



Tauw

Sustainable
solutions for
a better
environment

Tauw in perspective

including annual review of 2014



A portrait of Annemieke Nijhof, CEO of Tauw Group. She is a middle-aged woman with short, light brown hair, wearing black-rimmed glasses, a black top with a vibrant floral pattern in pink, red, and blue, and a necklace with red and silver beads. She is smiling slightly and looking towards the camera. The background is a soft, out-of-focus light blue.

Foreword

Annemieke Nijhof - CEO Tauw Group

With great pleasure I present to you 'Tauw in perspective', a journey through the world of Tauw, with wonderful images and stories of our projects, our people, our mission, vision and passion. It also provides a concise overview of Tauw's financial results of 2014. I am pleased to see that we concluded the year with a positive result and managed to continue along this line at the start of 2015.

Most of all I am proud of the stories in this booklet. Stories by Tauw staff expressing their love for their profession, their clients, their projects and 'their Tauw'. Stories that put a face to our business, a people's business. In a world where the human dimension sometimes seems to disappear, we at Tauw are happy with our scale: large enough to be good, yet we still feel all connected.

I am grateful to have so many good, loyal clients. Sometimes they are partners rather than clients: together we devise sustainable solutions for issues in the living environment. Moreover, they often allow us to test our innovative concepts and techniques with them. With the trust of these clients we can make progress. Progress in tackling environmental issues. In coming up with sustainable solutions. And in developing ourselves, so that you get the best from Tauw.

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A photograph of two people jumping into a body of water, likely a lake or river, with trees in the background. The image is used as a background for the left page of the spread.

Sustainable solutions for a better environment

Tauw wants to contribute to a sustainable environment. Together with our clients. Because the quality of the living environment can always be improved. As long as this is our conviction, we will continue to exist. With passionate professionals who are proud of the sustainable solutions they devise.

OUR DNA

This mission is not a paper tiger and did not appear out of thin air either. In fact, it has been in our DNA from the very beginning. Let's go back in time... We are in the 1920s. The *Vereniging van Noord-Hollandse Waterschappen* (Association of North Holland Water Boards) experiences a rising need for independent and technically superior advice in water board issues. The transition from steam and diesel pumping stations to electrically powered pumping stations in particular is an important motivation. For this reason the *Technische Adviesbureau van de Unie van Waterschapsbonden* (Technical Consultancy of the Union of Water Boards) is established on October 1st 1928 in Haarlem. With 5 employees.

Water is therefore at the root of the current Tauw. The first assignments mainly deal with water management, but also with the construction of roads and electrification. In the years that follow, the agency is also charged with monitoring the existing drainage installations and assignments for municipalities. And the activities keep expanding. Therefore, the first reorganisation takes place in 1933. A new partnership under the same name is divided into three main divisions: Civil Engineering, Electrical & Mechanical Engineering and Construction.

POST-WAR GROWTH

At the outbreak of World War II the technical consultancy already employs 40 people. And the post-war

reconstruction leads to even stronger growth, particularly in the construction of pumping stations. The business is even going international. But these developments are halted by the devastating flood of 1953 in the coastal areas of the Netherlands. The work following the disaster requires a lot of extra manpower and a sharp focus.

Social developments during and after the reconstruction period place ever-changing demands on knowledge and skills. As industrialisation increases sharply, so too does the amount of wastewater. Laboratory activities are therefore also developed, aimed at keeping polders and water districts clean. In 1954 the first laboratory is established in The Hague, followed by a second lab a year later.

FIERCE COMPETITION

We have arrived in the late 1960s. The acronym TAUW is increasingly used when Infra Consult plc is established. This full subsidiary is an engineering consultancy for Construction and Hydraulic Engineering and Environmental Hygiene for all assignments that fall outside the scope of the parent company's original field of work. In 1975 the new head office in Deventer, the Netherlands, is opened, where it still stands today. In the early 1980s, competition becomes increasingly fierce. Financially, a few bad years follow, making it time for radical action. In 1985 the legal connection with the Union of Water Boards, which had remained intact through all those years, is broken and the company continues under the name of TAUW Infra Consult bv.



**Tauw wants to ensure
a high experiential
and environmental quality,
thereby contributing
to a sustainable
living environment.**

EMPLOYEE PARTICIPATION

In 1987 the strong bond with the more than 125 employees is laid down in a unique participation plan. Highly ambitious for its time. Combined with the huge growth in staff numbers it proves infeasible in the long term. But TAUW does not leave it at that. In 1997 we undertake a new attempt which turns out to be future-proof. This participation plan is still effective today! Even as the company continues to grow exponentially, partly as a result of a considerable number of acquisitions. In addition, international ambitions are realised by the establishment of German, Belgian and French branches.

TAKING A NEW DIRECTION TOGETHER

When in 1998 all services merge under the name of Tauw bv, a new direction is established. The motto: brainpower for a sustainable environmental quality. The mission for the coming years is clear: a strong consulting and engineering company that provides professional consulting, measuring and design services aimed at planning, improving and preserving the physical surroundings, the environment and infrastructure.

75TH ANNIVERSARY

In 2003 Tauw celebrates its 75th anniversary. It is a grand event, including a high-profile student contest. In the same year Tauw Laboratories is hived off in order to strengthen the position in the European market and increase opportunities for collaboration, such as with

Agrolab in Germany. Tauw Group continues to focus on intensifying collaboration within the network of the 22 current Tauw offices in six European countries.

FOREIGN GROWTH

Between 2006 and 2008 Tauw grows strongly in Germany as a result of the acquisition of three companies. In the same period PurpleBlue bv is established, which incorporates expertise in legal and financial advice for environmental issues. In Spain, Tauw Iberia becomes a 100% subsidiary of the Tauw Group, while Tauw is also expanding in Belgium by taking over Eurofins Becewa and starting a new office in Pisa, Italy, by taking over the environmental activities of Steam. In 2014 PurpleBlue is sold to Van Heijst & partners and the Utrecht-based consultancy Atrivé is acquired.

MOVING FORWARD

Tauw holds a top-3 position in Europe in the field of environmental consultancy for the industrial sector. In the Netherlands, Tauw has been among the top 10 engineering firms for years and has a solid reputation in the areas of environment, soil and water. But here too, past performance is no guarantee of future success... so we always look ahead and work on creating fertile ground for a new period of sustainable growth for our company.

Not necessarily in terms of staff levels or turnover, but rather in profitability, job satisfaction, drive, and development, both at the individual and company level.

We don't only look at the future of Tauw, we also look at the world around us. Tauw wants to ensure a high experiential and environmental quality, thereby contributing to a sustainable living environment. It comes naturally to us. It is what drives us, what we stand for and what binds us at Tauw.

SUSTAINABLE FUTURE

We initiate, contribute ideas, support, encourage and work together towards a sustainable future. We take stock, analyse, and assess the consequences of developments, intentions or choices, and use our knowledge and creativity to create useable, feasible and tangible solutions. We do this for ourselves and for our clients. The following three important guidelines apply in this respect:

1. We provide advice when making sustainable choices

In the more than 6,000 projects every year, we monitor environmental quality, arrange permits for companies and optimise business processes, amongst others. In doing so we always take into account nature's vulnerability, biodiversity and human interests.

2. We constantly strive to optimize our own sustainable development

We work to reduce our CO₂ and water footprints, give space for the personal development of our employees and provide a place for those who are distanced from the labour market. Together we work on stable, sustainable profitability so that Tauw will be able to continue to contribute to sustainable developments in the future.

3. We invest part of our profits in creating a sustainable society

For example, Tauw supports the responsible use of pesticides worldwide by making knowledge, experience and financial resources available. In addition, we promote health care in Africa through Amref Flying Doctors (see page 70). ⌘

IN SHORT

Tauw advises companies and public authorities on making choices for sustainable development. Our dedicated people have a great sense of responsibility for everything around us. In doing so, we use our brainpower and willpower. Resulting into sustainable solutions for a better environment.

