

Summary of Strukton's CSR vision and policy (2014 – 2015)

Thinking in terms of lifespan

Strukton offers complete concepts for infrastructure and accommodation. The emphasis is on mobility, transport hubs and uninterrupted operation. The key element in our work is thinking in terms of lifespan. This means that we take account of the lifespan of the project when we design it: the realisation phase, the operational phase and the disposal phase. There are good reasons why our CSR motto is 'Strukton thinks in terms of lifespans - for projects, people and nature'. We are convinced that this is necessary for the continuity of our company, so that we keep on solving the problems of our clients competitively and innovatively.

Sustainable Work

Many of our projects contribute directly to sustainability and therefore have social benefits. The construction of rail infrastructure, new energy-saving technical systems, energy-efficient buildings and sustainable energy facilities immediately yield reductions in environmental pressures.

When realising projects, we work continuously on improving safety, reducing the environmental burden and integration into the surroundings. Smart designs let us limit the use of both raw and auxiliary materials and energy in the realisation phase, operational phase and disposal phase. This procedure also ensures that we limit the amount of waste and emissions, not only during the realisation but also during demolition work. We prefer to use raw materials and auxiliary materials that can be recycled and we will not make any quality concessions for this.

It's people who do the work

Strukton believes that its employees are the key to success. We invest a great deal in the safety of our employees and in training and education. Strukton is a preferred employer. Our Strukton Young Management Programme is part of this as well. We are also increasingly providing a social return, involving people in our projects whose position on the labour market is disadvantaged.

Sustainability demands reductions in CO₂ emissions and waste

As a private company, we are fully aware that we have a responsibility for reducing environmental burdens, for energy-savings and for reducing emissions of substances like CO₂ and other harmful compounds. That is why we make an effort to reduce CO₂ emissions further (aiming for a 15% CO₂ reduction). We are doing this jointly with our partners in the chain and through our 'Saving energy in-house', 'Saving energy in ICT' and 'Sustainable mobility' programmes. Our lifecycle approach also lets us focus on waste reduction; after all, any waste material can in principle become a raw material that can be used elsewhere. For 2014 we are assuming that 50% of clean concrete waste can be reused in concrete and that 60% of our building and demolition waste can be reused as well after separation. We will intensify this over the next few years, for example through our 'Recycling raw materials' programme.

Vision and policy on Corporate Social Responsibility 2014-2015

1. Thinking in terms of lifespan

Strukton's field of work

Strukton offers complete concepts for infrastructure and accommodation. The emphasis is on mobility, transport hubs and uninterrupted operation. This puts us right at the heart of society. That role gives us a responsibility for our employees, our surroundings, our clients and our company. All these aspects have equal priority in decisions we make. Listening carefully and fair business practices underpin our activities and our contacts with stakeholders. Our core values are then applied: being proactive, being innovative and taking initiative.

Vision: thinking in terms of lifespan

The key element in our work is thinking in terms of lifespan. This means that we take account of the lifespan of the project when we design it: the realisation phase, the operational phase and the disposal phase. There are good reasons why our CSR motto is 'Strukton thinks in terms of lifespans - for projects, people and nature'. We are convinced that this is necessary for the continuity of our company, so that we can continue to solve the problems of our clients competitively and innovatively. Both when asked to do so and on our own initiative.

Our projects contribute to sustainability

Many of our projects contribute directly to sustainability and therefore have social benefits. The construction of rail infrastructure, new energy-saving technical systems and sustainable energy facilities immediately yield reductions in environmental pressures.

Our work also creates changes in the spaces around us. We use raw materials and auxiliary materials, generate waste and produce emissions. And we demand a great deal from our employees during our work. We are doing this consciously: working continuously on improving safety, reducing environmental burdens and integrating the works into the surroundings. Smart designs let us limit the use of both raw and auxiliary materials and energy in the realisation phase, operational phase and disposal phase. This procedure also ensures that we limit the amount of waste and emissions, not only during the realisation but also during demolition work. We prefer to use raw materials and auxiliary materials that can be recycled and we will not make any quality concessions for this.

Our clients

Many of our clients are deliberately working on giving CSR an essential place in the projects they put out to tender. This can be seen in tenders where CSR is playing an increasingly large role within the EMFT criteria. For the government, the CSR sustainability aspect of its suppliers is becoming a more and more weighty factor in its purchasing policy. Just like ProRail, the Directorate-General of Public Works and Water Management has implemented the CO₂ performance ladder. The demand for sustainability from local authorities and the private market is gathering momentum, which in our opinion is a logical development given the current economic situation. After all, investments in sustainability, lifespan extensions and energy-savings will reduce the costs of the project throughout its life, giving a lower Total Cost of Ownership. Strukton wants to play a key role in these developments. Where permitted by the client, we will offer a socially responsible alternative centred on the lifecycle approach, for example in the dialogue phase.

