

Self-declaration NEN-ISO 26000:2010 Corporate Social Responsibility of Organisations

Undersigned, Mr Rob van Wingerden, CEO of Royal BAM Group nv,

declares that Royal BAM Group nv applies NEN-ISO 26000:2010, *Guidance on social responsibility* for all activities within the company's sphere of influence and has assessed and reviewed this using the process described in NPR9026+C1:2012.

The organisation declares that it applies the principles and guidance of NEN-ISO 26000:2010 and guarantees that this will be the case on a continuing basis. Within the framework of this self-declaration the application of NEN-ISO 26000 will be assessed and reviewed at least annually.

With this self-declaration the organisation gives a justification and elaboration of the choices made with regard to its social responsibility in the following areas:

1. Subscribing to and applying the seven principles of social responsibility;
2. Identifying and engaging stakeholders;
3. The seven social responsibility core subjects and 37 social responsibility issues;
4. Integration of social responsibility throughout the organisation.

The results of the assessment can be found at www.bam.eu/csr.

Name of organisation:	Royal BAM Group nv
Location head office:	Bunnik, the Netherlands
Address:	Runnenburg 9 3981 AZ Bunnik The Netherlands

Signature:

Date and place:


.....
Bunnik, 3/9/2015
.....

ANNEX B

GUIDANCE ON SELF DECLARATION ISO 26000

This appendix serves as a reference document between NPR9026+C1:2012 and Royal BAM Group's assessment by FIRA, and is developed by FIRA. Royal BAM Group BAM has achieved FIRA Platinum level. FIRA is a platform designed to share CSR information with stakeholders. Also, the FIRA Platform is designed in the way that it helps an organization implement ISO 26000 and report about their CSR performances. FIRA verifies this information, which enhances reliability of the information presented. FIRA has four levels, which show how the level of implementation and the degree of transparency of an organization. These levels are cumulative: an organization starts with Bronze, then if desired goes through levels Silver, Gold and Platinum. The information from Bronze level is therefore not 'transferred' to level Silver and Gold, but is always kept at Bronze level (and is updated annually and re-assessed). Platinum level provides no additional information, but means that a FIRA or a 3rd party, in addition to the claims review for the first three levels done annually, also carried out on-site audits to verify the level of implementation of policies, programs and practices. Under 'Source' is indicated from what level and where in the FIRA report the relevant information can be found. The FIRA report, which is public, can be accessed after requesting a (free) buyer account for the FIRA Platform at http://www.fira.nl/rating-web/visitor/nl/FIRA_Platform/Deelnemers/Bedrijven.html.

The following signs in this document refer to the different Level sections of the FIRA Platform:

- Bronze
- Silver
- Gold

1.1 Preliminary questions from section 4.2 of the 9026 NPR indicating the scope of the self-declaration ISO 26000.

Section 4.2 question a). What is the name of the organization?

Royal BAM Group

Source

FIRA report

- *Organization - Company details (Formal name)*

If the FIRA report has not been added to this attachment, you can see the report on www.fira.nl. You can submit a free login code from info@fira.nl.

Section 4.2 question b). What are the most important activities (trademarks, products and/or services) of the organization?

With approximately 23,000 employees, BAM is active in the sectors Construction and mechanical and electrical services, Civil engineering, Property and Public Private Partnerships (PPP).

Source

- *Organization - Company profile (Description of company activities)*

Section 4.2 question c). In which countries is the organization active?

Royal BAM Group is a successful European construction group. It has operating companies in home markets of the Netherlands, Belgium, the United Kingdom, Ireland, and Germany, where it retains leading market positions. BAM International operates from its headquarters in the Netherlands and from regional offices in Tanzania, Dubai, Panama, Indonesia and other locations.

Source

FIRA report

- *Organization - Company details (Company sites)*

Section 4.2 question d). Where is the head office of the organization located?

Runnenburg 9
Bunnik
The Netherlands

Source

FIRA report

- *Organization - Company details (Visitor address HQ)*

Section 4.2 question e). Does the organization have other divisions, operating companies, subsidiaries, etc.?

The shares of BAM have been listed on the Euronext Amsterdam stock exchange since 1959. BAM is listed on the AMX index (Midkap) as well as on the Euronext NEXT-150 Index. Royal BAM Group ordinary share options have been traded by Liffe, the Euronext derivatives exchange, since 2006.

Source

FIRA report

- *Organization - Company details (Company ownership)*

Section 4.2 question f). To what parts of the organization does the application of NEN-ISO 26000 relate and does the self-declaration apply (only the head office, establishments in the Netherlands, etc.)?

Building and building related activities by Royal BAM Group NV including all subsidiaries.

