOTAL |
|--------------|-------------------|-------|-------------------|-------|-------|
| | In absolute terms | % | In absolute terms | % | |
| RH UK | 475 | 65.5% | 250 | 34.5% | 725 |
| Target group | 456 | 75.5% | 148 | 24.5% | 604 |
| Mgmt. | 41 | 83.7% | 8 | 16.3% | 49 |





Royal Haskoning uses MBTI – the Myers-Briggs Type Indicator as a tool to record team composition (see 3 MBTI on page 13). What we want to achieve through this is diversity in our teams. To perform well in a team, you need opportunities to develop. This requires a transparent business culture and a focus on the value of diversity.

We believe that utilising differences in skills, gender, ethnicity, age and education makes the organisation stronger. Having gone through a process of raising awareness, our focus in the first instance is on attracting more women into the company, but also on diversity in the make-up of teams. This is an important factor for success.

Homogenous teams may be easier to manage, but their lack of balance makes them vulnerable. Royal Haskoning operates with a conscious focus on team make-up and role division within teams.

A balanced (project) team consists of:

- >> A good social mix (men and women)
- >> Inspiring mix of cultural backgrounds
- >> Diversity of skills
- >> Diversity of market profiles

Voor een goede en effectieve samenwerking is het van belang dat ieder team op de juiste manier is samengesteld. De juiste mix van competenties en persoonlijke eigenschappen is doorslaggevend voor het succes van ons bedrijf. Een samenstelling die de markt en de samenleving weerspiegelt.



10

*“The mind
is like a
parachute:
it only works
when it’s
open”*

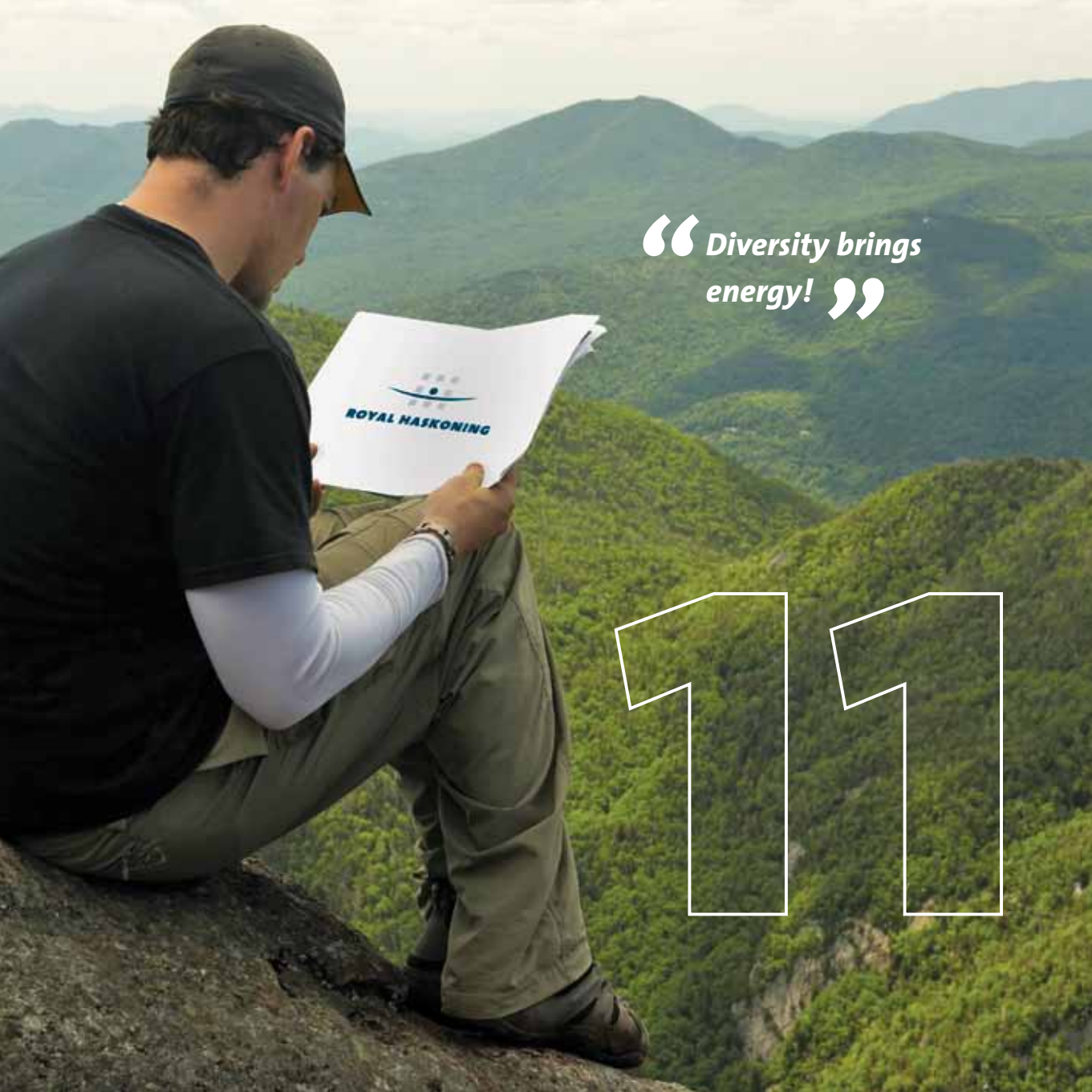


One of the (most important) reasons for having an active diversity policy is that it acts as a powerful driver for innovation.

This is because different people bring different opinions to issues leading to a wider range of solution strategies and greater creativity. This forms the basis of every innovation.

Innovation within Royal Haskoning means that, as well as applying professional expertise in projects, we are always seeking out and applying new methods and concepts. Technical innovation comes in many shapes and sizes.

Diversity also encourages a more innovative approach to other aspects of our business operations. The Innovation Board came into being in 2007. Three areas have been earmarked for promotion of innovation. Technical innovation is the most obvious, but innovation is also being stimulated in project management and marketing, partly through diversity. The make-up of the most suitable project team is essential here, to maximize added value for clients.



“ Diversity brings energy! ”

11



Diversity is a growth process – it means a cultural change – and for this reason it cannot be forced. This is a wide-ranging issue, but small steps will bring us closer to our goal of achieving a greater diversity of people who perform better in well-managed teams. We hope that reading this booklet will help you understand how we are managing this process. From failing and not knowing it (up to 2005) in terms of diversity, we are now in the position of failing and knowing it! But in the end we are going to get it right and know it!

We need to continue working on raising awareness of the urgency of the business case. The focus on gender diversity and diversity in the make-up of teams will over time be extended to other areas relating to diversity, such as culture and ethnicity.

We want to embed diversity and concern for this issue at a deeper and deeper level in the organisation and, in this way, grow into a company where there are opportunities for every employee and where people want to work. Eventually, diversity will no longer be an issue, because it will be the norm for all sections of the population to be represented in the company and to enjoy equal opportunities.

To achieve this, over the next few years, we will be focusing on the succession policy, selection teams, target setting (for intake) and mentoring/coaching. These are also qualitative targets in the Talent to the Top Charter (see p.15 and 17).

We encourage you all to work with us on achieving a diverse Royal Haskoning!



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