

# Today, we create tomorrow

SUSTAINABILITY REPORT 2020  
STRUKTON GROUP NV



## Strukton





# Contents

## Our mission

We wish to contribute to the **safety**, **quality** and **sustainability** of rail transport, road infrastructure and technical systems and buildings.



Foreword by the Chairman of the CSR Steering Committee



The Year in Brief



About Strukton



Focus on Corporate Social Responsibility



People: Human Dignity and Equality



Planet: Natural Resources & Climate



Prosperity: Economic Profit & Social Welfare



Partnership & Peace: Prerequisites for Sustainable Development



Partnership: Collaboration within the Chain



Peace: Integrity



Risk Management



Appendices



# Voorzitter mvo-stuurgroep aan het woord



**Safety** is a **permanent value** and not a temporary priority

**Our first sustainability report**

This year marks the first time we are publishing a sustainability report about our activities in the Netherlands. We are working on sustainable developments in various layers of our organisation, ranging from our offices to our construction sites and on our products. Up to the present time we have been very modest in communicating our contribution to sustainability. With this report we are informing our stakeholders in accordance with the international reporting standards of the Global Reporting Initiative (GRI). We are proud of the result and look forward to further developing our sustainability activities over the coming years. Together we continue to build a future-proof Netherlands that is liveable and accessible.

**Building a future-proof tomorrow together**

We consider it our responsibility to work on making our organisation sustainable and together with our stakeholders work on the sustainability transition of the sector. This way we aim to contribute to the Sustainable Development Goals (SDGs) set out by the United Nations in 2015. Our sustainability strategy is linked to the 5 Ps of the SDGs: People, Planet, Prosperity, Partnership and Peace. Health and safety at work for everyone, circular business operations, a further reduction in CO2 emissions and, on balance, we are at a minimum aiming for a neutral impact on natural capital. In 2021, the elabora-

tion of the Sustainable Development Goals inside our organisation must increasingly take shape and come to life. It is with much enthusiasm that I have seen the intrinsic motivation of our employees willing to commit to making our activities sustainable grow in recent years.

Sustainable development is only possible when we safeguard a safe working environment. Safety is and remains a top priority for our organisation. Working on tracks, construction sites, along roads and motorways, and with machines involves risks. Health and safety at work are therefore an integral part of the professional skills of our own people, as well as of the people with whom we work. Yet, this year again there were a number of accidents. The IF rate in 2020 was 4.17. Through our 24Safe safety programme, we continue to devote effort to creating a safe workplace and our goal is zero accidents. Safety is a permanent value and not a temporary priority.

**The new reality**

The COVID-19 outbreak made 2020 an exceptional year. As organisation, we also had to adapt in line with the corona guidelines issued by the central government and the Netherlands National Institute of Public Health and Environmental Protection (RIVM). We were able to continue many of our building and maintenance activities, but in a different reality. Together we are

doing everything we can to continue to provide safe working conditions and we are counselling our people with coaching and advice. Today, the 1.5-metre distance rule is a fact of life. In many parts of our organisation, our workers no longer travel together in groups to a construction site in vans, but travel independently as much as possible. Various hygiene measures have been refined and we are making use of corona officers to monitor adherence to these measures. Where possible, our office workers perform their work from home. A positive aspect of all this is that we have made tremendous progress in digitalising our work. We are enormously proud and grateful for the flexibility, resilience and commitment of our employees. Only together can we continue to build tomorrow's future. We would like to thank all employees and our stakeholders for their commitment, professionalism and dedication to our organisation.

Frank Bekooij,  
Managing Director Strukton Civiel and  
member of Strukton's CSR Steering Committee





# The Year in Brief



**January 2020:**  
Successful N737 Innovation Route trial by Strukton and Ten Cate: in a single pass the provincial road was widened and the thickness of the construction layer was reduced. Reduction in CO2, nitrogen, and required raw materials, fewer transport movements and reduced substrate treatments.



**April 2020:**  
Acquisition of three electric locomotives for track renewal and maintenance. The locomotives replace diesel locomotives. Good for the environment and healthier for employees. Overhead lines are powered by 100% green electricity; electric locomotives do not generate any CO2 emissions and particulate matter. The goal is to further equip the locomotives with batteries.



**June 2020:**  
Start-up of construction of Flevoland Pavilion at Floriade Expo 2022. The pavilion, named Food Forum, is an example of circular construction. Strukton is responsible for the construction and engineering.



**May 2020:**  
Strukton Workspere pronounced Internship Company of the Year. 'Themes such as energy and sustainability, circularity, digitalisation and data act like magnets for students and our services are precisely focused on these aspects.'

**May 2020:**  
Launch of intelligent tamping machine that can be taught to work on its own. Strukton developed this machine together with supplier System7. The machine acquires valuable data from the tracks and converts it into predictive information. Requires less manual operation, reduces noise levels by 7 dB in operating mode and has an environmentally friendly engine.



**July 2020:**  
Strukton signs Green Recovery Statement and together with many other companies advocates making sustainability the cornerstone of the corona recovery plans, with the UN Sustainable Development Goals (SDGs) as guideline.



**August 2020:**  
Opening of cycling path Oude Bosschebaan through nature conservation area in Haaren. Improved safety. Paving materials and concrete of virtually 100% recycled materials. Tender with least CO2 emissions caused by construction work.



**September 2020:**  
Start-up of TenneT substation replacement programme: renovation of almost 150 substations within 10 years. Strukton and Croonwolver&dros design modular concept for safe, simple and fast conversion. Application of substation automation for monitoring components and improving maintenance scheduling, reducing malfunctions and improving supply reliability.





# The Year in Brief



**October 2020:**  
Strukton brightens up the Netherlands with benches made of miscanthus concrete – bio-concrete made of elephant grass. The Green Silence Wall – a low-maintenance noise barrier with a natural appearance that protects the surrounding community against noise – is also made of miscanthus concrete.

**November 2020:**  
Groningen provincial government building – a total of 25,000 m<sup>2</sup>, part of which is a national monument – gasless heating system connected to renovated thermal energy storage (TES) system. The heating supply currently consists of a TES installation, combined with four low-temperature heat pumps, two high-temperature heat pumps and four large buffer vessels.



**November 2020:**  
Sustainable restoration of historical core of Middelharnis quay wall, with maximum retention of existing structures. Residents and companies contributed ideas to the design. Together we managed quality, safety, accessibility, scheduling, risks and historical value.



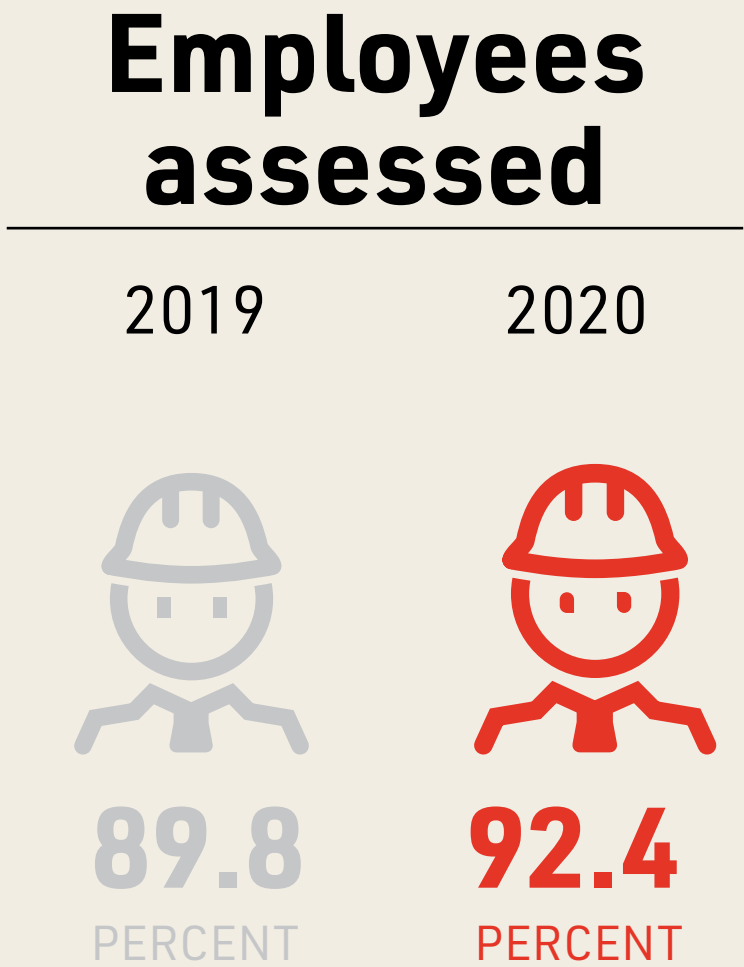
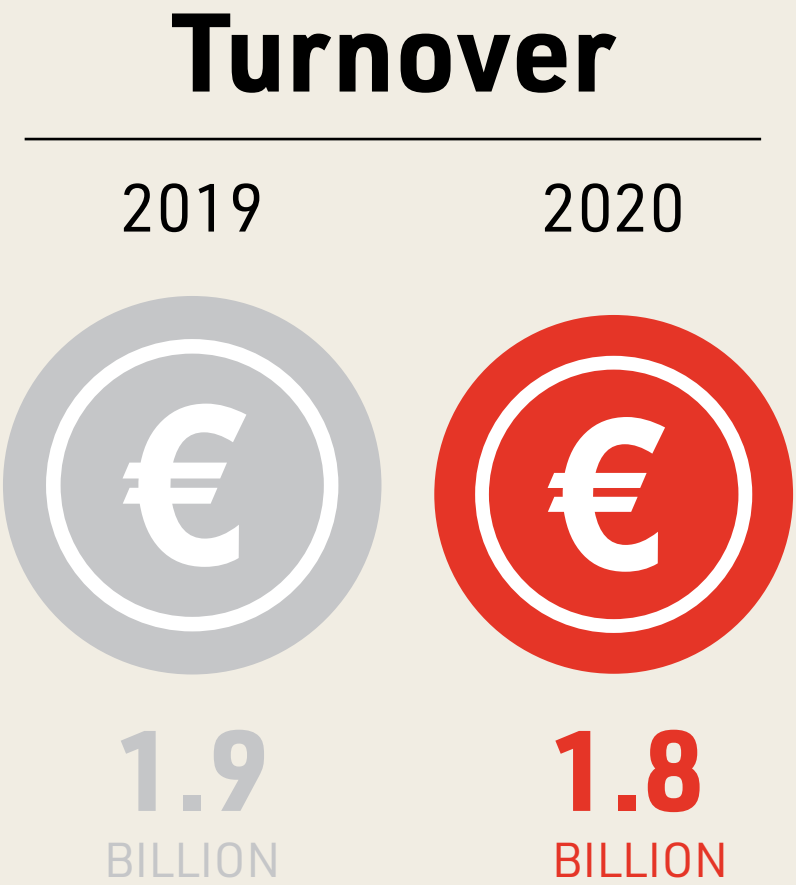
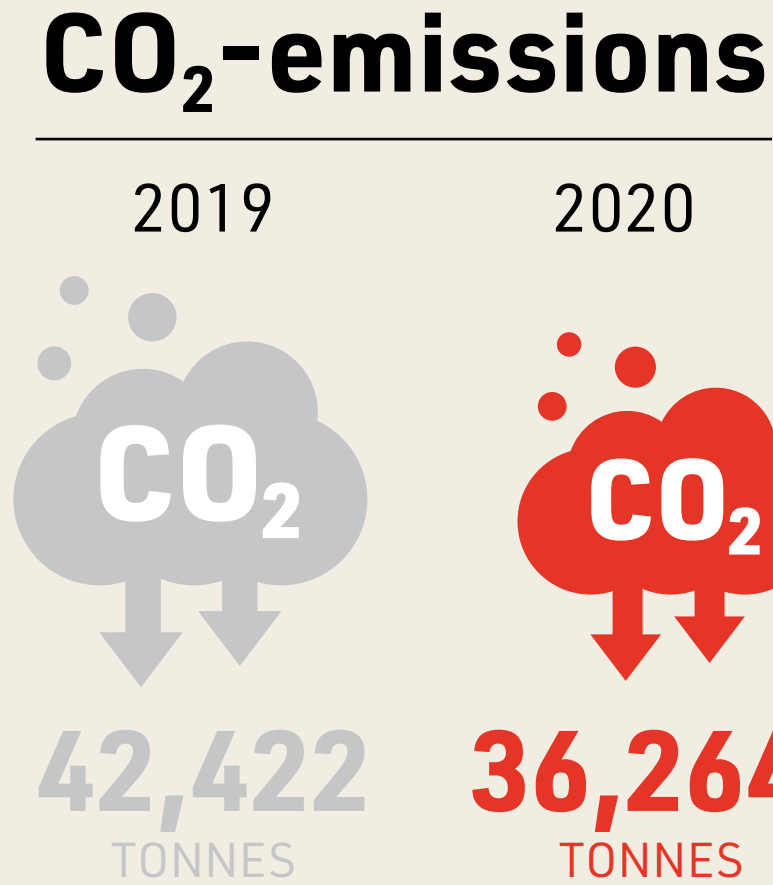
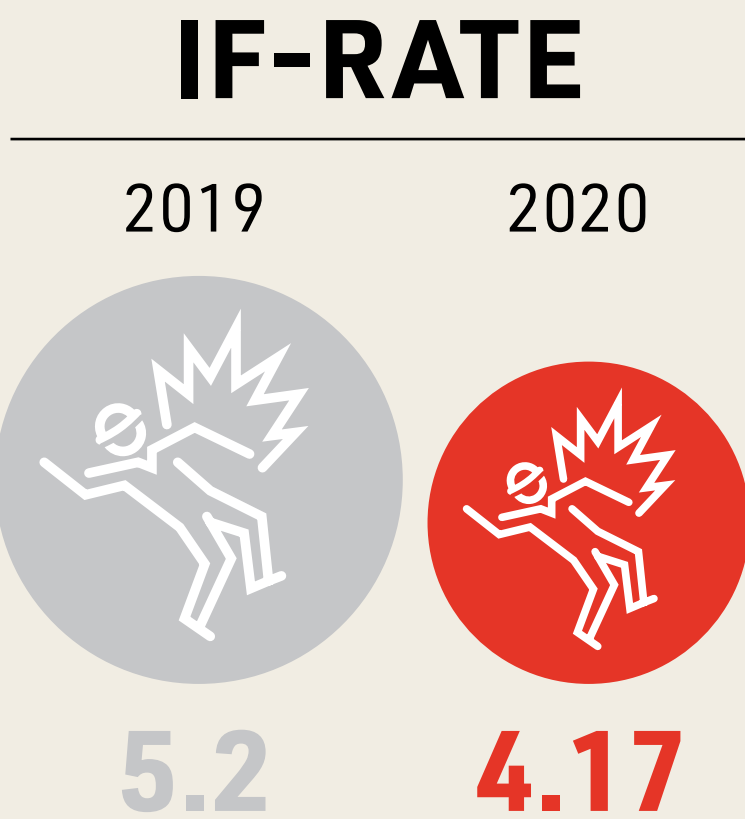
**December 2020:**  
Start-up of renovation of De Nederlandsche Bank head office. Sustainability and circularity play an important role. The building will be made sustainable – BREEAM Outstanding and WELL Platinum. More than 80% reduction in energy consumption and CO<sub>2</sub> emissions.







