

# Ballast Nedam


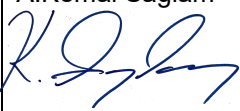
Business Plan 2021 - 2023



## CSR Policy and Targets



**Ballast Nedam**

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## 1. Introduction

The construction sector makes a major contribution to society by realising infrastructure and real estate projects. At the same time, it has a huge impact on the environment in which it operates. With great dedication and skill, Ballast Nedam is working on future-proofing this environment, with endeavours ranging from small-scale assignments to large and complex projects at home and abroad, all with the aim of satisfying customers and end-users. Sustainability is a very important consideration that is enshrined in our policy. For this reason, Ballast Nedam embraces the Sustainable Development Goals (SDGs) of the United Nations, which underpin our CSR strategy and KPIs. Ballast Nedam also conforms to the World Bank's IFC Environmental and Social Performance Standards. The policy is geared towards lowering emissions and reducing our use of primary raw materials for the realisation of our projects.

At the end of 2020, a stakeholder analysis was organised to determine the main focal points and priorities for the 2021-2023 CSR policy. Although we are in constant contact with our stakeholders through, for example, industry meetings, customer surveys and direct dealings, a stakeholder analysis is a structured method for gaining an insight into the priorities and concerns of stakeholders. The results of the stakeholder analysis conducted enabled us to update the CSR policy. We used the stakeholder analysis to determine the main CSR themes. The stakeholder analysis is discussed in chapter 2. The main themes are then addressed in chapters 3 to 8.

A chapter has been devoted to each theme, including a presentation of the KPIs. All KPIs with a target or for which quantities are registered are also summarised in Table A appended to this report as Annex 1. The KPIs have been formulated centrally and apply to all divisions. The divisions/projects decide on the specific approach taken to implement this policy and on possible additions to it, and may also determine their own KPIs.

A report will be published every quarter on these KPI scores, on any planned actions and actions already taken, as well as on any issues that present an obstacle to the achievement of our targets. We also plan to share any success stories and learning experiences in this quarterly report.

Ballast Nedam's CSR policy is also aligned with the Organisation for Economic Co-operation and Development (OECD) Guidelines for Multinational Enterprises and the International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work.

In addition, through its CSR policy, Ballast Nedam is also committed to the following agreements, codes of conduct, guidelines and certificates:

- The CO<sub>2</sub> Performance Ladder: sustainability instrument for reducing CO<sub>2</sub>;
- "Veiligheid in de Bouw" ("Safety in Construction") governance code: helps clients and contractors to work together to improve the safety culture within their own organisations.
- "Bewuste Bouwers" ("Considerate Constructors"): code of conduct for the construction site and the area around it.
- Paris Proof Commitment: commitment to reduce energy consumption in the built environment.
- "De Groene Koers" ("The Green Course"): platform for the Construction & Infrastructure sector; working together to make the sector emissions-free in 2030 by lowering emissions from mobile construction equipment.
- Emissieloos Netwerk Infrastructuur (ENI: zero emission network infrastructure): a partnership that is committed to realize a zero emission construction site in 2026 by close cooperation and research for alternatives for heavy mobile equipment.

## 2. Stakeholder Analysis and Materiality

### 2.1 Stakeholder Analysis

Ballast Nedam realises construction projects both in the Netherlands and abroad. To properly underpin Ballast Nedam's CSR policy, a stakeholder analysis was executed in 2020, as described in the introduction. This stakeholder analysis was based on the criteria of ISO 26000, an international standard that focuses on corporate social responsibility.

The stakeholders selected for a stakeholder analysis are those that are important to the organisation. Using information available, a provisional stakeholder selection was made for Ballast Nedam, which was discussed with management representatives during a number of internal workshops. On this basis, a final selection and analysis were performed, during which the stakeholders were placed in four quadrants based on the degree of influence they have over the organisation and the degree of interest they have in the organisation.

The strategy with regard to the different types of stakeholders is as follows:

- Quadrant 1: 'involve' stakeholders with the highest degree of influence and interest, i.e. the most important stakeholders.
- Quadrant 2: 'continue to satisfy' stakeholders with a high degree of influence and a low degree of interest.
- Quadrant 3: 'continue to inform' stakeholders with a high degree of interest but a low degree of influence.
- Quadrant 4: 'monitor' stakeholders with little influence over the organisation and little interest.

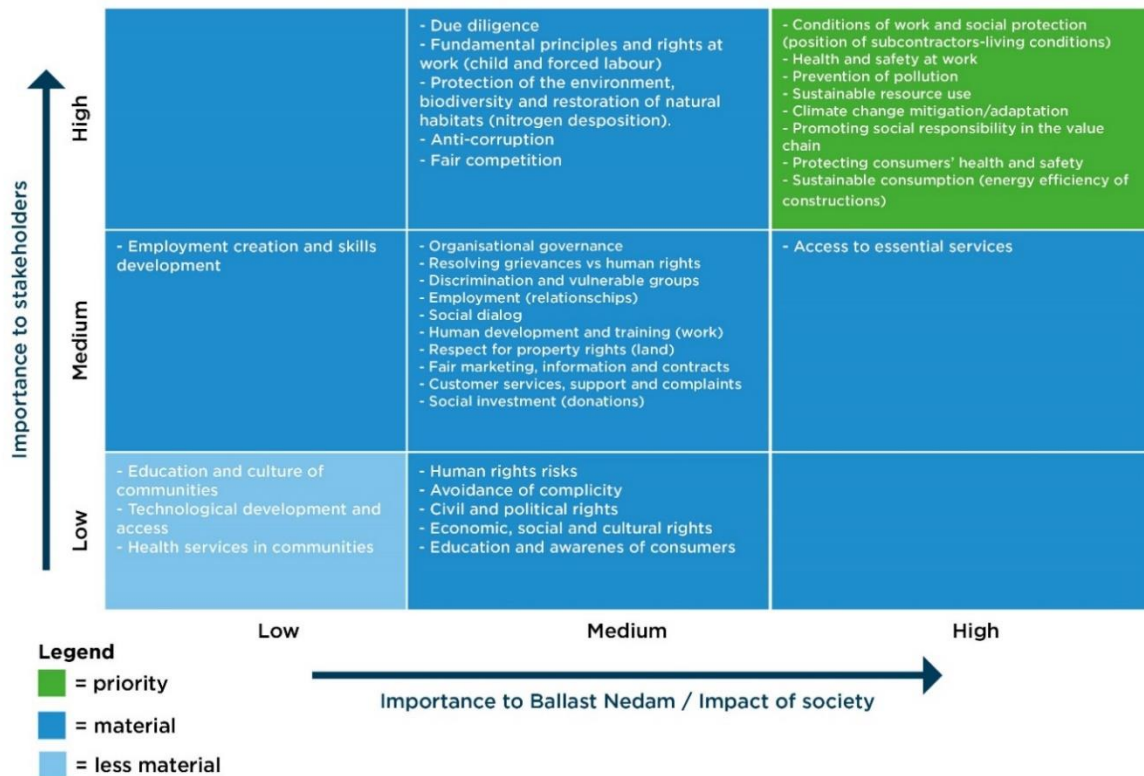
### 2.2 Materiality

In a materiality analysis, the issues that are most important to the organisation and stakeholders are identified, selected and prioritised.