2.1 It's people who do the work

Strukton believes that its employees are the key to success. We invest a great deal in the safety of our employees and in training and education. Strukton is a preferred employer.

Safety

For Strukton, safe workplaces are an absolute condition for all its activities. This particularly applies to employees who carry out the work (at the construction site, alongside tracks and roads, in buildings and under water). Together with our stakeholders, we are continuously working on a culture of safety at our company.

Strukton is a learning organisation

Offering our employees an environment that will make them perform at their best and in which they can develop as individuals in complete safety and in the best possible way is the starting principle. Strukton takes account of everyone's personal talents, wishes and acquired competencies. We listen to them carefully so that we can put this into practice together. We deploy our employees in positions that give them the best ways of developing these talents further. To support this process, we pay a great deal of attention to coaching, training, inspiring and developing our employees to make sure they will develop as human beings in the best possible way and become the best team players in the market.

Strukton Young Management

The Strukton Young Management Programme focuses on people with vocational or academic degrees who have the talent and the ambition to progress to management or specialist jobs. Various parts of Strukton are recognised practical training companies and often cooperate with regional training centres in order to offer job and career paths. Strukton also participates in the Recognition of Acquired Competences programme, which lets employees get professional qualifications based on their practical skills. They receive a diploma as official recognition of their skills.

Social Return

Businesses are playing an ever more important role in involving people whose position in the labour market is disadvantaged. Together with our clients and stakeholders, we take action on this in orders where this is a factor. Our part is to train the people within the context of the project to ensure they can progress to regular employment.

2.2 Sustainability demands reductions in CO₂ emissions and waste

As a private company, we are fully aware that we have a responsibility for reducing environmental burdens, for energy-savings and for reducing emissions of harmful substances like CO₂. That is why we are making an effort to reduce CO₂ emissions further. We are doing this together with our partners in the supply chain. Our lifecycle approach also lets us focus on waste reduction; after all, any waste material can in principle become a raw material that can be used elsewhere.

15% CO₂ reduction by 2020

Our CO₂ reduction target is to have cut CO₂ emissions by 15% by 2020 (indexed for our production figures). We are also investigating whether we can be energy-neutral in terms of the energy production of our own buildings by 2030. We are therefore also looking at options for local energy generation in cooperation with local partners. In 2014 we will expand our existing energy management for buildings, with energy management in our projects. For future rebuilding work and new construction of our own offices, we aim to achieve energy label C.

In 2013 95% of our electricity was green electricity, preferably from the Netherlands and generated by sun and wind. Currently we are studying possibilities for switching over to purchasing green gas.

In 2012 we have implemented our programme 'Saving energy in-house'. The objective of this programme is to reduce the energy consumption of our offices and construction sites, as well as cutting down CO₂ emissions. In 2014 we will start several projects at our Construction sites to achieve these objectives.

Strukton is certified at level 5 of the CO₂ performance ladder. We will make sure that we stay at level 5 in 2014-2015 as well and that the CO₂ performance ladder is further embedded in our organisation.

Sustainable mobility

The target is to reduce the CO₂ emissions of our leased vehicle fleet by 15% by 2020, so we are making changes to our company car scheme. Because they emit less CO₂, new vehicles will be diesel powered (at least Euro 5). Lease cars may currently emit up to 116g CO₂/km. For the higher lease categories, the maximum is 136 g CO₂/km. Currently we are studying possibilities to introduce mobility budgets. Therefore we have started an experiment in our project Avenue2. In 2014 we will evaluate this experiment.

In 2014 we will use electric transport at a number of locations. In addition, we run the 'Sustainable mobility' programme which will further reduce the CO₂ impact of our own mobility through stimulating for example a new approach for saving fuel while driving ('Het nieuwe rijden') and stimulating the use of videoconference possibilities.

Waste is a raw material

The Grondbank Nederland and Afvalbank Nederland subsidiaries play an important role in processing and reusing the waste flows from our projects. In 2014, 90% of our construction projects that last longer than 3 months will have a waste management plan in order to optimise waste separation, reuse and prevention. This should result in us reusing our residual flows as raw materials for new products as much as possible. In concrete terms, this means that 50% of the clean concrete waste generated will be reused in new concrete in 2014. 60% of the construction site waste and office waste generated will be reused after separation too.