# Key Figures







About Strukton

We are building  
the future today





# About Strukton

## 1.1 We are building the future today

We are Strukton, an experienced player in the civil engineering market, the railway market and the developed environment. Our mission is to contribute to the safety, quality and sustainability of rail transport, road infrastructure, and technical systems and buildings. We do this with a passion for working safely, technology and professionalism. Together with our customers and suppliers we develop technologies and integrate solutions. We encourage customers to adopt forms of contracting with room for innovation. Combined with a focus on functionality, quality, service life and the right price-quality ratio. This way we are building the future today: a comfortable, safe and accessible Netherlands.



**We aim to contribute to the safety, quality and sustainability of rail transport, road infrastructure, and technical systems and buildings**

Our company originated in the Netherlands. Our head office is located in Utrecht. Today, Belgium, Italy, Sweden and Denmark also form part of our home countries and we operate throughout the world. This report focuses on our operations in the Netherlands.

### Organisation

Our company is decentralised. There are four operating companies: Strukton Rail, Strukton Civiel, Strukton Workspere and Strukton Integrale Projecten. The operating companies operate independently of each other, but collaborate in key areas such as safety, sustainability and integrity. However, the implementation of these themes is once again decentralised because the operating companies focus on different markets. Strukton Workspere focuses on buildings and engineering, Strukton Civiel on civil infrastructure,

Strukton Rail on railway systems and Strukton Integrale Projecten on PPP and other integrated, financially complex project structures. Strukton Integrale Projecten works in a supporting role for the other operating companies. Where relevant, Strukton Integrale Projecten then integrates the sustainability initiatives and activities of the other three operating companies into its projects. For this reason Strukton Integrale Projecten is not explicitly covered in this report. A number of company divisions in the operating companies operate under their own name and carry their own brand, such as GBN, Molhoek-CCT, Van Rens Mobility and the Italian railway construction company CLF. In 2020 there were no significant changes in the size, structure and ownership of the organisation, or in the supply chain, in comparison to 2019.





# Strukton in brief

**Shareholder:** Oranjewoud NV

**Operating companies:**

Strukton Rail, Strukton Civiel,  
Strukton Workspere,  
Strukton Integrale Projecten

**Average number of FTEs in the Netherlands:**

4,494

**Key customers:**

national government organisations,  
decentralised government bodies, healthcare,  
education, industry

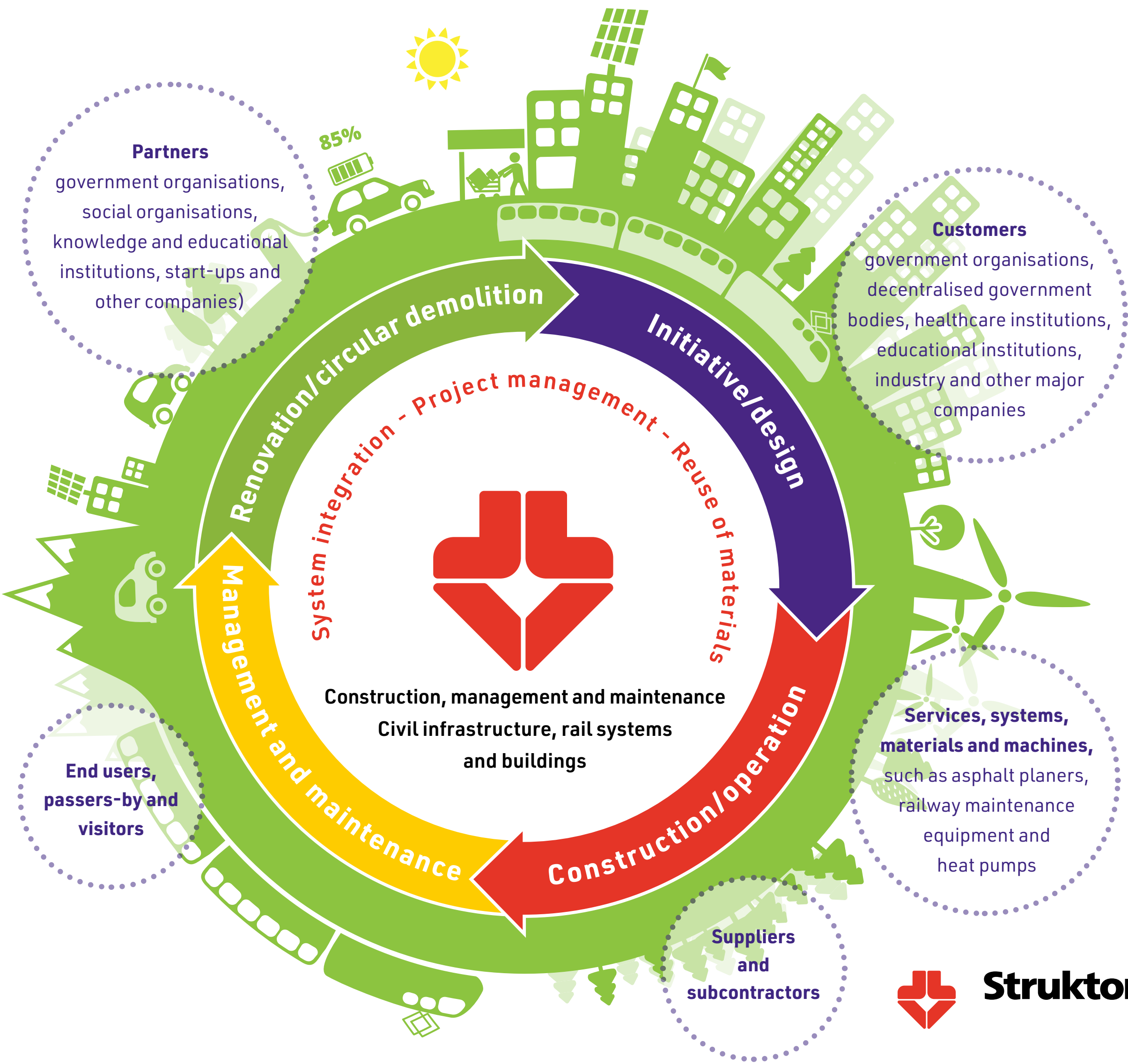
**Our mission:** We wish to contribute to the  
safety, quality and sustainability of  
rail transport, road infrastructure and  
technical systems and buildings

**Our core activities and specialisms**

We offer a comprehensive package, ranging from design up to and including management and operations, in various markets. Our strength in particular lies in management and maintenance in areas where we can combine high-quality technology, domain knowledge and professionalism. In addition, we differentiate ourselves on the basis of (innovative) specialisms, such as strengthening bridges, developing sustainable asphalt and the application of data technologies and data management. The annex to this report includes an overview of our core activities and specialisms. Our key customers include central government organisations (such as Rijkswaterstaat, the Central Government Real Estate Agency and ProRail), decentralised government bodies (municipalities and provinces), healthcare institutions, educational institutions, industry and multinationals.

