

A close-up photograph of two hands shaking, symbolizing agreement or partnership. The background is blurred, showing what appears to be an office setting with computer monitors.

The DHV Group, our Global Code of Business Principles

Mission

To provide multidisciplinary services for the sustainable development of our living environment, in a close relationship with clients, employees, and partners, based on mutual loyalty, while providing a solid return to our shareholders.

Vision

The DHV Group aims to be a leading international engineering consultancy firm, active in both public and private sectors, open to partnerships based on shared values.

Key Values

Our key values are integrity, respect and freedom. We act with a deep commitment to social responsibility, integrity and accountability. Our activities are characterized by respect for others and the environment, appreciation of different perspectives and a quest for sustainable solutions. We maintain the independent position of our company and promote empowerment. Our personal and professional freedom is exercised with a strong sense of responsibility.

These values guide DHV Group professionals in assuming responsibility, making choices, and addressing stakeholder questions.

Ownership

The DHV Group is employee-owned, indirectly through the primary shareholder, the DHV Foundation, and directly through the DHV Group Employee Share Plan.

The DHV Group is signatory to the United Nations Global Compact and the Partners Against Corruption Initiative (PACI) of the World Economic Forum.

Profile

The DHV Group is a global provider of consultancy and engineering services in the following markets:

- Transportation, including Aviation
- Water
- Building and Industry
- Spatial Planning and Environment

We are active worldwide through a network of local offices in Europe, Asia, Africa, and North America. Operations in the following home countries account for the greater part of our total turnover:

- Europe: The Netherlands, Poland, and Portugal
- Asia: China, India, and Indonesia
- Africa: South Africa
- North America: Canada and the United States of America

Clients

Our major clients are:

- Governments
- Public Sector and Semi-Government
- Industry, Commercial Services, Contractors, and Developers
- International Development Agencies

Services

We develop innovative concepts in consultancy and engineering. Services cover the entire project cycle and include:

- Business and Policy Consultancy
- Technical Advice
- Planning
- Design and Engineering
- Program, Project, and Construction Management
- Project Development and Turnkey Delivery
- Operations Management
- Asset Management

Expertise Positions

Looking to client needs, we focus on:

- Airports
- Highways, Bridges, and Tunnels
- Intelligent Transport Systems
- Mass Transit and Rail
- Urban and Regional Planning
- Environmental Management
- Buildings
- Marine, Ports and Waterways
- Water Management
- Water Treatment



Dear colleague,

The DHV Group is a global company that operates in different cultural, social and business contexts. We respect the customs and laws of our working environments and are guided by a strong company culture which is based on our values and this code of business principles. Our Group mission is built upon a commitment to providing services for the sustainable development of our living environment. We believe in the strength of relationships and partnering, and act ethically and with transparency in our business dealings.

This Global Code of Business Principles expresses our culture. It is shared among all our member companies and also provides the basis by which we engage with others. The code helps to communicate the standards that the DHV Group requires around the world and is intended to guide decisions and behavior at both a strategic and day-to-day level.

Within the Group, we expect everyone to take ownership and accountability for the application of this code. Our principles set high standards and there will be challenges. We encourage ongoing dialogue about situations and dilemmas, so that the code remains alive, meaningful and effective in different contexts.

The Global Code of Business Principles reflects the spirit that unites and defines us. We hope that you enjoy working with the DHV Group, are proud of our joint accomplishments and stay mindful of your role in earning our reputation.

Yours sincerely,

A handwritten signature in blue ink, appearing to read 'B. van Ee'.

Bertrand van Ee

A handwritten signature in blue ink, appearing to read 'P. Besselink'.

Piet Besselink

DHV Group Executive Board

What you can expect of the DHV Group

Our Key Values

Our key values, Integrity, Respect and Freedom are at the heart of our business. Together they create an environment of which we can be proud and where people can enjoy their work.