As we see it, waste is one aspect of the costs of failure, which we are trying to keep as low as possible. From that perspective, preventing waste from being produced is the best approach; this will also ensure the lowest possible environmental burden. Where waste is still produced, this should be a reusable raw material. If that is not an option, we will make sure that the waste is used in an incineration system to generate energy. Dumping waste materials is right at the bottom of our ladder.

In order to streamline recycling of waste and raw materials, we run the programme 'Recycling raw materials'.

Working on sustainability together with our partners in the supply chain

Strukton is collaborating with its partners in the concrete and glass supply chains to reduce environmental burdens. In the Green Deal Concrete Supply Chain project, we are investigating the options for the development of sustainable concrete, along with MVO-Nederland and others. Together with Delft Technical University and others, our C2CA project is examining how concrete granulate and concrete cement can be recycled. The Reusing Ballast Material project is looking at whether it is possible to reuse ballast material in concrete. In het project 100% load, 100% lean werken we samen met onze ketenpartners in de beton- en glasketen aan duurzame logistiek.

There is an increasing emphasis on sustainability in our purchasing policy too. For instance, all our suppliers have to submit a sustainability declaration. In 2014, we will be asking our 100 largest suppliers to submit a summary of their CO₂ emission data. We will also hold discussions with a number of suppliers about reducing environmental burdens.

2.3 Sustainable innovations for our clients

Many of our products and projects contribute directly to sustainability from the start. Strukton Rail's products ensure substantial reductions in CO₂ emissions from mobility. The lifecycle approach of Strukton Worksphere creates energy savings and constructs sustainable buildings. Strukton Integrale Projecten uses the lifecycle philosophy in its PPP projects. Strukton Civiel is making a contribution by installing decentralised energy facilities and through the optimum reuse of waste, soil and secondary materials.

Strukton has an innovative approach to the lifespan aspect of its projects: our integrated approach reduces the consumption of materials and increases reuse, saves energy and cuts the Total Cost of Ownership. We also stand out in terms of project financing (the Energy Saving Companies or ESCos and the PPP projects). We offer these products in our infrastructural projects, construction work and utility systems. We will be offering our clients advice about this spontaneously more and more often. To accelerate this process, we run the program the 'Sustainable Innovation Communication'.

It is important that many of the measures listed here for the people, the environment and the company also contribute directly to the financial returns. After all, CO₂ emissions can often be reduced if we handle energy more efficiently, thereby also lowering fuel and electricity costs. The same applies to reusing waste materials; these are potentially raw materials with an economic value. Some measures do not have a profit element in the shorter term. These will only yield gains in the longer term, such as a good business environment that will keep our people happy to work for us. We are investing in that too.

3. Embedding CSR in the company

CSR must be implemented by the entire company: everyone in their role or position has a job to do in this. The implementation and development of the CSR policy is the responsibility of the chairmen of the operating company boards. The activities are coordinated by a number of project managers who have been specifically appointed for the task. A budget has been specifically defined for the purpose. We will perform a CO₂ emission analysis beforehand for larger organisational decisions, including a package of measures to compensate for any CO₂-related disadvantages.

To guarantee further CSR integration, we are defining CSR-based critical performance indicators that will apply to all Strukton projects and Strukton business units. These indicators also include CO₂ emissions. We are also working on the implementation of ISO 26000, the internationally defined CSR guidelines.

Further implementation of our CSR policy will be realised together with our stakeholders. We would like to know how we can help them make sustainability improvements, for example. For the sake of transparency, we communicate our CSR policy actively, both internally and externally. This has been set out in a communication plan. We include feedback about the CSR policy results in an integrated annual report that meets the GRI (Global Reporting Initiative) guidelines. Until that time, we will be issuing a separate sustainability document and preparing the organisation for GRI reporting.

4. Objectives

By the end of 2014 we will have at least achieved the following:

1. We will maintain CO₂ performance ladder certification at level 5
2. CO₂ emissions will be in line with the 15% CO₂ reduction target by 2020
3. 95% of our electricity will be green electricity
4. 90% of our construction projects that last more than 3 months will have a waste management system
5. 50% of clean concrete waste will be reused in new concrete
6. 60% of building and demolition waste will be reused

All these actions will make sure we do what our CSR motto says:

Thinking in terms of lifespans - for projects, people and nature.