Source

FIRA report

- *Organization - Company profile (Scope for FIRA)*

1.2 40 questions for self-examination for the purpose of self-declaration ISO 26000 as described in NPR 9026

Question 1. Our organization is accountable for its impacts on society, the economy and the environment.

Which activities does your organization undertake to give substance to this principle?

We are accountable for:

- ✓ the impacts of our decisions and activities on society, the environment and the economy, especially significant negative consequences; ●

Clarification/examples

Our organization has FIRA Platinum level. FIRA is a platform designed to share CSR information with stakeholders. Also, the FIRA Platform is designed in the way that it helps an organization implement ISO 26000 and report about their CSR performances. FIRA verifies this information, which enhances reliability of the information presented.

FIRA has four levels, which show how the level of implementation and the degree of transparency of an organization. These levels are cumulative: an organization starts with Bronze, then if desired goes through levels Silver, Gold and Platinum.

The information from Bronze level is therefore not 'transferred' to level Silver and Gold, but is always kept at Bronze level (and is updated annually and re-assessed).

Platinum level provides no additional information, but means that a FIRA or a 3rd party, in addition to the claims review for the first three levels done annually, also carried out on-site audits to verify the level of implementation of policies, programs and practices.

Under 'Source' is indicated from what level and where in the FIRA report the relevant information can be found.

Source

FIRA report

- *Declaration – Commitment to this principle;*
- *Improvement plans;*
- *Best practice & Innovation*
- *Materiality matrix*
- *Stakeholders - Transparency*
- *Performance management – KPI management*

Question 2. Our organization is transparent about decisions and activities which have an impact on our environment.

Which activities does your organization undertake to give substance to this principle?

We are transparent regarding:

- ✓ the purpose, nature and location of our activities;
- ✓ the identity of any controlling interest in the activity of our organization;
- ✓ the manner in which decisions are made, implemented, and reviewed;
- ✓ the definition of the roles, responsibilities, accountabilities and authorities across the different functions in our organization;
- ✓ the standards and criteria against which our organization evaluates its own performance relating to social responsibility;
- ✓ our performance on relevant and significant issues of social responsibility;
- the sources, amounts and application of our funds;
- ✓ the known and likely impacts of our decisions and activities on our stakeholders, society, the economy and the environment;
- ✓ our stakeholders and the criteria and procedures used to identify, select and engage
- ✓ them;

This information is:

- ✓ Public and easily available.
- ✓ Understandable for our stakeholders.
- ✓ Timely, factual correct, clear and objective.

*Source**FIRA report*

- *Commitment– Declaration*
- *Organization - Company profile*
- *Organization - Company details*
- *Organization - Value chain*
- *Organization - Responsibilities*
- *Achievements - Best practice & Innovation*
- *Materiality matrix*
- *Stakeholders - Stakeholder Matrix*
- *Organization - Governance*
- *Stakeholders – Transparency*
- *Stakeholders - Collaboration*
- *Commitment– Management approach & review*
- *Performance management – KPI management*

Question 3. Our organization behaves ethically.**Which activities does your organization undertake to give substance to this principle?****We:**

- ✓ identify and state our core values and principles;
- ✓ develop and use governance structures that promote ethical behavior within our organization, in its decision making and in its interactions with others;
- ✓ identify, adopt and apply standards of ethical behavior appropriate to our purpose and activities and consistent with the principles outlined in NEN-ISO 26000;
- ✓ encourage and promote the observance of these standards;
- ✓ define and communicate the standards of ethical behavior expected from our governance structure, personnel, suppliers, contractors, owners and managers, and particularly from those that have the

- opportunity, while preserving local cultural identity, to significantly influence the values, culture, integrity, strategy and operation of our organization and people acting on its behalf; ●
- ✓ prevent or resolve conflicts of interest throughout the organization that could otherwise lead to unethical behavior; ●
 - ✓ establish and maintain mechanisms to facilitate the reporting of unethical behavior without fear of reprisal; ●

How is this ethical behavior formalized?

- ✓ Code of behaviour ●, namely the 'Code of Conduct'
- ✓ Whistle-blower policy ●, namely the 'Whistleblows' scheme' and the 'Transactieregister'.

Source

FIRA report

- *Commitment - Declaration*
- *Commitment - Code of Conduct*
- *Commitment – General Terms and Conditions for Purchasing and Subcontracting*
- *Organization - Responsibilities*
- *Materiality matrix*
- *Organization - Governance*
- *Performance management – KPI management*
- *Performance management – Awareness & competence*

Question 4. Our organization respects the interests of our stakeholders and take them into account.

Which activities does your organization undertake to give substance to this principle?