Integrity

Integrity is the basis for trust from our clients and trust within the company. We strive to uphold the highest professional standards, provide sound solutions and avoid conflicts of interest. We respect the letter and spirit of applicable national and international legislation and regulations. The DHV Group has a zero tolerance policy toward corruption, bribery, collusion, extortion, fraud and other forms of improper actions for corporate or personal financial gain. This also applies to actions by our business partners. These integrity principles are made concrete through our *Business Integrity Management System (BIMS)* and the accompanying *Compliance Program*.

Respect

Respect is our basis for teamwork. We treat others as we wish to be treated and appreciate different perspectives. In our policies and relationships, we act with respect for the rights and dignity of individuals, as well as for the societies in which we live and work. Our company policy does not tolerate discrimination or violation of human rights and upholds the international conventions of labor standards, including those on child and forced labor. We act with respect for the environment and strive to make a positive impact to sustainable development through our projects and operations.

Freedom

Freedom forms the basis of our approach. The DHV Group is a wholly independent organization, without external shareholders. This independence enables us to shape our own direction and to carry responsibility for our legacy and future. The same is true for individuals. Our company policy promotes empowerment and accountability. We support freedom of association, speech, thought and action, while recognizing the business framework in which the Group operates. We value openness and choice, believing that this environment attracts and develops strong professionals who are able to provide clients with independent and creative solutions.



Local delivery of world-class solutions

Our Conduct

Our key values shape our conduct towards clients, employees, shareholders, business partners, society and communities.

Clients

We want clients to **choose us as a partner** for resolving their complex challenges and to be recognized by them for delivering quality, with sustainable, cost effective and timely solutions. We strive to create added value as one of the most innovative and leading edge engineering and consultancy firms in the fields of transportation, spatial planning and environment, building/ manufacturing and water.

- We provide **professional advice** based on an independent, critical and open approach. We safeguard our client's interest and avoid conflicts of interest.
- We build trust with our clients and develop **long-term relationships**, which allow us to better understand their challenges. It is the responsibility of all our staff to develop these relationships.
- We use our **global network** to deliver the best value to clients, going beyond local knowledge to bring together the right expertise and to support clients in their international ventures.
- We work with our clients to seek **innovative** solutions, generating new insights and bringing together parties who add mutual value and support a **sustainable** approach.
- We understand that **timing** and **timeliness** can make an essential difference to the value that is added, and work with all parties to plan and meet schedule commitments.

- We provide our services and products as **cost effectively** as we can. We expect our staff to spend their client's money and our firm's resources wisely, as if it were their own.

Employees

Motivated, qualified **people are the basis** of our business success. We believe that delivering solutions for the sustainable development of our living environment requires a high level of expertise, creativity and teamwork. We want employees to choose us for the growth and opportunity they experience, and the difference that being a part of our team allows them to make.

- We offer employees freedom in **developing** themselves professionally and personally. We recognize the dynamic nature of markets and technology, and expect our staff to pursue ongoing professional development, to keep current on the latest standards and to take on leading professional positions. We support this by investing in career planning, networking and training.
- We promote **teamwork**, collaboration and open communication, within our organization and with others.
- We treat our employees with **respect**, provide them with safe and healthy working conditions and support work-life balance. We respect individual staff members for who they are and for their knowledge, skills and experience.



- We believe that **diversity** in staff promotes innovation and more comprehensive solutions. Our diversity encompasses differences in nationalities, ethnic background, gender, language, age and experience. This wide array of perspectives stimulates the ability to be creative, flexible, productive and competitive.
- We act with **integrity** towards our employees and expect the same in return. We offer equal opportunities to all staff. Recruitment, promotion and remuneration are performance-related and measured against objective criteria.
- Management decisions regarding policy, strategy and organizational structure are developed with staff **consultation** and adherence is expected once decisions are made.

Shareholders

A healthy business rewards its shareholders for their commitment. We have a duty to protect shareholder investment, providing a fair return on the capital invested, with due regard to the long term continuity of our business

- Our policy is to realize healthy **growth and profitability** in our business and in shareholder value.
- This is an obligation to all employees as it affects the **future** of their employment, and in particular to employees who have invested capital in the company through the DHV Group Share Plan.
- The future of the company shall be protected against breaches of rules of integrity and financial underperformance by ensuring that **proper controls** are in place.
- We are committed to **transparency** and provide complete and accurate reporting with respect to financial and business developments, in accordance with relevant rules and regulations.

