



GRI Index 2010

G3 Content Index - GRI Application Level B

Application Level B	Assured by	
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STANDARD DISCLOSURES PART I: Profile Disclosures

REPORT FULLY ON THE BELOW SELECTION OF PROFILE DISCLOSURES OR PROVIDE A REASON FOR OMISSION

1. Strategy and Analysis					
Profile Disclosure	Description	Reported	Cross-reference/Direct answer	Reason for omission	Explanation
1,1	Statement from the most senior decision-maker of the organization.	Fully	Statement, mission and profile (5-6), Taking corporate responsibility (12), Strategy and policy (14), Message of the Executive Board (AR10), Corporate Responsibility (AR 15-17)		
1,2	Description of key impacts, risks, and opportunities.	Fully	Taking corporate responsibility (12) , Strategy and policy (14-15), Corporate Responsibility (AR 15-17) , Risk and Risk Management (FS 36)		
2. Organizational Profile					
Profile Disclosure	Description	Reported	Cross-reference/Direct answer	Reason for omission	Explanation
2,1	Name of the organization.	Fully	Organization, business and identity (5-7), Operational Structure DHV Group (8), Legal Structure DHV Group (9)		
2,2	Primary brands, products, and/or services.	Fully	Organization, business and identity (5) quote Bertrand van Ee, President Executive Board (AR 4), strategy and Policy (AR 8)		
2,3	Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.	Fully	Operational Structure DHV Group (8)		
2,4	Location of organization's headquarters.	Fully	www.dhvgroup.com/offices , Addresses (AR30-31), Participating Interests (FS 33)		
2,5	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	Fully	www.dhvgroup.com/offices , Profile, Local presence (6), Addresses (AR 30), Participating Interests (FS 33)		
2,6	Nature of ownership and legal form.	Fully	Legal Structure DHV Group (9), Shareholding Structure (FS 34) , Legal Structure (FS35)		
2,7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	Fully	Organization, business and identity (5), Strategy and Policy (AR 8)		
2,8	Scale of the reporting organization.	Fully	Key figures (7), (AR 2-4) , Financial Statements 2010 (FS 6-9)		
2,9	Significant changes during the reporting period regarding size, structure, or ownership.	Fully	Key economic figures (10-11), Movements in consolidated investments (FS 23- 24)		
2,10	Awards received in the reporting period.	Fully	Performance - Awards and rankings (30 -31)		
3. Report Parameters					
Profile Disclosure	Description	Reported	Cross-reference/Direct answer	Reason for omission	Explanation
3,1	Reporting period (e.g., fiscal/calendar year) for information provided.	Fully	Scope – Boundaries (32)		
3,2	Date of most recent previous report (if any).	Fully	Scope – Boundaries (32)		
3,3	Reporting cycle (annual, biennial, etc.)	Fully	Scope – Boundaries (32)		
3,4	Contact point for questions regarding the report or its contents.	Fully	Introduction (4), Addresses (AR30)		
3,5	Process for defining report content.	Fully	Scope – Choices (32)		
3,6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance.	Fully	Scope – Boundaries (32)		
3,7	State any specific limitations on the scope or boundary of the report (see completeness principle for explanation of scope).	Fully	Scope (32)		
3,8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.	Fully	Scope – Boundaries (32)		
3,9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report. Explain any decisions not to apply, or to substantially diverge from, the GRI Indicator Protocols.	Fully	Data clarification table (34)		
3,10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods).	Fully	Scope – Choices (32)		
3,11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	Fully	Scope – Choices, Boundaries (32)		
3,12	Table identifying the location of the Standard Disclosures in the report.	Fully	This table		
3,13	Policy and current practice with regard to seeking external assurance for the report.	Fully	Scope – Choices (32) , External assurance (33)		
4. Governance, Commitments, and Engagement					
Profile Disclosure	Description	Reported	Cross-reference/Direct answer	Reason for omission	Explanation
4,1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.	Fully	Governance (17), Report of the Supervisory Board (AR7), http://www.dhvgroup.com/About-Us/Governance		
4,2	Indicate whether the Chair of the highest governance body is also an executive officer.	Fully	Profile of Supervisory Board (AR 6-7), DHV Group website http://www.dhvgroup.com/About-Us/Supervisory-Board		
4,3	For organizations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members.	Fully	DHV Group has no unitary board, http://www.dhvgroup.com/About-Us/Supervisory-Board		
4,4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	Fully	Impact of stakeholders on strategy (14)		
4,5	Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organization's performance (including social and environmental performance).	Fully	Regulations of the Executive Board of the DHV Group, Article 2 Duties and Remuneration Report http://www.dhvgroup.com/About-Us/Governance		
4,6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.	Fully	Dilemmas (15)		
4,7	Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organization's strategy on economic, environmental, and social topics.	Fully	Governance (17), Report of the Supervisory Board (AR 6-7)		
4,8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.	Fully	Profile (6), Corporate responsibility integrated (14-15), Governance (17), DHV Group website http://www.dhvgroup.com/About-Us/Corporate-Responsibility		
4,9	Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles.	Fully	Business Integrity Management System (15), DHV Group website http://www.dhvgroup.com/About-Us/Governance		
4,10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.	Fully	Governance (17-18), Regulations of the Executive Board of the DHV Group, Article 2 Duties and Remuneration Report http://www.dhvgroup.com/About-Us/Governance		