For Ballast Nedam's CSR materiality analysis, a number of stakeholders in Quadrant 1 were selected to be approached for an interview. Several stakeholders in Quadrants 2 and 3 were also approached to provide varied feedback. It was not deemed necessary to approach any stakeholders in Quadrant 4 as they have no influence and no interest on the whole.

The methodology as set out in NPR 9026 for the ISO 26000 self-declaration was used for the approach to the materiality analysis. The material aspects were determined in line with the 37 issues (criteria) of ISO 26000 in the area of corporate social responsibility.

The results of the materiality analysis are set out in the table below.



All the issues contained in quadrants with combinations of high and average are 'material' or relevant. Only the combination 'low/low' is considered 'less material'. A list of all ISO 26000 issues is contained in Annex 2.

The main priorities are shown in the green 'high/high' quadrant on the right, though the issues in the 'high/medium' quadrant are also considered a priority based on the stakeholders: a priority for themselves and seen as a priority for Ballast Nedam.

## 2.3 Sustainable Development Goals (SDGs) and IFC

During the process of determining materiality, much attention was given to the 'why' – the ambitious target or the social issue to which Ballast Nedam wishes to make a contribution. Through its CSR policy, based on the Sustainable Development Goals (SDGs), Ballast Nedam is contributing to society.

Our main motivation is to contribute to the following:

- I. Good health and well-being (SDG 3)
- II. Responsible consumption and production (SDG 12)
- III. Industry, innovation and infrastructure (SDG 9)

With these goals we want to contribute to:

- IV. Sustainable cities and communities (SDG 11)

And we cannot achieve this without:

- V. Partners (SDG 17)



For Ballast Nedam's international projects, the following IFC Performance Standards (PS) are also important alongside the themes referred to in section 2.4:

- Community health, safety and security (PS4)
- Land acquisition and involuntary resettlement (PS5)
- Biodiversity conservation / sustainable management of living natural resources (PS6)
- Indigenous peoples / cultural heritage (PS7)

## 2.4 Main CSR Themes for Ballast Nedam

On the basis of the stakeholder and materiality analyses performed, the main CSR themes (focus areas) for Ballast Nedam were formulated. Despite the fact that integrity did not emerge as a priority during the stakeholder analysis, Ballast Nedam has decided to leave this as one of the important themes. The themes are as follows:

1. Safety, Health and Well-being;
2. Good Employment Practices and Social Return;
3. Environment and Sustainability;
4. Innovation and Digital transformation;
5. Integrity;
6. Stakeholder management.

The themes are presented in the table below, which also sets out the relationship with ISO 26000 as well as the SDG and IFC criteria to which the themes contribute.

CSR themes for Ballast Nedam	CSR issues of ISO 26000	SDGs	IFC Performance Standards (PS)
<b>Safety, Health and Well-being (ch. 3)</b>	- Health and safety at work (12) - Protecting consumers' health (24)	SDG 3	PS4 Community
<b>Good Employment Practices and Social Return (ch. 4)</b>	- Discrimination of vulnerable groups (5) - Child and forced labour (8) - Conditions of work and social protection (10)	SDG 3	PS2 Labour
<b>Environment and Sustainability (ch. 5)</b>	- Prevention of pollution (14) - Sustainable resource use (15) - Climate change mitigation and adaptation (16) - Sustainable consumption / energy efficiency (25) - Protection of environment, biodiversity and restoration of natural habitats (17)	SDG 12, 11, 9	PS3 Resource efficiency PS6 Biodiversity
<b>Innovation and Digital Transformation (ch. 6)</b>	- Prevention of pollution (14) - Sustainable resource use (15)	SDG 9, 11 and 12	PS3 Resource efficiency
<b>Integrity (ch. 7)</b>	- Due diligence (1) - Anti-corruption (18) - Fair competition (20)	SDG 16	
<b>Stakeholder Management (ch. 8)</b>	- Promoting social responsibility (21)	SDG 17	

The references to the numbers of the CSR issues based on ISO 26000 and the SDGs are included to make them easy to locate.

The policy and targets relating to the six themes mentioned above will be addressed in further detail in the following chapters.

## 3. Safety, Health and Well-being

### 3.1 Safety

#### Introduction

At Ballast Nedam, working safely is of paramount importance. Always. This is because health is the essence of our existence. Because we believe that working safely is the cornerstone of a healthy organisation. And because we care about each other.

It is everyone's obligation to provide a safe working environment for all employees working at Ballast Nedam. We aspire to be an injury-free Ballast Nedam. This is why it is important to be aware of the life-critical activities and eliminate or reduce safety risks to the maximum possible extent.

#### Safety strategy

Improvements steps on safety do not come by itself. The Board of Management of Ballast Nedam requests a firmer commitment to safety from everyone. This starts with developing a renewed safety vision and safety improvement strategy.

As a basis for this new safety vision and safety improvement strategy, DEKRA has been asked to perform an independent safety awareness audit in 2020. DEKRA reported a clear gap analysis and improvement recommendations on safety. These recommendations in combination with Rönescans Holding proven safety strategy formed the starting point for a renewed safety vision and specific Health, Safety and Environment (HSE) improvements throughout the entire organisation.

#### Safety vision

At Ballast Nedam, working safely is of primary importance. Always. Because health is the essence of our existence. Because we believe that working safely is one of the pillars on which a healthy organisation rests. And because we care for each other. That's why safety is essential in every step we take. Always. Everywhere. Everyone.

Incidents and accidents have major impact for those directly involved, but also for families and colleagues. Our employees can therefore count on an employer that takes a safe work environment seriously. The world around us attaches great importance to that, too. Our clients increasingly choose their contractors on the basis of safety. And society expects companies to take responsibility in public space.

When it comes to safety, everyone plays a part. We are required to keep a sharp eye on our different roles in assuring safety. In every phase of the project.

We make a promise to everyone who is involved in our projects: we work safely and we ensure safety together. That goes for everyone: from designers to site supervisors, from planners to construction site employees, from managers to crane operators. From the tender and the design to the execution and completion. Safety and good performance go hand in hand. That begins and ends at home. We work protected. Always and everywhere. Today and tomorrow. That is how we do things in our Ballast Nedam family; it is our DNA. Work safely, get home safe and sound. Always. Everywhere. Everyone.

#### Our priorities

To deliver on our safety promise, we will work together. Improving requires everyone's attention. Of course we all contribute, because when it comes to safety everyone is a leader. But we also want to improve as an organization. We have established 9 priorities with each other to accomplish our promise.

1. We build a culture of caring for each other. That is the basis of our healthy organization.
2. We are committed to strengthening personal leadership in safety. That applies to everyone and we ask this always and everywhere.
3. We work with simple and clear principles and agreements. Because if everyone knows and understands these principles, it's easier to comply.
4. We improve mutual communication. Because work is people work and that requires that we understand each other always and everywhere.



5. We ensure that we learn smarter and faster from our experiences. Taking some slow time together to reflect. In this way we become a learning organization.
6. We make safety part of our entire chain. From tender to delivery.
7. We investigate all incidents. As we want to learn from our incidents and share those lessons with all colleagues.
8. We work every day to reduce risks. If we think carefully in advance, we will reduce the risk of accidents.
9. We work differently with our subcontractors. That already starts with our purchasing. We regard subcontractors as crucial partners with whom we seek partnership on an equal basis.