1990

1995

2000

2005

2010

2014

- 1990 Takeover of DSBV Engineers and Architects bv
- 1990 Takeover of Ing. J. de Haan bv Civil Engineering and Polder Drainage Consultancy
- 1990 Takeover of Nagtglas Versteeg bv
- 1994 Split of Tauw infra Consult into Tauw Management, Tauw Environment and Tauw Civil and Construction Engineering.
- 1994 Incorporation of Tauw Umwelt GmbH
- 1995 Incorporation of Tauw NV Belgium
- 1995 Divestment of DSbv architecture operations
- 1995 Takeover of Van Steenis engineering firm
- 1995 Takeover of Intron
- 1995 Takeover of Centrilab bv
- 1996 Incorporation of Tauw Environnement SAS France
- 1996 ISO 9001 certificate for Tauw Environment
- 1996 Takeover of Mabeg engineering firm
- 1996 Divestment of Nagtglas Versteeg bv
- 1999 Divestment of Intron
- 2000 Divestment of Centrilab bv
- 2000 Incorporation of CAT Alliance with English and Danish consultancies
- 2000 45% stake in EcoAppraisal SRL Milan
- 2001 Takeover of Ophrys SARL Douai- France
- 2002 Formalisation CAT Alliance Ltd. London
- 2003 60% stake in Covitecma SA Madrid
- 2003 100% stake in EcoAppraisal SRL Milan
- 2006 Takeover of Lubag (Bavaria, Germany)
- 2007 Takeover of Dr. Werner Wohlfarth Zertifizierung GmbH (Zert), shareholding Medusa (40%)
- 2007 Incorporation of PurpleBlue bv
- 2008 Takeover of Dr. Stupp Consulting GmbH (DSC)
- 2009 Increase in shareholding Tauw Iberia from 60% to 85%
- 2010 Stake in Steam Srl (13.78 %, Italy)
- 2012 Takeover Eurofins Becewa (Belgium)
- 2013 Further takeover of Tauw Iberia to 100%
- 2013 PurpleBlue sold to Van Heijst & Partners; further takeover of Steam Srl to 100%
- 2013 25% stake Wadinko in Tauw
- 2014 Takeover of Atrivé, The Netherlands

Acquisitions, expansions and divestments

“We live up to our promises,
because we can always
rely on our wide range of
specialisations.”

Laurent Bakker - International client director Tauw The Netherlands



'Proud to be an ambassador of Tauw'

On 7 May 2015 he celebrated 25 years of working for Tauw. Laurent Bakker (49) looks back on great years with great projects. At present he is International Client Director. In this role he is responsible for the business development of Multinational Industry (MNI) and for the Soil & Groundwater proposition. He is also Account Manager for international key accounts.

“As an Account Manager you are the public face of the company. I am proud to be an ambassador of Tauw.”



TAILOR-MADE SOLUTIONS

‘What is special about Tauw is that we are modest in size, but big in terms of expertise. Thanks to our knowledge we can compete with larger firms, especially when you look at the type and size of our clients, such as Philips or Dow Chemicals. Whether it involves sustainability or innovative solutions, we can deliver. We live up to our promises, because we can always rely on our wide range of specialisations. We have a great deal of in-house knowledge and the client sees that! We provide customized solutions and are therefore also assigned complex projects. It’s a great challenge, I love solving puzzles.’

ACCOUNT MANAGER

‘As an Account Manager you are the public face of the company. I am proud to be an ambassador of Tauw. You must be committed to your clients and always be there for them. It is very inspiring to be the Account Manager for Philips, for example. We work on challenging projects for many sites at home and abroad. My role as an Account Manager is to ensure that quality is being delivered, that we are a strategic consulting partner and that we are innovative. I am proud of the cooperation within the account team, of the way we exchange information and involve one another.’

REAL SOLUTIONS

‘I like the long-term projects where you are involved from the beginning to the end. I am proud of the fact that we often come up with real solutions, for example for environmentally damaging substances. In addition to long-term projects, we often see projects return, perhaps because the policy area has changed or because a new approach is possible. We then set to work with new techniques to find even better solutions for the client.’



LATEST TECHNIQUES

‘Tauw is very busy with innovations in the area of soil. We use the latest techniques, such as thermal remediation. Soil heating can be a successful technique, but it is far from simple. What is really great is when we can use the knowledge gained in soil processes for completely different applications. A very topical example is bringing soil back into the city. This is done to prevent heat stress, for example, or to increase water storage in the soil in the event of flooding. We are also working on conditioning the soil to increase its purifying effect or its bearing capacity, or even to reduce its permeability in the case of soil protection.’

FAST MOVER

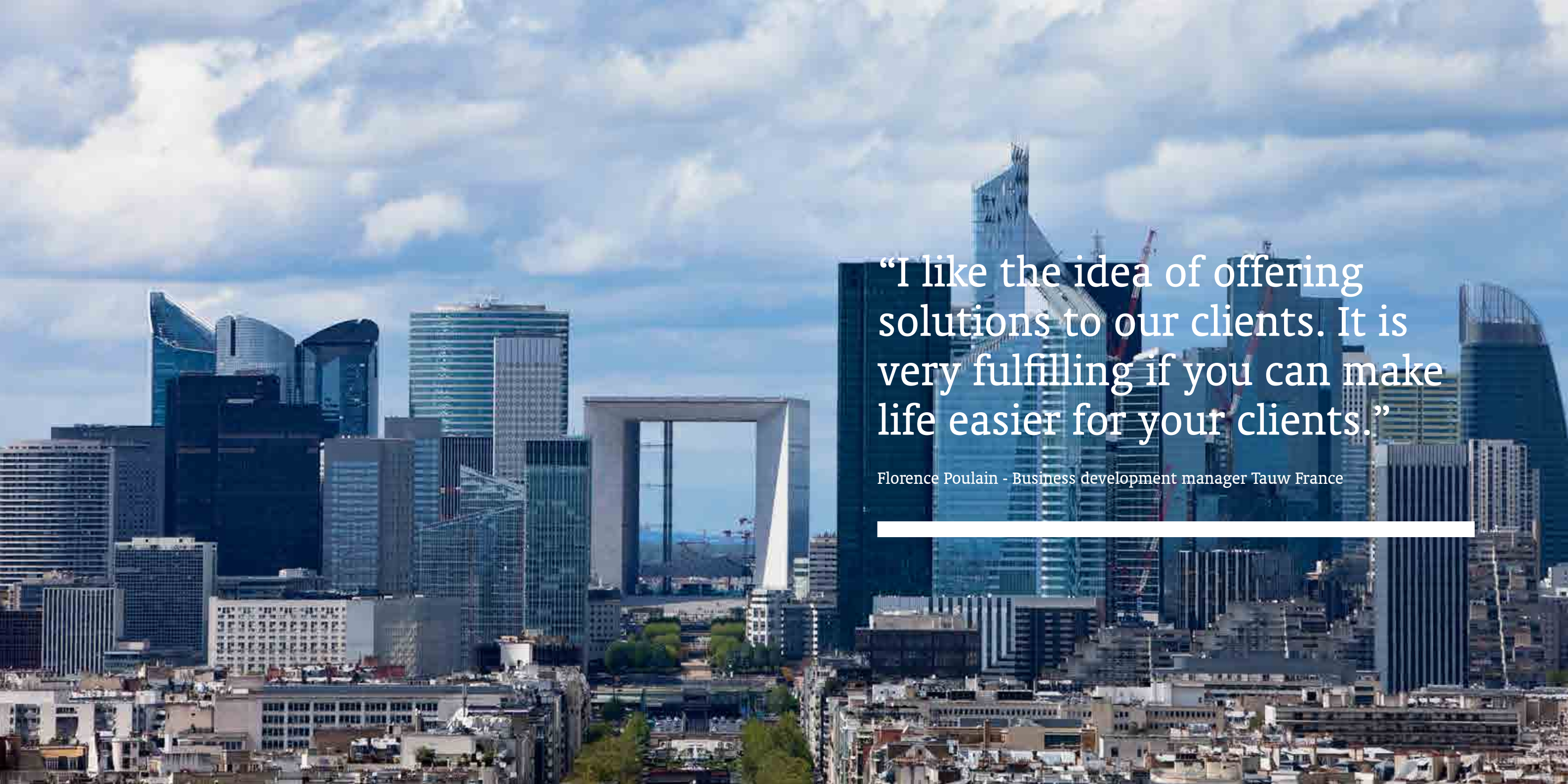
‘Networks play an important role in my work. The beauty is that your role in a network is different. It is no longer a client – contractor relationship,

I am very active in networks. My experience is that if you give something, you often receive something in return. It is one of the best ways of working with clients.

“What is special about Tauw is that we are modest in size, but big in terms of expertise.”

but rather a partnership. We can openly discuss the future, innovations, laws and regulations. You can also make agreements about cooperation; not in the sense of rules, but based on trust.

Set out together, talk about what matters, move fast, use your network and shift into top gear!’ ❖



“I like the idea of offering solutions to our clients. It is very fulfilling if you can make life easier for your clients.”

Florence Poulain - Business development manager Tauw France



OUR SERVICES

Tauw Takes Care

If you want to achieve your company's goals, you will certainly want to do so in a socially responsible way. After all, you are not operating in isolation from society. Residents, governments, clients, suppliers and employees alike basically expect good citizenship. This creates opportunities as well as obligations.

As an independent and international consultancy we provide tailor-made advice in the areas of environment, safety, energy and sustainable business operations. With our specialist knowledge we can help you to take advantage of opportunities in a sustainable way and to comply with legal and social obligations.

SUSTAINABLE BUSINESS OPERATIONS

Sustainability is not compulsory. And although people can be very solemn and moralistic about it, it comes down to saving money, providing for the living environment, enhancing your image, retaining employees and keep up a good feeling. And these are very realistic business targets.