**Our culture and core values**

We are a Strukton family. Open towards each other, honest and sensible. The customer, end user and the environment are key for us. We are committed to honesty, sincerity and integrity in our actions, whereby expertise and experience is always of importance. We take the initiative in contributing innovative and reliable solutions. Safety for employees, as well as chain partners and the environment, is essential for us and a precondition for success. This has always been a constant factor in the 100 years of our existence.







The heating supply system in the partially historic Province of Groningen government building has been fully gasless since November 2020

## 1.2 Strukton’s sphere of operations

We value long-term relationships with our customers, suppliers and subcontractors. We share knowledge and experience together as a means of developing increasingly better and sustainable solutions. This also means that we jointly respond to changes in the world around us. A number of relevant trends and developments are highlighted below.

### Focus on sustainability

Climate Agreement. Reduction of CO2 emissions, nitrogen, particulate matter. Energy transition. Elimination of natural gas. Biodiversity. You cannot open up a newspaper without coming across mention of sustainability. We see this reflected in tenders and discussions with stakeholders. Customers and contracting authorities expect us to act responsibly in dealing with raw materials and the environment, and they expect us to deliver sustainable, clean and future-proof products and solutions. We contribute to the transition to a climate-neutral and circular economy required to achieve the targets set by government. In our own business operations and together with chain partners we are working on a future-proof Netherlands for future generations.





Focus on innovation

Technological developments and the speed of innovation are key characteristics of our current era. Big Data, Internet of Things, circular economy, smart grids, the 24-hour economy and the fusing of our traditional products – such as buildings, infrastructure and rail – with complex and advanced technology: every one of these are developments with a far-reaching impact on how we live, reside, travel and work. And therefore also on what customers and users expect from us. At the same time increasingly more resources are becoming available to the process – such as virtual reality and drones – that help make our work better, faster and safer. Smart data management plays an increasingly larger role in this respect. Data and digitalisation play an increasingly greater role in our projects as well. The Building Information Management (BIM) methodology integrates the chain by bringing design, procurement and construction together in a single platform. This forms the basis for the next step in future management: the digital twin, which makes it possible to carry out simulations. Innovations such as 3D printing and robotisation drastically change the entire process and the construction site.

COVID-19

The impact of COVID-19 on life, society, our way of working and our business operations was and still is of unprecedented magnitude. Things that were previously taken for granted, such as travel, being together and working together, are no longer self-evident due to strict national measures. The corona crisis puts high demands on all of us. It demands resilience, flexibility and patience. For us as an organisation it demands extra attention for hygiene and safety measures, as well as extra attention for the mental well-being of our people.



Mike van der Sar, Project Manager at Strukton Worksphere, specialises in healthcare projects:

**‘For every system we install in a hospital, I take some time to reflect: we truly make a big difference in people’s lives.’**





Focus on CSR

# Focus on Corporate Social Responsibility







The Global Goals for Sustainable Development

Focus on Corporate Social Responsibility

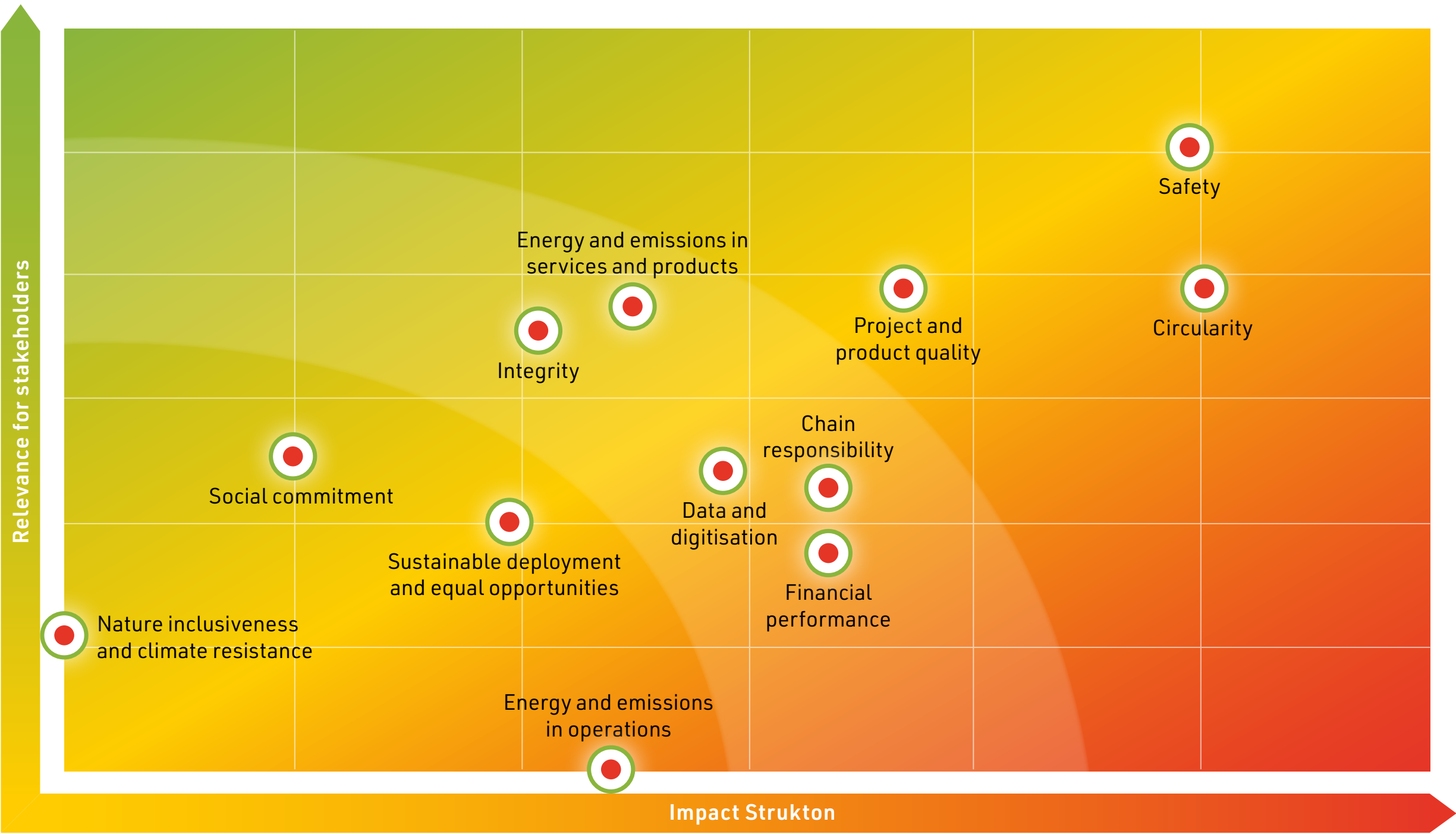
We are proud of our social role in creating and maintaining safe and accessible infrastructure and a sustainable living environment. However, the construction and infrastructure sector has a significant impact on society in terms of the use of raw materials, the production of waste and emissions, and in terms of biodiversity. This implies major responsibility, as well as tremendous opportunities for sustainability. This is why we have adopted a structural approach to working on corporate social responsibility with a focus on the long term.

Strukton’s CSR policy is founded on five pillars: People, Planet, Prosperity, Partnership and Peace. These pillars also form the basis for the United Nations’ Sustainable Development Goals (SDGs) that are to create a better world by 2030. The SDGs are integrated into our strategy and form the reference framework for our CSR objectives.

Our colleagues have a passion for professionalism, innovation and sustainability. We approach CSR from the perspective of the entire chain and today, together with our chain partners, create the future-proof world of

tomorrow. This is why ‘building a future-proof tomorrow together’ is at the core of our CSR policy. This way we want to fulfil a leading role within the sectors in which we operate. Our ambition is to be among the best CSR performers in the Netherlands within five years. In 2020, we determined the most relevant strategic areas of focus on the basis of a materiality analysis and stakeholder dialogues. Our policy is aligned with this and we in particular focus on safety, circularity, product and project quality, and CO2 reduction in our business operations and within the chain.





- The material issues**
- |   |  |
|---|--|
| 1 Safety  | 7 Data and digitisation                          |
| 2 Circularity                                   | 8 Financial performance                          |
| 3 Project and product quality                   | 9 Sustainable deployment and equal opportunities |
| 4 Energy and emissions in services and products | 10 Social commitment                             |
| 5 Integrity                                     | 11 Energy and emissions in operations            |
| 6 Chain responsibility                          | 12 Nature inclusiveness and climate resistance   |

**Materiality analysis**

We carried out our first materiality analysis at the end of 2020. On the basis of desk research and a survey among internal and external stakeholders, we identified the CSR themes that are most relevant for our company. Next, we conducted an in-depth dialogue about the results with a number of stakeholders. The materiality matrix on this page provides insight into the themes with which we as Strukton have an impact on the environment, society and the economy. The results provide valuable information for future strategic decisions and provided direction for establishing the content of this sustainability report.

**Strategic CSR areas of focus**

This report deals with all material themes established for Strukton. The following key material themes at a minimum will be at the core of our strategy over the coming years:

- Safety: The degree to which we assume responsibility for safeguarding and continuously improving the safety of our employees, the people we work with and the users of our products.
- Circularity: The degree to which we strive for zero waste and extending the service life of materials by reusing materials and by adopting circular procurement practices and offering circular products and services.
- Product and project quality: The degree to which we carry out our activities professionally and with a high degree of quality, and deliver high-quality products and services on time.





Stakeholders	Priority Themes*	Contract Form
Public customers	Circularity, safety, project and product quality	Account discussions, sparring sessions, project meetings, websites, publications
Private customers	Safety, energy consumed by and emissions from services and products, project and product quality	Account discussions, sparring sessions, project meetings, websites, publications
Employees/Works Council	Safety, sustainable employability and equality, integrity	Intranet sites, meetings, personnel magazines, employee satisfaction surveys, performance interviews
Suppliers and subcontractors	Safety, integrity, project and product quality	Supplier meetings, project meetings, tender consultations
Social organisations	Corporate social responsibility, circularity, data and digitalisation	Regular discussions, meetings, websites, publications

\* Based on weighted averages

**In dialogue with our stakeholders**

We consider it important to constantly work in dialogue with stakeholders and to ensure that our business operations continue to be aligned with their requirements and needs. They challenge us to discover new opportunities and possibilities relating to sustainability and to accelerate the pace in this respect. Parties that influence our value chains or that are influenced by our activities are considered most relevant. We have identified our customers, employees, suppliers and subcontractors, and social organisations as our key stakeholders. In addition, knowledge and educational institutions, sector organisations, NGOs and the media also are relevant stakeholder groups for us with whom we would like to maintain a constructive dialogue.