4,11	Explanation of whether and how the precautionary approach or principle is addressed by the organization.	Fully	Commitment to external principles (18)		
4,12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.	Fully	Commitment to external principles (18)		
4,13	Memberships in associations (such as industry associations) and/or national/international advocacy organizations in which the organization: * Has positions in governance bodies; * Participates in projects or committees; * Provides substantive funding beyond routine membership dues; or * Views membership as strategic.	Fully	Commitment to external principles (18)		
4,14	List of stakeholder groups engaged by the organization.	Fully	Impact of stakeholders on strategy (14)		
4,15	Basis for identification and selection of stakeholders with whom to engage.	Fully	Identification and selection of external stakeholders with whom to engage is primarily driven by business relevance. Key account managers identify management and CR professionals in client organizations. A selection is made together with line management. In the Netherlands, this is (further) coordinated by the CR Manager. Relevant professional platforms are also selected by the business. Engagement with NGOs is most frequently project specific. Selection of community engagement is either project specific or by country management, with a high preference given to initiatives which relate to education and capability building. Top governmental contacts are selected by members of the Executive Council. Primary internal stakeholders are staff employees and shareholders.		
4,16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	Fully	Regular client discussions are an integral part of a project. There is yearly stakeholder engagement through structured dialogue organized by the CR Manager in the Netherlands. This is a mix of client, financial partners, universities, NGO's and government. An internal summary report is published. There is also an annual round-table discussion on a topic of wider social interest. A booklet of the discussion is published. Through the various platform we engage with peers and other interested parties throughout the year. Engagement with staff is organized in small groups through-out the year. Quarterly business updates and teleconferences are held with the management team world-wide. All staff employees are invited to an annual update by executive and country management. An annual video is produced to give an overview of company performance. Share-holders are invited to a detailed presentation and Q&A forum/teleconference twice per year.		
4,17	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.	Fully	Impact of stakeholders on strategy (14)		

STANDARD DISCLOSURES PART II: Disclosures on Management Approach (DMAs)

REPORT ON THE DISCLOSURES ON MANAGEMENT APPROACH FOR EACH CATEGORY. YOU SHOULD BE ABLE TO DISCLOSE THIS INFORMATION ON THE ASPECT LEVEL FOR EACH PERFORMANCE INDICATOR THAT YOU HAVE REPORTED FULLY ON.

G3 DMA	Description	Reported	Cross-reference/Direct answer	Further comments
DMA EC	Disclosure on Management Approach EC		Governance (17-18)	Explains where organizational responsibility and monitoring lies.
Aspects	Economic performance	Fully	Economic Contribution (21), Taking corporate responsibility (12), Employment conditions (25)	Includes employee share plan
	Market presence	Partially	Economic Contribution (21), Diversity (23), Management origin (24)	
	Indirect economic impacts	Partially	Policy, Communities (15)	
DMA EN	Disclosure on Management Approach EN		Governance (17-18)	Explains where organizational responsibility and monitoring lies.
Aspects	Materials	Fully	Policy-Operations (15), Supply chain (15), CO2 footprint, energy consumption, paper usage (26)	
	Energy	Fully	CO2-footprint (26), Energy consumption of our offices (27)	
	Water	Not		Not material
	Biodiversity	Not		Not applicable
	Emissions, effluents and waste	Partially	CO2-footprint (26)	
	Products and services	Fully	Policy-Business (14), Implementation-CR in projects (15)	
	Compliance	Not		
	Transport	Fully	Policy-Operations (15), Business travel (28)	
	Overall	Not		
DMA LA	Disclosure on Management Approach LA		Governance (17-18)	Explains where organizational responsibility and monitoring lies.
Aspects	Employment	Fully	Employment conditions (25)	
	Labor/management relations	Not	Commitment to external principles-ILO (18)	
	Occupational health and safety	Fully	Health and Safety (26)	
	Training and education	Fully	Professional and personal development (22)	
	Diversity and equal opportunity	Fully	Diversity (23)	
DMA HR	Disclosure on Management Approach HR		Governance (17-18)	Explains where organizational responsibility and monitoring lies.
Aspects	Investment and procurement practices	Partially	Commitment to external principles (18)	
	Non-discrimination	Fully	Diversity (23), Integrity(20)	
	Freedom of association and collective bargaining	Not		
	Child labor	Partially	Commitment to external principles-ILO (18)	Not applicable
	Forced and compulsory labor	Partially	Commitment to external principles-ILO (18)	
	Security practices	Not		Not material
	Indigenous rights	Not		Not applicable
DMA SO	Disclosure on Management Approach SO		Governance (17-18)	
Aspects	Community	Partially	Policy-Communities (15)	
	Corruption	Fully	Integrity(20)	
	Public policy	Partially	Commitment to external principles - Related Initiatives (18), http://www.dhvgroup.com/About-Us/External-memberships	
	Anti-competitive behavior	Not		
	Compliance	Not		