We:

- ✓ identify our stakeholders; ●
- ✓ recognize and have due regard for the interests as well as the rights of our stakeholders and we respond to their expressed concerns; ●
- ✓ recognize that some stakeholders can significantly affect the activities of the organization; ●
- ✓ assess and take into account the relative ability of stakeholders to contact, engage with and influence the organization; ●
- ✓ take into account the relation of our stakeholders' interests to the broader expectations of society and to sustainable development, as well as the nature of the stakeholders' relationship with our organization; ●
- ✓ consider the views of stakeholders whose interests are likely to be affected by a decision or activity even if they have no formal role in the governance of the organization or are unaware of these interests; ●

Source

FIRA report

- *Commitment - Declaration*
- *Organization - Value chain*
- *Stakeholders – Stakeholder matrix*
- *Materiality matrix*
- *Stakeholders – Engagement planning*
- *Stakeholders – Transparency*
- *Stakeholders – Collaboration*

Question 5. Our organization respects the applicable laws and regulations.

Which activities does your organization undertake to give substance to this principle?

We:

- ✓ comply with legal requirements in all jurisdictions in which the organization operates, even if those laws and regulations are not adequately enforced;
- ✓ ensure that our relationships and activities comply with the intended and applicable legal framework;
- ✓ keep ourselves informed of all legal obligations
- ✓ periodically review our compliance with applicable laws and regulations;

Source

FIRA report

- *Commitment – Declaration– Commitment to this principle*

Question 6. Our organization respects the international norms of behavior.

Which activities does your organization undertake to give substance to this principle?

We:

- ✓ respect international norms of behavior in situations where the law or its implementation does not provide for adequate environmental or social safeguards, or conflicts with international norms of behavior; ●
- ✓ reconsider our relations and activities in areas where the law or its implementation is in conflict with international norms of behavior and where not following these norms would have significant consequences;
- ✓ consider legitimate opportunities and channels to seek to influence relevant organizations and authorities to remedy conflicts of laws and regulations with the international norms of behavior; ●
- ✓ avoid being complicit in the activities of another organization that are not consistent with international norms of behavior; ●

Source

FIRA report

- *Commitment - Declaration – Commitment to this principle*
- *Organization - Value chain*
- *Commitment - Improvement plans*
- *Materiality matrix*
- *Stakeholders – Collaboration*
- *Performance management – Awareness & competence (not public)*

Question 7. Our organization respects and recognizes the universal human rights.

Which activities does your organization undertake to give substance to this principle? We:

- ✓ respect the universality of these rights, that is, that they are indivisibly applicable in all countries, cultures and situations; ●
- ✓ take action in situations where human rights are violated in the course of our business, the value chain and / or our sphere of influence; ●
- ✓ adhere to the principle of respect for international norms of behavior in situations where the law or its implementation does not provide for adequate protection of human rights; ●

Source

FIRA report

- *Commitment - Declaration*
- *Organization - Value chain*
- *Materiality matrix*
- *Stakeholders - Stakeholder matrix*
- *Stakeholders – Collaboration*
- *Performance management – Awareness & competence*

Question 8. How did your organization identified its stakeholders (who were involved and how were they consulted)?

Clarification/examples:

We have identified our stakeholders using the FIRA Platform tooling. We have identified all stakeholder groups that are relevant to our organization and considered mutual interest and influence for each group. The results of this analysis are shown in the stakeholder matrix, in which four categories of stakeholders are to be found:

Engage	stakeholder groups where both (mutual) influence and (mutual) interest are high;
Satisfy	stakeholder groups where (mutual) influence is high, but (mutual) interest is limited;
Inform	stakeholder groups where mutual) influence is low, but (mutual) interest is high;
Monitor	stakeholder groups where both (mutual) influence and (mutual) interest is low.

The following persons have been involved in the identification of our stakeholders:

Association of Investors for Sustainable Development
Board of Royal BAM Group Management
Director of Corporate Social Responsibility, Royal BAM Group

Source

FIRA report

- Organization - Value chain
- Stakeholders - Stakeholder matrix
- Stakeholders – Engagement planning – Stakeholders Management (not public)
- Stakeholders - Collaboration

Internal Documents (not public)

- Materiality Matrix

Question 9. Who are the stakeholders of your organization?

BAM's stakeholder groups are:

Clients
Communities
Construction sector organisations or industry collaboration
Employees
Government bodies
Knowledge institutes
NGO's
Shareholders (investors)
Suppliers and subcontractors
Trade unions

Clarification/examples:

Our Stakeholder matrix in FIRA shows which stakeholder groups are involved in our organization

Source

FIRA report

- Stakeholders - Stakeholder matrix.

Question 10. Why and how does your organization engage its stakeholders? Give examples.

We engage our stakeholders to:

- ✓ increase our understanding of the likely consequences of our decisions and activities on specific stakeholders; ●

- ✓ increase transparency of our activities and decisions; ●
- ✓ form partnerships to achieve mutually beneficial objectives ●

Clarification/examples:

We are questioning our key stakeholders, as shown in the Stakeholder Engagement Planning in FIRA, to understand the impact of our decisions and activities to specific stakeholders.