**CSR processes and procedures**

Strukton uses an integrated approach to making its business operations and the chain sustainable. The CSR policy forms an overarching framework for the further definition and implementation of sustainability in various parts of the organisation. In cooperation between executive boards and CSR working groups, operating companies use pre-established KPIs to monitor the CSR objectives we are targeting over the next five to ten years. In addition, in various connections within the chain and sector we are working together with subcontractors, suppliers, social organisations and competitors on improving the sustainability of the construction and infrastructure sector.





People

# Human Dignity and Equality





## Strukton Campus

Strukton Civiel has an online self-service portal with a training portfolio for all employees – the Strukton Campus. The portal includes the full portfolio of Strukton training courses and programmes. Employees have the opportunity of enrolling in a large variety of training courses and programmes ranging from classical training to e-learnings. In addition, the portfolio includes QuickLearnings, useful videos and documents that enable employees to acquire directly applicable knowledge in a short period of time. Employees can see their training programmes in a personal dashboard, including all of the training courses and programmes they have planned and completed.

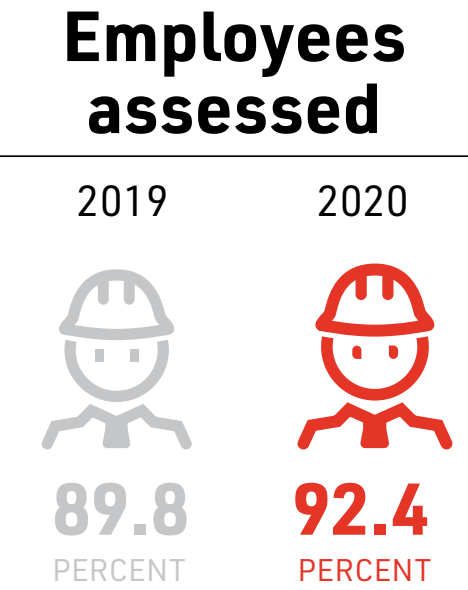


## People: Human Dignity and Equality

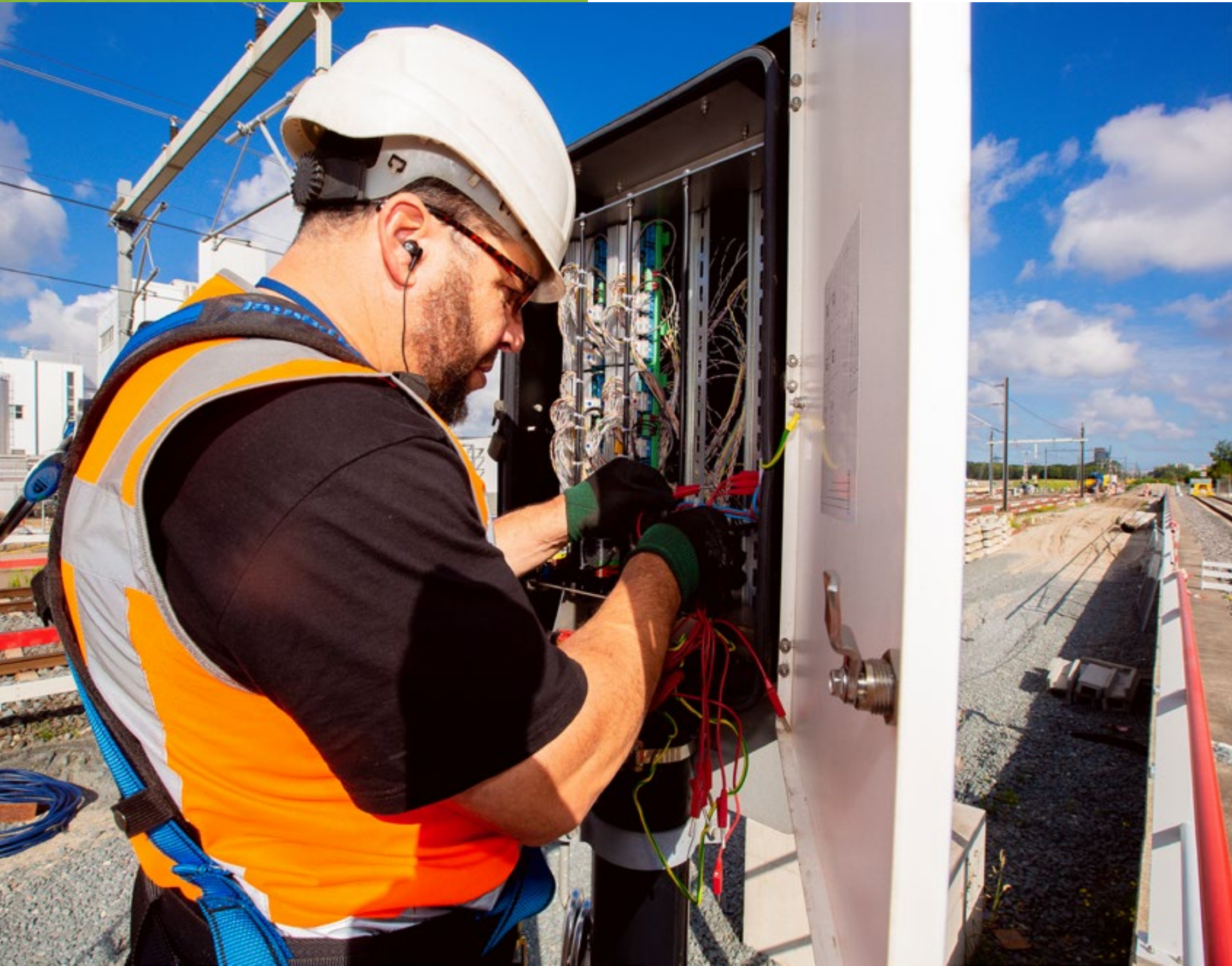
Strukton is a service company. Providing excellent service is only possible with competent people, which is why the core of our business operations revolves around the skills and behaviour of our employees. Spearheads for us include providing a healthy working environment and securing our future offer of skills. At Strukton we implement good employment practices by providing good, equal and fair terms and conditions of employment

and by offering training and other opportunities to everyone. We conduct individual performance interviews with Strukton employees about their development, goals, opportunities for growth, working conditions, work pressures and working atmosphere.

	2020
Average number of FTEs	4,494
Number of employees with a CLA	4,035
Percentage completed employee performance reviews	92.4%
Number of men	4,050
Number of women	484
Number of permanent employees	4,184
Number of temporary employees (incl work-study positions and internships)	350
Number of full-time employees	3,814
Number of part-time employees	720







Signalling technician Mohamed Karroum:  
**‘Safety on the railways is not only about my health and that of my colleagues, it’s also about passenger safety’**

**Safety**

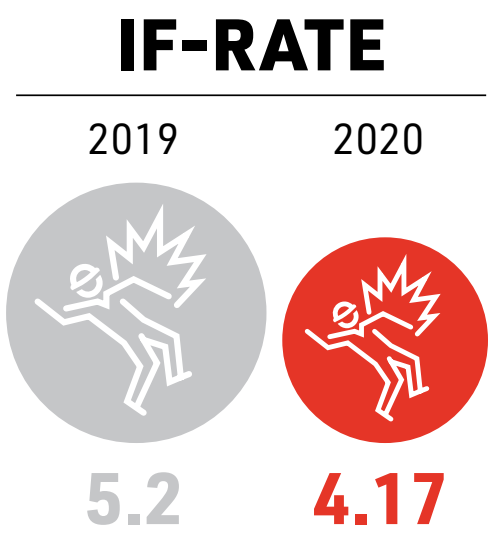
Our work is not without safety risks. It often takes place at high-risk locations, such as tracks, at height, in proximity to falling loads and on uneven sites. The work can be physically demanding, often there is a danger of collision and we work on live installations and complex systems, sometimes under changing weather conditions. All factors that can contribute to creating high-risk situations. It is our collective task, together with our employees and the people with whom we work, to secure a safe working environment. Safety-related programmes focused on specific safety aspects in the sector are being pursued within the operating companies under the 24Safe banner.

**24Safe**

Strukton is committed to 24Safe: always working safely, residing safely and travelling safely, 7 days per week, 24 hours per day. We take the safety of our own employees, our partner organisations, our visitors and passers-by extremely seriously. It is our conviction that nothing we do is worth injury. Health and safety at work are therefore an integral part of the professional skills of our own people, as well as of the people with whom we work. There is always room for improving safety. We each assume our own responsibility and discuss safe and

unsafe situations together. In this regard, we are open to feedback and subsequently deal with this feedback professionally and respectfully. Everyone is always briefed and has the responsibility for protecting his/her own safety as well as that of others. Keeping one another alert to high-risk situations is of major importance. This is why any employee is entitled to halt the work when he/she believes that it may adversely affect health or safety. Everyone back home safe and sound.

The key safety indicator for us is the internationally recognised IF rate, the number of lost time accidents x 1,000,000 / the number of at risk hours. By comparing the number of lost time accidents with the number of at risk hours, this factor provides more information than the number of accidents alone. In 2020, the IF rate was 4.17 (2019: 5.2).







## Surveying stick safely inserted into the ground

‘Quickly’ surveying the location of a cable bed can be very dangerous. But no one really seemed to have been aware of this. Until it dawned on Roland Stoekenbroek, Engineer/Trainer at Strukton Rail, during a fishing trip. Roland: ‘The fishing rods have a sticker that says: “Never cast your fishing rod near an overhead high-voltage line. Should you ‘catch’ the line, your fishing rod will electrocute you, because the rod is conductive.” That made me think about our surveying sticks.’ Underground cables and pipelines are everywhere. When they are relocated or replaced, it may be necessary to prepare revised cable drawings, so that everyone knows what is located where. Strukton Rail uses a GPS surveying stick for this purpose. A trench is dug, exposing the cables. A surveyor positions the stick on the line, after which the GPS device – click, beep – measures the exact location and transmits the data to a map. But it is possible for a user to place the GPS stick on an ‘exposed’ cable. This means he/she could get an electric shock, because the stick is made of carbon fibre, which is conductive. This can therefore be life-threatening. Together with his colleagues, Roland designed a plastic sleeve that can be screwed to the bottom of the stick. As a result the carbon fibre cannot come into contact with a cable and this prevents danger of electrocution. Strukton shared this solution throughout the sector to improve safety for everyone.

We set objectives for each operating company for things such as the IF rate, absence due to illness and the average duration of illness. To anchor safety within our company culture, we formulate agreements about toolbox meetings, inspections and internal audits, and improvement cycles. We embed responsibilities into job and H&S behavioural profiles. We stimulate a culture in which employees hold each other to account and deviations are reported.