Sustainability has become inevitable. In fact, many companies have already taken action. Consciously or unconsciously. Tauw will help you to formulate your policies clearly, define strategic objectives and make implementation feasible and tangible. We investigate the opportunities, provide advice, and design the solutions. We assist in the practical and systematic implementation of techniques and measures that turn an ordinary company into a modern and sustainably operating company. And this brings enormous benefits. In terms of profit, reputation, efficiency and acceptance.

COMPLIANCE EXPERTISE

Compliance with laws and regulations gives your company a 'licence to operate'. Being and remaining compliant is therefore vitally important and challenging

at the same time. After all, governments are enhancing their enforcement efforts, legislation is always changing, consumers are becoming more demanding and monitoring increases.

At Tauw, you can rely on a consultant who is both knowledgeable and committed. This enables you to anticipate changes and gives you the time to make the right decisions and avoid unnecessary costs. Public authorities also see us as an expert organisation. This helps you in your relationship with the authorities.

We measure and monitor all environmental and safety aspects of your company and provide technical advice about preventing and resolving non-compliance situations. So whether it concerns a permit application or overall compliance management, we offer a bespoke solution.

ENVIRONMENTAL DUE DILIGENCE

Have there been any changes in the ownership or funding of your company? If so, you will want to know the consequences of this in terms of liability and the environment. Environmental Due Diligence audits (EDD) assess this.

EDD is central to our global services in connection with the sale, purchase or restructuring of company property. We are among the leading European consultancies. Together with COWI and Geosyntec we form the CAT Alliance, one of the largest consultancy networks employing more than 10,000 professionals (see page 84).

Where necessary the EDD audits are supplemented by structural investigations and research in the areas of sustainability, safety and working conditions. Trust is the key word here. We combine this with clear agreements and a pragmatic approach, paying attention to both the short and the long term.

SITE REDEVELOPMENT

Is your business location still optimally suited for achieving your objectives? If not, redevelopment may be a good solution. This is a complex process requiring careful preparation and efficient execution.

We know which permits you need and which environmental and safety laws and regulations you must comply with. In addition, you also have your own guidelines and ambitions. We put everything together and provide integrated advice.

We assist in the entire process from planning to realisation. But other aspects are also addressed, such as selecting the right location, purchasing the land, laying out the site, and closing down old brownfield sites. In all these areas we take care of your needs by applying our knowledge and drive to achieve a satisfying result.

GUIDANCE ON SOIL CONTAMINATION

Are you responsible for soil or groundwater contamination on your company premises? If so, you incur costs for cleaning it up. It is then important to quickly establish the extent of your liability and preferably reduce it.

Guidance in this process is an important part of our service. We also tackle soil contamination issues in a cost efficient way. Public authorities increasingly accept that remediation is aimed at reducing risks rather than at completely eliminating the contamination. And by applying advanced in situ techniques you can reduce remediation costs considerably.

We have been a leading European player for 30 years. Governments consider us a reliable expert. Globally, we are involved in formulating policy and taking care of the needs of multinationals in solving and reducing their soil liabilities. From strategy to remediation, Tauw Takes Care! 🌱

OUR SERVICES:

- Sustainability services
- Compliance management
- Transactions (Environmental Due Diligence)
- Site (re)development
- Soil & groundwater remediation

Sustainability has become inevitable.

‘Finding solutions for a large variety of challenges’

He joined Tauw Germany twelve years ago, in 2003, just a few months before his eldest son was born. As departmental head at the Tauw office in Moers, in Germany’s Northrhine-Westfalia, Olaf Dünger is in charge of the department of Building Contaminants.



“Tauw has a special feeling for the client’s needs – as well as a remarkable good team spirit.”

BROAD MIXTURE

'My day-to-day work consists of a broad mixture of tasks. On one hand I still do project work like looking over important sections of reports, discussing the content of presentations with my colleagues as well as doing work within projects where my expertise is needed. On the other hand I have to manage the department, give advices to our junior experts as well as discussing strategic topics with my (senior) project leaders, looking at time sheets, taking part in management meetings and decisions.



My colleagues and I try to act in a manner which allows us to create long lasting relationships with our clients. We try to understand the needs of our customers, to discuss things in an honest and open way and to find sustainable and cost-sensitive solutions. Getting positive feedback from clients, colleagues and managers in- and outside of Tauw gives me fulfillment.'

SPECIAL SAFETY CONDITIONS

'Tauw is part of a team that is planning the modernization of the university complex of Bielefeld. The building complex was established in the seventies and is no longer state of the art. Building contaminants like asbestos above suspended acoustic ceilings as well as PCB in section joints have to be dealt with during refurbishment work. The removal of building contaminants in the first section - affected area about 55.000 square meters - will start soon.

Tauw is responsible for the planning process as well as for the supervision of the abatement work to get rid of the building contaminants in a safe manner. Special safety conditions had to be planned. During supervision we have to control the abatement work including air measurements and hazardous waste.

I have done the planning during the last two years. I take part in project meetings and do some reporting while a project manager of my team is doing the daily business at the building site; control of first measurements to separate the building site from the buildings remaining still in use.

The Bielefeld project is one of the biggest refurbishment projects at German universities. We were asked by the planning architecture consortium to join the team. Due to severe problems with PCB at other buildings the owner was satisfied that Tauw did ask the right questions during the planning phase related with PCB contaminated surfaces possibly remaining in the building. Finding solutions for different challenges is linked with the project task.'

HIGH QUALITY SOLUTIONS

'Tauw has a special feeling for the client's needs – as well as a remarkable good team spirit. Sometimes it seems so easy to fulfill the requirements of the clients, but asking the right questions is not always easy and a really important task all colleagues try to work on. To be part of an interdisciplinary team that develops high quality solutions

for the client's best makes me proud. The fact that my colleagues, our department as well as Tauw in general, continuously get positive feedback from clients, authorities, architects and other engineering experts that are dealing with our reports and results, gives me a good feeling and encourages me to continue this way.' ✿

“Getting positive feedback from clients, colleagues and managers in- and outside of Tauw gives me fulfillment.”

Continental

Continental commissioned Tauw for long-term projects for its subsidiaries in Brazil and Belgium. Investigation activities as well as remediation of soil and groundwater contamination started in the late 1990s.

BRAZIL

Continental Automotivo do Brasil is located in the municipality of Várzea Paulista. It has several areas which are heavily contaminated with volatile chlorinated hydrocarbons (VOCI) and hexavalent chromium (Cr(VI)) to a depth of up to 150 m below grade. Tauw is the project manager and planner for this remediation project. One of the first and biggest in Brazil.

After thorough investigation we came up with a complex remediation plan comprising various technical approaches to the contaminated soil, groundwater, and soil vapour. At that time, experiences with this kind of remediation within Brazilian environmental agencies were low because such environmental projects were only just starting. This made the challenge even bigger. We had to put in quite some effort to convince the São Paulo environment agency and the responsible district attorney to sign a remediation contract that defined the conditions for a remediation period of twenty years.

The remediation is being carried out under the supervision of Tauw and Grupo EPA, Tauw's partner consultancy in Brazil. Current activities comprise groundwater abstraction and purification, multiphase extraction and excavation of contaminated soil. We constantly monitor the project with different modelling tools. And we apply innovative remediation approaches when appropriate. Tauw contributed to the fact that remediation water is now being re-used by local industry. This is a welcome sustainable solution in the São Paulo region, with its current lack of water and frequent periods of drought.

BELGIUM

The remediation project in Belgium is one of the more complex ones that Tauw Belgium has realized to date. The Continental plant in Mechelen produces antilock braking systems for almost the entire Western-European car industry. And a serious groundwater contamination with chlorinated solvents was delineated during the soil survey.

Due to local conditions and the different remediation techniques applied, a thorough follow up and interpretation of the field data was obligatory to obtain maximum contaminant mass removal. We guided the project on an almost daily basis, in close cooperation with the local people in charge. The open communication between Tauw staff and Continental staff resulted in lasting and mutual trust. This relationship led to the successful implementation of the project. ☘

WHAT DID WE DO?