We maintain regular contact with our different stakeholder groups, particularly those in the financial sector, potential clients, and partners throughout the supply chain, as well as knowledge institutes, non-governmental organisations (NGOs) and various governmental bodies.

*Source**FIRA report*

- *Stakeholders - Stakeholder matrix*
- *Materiality matrix*
- *Stakeholders – Engagement results (public through materiality)*
- *Organization – Governance (not public)*
- *Organization – Governance issues (not public)*
- *Stakeholders – Engagement planning – Stakeholder Management (not public)*
- *Stakeholders - Transparency*
- *Stakeholders - Collaboration*

Question 11. State whether during the determination of relevant issues you have looked at:

- ✓ The activities and decisions of your own organization. ●
- ✓ Activities and decisions of organizations in the value chain and sphere of influence of your organization. ●
- ✓ Daily activities as well as extraordinary situations. ●

Clarification/examples:

The issue analysis in FIRA level Silver is performed based on the activities described in the Scope for FIRA. The issue analysis in FIRA level Silver is conducted on the basis of the value chain shown in the Value Chain in level Bronze. The materiality matrix is created based on the issues analysis combined with stakeholder views on the issues.

FIRA has verified whether daily and special situations (emergencies) have been accounted for in the analysis. If this is not executed properly then this is recorded in the verification statement.

Source

- *Company profile – Scope for FIRA*
- *Value Chain*
- *Stakeholder matrix*
- *Materiality matrix*

*FIRA Assurance statement***Question 12. Which subjects are relevant?**

Relevant subjects are:

Human Rights

Labour Practices

Environment

Fair Practices

Consumer Issues
Community

Clarification/examples:

In FIRA Platform relevance is determined for 32 issues as described in the introduction to Reference table. The outcomes are shown in the Materiality matrix in the FIRA report. The remaining five subjects are considered relevant in the FIRA method for all organizations and are applicable to all core subjects.

Source

- *Materiality matrix*

Question 13. Which criteria did you use in determining the significant issues?

- ✓ The extent of the impact of the issue on stakeholders and sustainable development.
- ✓ The potential effect of taking action or failing to take action on the issue.
- ✓ The level of stakeholder concern about the issue.
- ✓ The societal expectations of responsible behavior concerning these impacts.
- ✓ Other criteria, namely the degree of impact on society.

Clarification/examples

In the FIRA Platform significance is shown as degree of relevance from 1-5 by the organization and its stakeholders. Criteria are used involving: the extent to which risks are present regarding business and image, to what extent there are opportunities for sustainable value creation for products and/or the business in general, and the values and objectives of the organization.

Source

FIRA manual, (request info@fira.nl as desired)

Question 14. Which issues are significant?

Significant issues are:

Discrimination & vulnerable groups
Conditions of work
Social dialogue
Health and safety at work
Human development
Prevention of pollution
Sustainable resource use
Climate Change
Anti-corruption & Business integrity
Responsible political involvement
Fair competition
Promoting social responsibility
Fair marketing & contracting
Community Involvement
Wealth and income creation

Clarification/examples

See Materiality matrix in FIRA. In terms of significance, the Material issues are most significant, the Business Case and Stakeholder focus issues less significant and Immaterial issues not significant.

Source

- *Materiality matrix*

Question 15. Which criteria did you use in determining the issues of high priority?

- ✓ The current performance of the organization with regard to legal compliance, international
- ✓ Standards and international norms of behavior.
- ✓ The current performance of the organization with regard the state-of-the-art and best practice.
- ✓ Whether the issue can significantly affect the ability of the organization to meet important objectives.
- ✓ The potential effect of the related action compared to the resources required for implementation.
- ✓ The length of time to achieve the desired results.
- ✓ Whether there can be significant cost implications if not addressed quickly.
- ✓ The ease and speed of implementation, which may have a bearing on increasing awareness of and motivation for action on social responsibility within the organization.– the 'quick wins'.

Clarification/examples:

These questions are addressed in the FIRA manual (request info@fira.nl as desired).

Source

- *Materiality matrix*

FIRA manual, (request info@fira.nl as desired)

Question 16. Which issues have priority?

Fair competition
 Human development
 Discrimination & vulnerable groups
 Health & safety at work
 Community involvement
 Conditions of work
 Fair marketing & contracting
 Climate change
 Social dialogue
 Anti-corruption & business integrity

Clarification/examples:

Material (significant) issues that have priority are marked in the management approach.