### Targets 2021

Ballast Nedam has set a firm commitment to accelerate improvements in safe working in the construction industry where we apply and adapt international standards and best practices from our parent company Rönnesans. The IF target ratio set for 2021 aims for an injury frequency ratio IF lower than 3.5. The IF ratio is based on the number of lost time accidents per one million worked hours, suffered by employees and hired staff, including subcontractors.

The long term targets that have been set aim to gradually accelerate the reduction of the injury frequency ratio target to a level below 1.0 in 2025.

### TARGETS/ACTIONS

Target	KPI 2021 (cumulative over the year)
<ul style="list-style-type: none"> <li>- Continuous improvement. Improve actions centrally and de-centrally on the DEKRA recommendations for Ballast Nedam.</li> <li>- To become the most competitive builder in health and safety An accident-free Ballast Nedam.</li> <li>- Conducting a visible safety campaign.</li> <li>- Each Business Unit confirms Ballast Nedam's safety vision and policy.</li> <li>- Determine objectives and specification of the HSE policy for each Business Unit.</li> <li>- Perform incident investigation for all LTI and HIPO incidents.</li> <li>- Perform trend analysis on KPIs and incident information.</li> </ul>	<ul style="list-style-type: none"> <li>- Injury frequency excl. Subcontractors less than 3.5.</li> <li>- Injury frequency incl. Subcontractors less than 3.5.</li> <li>- Conduct incident investigation for all LTI and HIPO incidents, 100%.</li> <li>- HSE Action plan for every BU in place, 100%.</li> <li>- High Visibility clothing and PPE introduced for all BU, 100%.</li> <li>- New HSE campaign introduced, 100%.</li> <li>- Measurement of restricted work case frequency.</li> <li>- Measurement of medical treatment case frequency.</li> <li>- Measurement of first aid case frequency.</li> <li>- Measurement of lost-time costs following accidents.</li> <li>- Measurement and recording of the number of SOS alerts.</li> <li>- Measurement and recording of the number of red and yellow cards.</li> <li>- Awarding of green cards to encourage positive safety behaviour.</li> <li>- Recording of the number of environmental incidents.</li> <li>- Recording the amount of toolbox meetings.</li> <li>- Recording the amount of workplace inspections.</li> </ul>

## 3.2 Health and Well-being

We believe that a healthy working and living environment are essential for our quality of life. The COVID-19 pandemic has really highlighted this for us.

Ballast Nedam is therefore keen to be a modern and professional employer that pays attention to its employees. We want to create conditions in which our employees can excel. With this conviction, we are committed to a healthy, safe and motivational working environment for all employees.

The COVID-19 policy that was started in 2020 will be continued in 2021. Employees are regularly informed about the latest state of affairs and measures are adjusted where necessary.

We also aim to add value to our customers' working and living environment by striving to improve quality, comfort and health. The rise of the WELL Building Standard for offices is an example of this. Ballast Nedam not only focuses on the building level, but we also apply high standards to our area

development efforts where the health and well-being of future residents are concerned. For our own development efforts we are inspired by the Blue Zones, area dotted around the world where people are demonstrably living longer and healthier lives. Scientific research has shown why these areas are so successful and has summarised this in ten guiding principles. In order to translate these into something concrete that we can apply to our work, we divide these principles into hardware (mobility, environment, nature, biodiversity and circularity) and software (exercise, healthy food, community, a sense of meaning and purpose, and relaxation), and this frames our ambition. In order to achieve our ambition, we are collaborating with universities to realise the Urban Blue Zone concept for a concrete area development plan. Interest groups such as JOGG (young people on weight), nature and environmental federations and bird protection are also involved in the realization of this ambition.

The way in which the living environment is spatially designed plays an important factor in facilitating and promoting a conscious lifestyle. Ballast Nedam therefore sees the promotion of a healthy lifestyle at a young age and a healthy living environment that facilitates this as a shared social responsibility. More exercise, living outside and exercising, a green environment and healthy food choices are paramount. To this end, Ballast Nedam has entered into a partnership with JOGG, which focuses on the development of knowledge of exercise and is practically implemented by the local realization of challenging forms of movement in the public area.

In addition, we are keen to collaborate on area developments with nature and environmental associations and/or bird protection organisations. We are looking into realising pollinator strips and insect hotels as well as integrating bricks for birds and bats into the façades of homes. Two to three nesting boxes per house for species that are strongly associated with human habitation, such as bats, common swifts and house sparrows, seem feasible. It is also important that the vegetation in public areas is adapted to create an optimal living environment for these animals. See also chapter 5.1., which also includes the targets in the area of biodiversity.

In addition, we are working to significantly improve indoor air quality in homes by applying the Pure Air concept and homes are being developed in compliance with Dutch Green Building Council (DGBC) Woonmerk requirements.

## TARGETS/ACTIONS

	Target	KPI 2021 (cumulative over the year)
	To create a living environment in accordance with the principles of a Blue Zone, places where people demonstrably experience a higher quality of life and work, and live and work more comfortably and healthier.	<ul style="list-style-type: none"> <li>- Applying the Pure Air concept in at least two projects.</li> <li>- Collaborating on health, exercise and biodiversity with civil society organisations.</li> </ul>
	Commitment to a healthy, safe and motivating work environment for all employees.	<ul style="list-style-type: none"> <li>- Continuation of the COVID-19 policy and measures.</li> </ul>

## 4. Good Employment Practices and Social Return

Ballast Nedam continuously focusses on providing an inclusive, healthy and motivating working environment as we regard our human capital our most valuable asset. Creating opportunities for new and diverse talent and facilitating productivity and employability of the current workforce is pivotal to enduring success of our company.

In view of our ambition our key focus areas with regards to good employment practices are:

- Providing opportunities to learn and grow
- A healthy, safe and motivational working environment
- A positive contribution to society

### Providing opportunities to learn and grow

Annually we fill between 300 and 350 vacancies. We thus provide many opportunities to join our company or to make a career step. Ballast Nedam is keen to offer scholars and students the chance to do apprenticeships and internships. It offers them a chance to get to know our business, to learn and to develop their professionalism. Especially in the final year of their studies, it is important to offer them interesting opportunities for projects and research and to familiarize them with starting positions within Ballast Nedam.

### A healthy, safe and motivational working environment

Ballast Nedam strongly believes that the vitality and employability of our employees determines the success of the organization. Apart from a continued focus on professionalism, performance and career development we closely monitor the wellbeing of our employees and follow up re-integration of employees (temporarily) unfit for work. We deploy preventive measures and provide appropriate interventions, so that employees can continue to work healthily and productively. We actively support vitality initiatives such as social events, sport activities and health programs.

### A positive contribution to society

Ballast Nedam has a strong professional and cultural diversity among its employees. We foster this diversity as a key differentiator to attract new talent from the labour market. In addition we offer people who have become detached from the labour market the chance to work on our projects as part of our social return policy. We also initiate social return opportunities for non-project related positions. This inclusive approach allows committed people to acquire work experience and facilitates their return to structural employment.