- **Soil and groundwater investigation**
 - **Remediation planning**
 - **Remediation supervision**
 - **Cost controlling**
 - **Project Management**
 - **Meetings with authorities**
-

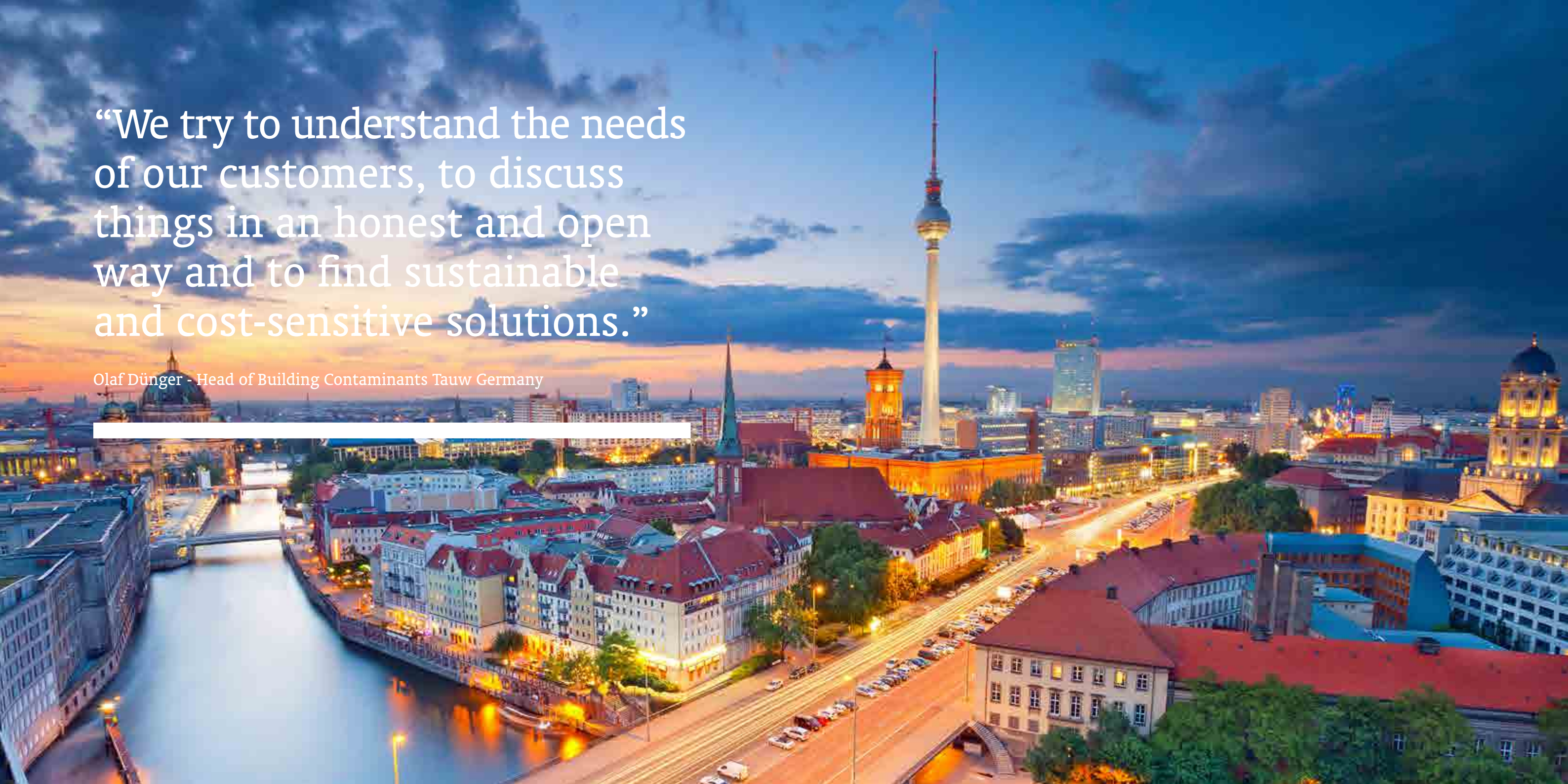
“Tauw is always a competent partner who offers suitable and economical solutions. The projects are in good shape!”

Thomas Sewald - Head of Environment Automotive
Corporate Quality & Environment Continental



“We try to understand the needs of our customers, to discuss things in an honest and open way and to find sustainable and cost-sensitive solutions.”

Olaf Dünger - Head of Building Contaminants Tauw Germany



'Coming home to Tauw'

She is currently working as Senior Soil Project Manager at Tauw Belgium. After a two-year break, Nele Van de Maele is back at Tauw. 'Working with people with a positive attitude improves your performance. It gives you the feeling you are going for it together. This makes me feel very at home at Tauw.'

"The feeling that I can offer something extra, can add value, find a custom-made solution that is truly helpful to clients and colleagues."



COMING HOME

‘Six years ago I came into contact with Tauw and it clicked right away. Nevertheless, a few years ago a head hunter persuaded me to apply for a vacancy with a competitor. I saw no harm in it, it was a similar job and also nearby. So why not? However, I soon discovered that this company was very different: larger, with a different vision, stiffer, and a stricter hierarchy. I soon felt I was just a cog in the machine. Little by little my job satisfaction disappeared.

I never made a secret of how much I enjoyed working for Tauw. Soon enough I started wondering if I should go back. Last year I rejoined Tauw and I have not regretted it for a moment. It really feels like coming home.’

VARIETY OF TASKS

‘My daily work consists of a variety of tasks. As a project manager I am responsible for coordinating various soil surveys and soil remediation projects throughout Flanders and Brussels: managing the team and supporting it with advice, together trying to find the best solution for our client, performing quality checks, monitoring projects financially, training new employees, etc.

Apart from that, I also carry out a few projects myself from A to Z. These are mainly the more complex remediation projects or projects for clients who want you to go the extra mile. It feels good to be ‘out in the field’ now and again. As a result, I stay up to date and I know what it means to carry out a soil survey. I can highly recommend it.

“Working with people with a positive attitude also improves your performance. It gives you the feeling you are going for it together.”

I also do my bit commercially, preparing and negotiating offers, sharing experiences and information with my colleagues from other fields in order to better serve our clients.’

MY MOTIVATION

‘What drives me to constantly improve my performance is when a client or a colleague values my opinion or advice. The feeling that I can offer something extra, can add value, find a custom-made solution that is truly helpful to clients and colleagues.

Working with people with a positive attitude also improves your performance. It gives you the feeling you are going for it together. After all, if things don’t go as expected, it is not easy to satisfy the client, the control authority, the contractor as well as your manager. But with a good, positive and open attitude I always come further than hoped. For me a good relationship with clients and colleagues is an absolute must: an open, honest and proactive attitude, do what you say and say what you do... All this makes me feel very at home at Tauw.’ ✨



2014 Annual Review

Positive results in a difficult market

'Tauw's recovery began in 2013 and continued in 2014. This confirms that the choices made by Tauw in recent years have been beneficial for the continuation and improvement of the services for our clients. All countries have contributed positively to the result. The total turnover amounted to 104 million euros, with an operating profit of 1.7 million euros. This means a slight increase in profit compared to 2013', says Annemieke Nijhof.

Tauw's CEO Annemieke Nijhof is proud of the positive developments in the past two years. The main objective of the restructuring, which was introduced in late 2012, is sustainable growth in profits while ensuring continuity. Nijhof: 'The changes we have made have resulted in an increase in our quotation success rate and our work volume. We are very focused on improving our performance for our clients and concentrating on markets where Tauw can make a difference. These include compliance management, health & safety, site (re)development and soil & groundwater remediation.'

COST REDUCTION

'We have worked hard in 2014 to improve work volumes. With genuine fighting spirit. The year did not start very well, but we have managed to turn it around. Besides successful commercial efforts, we have made considerable savings on property in particular. We gave up square metres and made our offices more sustainable. This way we make a contribution to the environment and reduce our fixed costs', says Nijhof. 'This allows us to face the future with confidence and we can continue to invest. Such as in staff development, in prominent projects, and of course in our innovative strength.'

STAFF GROWTH

We are proud of the energetic and motivated attitude of our staff. Nijhof: 'The quality of our services is directly related to the quality of our employees. This places high demands on Tauw staff. Not only on their expertise and professionalism, but also on their drive and capacity to achieve results and offer solutions to our clients. We want to be at the forefront in an ever-changing world. This means that our employees have to keep developing all the time.' Encouraging personal development and challenging employees to function autonomously will remain important core values in 2015. This characterises the mutual trust within the organisation.

In 2014 employee numbers increased slightly to 1,011, representing 925 FTEs. We expect further growth in 2015. To ensure a good balance between junior, medium and senior staff a group of 10 international trainees will set to work. They will be deployed in various positions in different countries. Nijhof: 'Young people bring in transformative power. I envy present-day graduates. They are so much better at collaboration. Truly interactive. Not just all individual parts. They have excellent presentation skills, are enthusiastic and have flair.'

IMPROVEMENT PLANS

From the beginning of the economic crisis we witnessed declining turnover volumes, especially in the municipal and water board markets in the Netherlands. Furthermore, the order intake, work volume, production, project results, and working capital were under significant pressure. That is why in 2013 improvement plans were devised, together with an acceleration program. This entailed, among other things, abandoning non-profitable activities, reducing costs and optimizing the organisation. Moreover, a department was created which focuses on project secondment. Furthermore, project control and management information were improved in 2014, implementation of the commercial process was enhanced, and we reduced overheads for support staff and management.