Source

- *Management Approach*

Question 17. Which actions have been taken as a result of these priorities or which actions are you going to take?**Clarification/examples:**

Best Practices and Collaborations indicate which sustainable measures and collaborations have been established. Improvement Plans show what measures are intended. Performance is measured through KPI's.

Source

- *Improvement plans*
- *Best practice & Innovation*
- *KPI management*
- *Governance - Management approach*
- *Collaborations*

Question 18. Explanation on determining priorities (explain also why certain issues are or are not considered):

Clarification/examples:

In Management Approach all Material Issues are considered and policy ● is defined. Actions to be taken are recorded in Improvement Plans ●. Best practices ● show measures on issues that have already been taken. In addition, an organizations can also decide to take other measures (for non-material issues). What issues are concerned and why the organization chooses to prioritize these issues is described in Management Approach. ●

Source

- *Improvement plans*
- *Best practice & Innovation*
- *Governance - Management approach*
- *KPI management*

Question 19. Indicate which stakeholders you have involved in determining relevancy, significance and the issues of priority and how you have done this.:

Clarification/examples:

The Materiality matrix ● is based on the issues analysis of the organization, combined with stakeholders views. It states which and how stakeholders are involved (however, this information is currently not public). Governance ● states which stakeholders are involved in improvement projects or partnerships.

Source

- *Stakeholder matrix*
- *Materiality matrix*
- *Stakeholder planning*
- *Engagement results*
- *Collaboration*

Vraag 20. Which (types of) organizations are in your sphere of influence and how are they related to your organization?

Clarification/examples:

The FIRA Platform implements the concept of "sphere of influence" by evaluating mutual influence on stakeholders. The Stakeholder matrix includes all stakeholder groups that are relevant to an organization, and indicates the level of influence for each stakeholder group.

The following (type of) organizations are in our sphere of influence:

Clients, Communities, Construction sector organizations or industry collaboration, Employees, Government bodies, Knowledge institutes, NGO's, Shareholders (investors), Suppliers and subcontractors, Trade unions.

The Stakeholder matrix shows how these groups relate to our organization.

Source

- *Value Chain*

- *Stakeholder matrix*

Question 21. How does your organization encourage social responsibility with other organizations? Give examples.

- ✓ By setting social responsibility criteria in contractual provisions or incentives.
- ✓ By making public statements about social responsibility.
- ✓ By sharing knowledge about social responsibility issues with stakeholders, thereby enlarging their awareness.
- ✓ By promoting good practices.

Clarification/examples:

A public declaration is available in FIRA Platform as CSR declaration.

Source

- *Declaration*
- *Improvement plans*
- *Best practice & Innovation*
- *Transparency*
- *Collaboration*

Question 22. How does your organization review (potential) (negative) impacts of its activities and decisions on society, environment and economy?

Clarification/examples:

Our organization assesses (potential) (negative) effects through the issue analysis and stakeholder engagement as disclosed in the FIRA Platform. FIRA evaluates the way we execute this process with expertise on the CSR aspects of the industry in which we operate.

Source

- *Materiality matrix*

Question 23. How does your organization review (potential) (negative) impacts of the activities and decisions of organizations in your sphere of influence on society, environment and economy?

Clarification/examples:

Our organization assesses CSR impacts through the issue analysis in the FIRA Platform.

Source

- *Value chain*
- *Materiality matrix*
- *Stakeholder matrix*

Question 24. How is due diligence exercised or implemented in your organization. Give examples:

- ✓ Organizational policies that give meaningful guidance to those within the organization and those closely linked to the organization.
- ✓ Means of assessing the impact of existing and proposed activities.
- ✓ Means of integrating social responsibility core subjects throughout the organization.
- ✓ Means of tracking performance over time, to be able to make necessary adjustments in priorities and approach.

Clarification/examples:

Impact is mapped during the FIRA issue analysis. All material issues are integrated into the management system of our organization. Performance is tracked in FIRA KPI monitoring.

Source

- Code of conduct
- Materiality matrix
- Governance issues
- Management approach & Review
- KPI management

Question 25. Which (potentially) negative impacts on society, environment and economy has your organization identified?

Clarification/examples:

The issue analysis and Materiality matrix in the FIRA Platform consider each issue with its positive or negative impact on the organization.

Source

- Materiality matrix

Question 26. How does your organization give direction to its social responsibility? Give examples:

- ✓ By including in the organization's aspirations or vision statement reference to the way in which it intends social responsibility to influence its activities.
- ✓ By incorporating in our purpose or in a mission statement specific, clear and concise references to important aspects of social responsibility, including the principles and issues of social responsibility that help determine the way the organization operates.
- ✓ By adopting written codes of conduct or ethics that specify the organization's commitment to social responsibility by translating the principles and values into statements on appropriate behavior.
- ✓ By including social responsibility as a key element of the organization's strategy, through its integration into systems, policies, processes and decision-making behavior. (SMART). ●
- ✓ Other, namely: by participating to FIRA Platform.