### Exoskeleton

Outside work is strenuous and is carried out in an intractable environment. This requires attention for the working conditions of our employees. This is why we invest in supporting tools and devices, whereby innovations can assist us. An example is exoskeletons. These devices literally assist in lifting (back) or working above chest level (arms). An exoskeleton can offer excellent support for working on an overhead line where you are often required to lift and tinker above chest level. An exoskeleton is especially useful for work at chest level or higher. As soon as you start to lift something above chest level, the exoskeleton’s springs are automatically activated. This gives you a weightless feeling in your arms and that makes lifting or tinkering a lot less strenuous. However, working on overhead lines imposes additional requirements on the use of an exoskeleton: integration with fall protection. The innovation challenge now is to

integrate both systems. We are closely working together with suppliers on this challenge. Our goal is to introduce the first standard fall arrest/exoskeleton combinations in the fourth quarter of 2021.

### Sustainable employability and equal opportunities

Training courses and programmes are important for developing our people and keeping them fit: not only professionally, but also mentally. Many training courses and programmes are tailor-made for employees of separate operating companies, often because they are focused on the specific work performed by the operating company. Because it is also beneficial to explore experience gained by other markets for personal development and general topics, we also offer various training courses that apply to the Strukton Group as a whole. For young University of Applied Sciences (HBO) and university graduates we developed the FIT starters programme focused on project management skills and networking. The Strukton Young Professionals programme is started up each year for people with management potential and top technical talent. This way we develop potential over the long term. In addition, we offer training for managers focused on leadership and sustainable employability. Finally, anyone can make use of the low-threshold Good Habitze-learning environment that includes divergent topics such as language, IT applications, soft skills and safety.





Equal opportunities

Women are seriously underrepresented in the construction industry. The proportion of women in the Dutch construction industry has been fluctuating around 9 percent for years. Unfortunately, this is no different at Strukton. The current men/women ratio at Strukton is 89.5/10.5%. As such, the proportion of women has risen slightly in comparison to 2019 when the men/women ratio was 89.9/10.1%.

We try to employ people with an occupational impairment or with poor job prospects in durable and high-quality ways. We consider it important to give these people an opportunity and endeavour to offer them a permanent position. In addition we have a long history of offering study-work programmes. With internships, graduation and study-work positions we help students earn their diplomas.



Corporate Social Responsibility

We not only aim to be of service to our customers, but we also aim to be of significance to the local community and society. In long-term projects in the developed environment, we involve the local community through means of evening information sessions, ‘ambassadors’ who maintain personal contacts with local residents and local community managers. In addition, many of our employees are socially active on the basis of their own intrinsic motivation and participate in various initiatives. For example, they give guest lectures, support student teams with technical knowledge, but also participate in volunteer activities. As employer we give our employees room for such activities.

A selection of social initiatives supported by Strukton

In the context of the JINC Programme, Strukton WorkspHERE employees each year help young people get a good start on the labour market by helping them practice job interviews using live situations. In 2020 Strukton WorkspHERE employees put game packages together for children in hospitals and elderly in care homes. In exchange for an employee vitality programme, Strukton WorkspHERE supports underprivileged young people through means of the PSV Foundation. In Rotterdam, Strukton is involved in the ‘Strong Together for the Future’ programme designed to eliminate the disadvantage young people in Rotterdam South and in the City Port areas are experiencing on the labour market. Through a collection organised by the Rotary organisation, Strukton WorkspHERE supported a homeless shelter. Furthermore, employees of various Strukton business units regularly give guest lectures at schools (senior secondary vocational education (MBO) and universities of applied sciences (HBO)) and transfer knowledge and technology to student teams. Furthermore, Strukton WorkspHERE also sponsors the invention and discovery factory that enables children to come into contact with engineering and technology at an early stage (years 7-8 of primary school). In addition, Strukton is involved

in an initiative of the ministries of Infrastructure and Water Management and Social Affairs and Employment, ProRail and BAM Infra Rail to train and hire at least 26 asylum permit holders in 2020. It is expected that in 2021, six asylum permit holders will be given a work experience position and will likely be hired after that.

Minor in railway technology

Strukton Rail is contributing to the minor in Railway Technology in which third and fourth-year University of Applied Sciences students are prepared for a job in the railway sector. The minor consists of theory lessons in rail traffic engineering, railway systems and the design and maintenance of rail infrastructure. The students, in project teams, work on a current issue in the sector. Lecturers include enthusiastic people in the sector, including Strukton Rail colleagues.

Andres den Boesterd, Project Manager at Strukton and Lecturer Railway Technology minor:  
**‘My drive is to encourage people on the basis of my enthusiasm and passion for technology and engineering to familiarise themselves with the overhead lines discipline and all facets we are confronted with in our daily practice.’**





Planet

# Natural Resources & Climate





Planet: Natural Resources & Climate

We contribute to the transition to a climate-neutral and circular economy by jointly facilitating the energy transition, as much as possible reusing materials, steadily making our procurement circular and sustainable, increasingly making use of renewable energy sources and reducing the ecological impact of our activities.

Planetary limits have been exceeded for years as a result of human economic activity. Last year, Earth Overshoot Day was deferred by a number of weeks only for the second time in more than 40 years due to the corona pandemic. We are faced with an enormous but extremely important challenge of ensuring that our planet will also provide an enjoyable living environment for future generations.

Energy and emissions

Strukton has been certified at the highest level of the CO2 Performance Ladder for more than 10 years. In 2020, we managed to reduce our emissions by 47% in absolute numbers since 2009. As such the reduction in emissions from our own business operations is well on track in terms of the 55% target set for 2030. Reducing emissions within the chain is a different story, however; we aim to provide greater insight into the emissions from projects and the emissions associated with the procurement of products, and to more specifically influence

emissions in these areas. In addition, we reduced our emissions through means of various measures, such as:

- Imposing maximum limits on the CO2 emissions of lease vehicles and increasingly replacing fossil-fuelled by electric (year-end 2020 ten times as many as at the beginning of 2019)
- Using renewable fuel for equipment
- Maintaining a focus on the efficient and smart operation of mobile equipment
- Reducing the number of commuting kilometres driven by car by encouraging public transport and cycling
- Reducing the number of business kilometres by facilitating time and place-independent ways of working
- Making production facilities and offices more energy efficient
- Promoting sustainability within the chain on the basis of insights from chain analyses into materials such as concrete, asphalt, rails and cables
- Increasing sustainable procurement

Strukton Worksphere is aiming for Paris Proof building and supplies products and services that help customers achieve their energy and emission reduction targets. This concerns making buildings sustainable in new development projects, as well as renovation projects. To take this another step further, Strukton Worksphere in 2020 implemented Ecolution, a one-stop-shop for making real estate sustainable with an integral offer of services for fitting

For the infrastructure sector we offer innovative renovation solutions that extend the service life of bridges and viaducts. These solutions cause less inconvenience and require significantly less materials and time, which in turn results in lower CO2 emissions over the entire lifespan. Examples of other sustainable product innovations include: Green Silence Wall (noise barrier made of miscanthus concrete) with a lower environmental burden, SolaRoad (energy generation through means of solar panels embedded in roads and bicycle paths),



Bas van Vliet, Consultant Energy & Sustainability at Strukton Worksphere:

**‘Regardless of the choices our customers make, we integrate the options into a roadmap that best suits their organisation or business objectives’**





The first poles for the platform roof being installed at Delft Campus.

## The first energy-neutral station in the Netherlands

The first energy-neutral station in the Netherlands is being constructed in Delft under contract to ProRail. One of its unique features is the solar roof. While there are other stations with solar panels, they are installed on the roof or they largely consist of glass with here and there a solar cell in between. At Delft Campus the roof itself is made of solar panels, no less than 810 units completely optimised for producing energy. The yield is expected to be an average of 200 megawatts per year, equivalent to the annual consumption of 70 households. This is more than enough to compensate for the station’s annual consumption. The electricity generated during the day is offset through the existing power grid against the electricity required by the station in the evening and at night for things such as lifts, LED lighting and ticket dispensing machines. The construction of the station takes any future developments into account. For example, this includes returning the electricity to ProRail’s own power grid or locally storing the electricity. The conduits for the required cabling below the railbed are already in place.

The tender included the solar roof as an option. In its bid, Strukton demonstrated its feasibility. Delft Campus can be viewed as preparing the way for a sustainable approach to the more than 200 stations in the Netherlands that are still to be covered.

integration of electric infrastructure through means of the public transportation network, concrete elements made of reused concrete with fibre reinforcement instead of steel rebar, and Greenfalt (reused asphalt combined with recycled ballast material).

### Circular business operations

Circularity is affecting increasingly more aspects of business operations. It affects our procurement processes, our way of working, the products we manufacture and our residual power management. To make circular working an integral part of our culture, we are focusing on all of these facets. First of all this consists of continuously extending the service life of our products and services through smart design and smart maintenance. This saves raw materials, reduces waste and enables our customers to make do with the same product for longer periods of time. We prefer to make use of recyclable raw

materials and consumables and we make no concessions in terms of quality. This way we prevent the depletion of natural resources. Together with our waste processing and recycling partners, we actively manage our residual flows in order to reduce them where possible and to achieve the maximum possible reuse. For example, Strukton Rail Nederland aims to have a fully circular procurement process effective from 1 January 2023. We are increasingly demanding of our suppliers and where possible procure products with circularity in mind.

If waste cannot be used as a raw material, it is removed in an environmentally friendly way and in accordance with applicable laws and regulations. We make sure that waste is processed throughout the entire chain (from source to final destination).

Together with TNO, the Province of North Holland and Dynniq, we developed Solaroad, a concept for roads and cycle paths with integrated solar panels. After the first pilots in 2014, we continue to improve Solaroad. We laid a test track with an improved version at the Brightlands Chemelot Campus in Geleen in 2020.







## The Sphere – Circularity in optima forma

It all started in 2018 with the Green House in Utrecht, a fully reusable pavilion with a circular business case and operation. A hospitality pavilion, with its own urban farm, that can be completely reassembled was constructed in three months' time. Reusable, scalable, circular and above all the right to copy. The Green House became a circular breeding ground. It tastes like more! This is how the circular, modular and intelligent concept, The Sphere, was created at Strukton Worksphere: a fully circular, modular, adaptive office that can be fully disassembled and reassembled, for a sustainable and healthy work environment. It can be shaped to meet the needs of its users. It is a form of integrated real estate development whereby it is not only the design, but also the practicability, financing, technology, marketing and operation that are key. The Sphere makes use of the experience gained with The Green House, DU02, De Knoop government building and the High Tech Campus Eindhoven. With The Sphere, Strukton Worksphere gives substance to circularity, modularity and technology by not only talking about it but also by actively working on it together with partners. Customers are now considering The Sphere the next big thing.

### Internal marketplace

In 2020 we started investigating options for scaling up the internal marketplace of one of the operating companies to the Strukton Group level as a means of reducing the wastage of materials within the organisation. Once we are on track with this internally we will also assess the possibility of linking up with external marketplaces.