The participation level of women in our industry, especially in site operations and management still is low, although slightly growing. We value this diversity in workforce and target higher levels of female inflow to increase diversity over time and be able to appoint more women into key positions. In general we apply a preferential policy in case of equal suitability.

### TARGETS/ACTIONS

Target	KPI 2021
Offer internships and apprenticeships to attract talent.	<ul style="list-style-type: none"> <li>- Number of interns/final-year students &gt; 100</li> <li>- Number of BBL apprentices &gt;15</li> </ul>
A healthy, safe and motivational working environment for all employees.	<ul style="list-style-type: none"> <li>- Absenteeism Total / UTA / CAO employees &lt; 4.0% / 2,5% / 5%.</li> </ul>
Make a positive contribution to society.	<ul style="list-style-type: none"> <li>- Project related Social return requirements are met and supported.</li> <li>- 5 non-project related social return placements are realized.</li> </ul>
Diversity in key positions.	<ul style="list-style-type: none"> <li>- Target 25% of vacancies is fulfilled by women.</li> <li>- Apply preferential policy in case of equal suitability of male and female candidates.</li> </ul>

## 5. Environment and Sustainability

### 5.1 Environmental Management

Ballast Nedam recognises the effects that construction activities have on the planet. CO<sub>2</sub> emissions, deforestation, depletion of natural resources (Earth Overshoot Day) and soil and air pollution are topical themes and a growing problem in the world. As a large construction firm, we acknowledge that our activities have an impact in these areas:

- Indirectly, due to the environmental impact of the products we use and the energy that is ultimately consumed by the projects we develop and complete.
- Directly, through the materials we use, the freight we transport and our vehicle fleet, the energy we consume during projects and at our offices, as well as the waste we generate on construction sites.

We accept our responsibility in this respect. Sustainability is an integral part of our work. We owe it to future generations to focus on sustainability in everything we do. We see this as an economic opportunity rather than a threat. Ballast Nedam is therefore a proud signatory to the Paris Proof Commitment of the Dutch Green Building Council (DGBC). The Paris Proof Commitment asks the government to standardize buildings on actual energy consumption, instead of the current energy labels used. In this way, the Paris climate targets for the built environment can be achieved more quickly. In addition to the commitment to Paris Proof, organizations have promised to take concrete steps within their own organization. For example, Ballast Nedam is committed to the ambitious target of reducing energy consumption in the built environment by two thirds by 2040 and we are working on an energy-neutral construction site.

Due to our area development efforts, we have a major impact on areas where people live. Measures to promote nature, biodiversity, sustainable mobility and climate adaptation are quite easy to integrate into our work. Their impact is optimised if they are included in our efforts simultaneously, rather than integrating them afterwards. We feel responsible for making innovative progress in both infrastructure and the built environment. We use the 17 global goals (SDGs) to guide us. In specific terms, we have translated these into a strong vision on climate, health and well-being, which we apply to area developments, among other things. For example, we have developed the Pure Air concept for cleaner indoor air (as mentioned in paragraph 3.2) and we have gained our first experience with green façades as part of the Floris project in the Coendersbuurt neighbourhood of Delft. The advantage of green façades over green roofs is that they do not compete with solar panels. A green façade purifies the air, reduces ambient temperature and helps retain water. Our goal is to be at the forefront of sustainability in all our sectors and to inspire others.



To increase the quality of live in urban areas more green is needed. In the area of biodiversity, we remain committed not only to green façades, but also to increasing biodiversity by investing in bee fields, installing insect hotels and creating more green spaces. In 2019, we achieved an average EPC rating of 0.02 across all homes sold. For 2021, we will take the final step towards developing homes that are fully energy-neutral. We also remain committed to the use of electric shared cars, by fulfilling the preconditions and offering electric shared cars to replace people's first or second cars. Mobility as a Service.

Besides the influence we exert over our own developments, sustainability certification, based on standards such as BREEAM, LEED, WELL, Woonmerk and the CO<sub>2</sub> Performance Ladder, offers considerable added value when it comes to implementing sustainable construction projects. Ballast Nedam is as well certified in accordance with NEN-ISO 14001: 2015 for the environmental management system.

In 2021, we will take the first step towards generating more of our own renewable energy. Our ambition is to realise renewable energy projects and speed up the transition to fossil-free energy production.

For 2021, we are planning to install some 2,740 solar panels with a total capacity of more than one million Watt peak on the roof of the Materieeldienst (Equipment Service) in Almere, immediately transforming it from a power consumer into a power supplier. In 2020, 600 panels were placed on the roof of Haitsma's production hall, allowing Haitsma to cover 20% of its own electricity consumption. A Stimulation of Sustainable Energy Production (SDE) grant was applied for in 2020 for the hall of Road Specialties in Leerdam.

With the new DIBEC laboratory at the site of Ballast Nedam Road Specialties in Leerdam, we are investing in the future and are developing a central test location for Ballast Nedam. At this laboratory we test ideas and initiatives for both infrastructure and (industrial) construction physically. In 2023, at least 3 initiatives will go from inside testing to outside testing and monitoring will take place. In these initiatives we work together with the market, startups and students.

#### TARGETS/ACTIONS

	Target	KPI 2021 (cumulative over the year)
	To raise our level of ambition. We will no longer develop and construct buildings that do not meet the requirements of the future.	<ul style="list-style-type: none"> <li>- 100% of all developed houses are on average energy-neutral.</li> <li>- Realising more sustainable, circular, timber construction, CO<sub>2</sub>-awarded, BREEAM or LEED projects.</li> </ul>
	To contribute to increasing biodiversity.	<ul style="list-style-type: none"> <li>- 20% of the new façades to be developed will be green in 2025.</li> <li>- Stimulating biodiversity in at least two of our projects and one office location;</li> </ul>
	Joining a sustainable research programme with a university. Developing knowledge in relation to nitrogen and the Aerius tool.	<ul style="list-style-type: none"> <li>- Organizing a student challenge for sustainable innovations.</li> </ul>

## 5.2 Energy, CO<sub>2</sub> and Air Quality

When working on the development of any new product, building or district, we explicitly consider the energy requirements across the entire lifecycle: from development and construction through to management and maintenance.

Ballast Nedam's energy policy aims to ensure that our operations become more energy-efficient and sustainable over the coming years. In addition, choices made in the built environment have a major impact on the natural environment, not just during construction but also for decades afterwards. That insight explains our commitment to sustainable design throughout the lifecycle of a project.

Ballast Nedam has already easily surpassed its target of a 30% reduction in CO<sub>2</sub> in 2020 compared to 2008, achieving a reduction of 57.4% in 2019. Therefore, in 2020, we set a new target for 2030 with 2019 as the reference year. This new target relates to Ballast Nedam's own CO<sub>2</sub> emissions (scope 1 and 2) resulting from energy use at our offices, at our construction and production sites, and for mobility.

The target for both scope 1 (natural gas, diesel and other fuels) and scope 2 (electricity, district heating and flights) is a 100% CO<sub>2</sub> reduction in 2030. We are targeting full CO<sub>2</sub> neutrality in 2030, where the reduction in the intervening years will be expressed as a percentage reduction relative to 2019.