EVEN BETTER IN 2015

We want to develop further in the direction we have chosen. Nijhof: ‘We constantly look ahead and continue to develop ourselves within our expertise. We will continue to propagate innovations, to carry out great projects and to close 2015 with better results as well.’

We have set ourselves the goal of further improving results in 2015. We expect a slight decline in net turnover, which will be more than compensated by lower overheads and outsourced work. ‘The first results of the improvement plans are visible.’ But more time is required for a strong improvement in yield at group level.

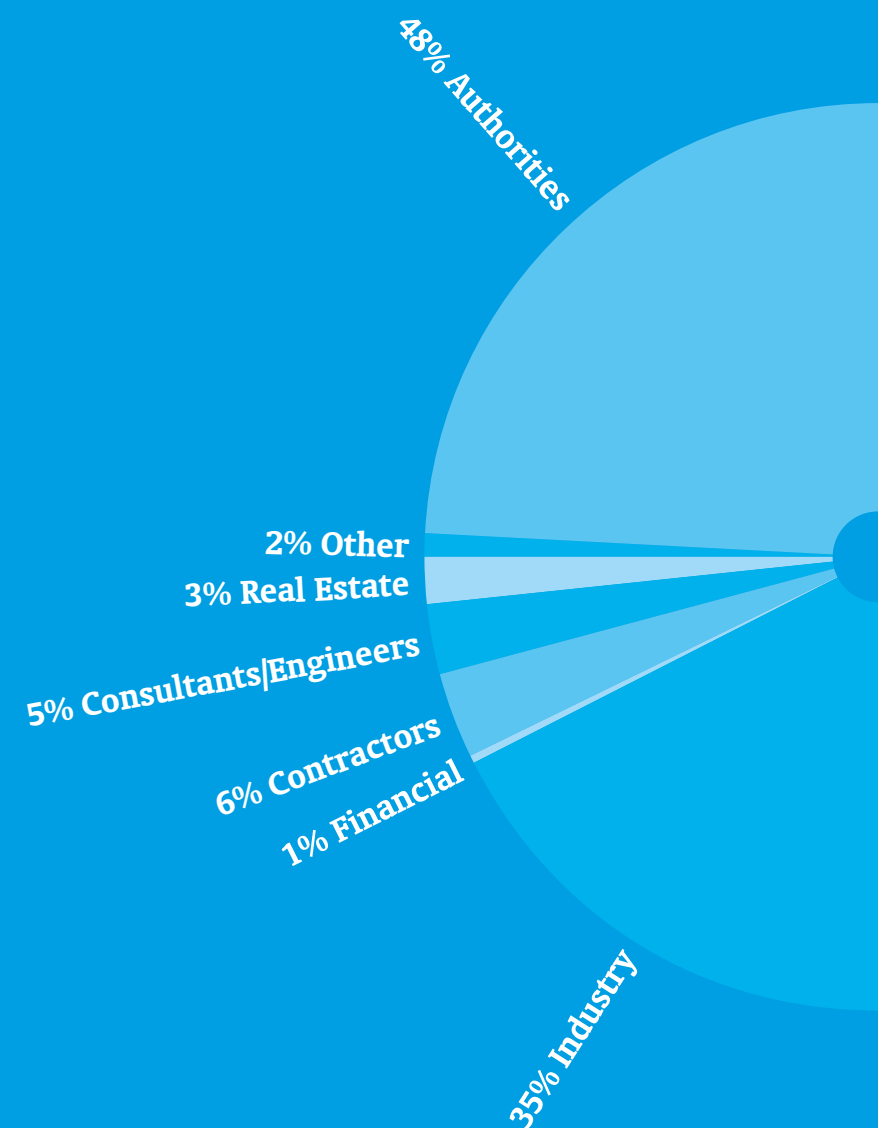
Our current liquidity and solvency are in any case sufficient to meet any uncertainties and make the necessary investments. ⚙

KEY FIGURES TAUW GROUP 2014

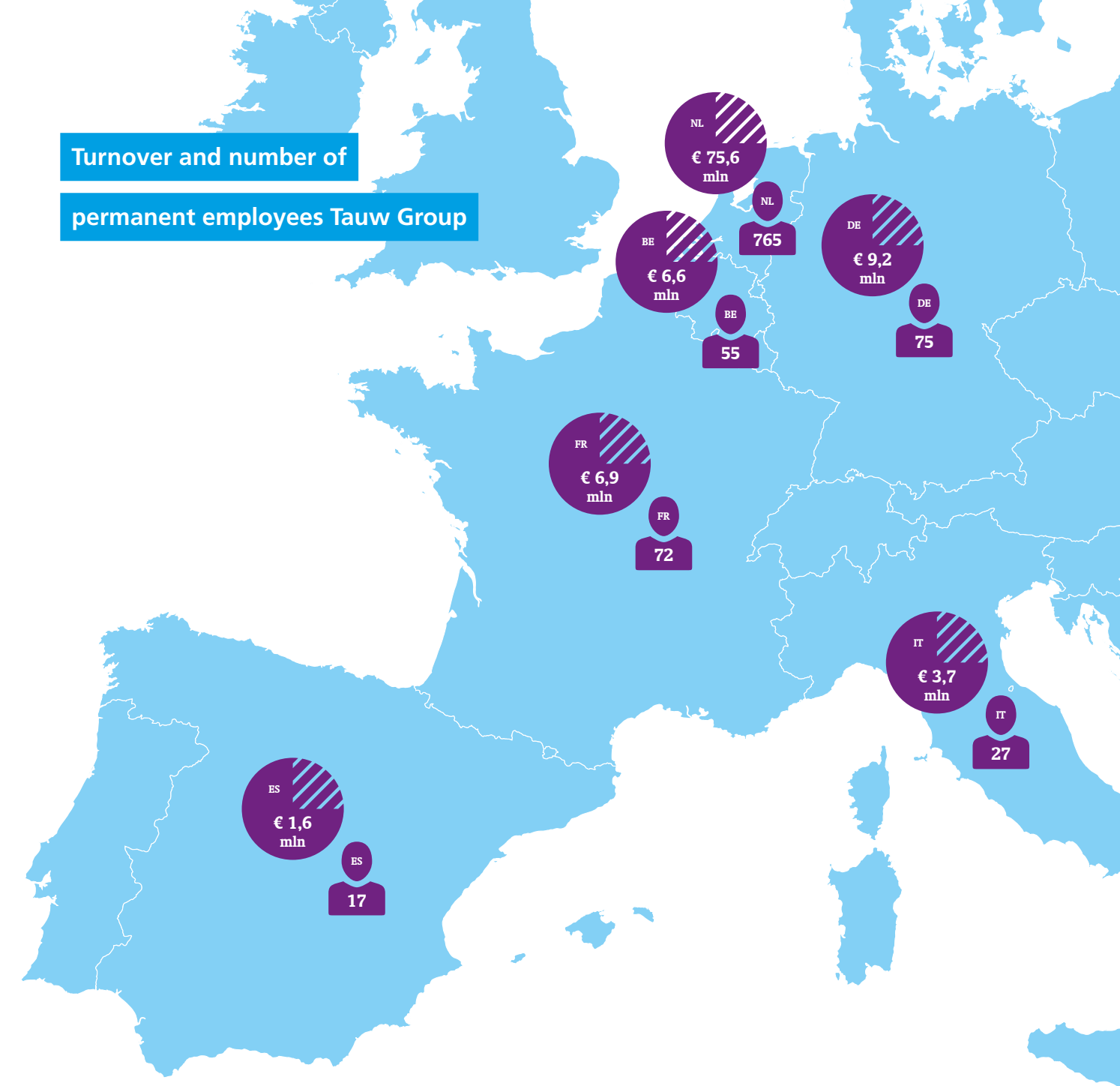
- net turnover declined by 2.7%
- total € 103.6 million (2013: € 106.5 million)
- project costs of third parties included (€ 22.7 million)
- added value € 81.0 million (2013: € 83.1 million)
- operating profit € 1.7 million (2013: € 1.6 million)
- after tax: € 1.0 million (2013: € 0.4 million)
- investments in tangible fixed assets € 2.6 million (2013: € 1.1 million)
- investments in software (intangible fixed assets) € 0.8 million
- cash flow rose to € 2.9 million (2013: € 2.7 million)
- equity capital of the balance sheet total 47.9% (2013: 50.1%)
- personnel capacity at year-end: 925 (2013: 916)

MORE ANNUAL FIGURES AT
WWW.TAUW.COM/ANNUALFIGURES

Turnover breakdown Tauw Group



Top 25 industrial clients Tauw Group



A nighttime photograph of a city square in Antwerp, Belgium. In the center background, the Atomium tower is illuminated and stands out against the dark blue sky. In the foreground, a statue of a man on a pedestal is lit with green light. The surrounding buildings are lit up, and the sky shows a gradient of blue and orange from the sunset.