### Several examples of circular products and services:

- In cooperation with the Province of Fryslân and partners, Strukton Civiel constructed the first bio-composite bicycle bridge as part of the public road network. 80% of the bridge consists of natural, renewable materials such as flax and resins.
- One of Strukton Civiel's entities is entirely focused on closing material recycling loops by bringing supply and demand together and by reshaping chains around circular solutions. For example, circular demolition, also known as harvesting, is one of the pillars of this entity.
- For circular real estate development, such as The Green House and the Flevoland Pavilion at the Floriade Expo 2022, Strukton Worksphere designs buildings that are

### High-quality reuse of materials

When the Groningen Provincial Government Building was converted from gas boilers to a heat pump installation, the boilers that were freed up and that were still in good condition were installed for customers that required a new boiler, but that were not yet able to switch over to gasless. This way the boilers were given a second life.

- integrally sustainable using sustainable, reused and lighter materials, that are modular and can be disassembled and reassembled, and with a reduced volume of materials and waste.
- On the N737 Innovation Route in the Province of Overijssel, Strukton Civiel used Greenfalt, consisting of 97% recycled materials, for all layers of the road deck. In addition, cement-free concrete, polymer-reinforced concrete developed in close cooperation with Ten Cate Geosynthetics, was used to widen the road. This concrete makes it possible to reduce the structural road thickness by as much as 50%.





### The first bio-composite bridge

The first bio-composite bridge in a public road network, in Ritsumasyl in the Province of Fryslân, realised on the basis of a construction team partnership approach together with the customer, contractor, producer and knowledge institutes.

Member of the Provincial Executive,  
Michiel Schrier:

**‘That produced a great spatial plan in which infrastructure, circular economy, innovation and knowledge development come together. As a province, we have every reason to be proud of this.’**



### 100% Circular processing of artificial grass mats

Every year 200 artificial grass fields reach the end of their service life. But how do you process the freed up grass mats safely and in a circular manner, without interim storage and without prolonged transport abroad? This seemed impossible in the Netherlands, until GBN-AGR was founded in April 2019 with GBN (part of Strukton Civiel), Antea Sport, EdelGrass, Ten Cate Grass Group, CSC Sport, Greenfields, Domo Sports Grass, and Sport and Leisure Group as chain partners. In just one year, GBN-AGR built the first circular artificial grass processing facility in the Netherlands. GBN-AGR received the required permit on 7 January 2020. The recycling process has been fully operational since June 2020. The stocks accumulated during the run-up to the plant’s opening were fully eliminated in six months’ time. There is sufficient capacity to process the 1.5 to 2 million square metres that are freed up every year during the renovation of artificial grass fields. The recycling wheel has been put into motion.

**New use**  
The artificial grass mats are processed into three pure raw materials, each of which is given a new use. The recycled sand, rubber and recycled turf agglomerate (RTA) meet the highest standards and are certified accordingly. These are high-quality raw materials that have a high environmental value. The clean sand is once again suitable for use as infill in artificial grass sports fields, but is also suitable for use as drainage sand, for example. The cleaned rubber pellets are primarily destined for industry, for example for the production of industrial floors or as panels for green roofs. RTA is used in various applications, such as plastic side panels for hockey fields, beams for picnic tables or substrates for sports fields.

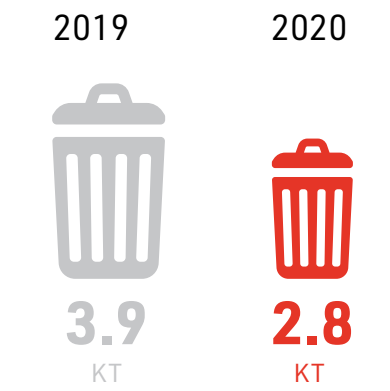




Indicators:

Year	2019	2020	2030 Target
Generated waste in tonnes	3,922	2,841	Zero waste – 100% circular
Reused waste (circular)	80%	83%	
Reduction in CO2 emissions relative to 2009 (absolute numbers)	38%	47%	At least 55% reduction relative to 2009
Total CO2 emissions (tonnes)	42,422	36,264	
Scope 1 Direct company GHG emissions (tonnes)	38,208	33,222	
Scope 2 Indirect company GHG emissions (tonnes)	2,986	2,065	
Scope 3 Other indirect GHG emissions (tonnes)	1,228	977	

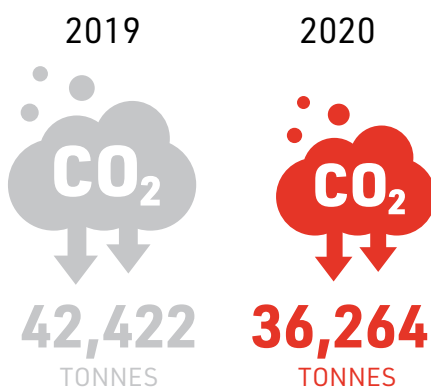
Generated waste



Reused waste



CO2-emissions



Chain responsibility

For Strukton, chain responsibility lies at the foundation of the various themes highlighted throughout this report. For example ethical and honest business practices and respecting human rights within our own organisation, as well as throughout the entire chain. Our circularity spearhead also touches on chain responsibility because it requires selective procurement. To safeguard this principle, contract suppliers are cyclically evaluated by operating companies, each in their own way, in terms of CSR and other aspects. We also consider valuable partnerships an essential component of chain responsibility.

Nature-inclusive and climate-proof

We are increasingly striving to limit our ecological impact on the environment in our activities, with an eye on maintaining biodiversity and the living environment. In addition, we are increasingly focusing attention on climate-proof building in view of the increasing impact of climate change.

Naturally, we consistently work on the basis of the required local permits and with valid certificates required to carry out our activities, such as the Health, Safety and Environment (HSE) Checklist Contractors (VCA), ISO 14001 environmental management certification and Quality Assurance Foundation (SIKB) certification. We devote attention to the natural environment and increasingly focus on retaining biodiversity in our projects. For example, we installed intelligent lighting in the forest along the bicycle path adjacent the N737 Innovation Route so that the lighting stays off when there is no movement, thus reducing any disruption of night life in the forest. In another project involving the construction of a turbo round-about, we constructed nature-friendly banks along the canal to reinforce the natural habitat for plants and animals, which also improves the canal's water quality. We cooperated with the Society for the Preservation of Nature in the Netherlands and the Zuiderzeeland Water Authority for this purpose. In the construction of a regional ring road, we constructed 3 large and 32 small fauna tunnels and one ecoduct.

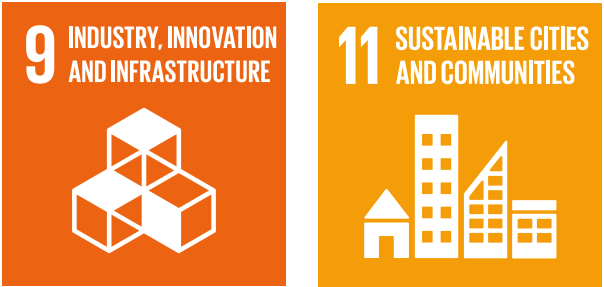




Prosperity

# Economic Profit & Social Welfare





## Prosperity: Economic Profit & Social Welfare

We are actively involved in various forms of infrastructure under contract to society, represented by customers such as the Directorate-General for Public Works and Water Management (Rijkswaterstaat), the Central Government Real Estate Agency and ProRail. We consider it our responsibility to not only do this well, but also to make the developed environment more sustainable.

With the help of innovation and technology we aim the improve infrastructure and to construct and manage it as sustainably as possible. We are able to remain financially stable and to guarantee our raison d’être as a company over the long term through continuous innovation and by cost effectively adding value to society.

### Financial performance

We maintain a clear focus on a commercial and resource-efficient approach and good terms and conditions of employment for our employees. We constantly improve what we deliver, with increasingly more satisfied customers as a result. See our Financial Annual Report on our website ([www.strukton.com](http://www.strukton.com)) for our financial performance. For the economic sustainability of our company, it is important that we carry out our activities professionally and with high quality, and deliver high-quality products

and services on a timely basis. This is why our operating companies devote attention to safeguarding project and product quality. In addition, we focus on making the right investments in innovations. The core essence in this respect is technology in the broadest sense, whereby data and the digitalisation of our services and products is a clear spearhead.

### Project and product quality

Our key focus is on the customer, end user and the environment. As such it is self-evident that our projects and products must be of high quality. We carry out our activities professionally and in accordance with high standards. We deliver our products and services on time with high quality. In this respect we ensure that we are able to supply the right knowledge, expertise and materials for every project.

All our operating companies and their affiliated subsidiaries are ISO 9001 certified. Because the approach is focused on the market segment and customer base of the various companies, a quantified objective has not been formulated for the entire Strukton Group. Product quality is determined by the customer. Compliance with the customer’s requirement is measured by the client on an interim basis or through acceptance of the delivered product. To monitor whether the quality of our projects and products meets expectations, we regularly engage our customers in discussions. In 2020, in addition to account meetings with the customer, we also spoke with various clients of various operating companies in the context of our materiality analysis.



Richard van Beekhuizen,  
Main Construction Supervisor at  
Strukton Infratechnieken:  
**‘We are so totally solution-oriented that at times we come up with suggestions before really being involved in something’**





**‘We aim to be the most highly digitalised company in the Netherlands and are experimenting with various technologies, including bodycams and smart glasses in order to continuously improve how we do our work’**

Because our operating companies operate independently in various markets, it is difficult to provide a single overall project quality figure. An example is the scores allocated to Strukton Rail Nederland and Strukton Infratechnieken on the basis of ProRail’s Performance Measurement tool. This performance measurement tool tracks various dimensions, such as competence, collaboration, safety and environment issues, delivery and implementation quality, availability and working systematically. In 2020, the average score received by Strukton Rail Nederland and Strukton Infratechnieken was 7.8. Effective from 2021, Strukton Rail Short Line will ask for its customer evaluations to be carried out the same way.

**Data and digitalisation**

We at all times aim for the rail and road infrastructure and the developed environment to be safe, sustainable and reliable. Constructing a new infrastructure segment or a new building is one thing. But sustainably designing, managing and maintaining infrastructure and buildings goes a step further. All the more so when we aim to keep the environmental burden, management costs and energy consumption at a minimum, provide for predictable maintenance and a maximum service life.

How is this done? At the very least with smart management and maintenance and with the use of the latest

technology. This is where data and digitalisation come into the picture. As far back as 2002, when the mobile phone was still only just beginning to make its inroads, we launched an initial version of an online switch monitoring system. At the time the fact that you were monitoring switches in real time was a real breakthrough. The system continued to evolve in line with cloud technology, big data and algorithms. From monitoring to predicting. From switches to an enormous variety of assets, lifts and building-related installations. Nowadays it is virtually unimaginable that there once was a time in which our customers did not have a dashboard in which they could monitor the actual status of their technical systems, energy consumption and the CO2 concentrations within their building. With the help of big data technology and algorithms we provide insight and information about how and when the customer’s systems are best serviced or overhauled. In our view there no longer is a world without data and digitalisation. In our strategy, data and digitalisation are identified as supporting technologies that can play an important role in all of our innovations. For every innovation we assess the potential of applying technology designed to collect more data or increase the level of digitalisation. This is done on the basis of a clear business case, whereby the long-term impact is assessed and whereby, potentially together with chain partners, the investments are offset against the benefits.