Clarification/examples:

The FIRA Platform helps us to give direction to our social responsibility and provides us with a platform on which we can exchange information with stakeholders and to search for solutions with them to social problems in the context of shared value creation.

Source

- Company profile
- Declaration
- Code of conduct
- Improvement plans
- Management approach & Review
- KPI management

Question 27. How does your organization raise awareness for social responsibility, within your organization and outside?

Clarification/examples:

The way our organization creates support for social responsibility within and outside the organization is described in Best Practices ●, Stakeholder collaboration ● and Awareness and competence ● in the FIRA Platform. Our participation in the FIRA Platform is also one of the ways our organization creates

support. By making information available and to invite other organizations to use this information we create support in our value chain.

Indicate whether you have given attention to:

- ✓ Increasing the knowledge of the principles, social responsibility core subjects and issues.
- ✓ Involvement of the organization's leadership in taking its social responsibility.
- ✓ Creating a culture of social responsibility.

Source

- *Best practice & Innovation*
- *Engagement planning*
- *Stakeholders – Collaboration*
- *Awareness & Competence*

Question 28. How does your organization build the necessary competency for taking social responsibility, within the organization and, if relevant, outside??

Clarification/examples:

Discrimination & vulnerable groups

The Executive Board has appointed a Central Compliance Officer, who promotes compliance with the Code of Conduct and provides advice on issues involving integrity. The operating companies, too, have their own compliance officers, to whom breaches of the Code of Conduct can and must be reported. In addition to the Code of Conduct, the Group has a whistleblower policy in place.

The Group believes it is important that employees can report any suspicions of wrongdoings within the Group and that they are able to report such matters without fear of reprisals.

Both the Code of Conduct and the whistleblower policy are easily accessible to employees. For example, they can be found on the Group's intranet site and on its website.

In 2013, the Code of Conduct was modernised and aligned to new regulations such as the UK Bribery Act. Based on this, a new training tool has been launched in 2014 to remind employees of the BAM values and standards on a regular basis.

Conditions of work

BAM has included conditions concerning human rights in its General Terms and Conditions for Purchasing and Subcontracting version 7, November 2012. It concerns articles 14.6, 14.7, and 14.8

Social dialogue & Employment relationships

BAM uses a tool to measure supplier performance. During project preparation, implementation and follow-up, the tool assesses suppliers against the themes safety, quality, total cost, logistics and engineering and process. Operating companies have the opportunity to add any specific criteria. On a scale of 1 to 4, each supplier has to score at least 3 for each criterion. In 2014 a total of 5,372 supplier performance assessments were carried out.

Health and safety at work

At the annual Safety Awareness Audit (SAA), BAM monitors the extent to which the safety management systems of operating companies comply with the guideline and the extent to which employees are aware of the safety risks inherent in their projects. The audits also highlight areas where the safety management system can be improved.

BAM started an international safety campaign 'making BAM a safer place' to move towards an open safety culture, where BAM's employees actively call each other to account on unsafe behaviour. Three safety

principles: Respect, Comply and Intervene underpin ten safety rules that encourage employees to hold each other to account on safety.

Human development

The Group's development approach is to encourage the employees to take ownership of their development with the manager / company adopting a supportive / facilitating role. The employee's personal development is captured in a personal Learning and Development Plan. These plans are evaluated annually between manager and employee. BAM offers employees various tools that can be used in their personal development, all accessible via the internal 'My BAM Career' site. Across the Group, BAM works with a number of universities externally and internally with the Group's training centres to ensure BAM continues to offer high quality training and development programmes.

Climate Change

Employees with specific areas of responsibility for sustainability meet regularly to exchange experiences within their operating companies. In addition, in October 2013, we held our third international Corporate Social Responsibility (CSR) meeting at our new 'BAM House' in Utrecht, the Netherlands. Forty people from our operating companies and external speakers came together to share stories on how the Business Principles helped them improve their businesses. All presentations and important reflections of the day have been shared throughout the company via a booklet and videos. We intend to continue this forum in 2014. Regular forums also take place with our colleagues working in environment and health and safety internationally, and more focused groups look at energy efficiency and Building Information Modelling (BIM).

Anti-corruption & Business integrity & Fair competition

The trust placed by clients, shareholders, lenders, construction partners and employees in the Group is vital in order to be able to ensure the company's continuity. The Group accordingly adheres to generally accepted standards and values and complies with local statutory and other rules and regulations, particularly with respect to the acquisition and performance of contracts. This principle is set out in the Group's Business Principles and Code of Conduct. All employees are required to act fairly, to honour agreements and to act with care towards clients and business partners, including suppliers and subcontractors. This is kept under constant review.