“A good relationship with clients
and colleagues is an absolute
must: an open, honest and
proactive attitude, do what
you say and say what you do...”

Nele van de Maele - Senior soil project manager Tauw Belgium

Safety first

In 2013, Tauw Group launched a completely new safety program. The pivot of this program is awareness. To increase awareness, we also introduced 10 Safety Rules and a Safety Incident Tool for reporting and monitoring unsafe situations and incidents.

In 2014 we also undertook various initiatives to further integrate the program into the organisation. To make the new rules perfectly clear, more than 25 safety events were organised. These events also demonstrated how the new rules can be applied in projects. This approach has also been translated into an e-learning program. Moreover, all safety tools throughout Tauw Group have now been standardised.

REPORTING AND MONITORING

The Safety Incident Tool makes it easier to report and monitor incidents. Its effectiveness has now been more than proven. The number of reported incidents increased by more than 300%, both in office situations and in the field.

INCIDENTS TAUW GROUP

	2014	2013
A Fatal accidents	0	0
B Incidents involving absence and treatment	4	3
C Non-registered incidents	74	40
D Incidents involving first aid and/or material damage	356	109
Total number of reported incidents ¹	434	152
(Recordable) Incident Rate (IR) ²	0.47	0.36

¹ A+B+C+D ² A+B/200,000 man hours

SAFETY REWARDED

Our clients also appreciate the new safety program. In 2014 we received several awards: Tauw Italy, for example, was given a prize for a large pesticides project which was completed without any accidents. A Dutch employee received an award for his contribution to safety in an industrial location.

Another employee won a contest with an essay about safety and leadership. This year a client presented a joint team from Tauw Belgium and Tauw Netherlands with a Safety Award for performing soil remediation activities for 16 years without any accidents.

A team from Tauw Germany was also rewarded with an award for working in an industrial location for 12 years without any accidents. 🏆

The Tauw Group Safety Rules

1. Always follow legal requirements
2. Always follow client requirements
3. Always follow Standard Operating Procedures
4. Always prepare work properly
5. Always ensure third parties work safely
6. Always check the safety of your workplace before starting your work
7. Always address unexpected occurrences
8. Always give feedback
9. Always follow road safety principles
10. Always follow alcohol and drugs policy



Eindhoven Airport

Since 2014 Tauw has been a partner of Eindhoven Airport for a wide range of services. Eindhoven Airport is the second largest airport in the Netherlands. The airport is highly dynamic: in 2013 the terminal was expanded and a hotel was built on site. Recently the platform has been expanded with two aircraft parking positions, a project for which Tauw carried out various activities. The aircraft parking positions are also suitable for larger types of aircraft.

'We were asked to participate in the construction team responsible for the engineering and execution of the aircraft parking positions,' says project manager Thijs Wessels. 'Tauw undertook the engineering work for drainage and sewers, applied for soil and ground radar investigations and carried out various permits, in close collaboration with the construction team partners and public authorities such as the municipality of Eindhoven and De Dommel water board.'

TAUW TAKES CARE
Tauw also remained involved during execution, says Thijs Wessels: 'We checked the construction drawings for drainage and sewers, for example, and the construction calculations for sewer pipes and manholes. In addition, we supported the team with, among other things, investigation and supervision of asbestos remediation. A great multidisciplinary project and an excellent example of Tauw Takes Care.' ✿

“A great multidisciplinary project and an excellent example of Tauw Takes Care.”

Thijs Wessels - project manager Tauw



'Offering outstanding solutions to my clients is my priority'

Only a few months ago she embraced a commercial function at Tauw France. For Florence Poulain this was a tremendous change considering that she joined Tauw in January 2010 as an engineer. 'Between 2010 and 2015 I was part of the Soil department, but I was mainly working for the Integrated Pollution Prevention and Control (IPPC) department. In 2011 I started working for the Environmental Due Diligence (EDD) department as well.'

"I like the idea of offering solutions to our clients. It is very fulfilling if you can make life easier for your clients."



GRATIFYING JOB

‘In the first part of my career I tried to explore various parts of our work field. I have shown an interest in developing new activities in the office. Now that my job position has changed, I would say that getting in contact with new clients and helping them solve their problems is the most interesting and gratifying part of the job.

Since March my day to day work consists of developing the relationships with our existing clients. This mostly applies to clients who have called upon Tauw for a single job. It’s my task to then introduce them to the full variety of Tauw’s specializations. Frequent travels are part of the job because I need to meet them face to face, telephone calls are not sufficient. I’m also working on prospects or clients who don’t know us. First I need to research their activities, mostly to find a way to approach them. Then I call them to arrange a meeting. Sometimes I need to be very convincing, but I always get the job done.

I also contribute to the commercial policy of Tauw France along with my Office Manager.’

INSPIRING PROJECT

‘Lately I have worked on an inspiring project which consisted of remediation works on a site polluted by chlorinated solvents. The client is from the USA and we have conducted many studies to prepare field works. One of my colleagues started the project and when she left, I had the mission to finish the project as good as possible.

Basically I was responsible for ensuring a smooth process between the American customer, the Dutch remediation company and the French authorities. While being the representative of my client in France, I had to organize and supervise the investigations carried out by the remediation company. For the technical part, I was also helped by one of my Dutch colleagues.’

PROUD OF THE RESULT

‘The project did end up well, so that’s a victory in itself. Each person on the team contributed in its own way to transform the factory into a site much cleaner and environmentally friendly.

I like the idea of offering solutions to our clients. It is very fulfilling if you can make life easier for your clients. When I talk to my clients at the end of the project, and I feel like I’ve relieved them of a burden, I am proud to be part of the team that contributed to this result.’ ❧

“I would say that getting in contact with new clients and helping them solve their problems is the most interesting and gratifying part of the job.”



“We can openly say that we are independent consultants with no other interest than finding the best environmental solution for our clients and that is something to be proud of.”

Irene Torá Mouvet - Senior consultant Tauw Iberia





Port of Rotterdam

In the coming years Tauw will be performing sediment assessments for the Port of Rotterdam as part of a framework contract. 'The expectation is that in the next few years many sediment assessments will be required,' Tauw contract manager Remco Pikaar states. 'In the near future, the ports of Rotterdam and the sea ports of Dordrecht and Vlaardingen must be accessible for increasingly large vessels with deeper draughts.'

Pikaar: 'Take, for example, the arrival of the world's largest container ship, the CSCL Globe, or of the Pioneering Spirit, the world's largest single-lift vessel that can, among other things, transport oil rig constructions in one piece. Both vessels have never been to Rotterdam before. That is why the Rotterdam Port Authority is investing in revitalising existing port areas over the next few years.'

DEEPENING OF NIEUWE WATERWEG AND BOTLEKHAVEN

A major priority is accessibility for port-related businesses, such as in the 'Nieuwe Waterweg and Botlekhaven Deepening' project. This deepening is essential for the Botlek port area, where 50 million tonnes of cargo are transferred annually. In future the port must be able to accommodate Aframax-class vessels (with a draught of 15 metres). In deepening the Nieuwe Waterweg, approximately 5.5 to 7 million cubic metres of sediment will be dug up.

NAUTICAL DREDGING ACTIVITIES

‘In this project Tauw is performing very large-scale sediment assessments,’ says Tauw project advisor Saskia Buijs. ‘Nautical dredging activities require a different approach than regular sediment assessment. Here coordination between policy, the envisaged disposal (with various competent authorities) and the translation into practical implementation plays a crucial role. Other factors also play a role in the port area, such as extreme weather conditions, tidal effects, busy shipping traffic and large ships, and the potential presence of undetonated explosives.’

BUOYS AND DOLPHINS PROJECT

Another project for which we are performing sediment assessments is the establishment of several ship-to-ship transfers in the port area. Establishing a total of 24 ship-to-ship transfers will reduce both mooring times of vessels and the burden on the environment at the quays. ⚓

“Even for the Port of Rotterdam Authority, the scope of the sediment assessment is exceptional.”

Edwin Hupkes - Senior Project Developer, Port of Rotterdam Authority



'Challenging and enriching projects'

She has been working for Tauw Iberia for 14 years. The current position of Irene Torá Mouvet is Senior Consultant, mostly in the field of Environmental Risk associated to environmental damage, transactional services and soil or groundwater contamination.



“Developing new products so that we can better fulfil the market requirements is also a very satisfying task.”

CHALLENGES

‘My day-to-day work is currently challenging as we deal with a variety of clients’ situations in which we need to design tailor made solutions for their environmental issues in a still difficult context. Spain is slowly moving out of a deep financial crisis and we find difficulties to develop new clients under a strong price competition. This fact, together with the nature of consultancy work, yields a very diverse daily work, including clients and stakeholders management, team technical brainstorming, field trips and inspections, report writing, mentoring, etc. It can be stressful from time to time but also enriching. In my case, trying to balance that with my small kids, makes it complex. Fortunately flexibility from both sides (Tauw and its employees) is a key part of the company’s culture.’