The following measures should be adopted in order to achieve this target:

- Purchasing 100% green electricity from 2021 for all Ballast Nedam connections;
- Offsetting the CO<sub>2</sub> emissions for our flights;
- Fully electric vehicle fleet in 2030;
- CO<sub>2</sub>-neutral company vans in 2030;
- Using equipment that causes zero CO<sub>2</sub> emissions as much as possible;
- Realising a CO<sub>2</sub>-neutral construction site in 2023 and full CO<sub>2</sub> neutrality on all our construction sites in 2030.

Anywhere where full CO<sub>2</sub> neutrality is still not possible in 2030 (e.g. for heavy equipment), this will be offsetted.

We also have a target for the CO<sub>2</sub> emissions generated by the activities we carry out and organise (scope 3, purchase and sale of services and products). The environmental impact of services and products is determined on the basis of a lifecycle analysis (LCA). Performing LCAs together with our suppliers/subcontractors for at least three products has been included as a reduction target for 2021.

After all, energy savings will not be achieved by focusing only on our own consumption. We will need to work together with the chains in which we are active to find concrete ways to bring consumption down.

For Ballast Nedam, the opportunities lie in cutting the CO<sub>2</sub> emissions of our own vehicle fleet and in sustainability measures at the construction site.

### **Mobility**

In 2020, the first fully electric lease cars and the first two hybrid plug-in company vans were put into service. We also began setting up a pilot for a mobility card, a new concept offering more flexibility which should make our mobility more sustainable ('from Fleet to Mobility'). For 2021, we are faced with the major exercise of replacing our vehicle fleet. This will include the choice of a fully electric option per lease category. In this context, the various charging facilities are also being examined, with expansion of these facilities needed both at the offices and at the construction site.

Ballast Nedam has always been one of the innovators in the market for the adaptation and development of 'new' fuels. Notably, Ballast Nedam was one of the pioneers in the development and construction of CNG, LNG and hydrogen stations in the Netherlands. Right now, Ballast Nedam is realising three hydrogen stations spread throughout the Netherlands and Belgium, contributing to the acceleration of the energy transition.

### **Construction sites**

To reduce Ballast Nedam's own footprint, the focus is not just on mobility but also on sustainability measures at the construction site itself. The goal is a CO<sub>2</sub>-neutral construction site in 2030. We will achieve this by investing in sustainable side units and in the sustainability of our equipment.

To make our equipment more sustainable, we are drawing up a roadmap that focuses on the electrification of our equipment or the use of HVO fuels for machines where electrification is not possible yet. Together with our partners in "De Groene Koers" ("The Green Course") and the ENI (Emissieloo Network Infrastructuur), we are working on initiatives to make even this heavier equipment more sustainable.

For the side units we are investing in more sustainable cabins with high insulation, double glazing, light sensors and LED fittings, and for cooling and heating we are using a sustainable heat pump. 15% – 20% of all units have now been removed and replaced by these new more sustainable units.

Our targets as presented below are ambitious but are comparable with those of our peers. Currently we see ourselves as an average performer in the area of reducing CO<sub>2</sub> emissions. However, our aim is to become one of the most sustainable companies in the Netherlands. The KPIs below are a first step and will be made even tougher in the coming years.

## TARGETS/ACTIONS

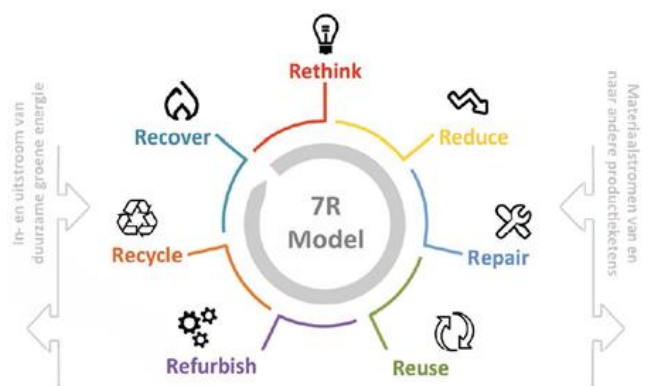
Target	KPI 2021 (cumulative over the year)
Energy efficiency and use of renewable energy. The target for scope 1 and the target for scope 2 is 100% CO <sub>2</sub> reduction by 2030. Actively searching for concrete reduction options together with the suppliers / subcontractors in the chain (scope 3).	<ul style="list-style-type: none"> <li>- CO<sub>2</sub> (scope 1&amp;2) / Dutch turnover (tonnes CO<sub>2</sub> / turnover in millions is &lt;21.2.</li> <li>- Initiatives within the chain to reduce energy consumption and create product LCAs with suppliers for at least 3 products.</li> </ul>
To purchase green electricity for all offices, production locations and projects. Realising one CO <sub>2</sub> neutral construction site in 2023 and fully CO <sub>2</sub> neutral construction sites in 2030.	<ul style="list-style-type: none"> <li>- 100% of all electricity purchased has Dutch guarantees of origin.</li> <li>- Drafting a roadmap for a CO<sub>2</sub> neutral construction site.</li> </ul>
Leasing policy; to offer and encourage replacement with electric cars and to experiment with alternative transport for commuting. A fully electric fleet and CO <sub>2</sub> neutral company buses by 2030.	<ul style="list-style-type: none"> <li>- In 2021, at least 4% (±40 vehicles) of the fleet of leased vehicles will be electric.</li> <li>- To conduct a pilot for the use of the mobility card.</li> </ul>

## 5.3 Waste, Circularity and Materials

In order to combat climate change and the further depletion of our natural resources, we will have to change our working methods. This means that we are going to develop our buildings and infrastructure such that all raw and other materials will soon be reusable, and that generating waste during the building/production stages must be prevented.

We consider waste to be a result of design, purchasing and implementation choices. Our policy is geared towards eliminating waste and using circular materials (modular materials that can be dismantled and reused). This means that at the end of the lifecycle we will no longer be dealing with waste but with raw materials that can be reused. This way of thinking forces us to consider not just the construction costs of today but also the entire lifecycle. In terms of circularity, we have two strategic targets:

- A waste-free construction site in 2030, focusing on eliminating (plastic) packaging materials for single use and aiming at avoiding toxic substances (CMR-free buildings). This not only means separating and properly disposing of waste for recycling, but also smarter design, procurement and implementation. Any residual products that may still occur must be fully offered for reuse or recycling.
- 50% circular building in 2030. This means using renewable and/or secondary materials in order to prevent further depleting our natural resources. We are going to build buildings where all the elements can be dismantled and reused where possible, but our preferred option is to build whole-life houses, so that buildings can be given different functions over time and will not need to be demolished or dismantled. We are using the circularity ladder (7-R) to ensure the right focus; see the figure on the right. We will also fight pollution by no longer using any toxic substances. We will try to make everything we use suitable for future reuse. Circularity is our motto in this respect and this is supported by tools such as Madaster and openBIM.



As far as the use of materials is concerned, we have adopted a lifecycle approach. We assess the environmental impact of materials and processes on the basis of a lifecycle analysis (LCA); see targets under 5.2.