The Executive Board has appointed a Central Compliance Officer, who promotes compliance with the Code of Conduct and provides advice on issues involving integrity. The operating companies, too, have their own compliance officers. In addition to the Code of Conduct, the Group has a whistleblower policy in place.

Fair marketing & contracting

Each operating company has a Quality Manager who is responsible for quality control of our processes. Quality Managers have companywide meetings where they discuss findings and evaluate their management systems. System audits are conducted by third parties. On all levels, outcomes are assessed by the senior management of our operating companies.

Community Involvement

The Considerate Constructors Scheme (CCS) fosters good communication with the local community and promotes professionalism on building sites. Both BAM Construct UK and BAM Nuttall in the UK are associate members of the CCS.

Construction sites registered under the CCS scheme are monitored to ensure that they comply with the 'Code of Considerate Practice' developed to promote good practice, going beyond legal requirements.

Based on the success of the UK Scheme, BAM was one of the companies that introduced the scheme 'Bewuste Bouwers' in the Netherlands in 2009. During 2013, 82 sites were registered under the scheme in

the Netherlands.

Prevention of pollution

In 2014 BAM approached approximately 1,600 of its largest suppliers in the Netherlands to request and assist them to calculate their emissions and propose reduction measures.

Anti-corruption & Business integrity

BAM's Code of Conduct describes the importance and conduct when it comes to compliance with laws and regulations. The Code of Conduct applies to all BAM employees and subcontractors and is distributed through BAM's website and other channels. Adherence to the Code and follow up, including possible policy changes, are monitored through quarterly compliance reporting by BAM's compliance officers, who report to the Executive Board.

Source

- *Awareness & Competence*

Question 29. How has your organization integrated its social responsibility in its governance structure, operating systems and procedures?:

- ✓ By monitoring and carefully managing the impacts of our activities on society, environment and economy ●.
- ✓ By monitoring the impacts of organizations within our sphere of influence ●.
- ✓ By taking into account impacts of decisions, for example about new activities ●.
- ✓ By ensuring that the principles of social responsibility are part of our governance structure and are applied to our operating systems and culture ●.
- ✓ By periodically reviewing whether we sufficiently take social responsibility into account in our procedures and processes ●.

Source

- *Best practices & Innovation*
- *Materiality matrix*
- *Governance*
- *Governance Issues*
- *Management approach & Review*
- *KPI management*

Question 30. Does your organization adhere to the following criteria when communicating on social responsibility?

- ✓ Complete: information should address all significant activities and impacts related to social responsibility.
- ✓ Understandable: information should be provided with regard for the knowledge and the cultural, social, educational and economic background of those who will be involved in the communication. Both the language used, and the manner in which the material is presented, including how it is organized, should be accessible for the stakeholders intended to receive the information..
- ✓ Responsive: information should be responsive to stakeholder interests.
- ✓ Accurate: information should be factually correct and should provide sufficient detail to be useful and appropriate for its purpose.
- ✓ Balanced: information should be balanced and fair and should not omit relevant negative information concerning the impacts of an organization's activities.

- ✓ Timely: out of date information can be misleading. Where information describes activities during a specific period of time, identification of the period of time covered will allow stakeholders to compare the performance of the organization with its earlier performance and with the performance of other organizations.
- ✓ Accessible: information on specific issues should be available to the stakeholders concerned.
- ✓ Other, namely the guidelines of the Global Reporting Initiative

Clarification/examples:

All information in the FIRA Platform is verified based on the principles above by FIRA or another 3rd party. Comments that have emerged from the verification can be found in the FIRA Assurance Statement.

Source

FIRA report

FIRA Assurance statement

Question 31. How does your organization communicate on its social responsibility? Give examples.

- ✓ In meetings or conversations with stakeholders ●.
- ✓ By communication with stakeholders on specific issues or projects of social responsibility ●.
- ✓ Internal communication between management and employees or members of the organization ●.
- ✓ Internal team activities focused on integration of social responsibility throughout the organization ●.
- ✓ Communication on the performances in the area of social responsibility ●.
- ✓ Communication with suppliers about procurement requirements related to social responsibility ●.
- ✓ Communication to the public about emergencies, in preparation for as well during an emergency.
- ✓ Product-related communication for consumers.
- ✓ Articles on social responsibility in magazines or newsletters.
- ✓ Advertisements or other public statements to promote social responsibility.
- ✓ Submitting information to government bodies or public inquiries.
- ✓ Public social reporting.
- ✓ Other, namely via CDP

Source

● Value Chain

● Best Practice & Innovation

● Transparency

Question 32a. Does your organization report on social responsibility via a social report (with an independent report or otherwise)?