DMA PR	Disclosure on Management Approach PR			Explains where organizational responsibility and monitoring lies.
Aspects	Customer health and safety	Not		Not applicable
	Product and service labelling	Not		Not applicable
	Marketing communications	Not		
	Customer privacy	Partially	Dilemmas - perceived conflicts of interest (16)	
	Compliance	Partially	Quality Standard and customer satisfaction (21)	
STANDARD DISCLOSURES PART III: Performance Indicators				
REPORT FULLY ON AT LEAST 20 CORE OR ADDITIONAL PERFORMANCE INDICATORS - AT LEAST 1 FROM EACH CATEGORY (ECONOMIC, ENVIRONMENT, LABOR PRACTICES & DECENT WORK, HUMAN RIGHTS, SOCIETY, PRODUCT RESPONSIBILITY)				
Economic				
Performance Indicator	Description	Reported	Cross-reference/Direct answer	
Economic performance				
EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	Fully	Key economic figures (10), (AR 19-21, 26-29), (FS 6-30)	
EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change.	Fully	Taking corporate responsibility (12), Corporate Strategy (AR 10)	
EC3	Coverage of the organization's defined benefit plan obligations.	Fully	Employment Conditions (25), Statement of changes in shareholders' equity (FS 28-29), partial on http://www.dhv.nl/Careers/Waarom-kiezen-voor-DHV	
EC4	Significant financial assistance received from government.	Not		
Market presence				
EC5	Range of ratios of standard entry level wage compared to local minimum wage at significant locations of operation.	Not		
EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.	Partially	Economic Contribution (21)	
EC7	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation.	Fully	CR in operations - diversity (23), CR in operations – Management Origin (24)	
Indirect economic impacts				
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.	Not		
EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts.	Fully	CR in operations (20-21)	
Environmental				
Performance Indicator	Description	Reported	Cross-reference/Direct answer	
Materials				
EN1	Materials used by weight or volume.	Fully	CO ₂ footprint, Energy consumption, Paper usage (26-28)	
EN2	Percentage of materials used that are recycled input materials.	Partially	Paper usage (28)	
Energy				
EN3	Direct energy consumption by primary energy source.	Fully	CR in operations: Energy consumption of our offices (27-28), 4.3 Data clarification table (36-37)	
EN4	Indirect energy consumption by primary source.	Fully	CR in operations: CO ₂ -footprint (26-27), Energy consumption of our offices (27), Business travel (28), 4.3 Data clarification table (36-37)	
EN5	Energy saved due to conservation and efficiency improvements.	Fully	CR in operations: Energy consumption of our offices (27-28)	
EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.	Fully	CR in operations: CO ₂ -footprint (26-27), Energy consumption of our offices (27), Business travel (28)	
EN7	Initiatives to reduce indirect energy consumption and reductions achieved.	Fully	CR in operations: CO ₂ -footprint (26-27), Energy consumption of our offices (27), Business travel (28)	
Water				
EN8	Total water withdrawal by source.	Not		
EN9	Water sources significantly affected by withdrawal of water.	Not		
EN10	Percentage and total volume of water recycled and reused.	Not		
Biodiversity				
EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.	Not		
EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.	Not		
EN13	Habitats protected or restored.	Not		
EN14	Strategies, current actions, and future plans for managing impacts on biodiversity.	Not		
EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk.	Not		
Emissions, effluents and waste				
EN16	Total direct and indirect greenhouse gas emissions by weight.	Fully	CO ₂ -footprint- Priorities and targets(26-28), 4.3 Data clarification table (36-37)	
EN17	Other relevant indirect greenhouse gas emissions by weight.	Fully	CO ₂ -footprint- Priorities and targets(26-28)	
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.	Fully	CO ₂ -footprint- Priorities and targets(26-28)	
EN19	Emissions of ozone-depleting substances by weight.	Not		
EN20	NOx, SOx, and other significant air emissions by type and weight.	Not		
EN21	Total water discharge by quality and destination.	Not		
EN22	Total weight of waste by type and disposal method.	Not		
EN23	Total number and volume of significant spills.	Not		
EN24	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally.	Not		
EN25	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and runoff.	Not		
Products and services				
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.	Fully	CR in projects (19), CO ₂ -footprint – Our targets remain in principle unchanged (26-29)	
EN27	Percentage of products sold and their packaging materials that are reclaimed by category.	Not		
Compliance				
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	Not		