Ballast Nedam will turn circularity into concrete action in 2021. Late last year the charter for bio-based construction materials was signed, and there will be an even greater focus on the marketing of modular products such as the MODU park. We will also devote more attention to making our main construction products, asphalt and concrete, more sustainable. In the field of asphalt, we produce and process asphalt that consists of 100% residual building materials or residual materials and the binding agent has been replaced by 100% recycled materials. With regard to concrete, the first test will be carried out this year on geopolymers as a replacement for cement. In addition, we aim to fully develop one development project with an MPG (environmental performance of constructions and civil engineering works) value of 30% below the standard rating next year.

#### **2020 charter for bio-based construction materials**

In our ongoing efforts to lower CO<sub>2</sub> emissions and to create a level playing field for the use of sustainable construction materials in the Dutch construction sector, we have signed a charter for bio-based construction. This charter was supported by all leading construction and development companies and encourages the use of bio-based materials where possible, while at the same time calling on local policy-makers as well as the Ministry of The Interior and Kingdom Relations to draw up standards accordingly.

#### **Building with modular materials that can be dismantled and reused**

Near the sports centre belonging to TU Delft, Ballast Nedam has built a parking garage that will be in place for ten years. Due to its temporary nature, the garage has been built using modular materials that can be dismantled and reused in accordance with the MODU park system developed by Ballast Nedam. This garage can be completely disassembled after use and rebuilt elsewhere. The project is therefore an example of circular and sustainable construction. In addition, the green façades harmonise with the wooded setting, reduce noise and capture particulate matter. Nesting boxes for birds, bats and bees have also been built into the façades. These kind of projects we would like to do more and more.

#### **Waste and circularity in the supply chain**

A lot of waste is created because products are not delivered made to measure or because materials are used only once. Ballast Nedam therefore engages with suppliers or subcontractors about packaging materials that have a major impact in order to assess whether the project can be executed differently. This leads, for example, to agreements with suppliers about the recovery, reduction or modification of packaging materials.

Another initiative is the reuse of recycled materials in our asphalt and concrete products. To enable a high-quality reuse of released materials, we have set up our own operational Asphalt and Recycling Bank (ARB). The milled material is segregated in the ARB, stored separately and classified based on several grades, type of rubble and type of bitumen. This approach assures the quality of the construction materials, enabling us to apply top layers with a high reuse percentage of 65%. The quality of the PR (partial recycling) material is also guaranteed by the ARB, which means that the quality of this material in the new mixes can also be guaranteed.

With this high-quality recycling, we are able to use asphalt with a high percentage of reused aggregates in both the top layer and the base layers. At present, we are able to use 98.7% recycled material (per tonne of asphalt) in interlayers and base layers, divided into 70% PR (partial recycling) and 28.7% thermally cleaned aggregate (rubble and sand). In 2022 we will also use asphalt that consists of 100% recycled materials. The asphalt can also be reused 100% at the end of its life.

Ballast Nedam has been a member of Platform CB'23 since 2018. This platform brings together parties with circular ambitions throughout the construction world, in civil engineering as well as in residential and non-residential construction. The goal is to draw up nationwide agreements on circular construction throughout the construction sector for 2023. In 2020, Ballast Nedam actively participated in two CB'23 working groups: circular design and circular procurement and will continue to do so in 2021.



## TARGETS/ACTIONS

Target	KPI 2021 (cumulative over the year)
The percentage of construction and demolition waste (CDW) is a measure of the extent to which waste is separated on the construction site.	<ul style="list-style-type: none"> <li>- A separation rate of 73% (100% minus %CDW and commercial waste) on the construction site.</li> <li>- A separation rate of 94% including subsequent separation.</li> </ul>
Zero plastic packaging materials at building sites and office locations in 2030.	<ul style="list-style-type: none"> <li>- An alternative devised to plastic packaging material with at least three suppliers in 2021.</li> </ul>
To demonstrably use sustainable wood.	<ul style="list-style-type: none"> <li>- Purchased wood is 100% certified timber from sustainably managed forests.</li> </ul>
Ballast Nedam puts circularity into practice by using renewable and circular materials as well as materials that can be dismantled and reused.	<ul style="list-style-type: none"> <li>- Fully develop one development project with a 30% lower MPG value.</li> <li>- Use 100% circular asphalt in 2022.</li> <li>- Realise circularity index of 50% in 2030.</li> </ul>
<p>To focus on sustainability and the sustainable use of materials when selecting subcontractors/suppliers and sustainability in the purchasing area.</p> <p>Applying sustainable materials and entering into consultations with subcontractors together with suppliers in order to achieve a reduction in the chain</p>	<ul style="list-style-type: none"> <li>- No specific KPI</li> </ul>

## 6. Innovation and Digital Transformation

### **General**

Emerging digital technologies are transforming our lives in ways that were unimaginable even a decade ago. Innovation and digitalisation are also transforming the construction industry, by providing more added value for our customers. At Ballast Nedam we are making faster and better decisions, reducing costs and improving our processes. We are creating competitive advantages and adding value to the way we design, build and manage assets.

We are at a tipping point of exponential technological advancement. In the coming years, the internet of things will consist of a trillion sensors, all generating and sharing data. Machine learning and artificial intelligence are no longer science fiction; they are already automating and optimising operations business-wise and in our private lives. They have the potential to even redefine the construction industry and its business model.

But innovation and digital transformation are about more than technology. This is also a cultural change, affecting people, organisations, processes and agile ways of working. With the focus on our digital and innovation journey, we need to make changes and improvements for the following features:

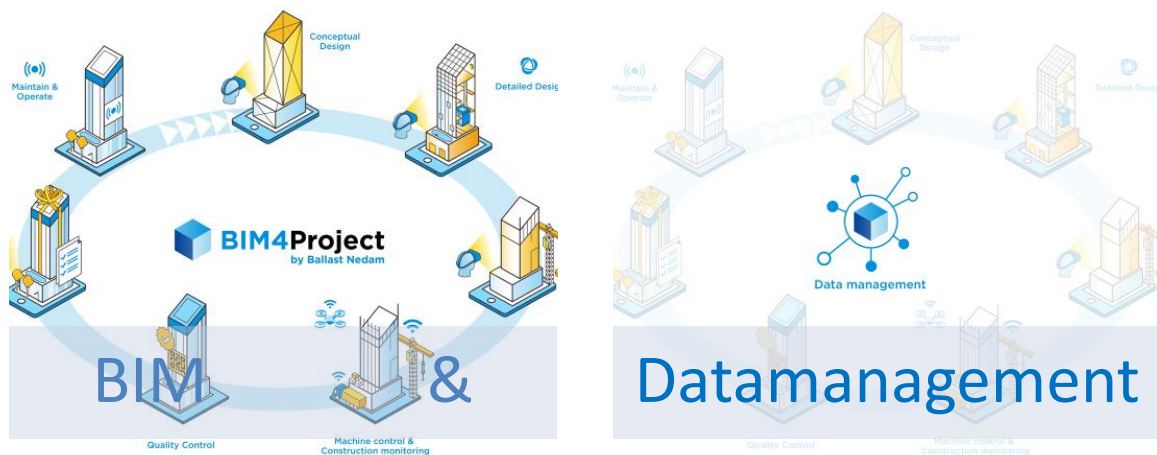


We are developing Ballast Nedam into a more innovative digital enterprise capable of implementing other (additional) business models that improve customer experience and make use of those (technical) innovations that represent a progressive competitive advantage.