— “Diversity promotes
innovation” —

Business partners

Partnering is a key element of our business approach. By combining our skills and resources with those of others, we are able to extend our expertise and service offerings to clients worldwide.

- We believe in the power of a **one-company** concept and partner among DHV Group companies to provide the best team from our global network. We support each other and each other's clients, and do not compete internally.
- We seek external **partners who share our key values** and business principles, expecting them to apply codes of conduct comparable to our own.
- We act with integrity towards our partners. Our approach is guided by equality, **reciprocity and reliability**. We seek mutual benefit and refrain from dishonest and unethical competition or behavior.
- We assess agents and representatives on the basis of their reputation and on their **compliance with integrity** policies and regulations set by international institutions and national governments.
- We build **long-term relationships** with partners, suppliers and providers of services who value us for our reputation and trust the way in which we conduct business and keep commitments.

Society and communities

We conduct our business in a socially responsible manner, properly considering the impact on others. We uphold our business principles, while acting within the laws, customs and traditions of the countries in which we operate.

- We strive to ensure that our activities in the present do not limit the possibilities of **future generations**. We act in a manner that respects the environment and the health, safety and wellbeing of those involved.
- Our values impact where and how we choose to work. We align our choice of projects and countries with **international treaties and agreements**.
- We recognize that our activities can impact the societies in which we work and strive to make this **interaction positive**.
- In our assignments, we promote solutions that are **sustainable** and improve the living environment. We stimulate communication, cooperation, and **capacity building** with surrounding communities and key stakeholders.
- We take our responsibilities seriously and demonstrate our **commitment** by openly reporting our economic, environmental and social performance.

— “A company for people
from people” —



What we expect of everyone

Each of us is the face of the DHV Group

We are proud of our joint accomplishments and reputation, and ask everyone to be mindful of the individual attention it takes to achieve these.

Leadership style

Our company is a decentralized organization with significant room for operating independently. This is in keeping with our business model of local delivery. We are united through a common purpose and approach. The key qualities of our desired style are leadership, team work and a result focus.

The Global Code of Business Principles serves as a guide for business choices through all levels of the organization and across all units of the company. The DHV Group's leadership team is responsible for promoting our culture, rooted in integrity, expressed with respect and exercised with freedom.

Individual attention

We expect all DHV Group employees to act according to this Global Code of Business Principles and to be personally accountable with respect to their job function and level of responsibility. This means incorporating the key values into daily activities and refraining from private activities which conflict with responsibilities to the company.

Decentralized decision making requires a good flow of information. Open and timely communications are extremely important, not only to anticipate and mitigate problems, but also to build on opportunities. We expect everyone to ask and get help when needed and to communicate proactively.

A joint responsibility

Each of us has a responsibility to preserve the integrity and continuity of our company. It is important that our behaviour matches our intentions, as our reputation impacts everyone and can be easily damaged, even unintentionally.

Dilemmas, issues of conflict and mistakes should be communicated quickly for resolution. In this way we jointly learn and avoid unnecessary risk. Clear cut answers may not always be readily at hand. We aim to be transparent and accountable, resolving conflicting issues through negotiation and working towards an acceptable solution for all interests concerned.

In addition to the normal organizational channels, the DHV Group has a "whistle blower" program which is part of the Business Integrity Management System (BIMS). The program enables employees to report concerns via a confidential channel.

Violations of business principles or even suspicions there-of, by us, our partners or any associated party should be reported and investigated per the procedures described in BIMS. This could lead to further clarifications, mitigating actions or sanctions, including termination and legal proceedings.

As a member of the DHV Group, you can be proud of your work, proud of your colleagues and proud of the joint contribution that we make to the sustainable development of our living environment.



— “Over 5,500 people in more than 70
offices and 9 home markets” —

— “Our business principles are central to everything we do. They form our compass.” —



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