## Safer roads and better traffic circulation with MOTIS

The MOTIS – Modular Traffic & Infra Solutions – system developed by Strukton Civiel provides for improved traffic circulation and safer roads. An innovative intersection with three MOTIS digital services was constructed in the N737 Innovation Route in the Province of Overijssel: adaptive crossing, connected overtaking lanes and visibly safe. Adaptive crossing uses smart detection techniques, such as noise detection cameras and apps, and a refined algorithm to calculate current traffic flows. These are then processed by a traffic regulation app to provide for optimal traffic circulation. The intelligent traffic system (iVRI) next sends this information to users via Talking Traffic to keep them informed. The connected overtaking lane detects slow-moving vehicles with traffic lined up behind it. When there are four or more vehicles lined up behind a slow-moving vehicle, a traffic sign advises the vehicle to move into the overtaking lane. Visibly safe remotely adjusts light intensity on the basis of weather and passers-by. When cyclists are detected on the basis of noise and a bicycle app, the light intensity is increased.

The province, Strukton and partners will work together over the next five years to use the N737 provincial road as a living lab for new innovations. In November 2020, Strukton Civiel was awarded the Cobouw Digitalisation Award for MOTIS. Annemarie Boereboom, New Business Developer at Strukton Civiel about the N737 Innovation Route: ‘The most important thing we want to demonstrate here is how a different way of working together helps us. There is no ultimate target, instead we will be innovating without knowing where we will end up in five years’ time. This is what is needed to truly achieve innovation.’



### Hæppey Perception Monitor

A good example of how we work with data and digitalisation to facilitate smart management and maintenance is Hæppey. Strukton Workspere developed this instrument in cooperation with Antea Group. A sensor in the workspace measures temperature, humidity, CO2, light and noise levels, linked to health-based limit values. With the measurement results, which can be viewed in a dashboard, we help the building manager improve the interior climate. A Hæppey building is a healthy building. This is something that has become even more relevant during the corona crisis. This is why Strukton Workspere developed the COVID-19 Perception Monitor in 2020. This is a tool that provides real-time insight into the current perception of the customer’s employees through means of surveys that are completed prior to, during and after return to the workplace. The resulting insights, visualised using various dashboards, make it possible to implement better and more focused measures that take employee needs and satisfaction into account.

## Lean tamping as an example of the use of data and international collaboration

Another example of how we make use of data is ‘lean tamping’: the tamping machine used for track position maintenance is directly controlled using the data acquired by the Eurailscout inspection train. This way, we make use of the wealth of data produced by the inspection train to carry out our maintenance tamping work as efficiently as possible.

Lean tamping is an innovation that in part came about thanks to the European Shift2Rail partnership project, a public-private partnership between the European railway sector and the European Commission. This has made it possible for us to test this solution together with our technical colleagues at Deutsche Bahn. An international partnership for more efficient maintenance and better track availability.





Partnership & Peace

# Prerequisites for Sustainable Development





As a member of the Alternative Travel Coalition, we aim to cut our CO2 emissions from business trips per fte in half by 2030 in comparison to 2016. For example, we aim to reduce flights by promoting travel by train for trips up to 700 kilometres. Together with other frontrunners we are working towards fully sustainable mobility as the 'new normal', something that has unexpectedly soared due to the corona pandemic.



## Partnership & Peace: Prerequisites for Sustainable Development

The partnership and peace concepts form the basis for the other pillars and are a prerequisite for attaining all of the SDG objectives listed under People, Planet and Prosperity.

### Partnership: Collaboration within the chain

We believe in the power of collaboration. We are committed to having a good relationship with our chain partners and together with them we aim to make the entire chain sustainable. Together we are able to roll out sustainable solutions faster, more efficiently and on a larger scale. By sharing knowledge, collecting knowledge and constantly engaging in a constructive dialogue with each other we can learn from each other and challenge one another to even further improve our sustainability efforts.

We believe in active public-private partnerships with governments, social organisations, knowledge and educational institutions, as well as start-ups and (competing) companies and we are committed to this. For example, we are the initiators/co-initiators of the Concrete Agreement, the Sustainable Supplier platform and the Governance Code for Safety in Construction.

Furthermore, we are active participants in the Dutch Alternate Travel coalition (Anders Reizen), the Green Deal Sustainable Civil and Hydraulic Engineering, the Dutch Bewuste Bouwers foundation, the Dutch Green Building Council and Shift2Rail. At the railAlert Foundation we are not only participants, but also a member of the management board. and at the beginning of 2021, Strukton Civiel became a member of the Emission-free Network Infra (ENI).

### Peace: Integrity

We stand for honesty, sincerity and integrity in doing business at every single level of the company and everywhere we do business. We respect fundamental human rights based on the United Nations' Universal Declaration of Human Rights, the OECD Guidelines for Multinational Enterprises and the ILO's International Labour Standards. The principles governing acting with integrity are set out in Strukton All Right. Our Honest





Business Practice Code of Conduct applies to everyone working for and with Strukton, and sets out the key rules we adhere to for conducting fair and just business. The Code of Conduct has been developed in line with the UN’s Guiding Principles on Business and Human Rights. The Code provides an additional framework for the practical and specific implementation of existing legislation and offers us support in determining what is fair and just in our work. The Code refers to various policy documents and regulations, such as the policy for dealing with gifts and invitations, the policy for countering bribes and corruption, the human rights policy and the regulations regarding undesirable behaviour. The undesirable behaviour regulation sets out how employees can discuss and report (alleged) irregularities within the company. In the event of undesirable behaviour, employees can call on our confidential advisors that are properly trained and coached. In addition, employees can anonymously report any suspected abuse via an external party.

The Honest Business Practice Code of Conduct and the various policy documents can be consulted on Strukton’s website and on all Strukton intranet sites.

We regularly internally devote attention to our company culture to make employees more aware of ethical rules, signing authorities, compliance with legislation and regulations and risk management when collaborating with external parties. In 2020 we devoted effort to making the Strukton All Right e-learning easily accessible. We will roll out this e-learning in 2021. The objective is that 100% of the colleagues hired as of Q3 2021 will complete the modules selected for them. A further objective is that 30% of existing colleagues (hired prior to Q3 2021) will have completed the modules selected for them.

Risk Management

Just like any other company, we are confronted with commercial, operational and financial risks that are inherent to our business operations. When we become aware of the possibility that we are inflicting irreversible damage to humans and/or the environment, we will take measures to investigate the cause and impact of this damage. We aim to limit these risks with a systematic approach, both at a strategic and an operational level. We structurally identify and monitor risks within our company. To this end we aim to have risk awareness broadly anchored within our organisation. The fact that we promote an open and transparent company culture is helpful in this respect. To decrease our risk profile, we apply strict selection criteria for new projects. We primarily bid on projects with a long-term maintenance and management component and on projects that are a good match with our core competencies, with limited risks and justified expectations of healthy earning capacity. In our Financial Annual Report we extensively cover how we manage and control risks. This includes strategic risks, market risks and operational risks. See our Annual Report for this information.





# Appendix 1: Overview of Core Activities and Specialisms

We offer a comprehensive package, ranging from design up to and including management and operations, in our various markets. Our strength in particular lies in management and maintenance in areas where we can combine high-quality technology, domain knowledge and professionalism. In addition, we differentiate ourselves on the basis of (innovative) specialisms, such as strengthening bridges, developing sustainable asphalt and applying data technologies.

## Rail systems

Maintenance, renewal and construction of rail and railway systems and electric train systems, both main tracks and cargo tracks, as well as light rail.

### Core activities

- Construction, renewal, management and maintenance of rail infrastructure, including: traction and overhead cable, signalling, safety, telecommunication and information and control systems
- Design, construction, installation and commissioning of electric systems for rolling stock
- Data acquisition, data analysis and data management
- System integration

### Specialisms

- Asset management
- Highly mechanised working methods
- Monitoring systems

- Measuring and inspection systems
- Energy systems
- Traction electronics and auxiliary systems
- Installation and integration of ERTMS and other train safety systems

## Civil infrastructure

Design, realisation, management and maintenance of infrastructure projects (domestic) and rail/civil engineering (metro) projects (international). Focus on development (innovations) and sale of infrastructure products, at a domestic as well as international level.

### Core activities

- Design, realisation, management and maintenance of integrated infrastructure projects
- Road construction
- Concrete structures
- Civil works
- Hydraulic engineering
- Earthworks
- Remediation
- Energy grids

### Specialisms:

- Foundation technologies
- Immersion and under-water technologies
- Circular construction
- Polymer Modified Bitumen (PMB)

- Injection technologies
- Environmental technology
- Asset management
- Bridge resurfacing
- Traffic technologies (technical traffic and tunnel systems)
- Prefab concrete
- Noise barriers
- Management of soil and waste
- Traffic management
- Incident management
- Renovation of bridges and locks
- Compressing, grinding and jacking
- Rail-bound civil engineering infrastructure

## Technology and buildings

Design, development, realisation, maintenance and operation of technical systems and buildings in the Netherlands.

### Core activities

- Operations
- Management and maintenance
- Revitalisation and development
- Implementation
- Sustainability
- Project design and realisation

### Specialisms

- Asset management
- Risk-driven maintenance
- Strukton PULSE
- Monitoring systems
- Data management
- Energy management
- System engineering
- DBMO contracts
- Operations management
- Sustainability advice

## PPP Concession Projects

Acquisition and management of PPP concession projects.

### Core activities

- Financing and financial management
- PPP asset management
- PPP project development

### Specialisms

- PPP concession projects
- Analysis and development of business cases
- Financial advice





# Appendix 2: Organisation Structure 2020

Strukton Groep NV is a public limited liability company governed by Dutch law. The company is managed by the Group Executive Board, led by the Chairman of the Group Executive Board. Oranjewoud NV holds one hundred percent of the shares in Strukton Groep NV. The shares in Oranjewoud NV are listed at the official Market of Euronext NV in Amsterdam.

Strukton Groep NV has four operating companies: Strukton Rail, Strukton Civiel, Strukton Worksphere and Strukton Integrale Projecten.

The Group Executive Board manages the company and determines the vision and the ensuing mission, strategy and objectives of the company. In 2020, the Group Executive Board consisted of two members, one of whom served as Chairman. The Chairman of the Group Executive Board has final responsibility for the entire company. The Group Executive Board is responsible for transparent governance within the company. The Executive Rules were prepared and approved by the shareholder for this purpose. In fulfilling its tasks, the Group Executive Board focuses on the Company's interests. The Supervisory Board instituted in 2017 supervises the Group Executive Board's policy and the company's and Group companies' general operations.

The executive boards of the operating companies are responsible for defining and executing the strategies of

their respective operating companies. The responsibility for the management of and the operational decisions in the operating companies are also assigned to the statutory board members of the operating companies. The executive boards of the operating companies closely work together with senior managers in the various departments.