CHROMIUM SPILLAGE

‘During 2014 we have had some interesting projects. One of them was focused on the delimitation of a Chromium spillage from an industrial waste treatment plant located in a mountain area in Andalucía. The spillage reached a natural area where livestock was ecologically bred. Delimitation and especially assessing the risk for the cattle and potential consumers and designing appropriate remedial actions were key questions. I acted as Senior Consultant in this project conducting the risk assessment and supporting decisions on design

and strategy. The main challenge we solved was to perform a very technical and detailed assessment that at the same time could provide enough comfort to many different stakeholders; like the owners of the treatment plant, the owners of the livestock farming, environmental authorities, insurance companies, potential consumers, etc.’

“A combination of knowing that we have done our best from a technical point of view and creating a confident relationship with clients gives me fulfillment.”

FULFILLMENT

‘Last year we also handled an Environmental Due Diligence (EDD) of a portfolio of 30 office buildings in Madrid and Barcelona. I acted as Project Leader and the particularity of the case was to fully perform the EDD in two weeks. Organizing such a large and fast-response team required a lot of coordination, but the final result was satisfying for both Tauw and the client.

A combination of knowing that we have done our best from a technical point of view and creating a confident relationship with clients gives me fulfillment. Developing new products so that we can better fulfil the market requirements is also a very satisfying task.’

PROUD TO BE WORKING FOR TAUW

‘The business of Tauw Iberia is solely Environmental Consultancy. Therefore, we can openly say that we are independent consultants with no other interest than finding the best environmental solution for our clients and that is something to be proud of. Second, we are a European Group with offices in different countries and orientated to provide world-wide services. Therefore we aim for international clients and projects that from my point of view are very diverse and interesting.

Tauw Group is also known to provide high level consultancy and we have state-of-the-art specialists in several fields and countries with deep knowledge. Based on my experience and work, I try to be part of the consultants’ force that drives the engine of Tauw developing clients and know-how in an international context.’ ❖



Tauw supports Amref!

Our commitment is: sustainable solutions for a better environment. We live by this commitment every day. But this does not mean that we can do it on our own. That is why we also sponsor other organisations, such as Amref Flying Doctors. We have entered into a long-term relationship with Amref in order to actually make a difference. And there is a good reason this non-profit organisation was chosen. We only sponsor projects that connect with our work. And that make a tangible contribution to a sustainable society. That suits us.

CLEAN DRINKING WATER FOR THE MAASAI

We have chosen to work with Amref Flying Doctors, an organisation with an excellent reputation. An organisation that enables us to involve our employees from all Tauw countries. Amref is involved with projects in which clean water and sanitation play an important role. This of course fits well with our DNA, as Tauw was founded by the Dutch Water Boards in 1928.

Amref was founded more than 55 years ago. It is now the most important health organisation in Africa, with the goal of structurally improving the health of the most vulnerable groups in society. This gives them the opportunity to escape poverty and improve their standard of living.

We can't do it on our own



REDUCING DISEASES

Tauw's contribution will initially go to a clean drinking water project for the Maasai in Kenya. The objective is to reduce diseases caused by poor water, poor sanitation and poor hygiene. We help to provide access to safe water for about 50,000 people and access to proper sanitary facilities for about 16,500 people. This also includes hygiene education. A total of 108 people have been trained as 'sanitation champions'.

They visit households, provide people with information about hygiene and try to convince them to install a toilet.

In addition to Tauw's contribution, about 100 people have been trained to maintain the local water sources, thereby keeping them safe. As a result, the Rift Valley, where the Maasai live, will remain inhabitable for this nomadic tribe in the future. ✂

WE ALSO SPONSOR THE INTERNATIONAL HCH & PESTICIDES ASSOCIATION

Why? Because of our commitment to eliminating pesticides, such as in Vietnam. See also our project on the next page.

Cleaning up pesticides in Vietnam



Photo: Dao Nhat Dinh

Since 2010 Tauw has also been making headway in Vietnam where we work in POP pesticides*. Meanwhile, the second major project has been completed. But there is still much more work to do. In Vietnam it is estimated that more than 3,000 locations are contaminated with POPs.

DETAILED PROGRAM FOR THE UNDP

In September 2010 Tauw landed the first project – a brief mission to prepare a detailed program for the United Nation Development Program (UNDP) with three components: improving the capacity of local authorities involved in implementing the National Implementation Plan (NIP); the remediation of five contaminated sites; and the improvement of the enforcement of the ban on imports and on the use of illegal pesticides. The follow-up project had the extended title 'Consultancy Services of building capacity to eliminate POPs pesticides stockpiles in Vietnam'. The objective was to support the Ministry of Natural Resources and Environment (MONRE) in the implementation of the first two project components and the project was concluded in November 2014.

THIRD ASSIGNMENT

In October 2013, as a Visiting Senior Technical Expert, Tauw Project Manager Boudewijn Fokke reinforced the MONRE project team for the third assignment. It consisted of eight missions, each lasting 22 days. The project locations were mostly in the centre of Vietnam, where Tauw organised various training courses. Ten contaminated sites were investigated. We developed post-remediation soil values and wrote a manual for the investigation and remediation of other sites. We also gave legal advice and supervised soil remediation projects. Moreover, Boudewijn Fokke joined an evaluation panel for international tenders for the destruction of old stocks of POP pesticides.

*Persistent Organic Pollutants like DDT and HCH

PESTICIDE BUILD-UP

Until the end of the 1970s large amounts of POP pesticides were used throughout the world as pesticides in agriculture. This led to many POP pesticides contaminated sites which have not been managed properly. A major hazard for the surrounding environment and people's health. Tauw operates globally in identifying these sites and obsolete stocks of pesticides and providing remediation support. Together with local authorities we work on the remediation of these sites and safe storage and destruction of these toxic substances. We also provide various training courses within the framework of the implementation of the Stockholm Convention on POPs.

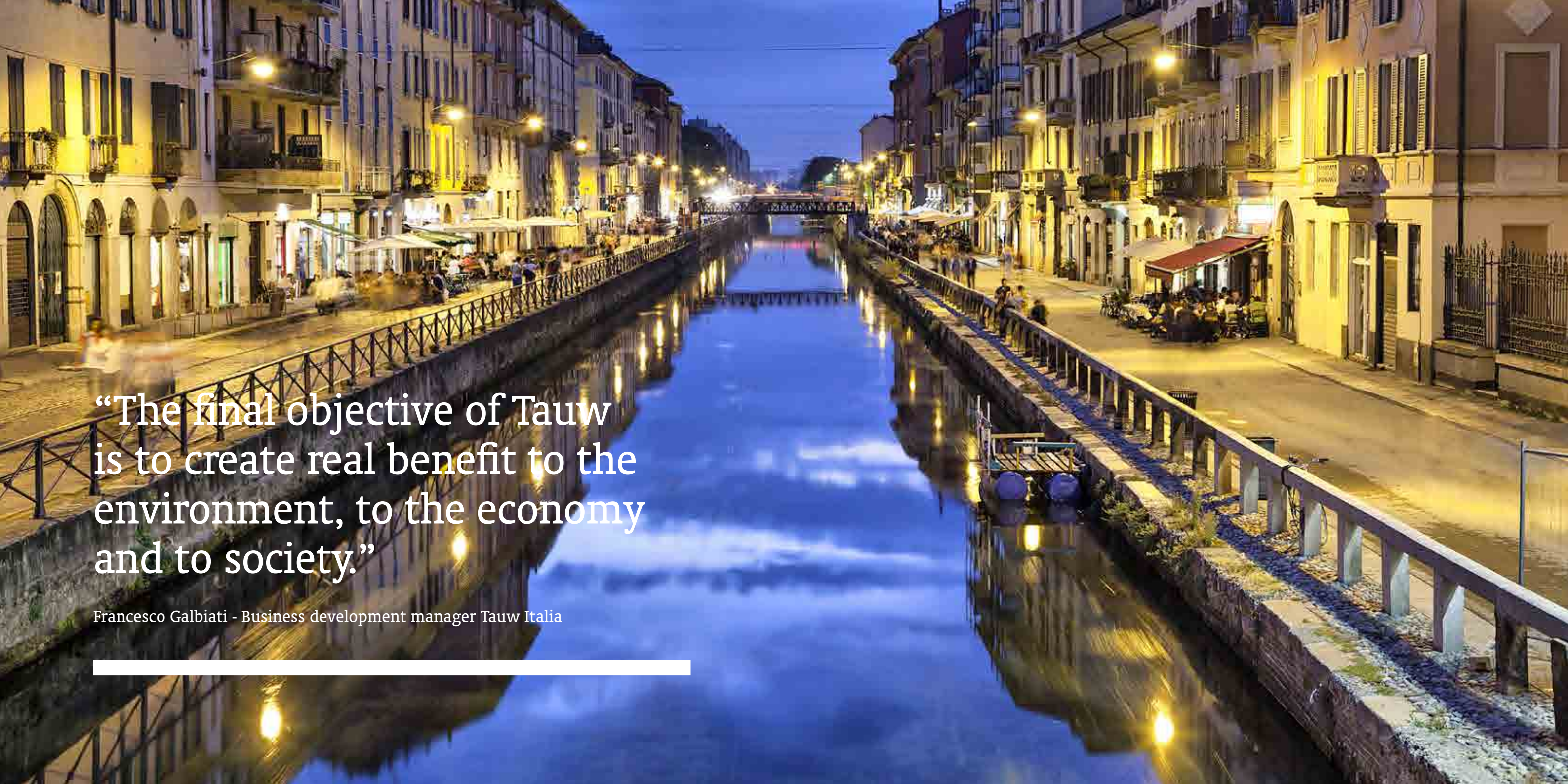
As a party to the Stockholm Convention, Vietnam has drawn up a NIP, containing a work plan for the elimination of the human and ecological risks caused by these contaminated locations. The Global Environmental Fund (GEF) supports Vietnam by making funds available. The UNDP in Vietnam manages and spends these funds, while the MONRE carries out the plans. 🌿