Transport			
EN29	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.	Fully	CO ₂ -footprint – Our targets remain in principle unchanged (26-29)
Overall			
EN30	Total environmental protection expenditures and investments by type.	Not	
Social: Labor Practices and Decent Work			
Performance Indicator	Description	Reported	Cross-reference/Direct answer
Employment			
LA1	Total workforce by employment type, employment contract, and region.	Fully	Heads per region (21), Percentage with fixed-time contracts (25), Percentage of part-time employees (26).
LA2	Total number and rate of employee turnover by age group, gender, and region.	Partially	Incoming and outgoing staff (22) , Data of clarification table (34-35)
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.	Not	
Labor/management relations			
LA4	Percentage of employees covered by collective bargaining agreements.	Not	
LA5	Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements.	Not	
Occupational health and safety			
LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs.	Not	
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region.	Partially	Health and safety (26), 4.3 Data clarification table (34-35)
LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.	Not	
LA9	Health and safety topics covered in formal agreements with trade unions.	Not	
Training and education			
LA10	Average hours of training per year per employee by employee category.	Partially	Professional and personal development (22); for training hours there is no diversification in employee category
LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	Fully	Professional and personal development (22)
LA12	Percentage of employees receiving regular performance and career development reviews.	Fully	Professional and personal development (22)
Diversity and equal opportunity			
LA13	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.	Partially	Diversity (23-24)
LA14	Ratio of basic salary of men to women by employee category.	Not	
Social: Human Rights			
Performance Indicator	Description	Reported	Cross-reference/Direct answer
Diversity and equal opportunity			
HR1	Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening.	Not	
HR2	Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken.	Not	
HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.	Not	
Non-discrimination			
HR4	Total number of incidents of discrimination and actions taken.	Fully	CR in operations – Integrity (20)
Freedom of association and collective bargaining			
HR5	Operations identified in which the right to exercise freedom of association and collective bargaining may be at significant risk, and actions taken to support these rights.	Not	
Child labor			
HR6	Operations identified as having significant risk for incidents of child labor, and measures taken to contribute to the elimination of child labor.	Partially	Commitment to external principles (18), CR in operations – Integrity (20)
Forced and compulsory labor			
HR7	Operations identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of forced or compulsory labor.	Partially	Commitment to external principles (18), CR in operations – Integrity (20)
Security practices			
HR8	Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations.	Not	
Indigenous rights			
HR9	Total number of incidents of violations involving rights of indigenous people and actions taken.	Not	
Social: Society			
Performance Indicator	Description	Reported	Cross-reference/Direct answer
Community			
SO1	Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting.	Not	
Corruption			
SO2	Percentage and total number of business units analyzed for risks related to corruption.	Fully	CR in operations – Integrity (20), Business Integrity Management System (BIMS) (15), Ethic Intelligence certificate (picture) (18)
SO3	Percentage of employees trained in organization's anti-corruption policies and procedures.	Fully	CR in operations – Integrity (20)
SO4	Actions taken in response to incidents of corruption.	Fully	CR in operations – Integrity (20)
Public policy			
SO5	Public policy positions and participation in public policy development and lobbying.	Not	
SO6	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.	Not	
Anti-competitive behavior			
SO7	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes.	Not	
Compliance			
SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.	Not	

Social: Product Responsibility						
Performance Indicator	Description	Reported	Cross-reference/Direct answer			
Customer health and safety						
PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.	Not				
PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes.	Not				
Product and service labelling						
PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements.	Not				
PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes.	Not				
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	Fully	Customer satisfaction (21)			
Marketing communications						
PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.	Not				
PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes.	Not				
Customer privacy						
PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.	Not				
Compliance						
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.	Not				