There is a CSR Steering Committee consisting of executive management representatives of Strukton Rail, Strukton Worksphere and Strukton Civiel. In addition to the Steering Committee we also created a CSR Core Team in February 2020 that includes CSR Coordinators from each of the above-referenced entities. In addition to the three coordinators, the CSR programme managers and three specialists (a CSR controller, an energy expert and a document management specialist for the CO2 Performance Ladder) form part of the CSR Core Team. The CSR coordinators work together with the CSR officers in the companies of each entity. The CSR Programme Manager is responsible for the overall coordination. The CSR Steering Committee is responsible for setting the CSR policy at the group level and monitors progress to ensure that the goals and objectives set are indeed met. The Steering Committee for example does this by providing direction for CSR at the strategic level, making decisions on proposals submitted by the CSR Core Team and by regularly monitoring progress. In addition, the

Steering Committee is responsible for structural communication with internal and external stakeholders. The present report forms part of this aspect. The CSR Core Team is responsible for the specifics of the CSR policy and objectives, reports to the CSR Steering Committee and implements the policy and objectives. The Core Team is responsible for CSR coordination across operating companies by working on integrating the CSR DNA into all layers of the organisation and by actively identifying opportunities and risks relating to corporate social responsibility. The Core Team meets every two weeks and holds interim theme-specific consultations. The CSR Coordinator regularly meets with his own director on the Steering Committee.





# Appendix 2: Organisation Structure 2020

## Composition of the Supervisory Board

**Herman G.B. Spenkelink** (Chairman)  
*Date of birth: 1947. Dutch nationality.* Herman Spenkelink was a member of the Board of Directors of Dura Vermeer Groep N.V. between 1983 and 2008. From 1974 he held various positions at the Dura Vermeer Groep. Since stepping down as director in 2008, he has continued to serve Dura Vermeer Groep in various advisory roles. Herman Spenkelink also holds a number of directorships and sits on several supervisory boards (Aqua+ Beheer B.V. in Goor, AGAR Holding B.V. in Hengelo, Stichting Sacon Administratiekantoor in Zwolle and Van Kamperdijk Exploitatie B.V. in Almelo, all in the Netherlands). In 2019, Wim te Kamp was reappointed for another 2-year period up to 2021.

## Wim G.B. te Kamp

*Date of birth: 1945. Dutch nationality.* Between 1967 and 1983 he held various positions at Fugro B.V., and in 1983 he became managing director at consulting and engineering firm Tauw B.V., a position he held until 1998. He also was managing director of venture capital company Wadinko N.V. Since 2007, he has served in various advisory and managerial roles and sits on several supervisory boards (Rudico Beheer B.V. in Eerbeek, IJsseltechnologie Groep B.V. in Zwolle, Leferink Office Works Holding B.V. in Haaksbergen and Calder Holding B.V. in Zwolle, all in the Netherlands). In 2019, Herman Spenkelink was reappointed for another 2-year period up to 2021.

## Group Executive Board:

Erik Hermesen and Gerard Sanderink

## Group Board:

Erik Hermesen, Frank Bekooij, Evert Lemmen

## CSR Steering Committee in the Netherlands

Frank Bekooij, Tjark de Vries, Thijs van der Veen and Marieke Wijbenga (CSR Programme Manager)

## Management in the Netherlands

Frank Bekooij (Strukton Civiel), Evert Lemmen and Mark Ooijen (Strukton Worksphere), Tjark de Vries (Strukton Rail Nederland), Stephan Lutters (Strukton Integrale Projecten)





# Appendix 3: About this Report

This is Strukton’s first sustainability report. With this report we aim to give our stakeholders insight into sustainability themes that are relevant to us and into our sustainability objectives and performance. Our intent is to annually publish a sustainability report from now on.

**Reporting methodology**

We followed the GRI Standards: Core option as the guideline when preparing this sustainability report. We complied with the 2016 General Disclosures and where possible have included specific GRI indicators for our (highly) material topics. We linked those material topics that did not correspond to a GRI indicator to one of our own indicators. The reporting criteria of the CO2 Performance Ladder, ISO 14001 and ISO 9001 are used as internal reporting criteria. This sustainable report has not been audited by an external auditor.

**Scope**

This report pertains to all activities in the Netherlands of Strukton Group, Strukton Rail, Strukton Civiel, Strukton Worksphere and Strukton Integrale Projecten, including all of their companies operating in the Netherlands as set out in the consolidated financial statements. These companies are listed in the Annual Financial Report.

This report covers the reporting period from 1 January 2020 up to and including 31 December 2020, unless explicitly stated that something occurred outside this

period. This report exclusively accounts for our own activities and performance. The report does not account for the activities of any partners or our impact within the chain. In the event of any acquisitions or disposals, all data starting from the date of acquisition up to the date of disposal are included, unless otherwise indicated.

**Data collection and measurement methods**

All data and information reported by Strukton originates from our own internal measurements, calculations, submissions by third parties or internal systems. When we are forced to use specific measurement or estimation methods to determine the performance of indicators, we explicitly explain this in the accompanying text. In 2020 there were no changes in definitions or calculation methods in comparison to previous reporting years, because the present report is our first sustainability report. This sustainability report has been structured on the basis of the material topics we identified and prioritised using a materiality analysis carried out at the end of 2020. In addition, our pillars, People, Planet, Prosperity, Partnerships and Peace form a key basis for our report. The contents of the report were established on the basis of the input provided by management members responsible for the strategy, activities and performance of the material topics. Our CSR Steering Committee determines the layout of the report, evaluates the content of the annual sustainability report and approves the final version. The qualitative and quantitative

information for this report was supplied by the relevant experts and data owners. The Corporate Communications department is responsible for the composition, final editing and publication of this annual sustainability report.

The reported financial figures are borrowed from the consolidated financial statements of Strukton Group N.V.

We are pleased to respond to any questions or comments you may have about this Strukton Sustainability Report. These can be sent to [corporatecommunications@strukton.com](mailto:corporatecommunications@strukton.com).





# Appendix 4.1: GRI index

GRI 102: GENERAL DISCLOSURES 2016		CHAPTER
1. Organisational profile		
102-1	Name of the organisation	1.1 Today we create tomorrow
102-2	Main brands, products and/or services	About Strukton: organisation
102-3	Location of headquarters	1.1 Today we create tomorrow
102-4	Number of countries where organisation operates	1.1 Today we create tomorrow
102-5	Ownership and legal form	Appendix 2: Organisation structure
102-6	Markets served	About Strukton: organisation
102-7	Scale of the organisation	About Strukton Key figures Appendix 1: Overview of core activities and specialisms Annual report 2019 (and 2020 once published)"
102-8	Information on employees and other workers	People
102-9	Description of supply chain of the organisation	Our value chaine
102-10	Significant changes to the organisation and its supply chain	About Strukton: organisation
102-11	Precautionalry principe or approach	Risk Management
102-12	External initiatives	Peace: Integrity
102-13	"List of main memberships of industry or other associations, and national or international advocacy organizations"	Partnership: Collaboration with the chain





# Appendix 4.2: GRI index

GRI 102: GENERAL DISCLOSURES 2016		CHAPTER
2. Strategy		
102-14	Statement from senior decision-maker	Foreword
3. Ethics and integrity		
102-16	Description of the organization’s values, principles, standards, and norms of behavior.	Our culture and key values
4. Governance		
102-18	Governance structure	Appendix 2: Organisation structure
5. Stakeholder Engagement		
102-40	List of stakeholder groups engaged by the organisation	In dialogue with our stakeholders
102-41	Employees covered by collective bargaining agreements	People: Human dignity and equality
102-42	Basis for identifying and selecting stakeholders with whom to engage	In dialogue with our stakeholders
102-43	Approach to stakeholder engagement	In dialogue with our stakeholders
102-44	Key topics and concernts raised through stakeholder engagement	In dialogue with our stakeholders
6. Reporting practice		
102-45	List of all entities included in the consolidated financial statements and not included in this report	Appendix 3 About this Report
102-46	Process for defining the report content and topic boundaries and assumptions made in the process	Appendix 3 About this Report
102-47	Material topics identified in the process for defining report content	Materiality analysis
102-48	Effect of any restatements of information given in previous reports, and the reasons for such restatements	Not applicable
102-49	Changes in reporting	Not applicable





# Appendix 4.3: GRI index

GRI 102: GENERAL DISCLOSURES 2016		CHAPTER
102-50	Reporting period	Cover page
102-51	Date of most recent report	Not applicable
102-52	Reporting cycle	Appendix 3 About this Report
102-53	Contact point for questions regarding the report or its content	Appendix 3 About this Report
102-54	Claims of reporting in accordance with the GRI Standards	Appendix 3 About this Report
102-55	GRI Content Index	Appendix 4: GRI Index
102-56	Policy as to assurance	Appendix 3 About this Report

EXPLANATION OF SPECIFIC STANDARDS		CHAPTER
Safety		
103	Management approach	Safety
403-2	IF rate	Safety
Circularity		
103	Management approach	Circular business operations
306-2	1. Total amount of waste 2. Percentage of reused waste	Planet: Natural resources & climate
Project and product quality		
103	Management approach	Project and product quality
Own indicator	ProRail's Performance Measurement tool	Project and product quality





# Appendix 4.4: GRI index

EXPLANATION OF SPECIFIC STANDARDS		CHAPTER
Integrity		
103	Management approach	Peace: Integrity
205-2	% of employees who have completed Strukton All Right e-learning	Peace: integrity, <i>this will be measured in 2021 for the first time</i>
Human dignity and equality		
103	Management approach	Human dignity and equality
205-2	% of employees who have been assessed	People: Human dignity and equality
Financial performance		
103	Management approach	Financial report
201-1	EBIT-DA	Financial report
201-1	Turnover	Key figures
Energy and emissions in operations		
103	Management approach	Planet: Natural resources & climate
305-1	CO2-emissions scope 1, 2 and 3	Energy and emissions
305-2		
305-3		
305-5	% CO2-emission reduction relative to 2009	Energy and emissions





# Appendix 5: Colophon

Textual and content support:  
Sustainalize

Design:  
AC+M (acplusm.nl)

Photography:  
Cover: DoepelStrijkers  
Page 4: Emiel Muijder, Herman Bodestaff, DoepelStrijkers  
Page 5: Jason Setzer, DNB  
Page 7: Bouwfotografe  
Page 12: DoepelStrijkers  
Page 16: Bouwfotografe  
Page 18: Bouwfotografe  
Page 23: Vincent Basler  
Page 24: Beeld14  
Page 25: Beeld 14  
Page 27: Stefan Verkerk  
Page 30: Thomas Fasting  
Page 32: Bouwfotografe

We could not find the photographer’s names for all pictures included in this report. In case you might know a photographer’s name for one of the images where we do not mention any name, please send an e-mail to [corporatecommunications@strukton.com](mailto:corporatecommunications@strukton.com).

Contact:  
[corporatecommunications@strukton.com](mailto:corporatecommunications@strukton.com)