### **Focus**

In 2021 we will maintain our focus on implementing our BIM4Project approach. BIM has acquired a stable place in our building process. From the moment the first drawing is made, the emphasis is on smart data capture so all parties involved can work together in an integrated manner. BIM continues to play a crucial role during the entire cycle of construction and maintenance of every building and infrastructure project. This way we increase efficiency and lower failure costs.

Ballast Nedam distinguishes itself with its BIM4Project approach. BIM4Project is the collective name for four sub-areas of the project in which BIM is successfully applied: BIM2Design, BIM2Construct, BIM2Field and BIM2Operate. For each project, we examine which components to use for a tender, work in progress or the management and maintenance phase. But the merging of the various phases and the interim data structuring are disciplines that Ballast Nedam masters like no other.



Ballast Nedam is also a major player in the Digital Engineering Community in which leading design & construction contractors work together in order to automate design processes in a way that is new in the engineering market. The first app has been launched, and three new apps will follow in 2021.

In our business units we also focus on innovations that are linked to our sustainability ambition. The main areas in which we want to innovate are energy and modular sustainable building concepts such as Modupark, with greater industrialisation of the construction process. In the coming years, we will focus primarily on circularity and the lowest possible environmental performance value (MPG) for our residential developments. We are also committed to developing and applying more sustainable products, by focusing on cement substitutes for concrete and bitumen substitutes in asphalt. We will also draw up several of our own LCAs for these products.

#### TARGETS/ACTIONS

	Target	KPI 2021 (cumulatief over the year)
	More ownership and focus on innovation and digital transformation.	Appoint Digital Transformation and Innovation Director.
	Develop and update Ballast Nedam strategy for Innovation and Digital Transformation.	Create Ballast Nedam strategy plan.
	Investigate and develop on our digital maturity.	Create pilots for making use of new emerging technologies.
	To take full advantage of the organisation's innovative capacity to deliver added value for the customer.	Keeping a record of the number of innovations and a description of the innovation.

## 7. Integrity

Ballast Nedam is committed to the core values, vision, mission and values set out in its Code of Conduct 'BenWiser', in which integrity is always a primary concern. Honesty, transparency and integrity are guiding principles for Ballast Nedam in its operations, processes and communication. As an organisation Ballast Nedam aims to:

- Do the right thing;
- Treat everyone with respect at all times;
- Exude trust.

Ballast Nedam's Code of Conduct and the related sub-codes and policy documents are regarded by our company as guidelines that shed light on the minimum standards in the area of integrity. It goes without saying that Ballast Nedam complies with the applicable laws, regulations and ethical standards in the countries in which it operates. These guidelines make our employees more aware of the impact of their actions and the importance of acting with integrity. We expect these guidelines to be observed not only by our employees, but also by all stakeholders in the chain, such as our partners, suppliers and customers.

Within our company, responsibility for central control of compliance- and integrity-related matters has been assigned to the Chief Compliance Officer, who reports directly to the Board of Management, Supervisory Board and Audit Committee. At a decentralised level, the compliance officers working within our divisions and on our projects are assigned with creating awareness and for the practical implementation and application of our policy.

Our compliance and integrity policy is evaluated regularly and revised, if necessary, by the Chief Compliance Officer in consultation with other disciplines. We actively communicate our standards and values, implement them in our business processes and encourage discussion around this issue, by focusing on it, for example, in training sessions. After all, if you want to stay alert, you need to devote attention to a particular topic on a regular basis. Discussing cases and dilemmas keeps compliance in people's minds and makes it a more tangible issue for all employees.

With transparency and openness in mind, we also actively encourage anyone who identifies any (potential) compliance issues to report these incidents through a variety of channels, including an external Speak-Up Line. Such reports are always investigated and any persons who report incidents are protected at all times against possible discrimination resulting from their actions. Ballast Nedam has a zero-tolerance policy when it comes to compliance related incidents and takes all incidents seriously by following up with the appropriate measures.

### TARGETS/ACTIONS

Targets	KPI 2021
<ul style="list-style-type: none"> <li>- Create ongoing awareness of compliance and integrity.</li> <li>- Improve due diligence.</li> <li>- Perform KYC on new relationships.</li> <li>- Raise awareness to report abuses.</li> </ul>	<ul style="list-style-type: none"> <li>- Implement an E-learning monitoring system.</li> <li>- Develop periodic e-learning training courses.</li> <li>- Improve registration of gifts and invitations.</li> </ul>

## 8. Stakeholder Management

With our multi-disciplinary approach, expertise and creativity, we aim to combine technology to social and ecological objectives, and to meet the expectations of stakeholders. This is a challenge that we deal with in our stakeholder management role. Stakeholder dialogues have an important role to play in relation to social issues, while the general duty of care under the Flora and Fauna Act has a significant influence when it comes to ecological matters.

Strategic stakeholder management is an instrument that Ballast Nedam uses to try to understand and manage the interfaces between a project and the environment concerned at the earliest possible stage. The challenge here is to facilitate good relationships between the project organisation and the various stakeholders in the local environment. As part of this process we endeavour to find solutions that result in a win-win situation.

For Ballast Nedam, stakeholder management means all the activities required to determine and involve all parties present in the local environment, with the aim of identifying our own and any common objectives and managing the achievement of project goals. Here we place the emphasis on communication, safety, careful working, environmental awareness and a socially oriented attitude.

A construction site is not a separate world, but part of the society in which we live. Ideally, all construction sites should be good neighbours and minimise any disruption as far as possible. We therefore carry out our projects under the “Bewuste Bouwers” (“Considerate Constructors”) banner, which means we are considerate in our dealings with people and the environment. The result is a careful and safe construction site that causes the minimum of disruption to local residents. Since the code of conduct was amended in 2019, resulting in an assessment using much stricter criteria, we are not increasing our target for 2021, but we are keeping it at the same level as for 2020.

### TARGETS/ACTIONS

	Target	KPI 2021 (cumulative over the year)
	To carry out all projects under the “Bewuste Bouwers” (“Considerate Constructors”) banner, which means we are considerate in our dealings with people and the environment.	<ul style="list-style-type: none"> <li>- All Dutch projects with a value in excess of €2 million, or €500,000 in inner-city locations, and a duration of more than 3 months are notified to Bewuste Bouwers.</li> <li>- The project audit figure from Bewuste Bouwers is at least 7 or higher.</li> </ul>