- ✓ Yes

Source

● Best Practice & Innovation

● Stakeholders - Transparency

Question 32b. Indicate whether your social report contains information on:

- ✓ Goals related to issues and core subjects.
- ✓ Performances related to issues and core subjects.
- ✓ How and when stakeholders are involved in the reporting.
- ✓ Successes and failures and how failings are dealt with.

Source

● Management Approach

- *KPI Management*
- *Improvement Plans*
- *Best Practice & Innovation*
- *Stakeholder Engagement*

Question 32c. Did you consider the following while preparing your social report?

- ✓ The scale, substance and scope of the report should be appropriate for the size and nature of the organization. (Small organizations generally provide less information, discuss less issues and have a smaller scope than bigger organizations.)
- ✓ The level of detail reflects the extent of the organization's experience with such reporting. (Organizations with more experience are generally more able to report in detail than organizations who are just starting.)

Source

FIRA CSR Report in general

Question 33a. Has your organization experienced conflicts or disagreements with stakeholders?

- ✓ No

Source

Question 33b. Which mechanisms have you developed to resolve possible conflicts or disagreements?

- ✓ Direct discussion with affected stakeholders.
- ✓ Provision of written information to prevent misunderstandings.
- ✓ Forums in which stakeholders and the organization can present their points of view and look for solutions.
- ✓ Formal complaints handling procedures ●.
- ✓ Systems that enable reporting of wrongdoing without fear of reprisal ●.

Source

- *Governance*
- *Transparency*
- *Collaboration*

Question 34a. How does your organization monitor the activities which affect the relevant subjects and issues?

- ✓ Feedback from stakeholders. ●.

Question 34b. Indicate whether the following points apply for this monitoring:



- ✓ The extent of the monitoring is in line with the extent and the importance of the activities ●.
- ✓ The monitoring gives results which are reliable, timely available and easy to understand ●.
- ✓ The monitoring is tuned to the needs of the stakeholders ●.

Source







- *Materiality matrix*
- *Stakeholder management*
- *Management approach & Review*
- *KPI management*

Question 35. How does your organization review its performances on relevant subjects and issues?




Clarification/examples:

Our organization assesses its performance on relevant subjects and issues through the issue analysis  in the FIRA Platform and as part of the assessment cycle of our management system .

During this review, did you ask yourselves the following questions:

- ✓ Did we achieve the intended goals? 
- ✓ If we look back, did we choose the correct goals? 
- ✓ Did we choose the proper strategies and processes for these goals to be achieved? 
- ✓ What worked out well, and why? What did not work out well, and why not? 
- ✓ What should we have done different? 
- ✓ Are all relevant persons involved? 


Source

-  *Materiality matrix*
-  *Management approach*
-  *KPI management*

FIRA Assurance Statement niveau Goud

Question. Did you involve stakeholders, if so which ones?

Clarification/examples:

Stakeholders involved in the actions we have taken on priority issues are recorded in the FIRA Platform .

Source


-  *Improvement plans*
-  *Best practice & Innovation*
-  *Engagement planning*
-  *Stakeholder matrix*
-  *Materiality matrix*
-  *Governance issues*
-  *Collaboration*

Question 37a. Which improvements or successes did your organization achieve??

Clarification/examples:



Our improvements and successes are listed in FIRA Platform at Best Practices. 

Source



-  *Best practice & Innovation*

Question 37b. Which objectives have not (yet) been achieved?

Clarification/examples:


Goals not (yet) reached are listed in FIRA Platform at Improvement Plans  and in the Management approach .

Source





-  *Improvement plans*
-  *Management approach*

Question 38. In which social responsibility initiatives and possible matching instruments does your organization partake??


Clarification/examples:

CSR initiatives and any related instruments in which we participate are described in the FIRA Platform .


Bron

-  *Company details*
-  *Best practice & Innovation*
-  *Improvement plans*
-  *Collaboration*




Question 39. Which of the points underneath did you consider while choosing this initiative?

- Supports the principles of NEN-ISO 26000.
- Gives practical guidelines to initiate working with social responsibility.
- Is designed for your type of organization or its field of interest.
- Is developed to be used by different organizations.
- Assists the organization to reach specific groups of stakeholders.
- Has a good reputation where credibility and integrity are concerned.
- Has been established in an open and transparent way.
- Has been developed with different stakeholders, from developed and developing countries.
- Is accessible.
-  Other, namely

Clarification/examples:

The FIRA Platform describes how CSR initiatives fit into our CSR strategy and what we aim to accomplish .

Source




-  *Best practice & Innovation*
-  *Improvement plans*
-  *Collaboration*

Question 40. Which specific actions are carried out related to the social responsibility initiative?

Clarification/examples:

Actions realized in connection with the CSR are described in the FIRA Platform .

Source

-  *Best practices & Innovation*
-  *Improvement plans*
-  *Collaboration*