## ANNEX 1: Table A

Subject	Target	KPI	KPI ex- -internal	KPI	Unit	Target 2020	Results for 2020	Target for 2021	Target for 2022	Target for 2023	Target for 2030
Safety, Health and Well being	Our aim is to make Ballast Nedam an accident-free company and to conduct a visible safety campaign: 'safety is as simple as ABC' – Always Be Careful.	Injury frequency excl. subcontractors	External	BU		<4.5	5,80	<3.5	<2.5	<2	<1
		Injury frequency incl. subcontractors	External	BU		<4.5	5,13	<3.5	<2.5	<2	<1
		Restricted work case frequency	Internal	BU							
		Medical treatment case frequency	Internal	BU							
		First Aid case frequency	Internal	BU							
		Lost-time costs following accidents	Internal	BU							
		SOS alerts	Internal	BU	#		3187				
		Green cards	Internal	BU	#		116				
		Yellow cards	Internal	BU	#		313				
		Red cards	Internal	BU	#		42				
		Conduct incident investigation for all LTI and HIPO incidents						100%			
		HSE Action plan for every BU in place						100%			
		High Visibility clothing and PPE introduced for all BU						100%			
		New HSE campaign introduced						100%			
		Environmental incidents	Internal	BU	#		8				
		Amount of toolbox meetings	Internal	BU	#						
		Amount of workplace inspections	Internal	BU	#						
	To create a living environment in accordance with the principles of a Blue Zone, places where people demonstrably experience a higher quality of living and working, and live and work more comfortably and healthier.	Applying the Pure Air concept	Internal	Central	# projects			2	3	4	
		Collaborating on health, exercise and biodiversity with civil society organisations	Internal	BU	# projects			2	3	4	
		Continuation of the COVID-19 policy and measures									
							<b>2020 (2019)</b>				
Good Employment Practices and Social Return	A healthy, safe and motivational working environment for all employees. As part of our activities we also contribute to the training and employment of young people and individuals who have become detached from the labour market.	Number of interns/final-year students	Internal	Central	#	>100	122(112)	>100	>100	>100	>100
		Number of BBL apprentices	Internal	Central	#	>15	15(13)	>15	>15	>15	>15
		Absenteeism total	External	BU	%	4.1%	4,7%(4,3%)	<4.0%	<4.0%	<4.0%	<3.5%
		UTA employees	Internal	BU				2,5%			
		CAO employees	Internal	BU				5,0%			
		Project related Social return requirements are met and supported	Internal	BU	# projects and hours	100%	Tbd	100%	100%	100%	100%
	Promote cultural diversity and diversity in key positions	Non-project related social return placements are realized	Internal	Central	# and hours			5	5		20
		Apply preferential policy in case of equal suitability of male and female candidates	Internal	Central		Not Specified	1	Tbd**			Tbd**
		% of vacancies is fulfilled by women	Internal	Central			19% (22%)	25%**	25%	25%	30%

\*20% lower than IF 2019 with a maximum of IF 4.5

\*\*Depending on diversity bill

Subject	Target	KPI	KPI ex- /internal		Unit	Target 2020	Results for 2020	Target for 2021	Target for 2022	Target for 2023	Target for 2030
Environment and Sustainability	We are changing our approach from one based on sustainable projects to one that revolves around sustainable operations. We also assess each of our own developments for potential ways to contribute to the 17 UN goals. Our ambition is to construct energy-neutral buildings only and invest in wind and solar projects. Energy efficiency and use of renewable energy. Our aim is to realize one CO <sub>2</sub> neutral construction site in 2023 and fully CO <sub>2</sub> neutral construction sites in 2030.	% developed houses are on average energy-neutral	External	Central	%	90%	99,8%	100%	100%	100%	
		Realising more sustainable, circular, timber construction, CO <sub>2</sub> -awarded, BREEAM or LEED projects.	Internal	BU	#			4	6	8	
		% of the new façades to be developed will be green in 2025	External	Central				1%	3%	15%	
		Stimulating biodiversity in at least two projects and one office location;	Internal	Central				3	4	6	
		Organizing a student challenge for sustainable innovations	Internal	Central				100%			
		CO <sub>2</sub> (scope 1&2) / Dutch turnover	External	BU	tonnes CO <sub>2</sub> / turnover	22,7	20,7	21,2	19,3	17,5	0
		Reduction target	External	BU	%compared with 2019			8%	16%	24%	100%
		Initiatives within the chain and create/draft LCAs with suppliers	External	BU	#	2	2	3	6	10	50%
		% purchased green electricity	External	Central	%	75%	77,9%	100%	100%	100%	100%
		Drafting a roadmap for a CO <sub>2</sub> neutral construction site	Internal	BU				100%			
		Pilot with the mobility card	Internal	Central	# persons			45			
		Leased vehicles will be electric	Internal	Central	#	4	5	40	100	200	100%
	To reduce material consumption, eliminate waste and increase the separation percentage of any waste created. To encourage circularity and make use of Madaster.	Total quantity of waste produced	Internal	BU	tonnes		15.482				
		Separation rate	External	BU	% (100 - %CDW)	70%	75,6	73%	75%	78%	95%
		Separation rate incl. subsequent separation	External	BU	%	92%	92,8	94%	95%	96%	98%
		An alternative devised to plastic packaging material with suppliers	Internal	BU	#			>3	5	8	100%
		Purchased wood is 100% certified timber from sustainably managed forests.	Internal	BU	#			100%	100%	100%	100%
		To develop one new project with a lower MPG	Internal	Central	%	20%	20%	30%	35%	40%	50%
		Use 100% circular asphalt in 2022	Internal	Central				98,7	100%	100%	
		Realisation circularity index	Internal	Central				Gain experience			50%
Integrity	Create more awareness regarding compliance topics, such as anti-corruption / human rights etc.	Implement an E-learning monitoring system and develop periodic e-learning training courses	External	Central	%			100%			
Innovation and Digital transformation	To take full advantage of the organisation's innovative capacity	Innovations within projects	Internal	BU	#			1 / project	1 / project	1 / project	
	More ownership and focus on innovation and digital transformation	Appoint Director Digital Transformation and Innovation	Internal	Central				100%			
	Develop and update Ballast Nedam strategy for Innovation and Digital Transformation	Create Ballast Nedam strategy plan	Internal	Central				100%			



[illegible]

## ANNEX 2: ISO 26000 issues

	CSR subjects (ref: ISO 26000)
	<u>Organizational governance</u>
	<b>People</b>
	<u>Human rights</u>
1	Due diligence
2	Human rights risk situations
3	Avoidance of complicity
4	Resolving grievances
5	Discrimination and vulnerable groups
6	Civil and political rights
7	Economic, social and cultural rights
8	Fundamental principles and rights at work
	<u>Labour practices</u>
9	Employment and employment relationships
10	Conditions of work and social protection
11	Social dialog
12	Health and safety at work
13	Human development and training in the workplace
	<b>Planet</b>
	<u>The environment</u>
14	Prevention of pollution
15	Sustainable resource use
16	Climate change mitigation and adaptation
17	Protection of the environment, biodiversity and restoration of natural habitats
	<b>Profit</b>
	<u>Fair operating practices</u>
18	Anti-corruption
19	Responsible political involvement
20	Fair competition
21	Promoting social responsibility in the value chain
22	Respect for property rights
	<u>Consumer Issues</u>
23	Fair marketing, factual and unbiased information and fair contractual practices
24	Protecting consumer's health and safety
25	Sustainable consumption
26	Consumer service, support, and complaint and dispute resolution
27	Consumer data protection and privacy
28	Access to essential services
29	Education and awareness
	<u>Community involvement and development</u>
30	Community involvement
31	Education and culture
32	Employment creation and skills development
33	Technology development and access
34	Wealth and income creation
35	Health
36	Social investment

NB: Formally the ISO 26000 doesn't use numbers. These are added for easy reference.

# BN Policy and Targets CSR 2021 - 2023






## Definitief 20210212

Final Audit Report

2021-02-16

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