“The status of POP contamination was far beyond the project baseline. The project team was able to adapt to the new situation and introduce a nationwide strategy.”

Truong Thi Quynh Trang - Project Manager United Nations Development Program

Photo: Dao Nhat Dinh



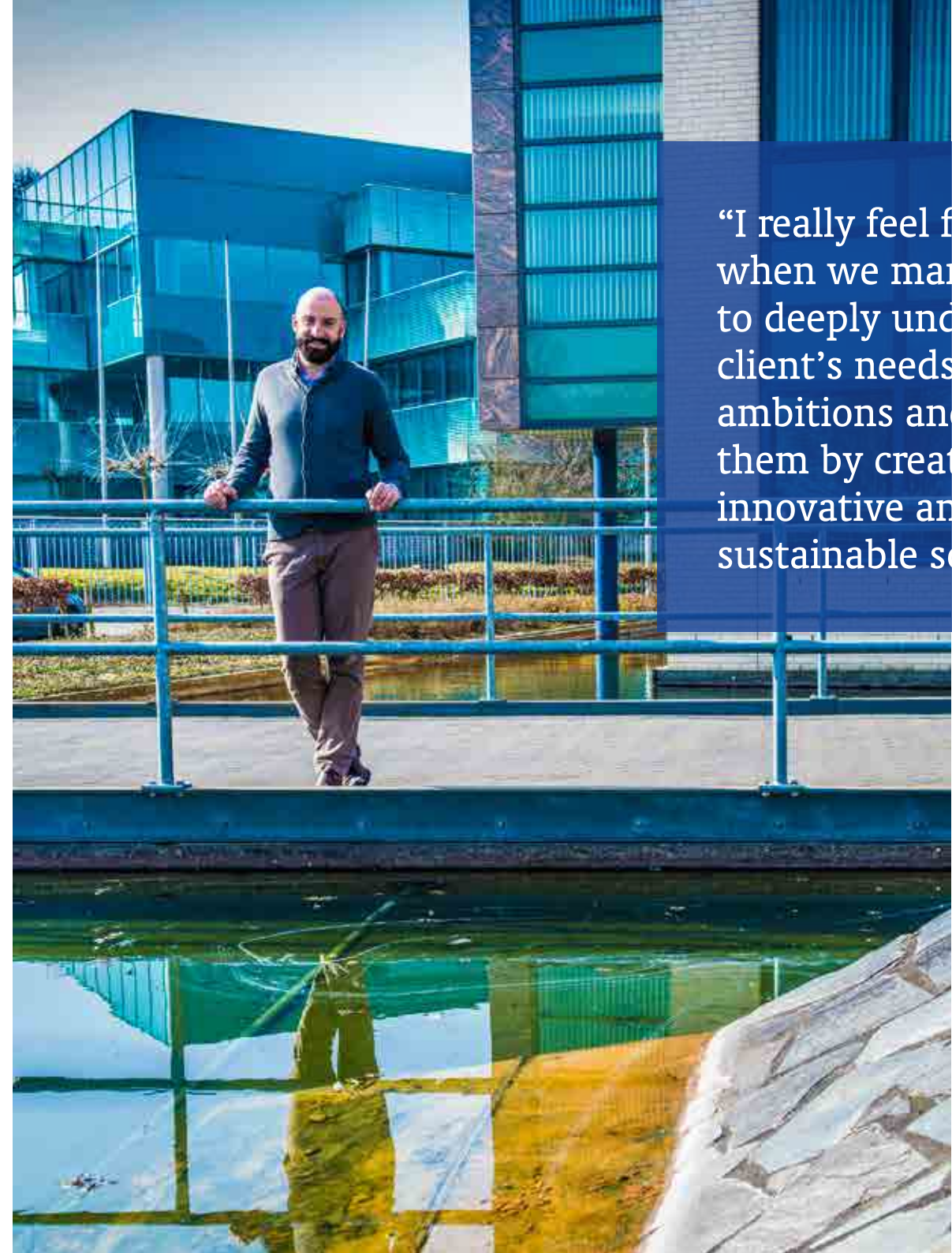
“The final objective of Tauw is to create real benefit to the environment, to the economy and to society.”

Francesco Galbiati - Business development manager Tauw Italia

‘Driven by the desire to grow’

He has been working at Tauw since 2009. Currently, Francesco Galbiati is Business Development Manager at Tauw Italia. ‘I am very proud of working for a company that has ‘sustainable solutions for a better environment’ as a mission.’

“I really feel fulfilled when we manage to deeply understand client’s needs/ambitions and fulfill them by creating innovative and sustainable solutions.”



COMMERCIAL PROCESS

‘My daily work focuses on two aspects. First, there’s client development, which includes both direct activities such as prospecting, meetings, drafting of proposals, and indirect activities like online marketing, social media, drafting of newsletters/articles, participation in events, associations and work groups. The other main aspect is management of the commercial process within the company: internal commercial meetings, management of the national sales team, drafting of commercial plans, monitoring of commercial activities, etc.’

GROWTH

‘My work is driven by the desire and the ambition to grow: growth of my corporation at an international level, growth of my company at a country level, growth of me as a professional and an individual. I want to contribute to this growth by helping Tauw in acquire new clients, develop existing clients, enter new markets and create innovative solutions or services.

Giving real value to clients is what gives me fulfillment: I really feel fulfilled when we manage to deeply understand client’s needs/ambitions and fulfill them by creating innovative and sustainable solutions that challenge the status quo, bring real benefits both to the client and to the environment and differentiate us from the competition.’

TAUW TAKES CARE

‘According to its 2013-2016 corporate strategy, which foresees an improvement in client and market focus, in 2013 Tauw decided to roll out a new commercial process focused on industrial clients called ‘Tauw Takes Care’. The project is still on-going and mainly consists of implementing and maintaining a commercial program in all six countries.



I am in charge of the management of the commercial process at Tauw Italia, where I take care of every step of the program: from market surveys and analysis to marketing and communication, from client acquisition to client relation management. I am also the first point of contact for international commercial activities and, as a member of the International Sales Team, I deal with commercial managers of other countries in order to develop international accounts.

Even if we are only at the beginning I am already very proud of the first results we have achieved over the last two years. For example, we estimated that about 20% of Tauw Italia’s turnover in 2014 has been originated by commercial activities related to this process.

SUSTAINABLE SOLUTIONS

‘I am very proud of working for a company that has ‘sustainable solutions for a better environment’ as a mission. We give advice to the industries, working with them and not against them, in order to find out new solutions to improve environmental performances or to simply help them in managing environmental aspects of their operations at the best.

When all is said and done, the final objective of Tauw is to create real benefit to the environment, to the economy and to society.

I want to contribute to this mission by helping Tauw in getting more known in Italy and abroad, in increasing our reputation as environmental and sustainability consultants, in developing innovative services and in entering new markets.’

“My work is driven by the desire and the ambition to grow: growth of my corporation at an international level, growth of my company at a country level, growth of me as a professional and an individual.”

CAT Alliance

Tauw is founding member of CAT Alliance Ltd., an international business consultancy, supporting global transactions and other corporate assessments of environmental, engineering, and other risks services from Europe, the Americas, and Asia. Meeting the challenges of business in the current financial climate requires a responsive and technically grounded approach focused on the needs of your organization.

CAT Alliance Ltd. is a joint venture company established in 2001 to provide global risk and liability management as well as capital assets and transaction services. CAT Alliance Ltd. is owned by three leading consultancies: Geosyntec (USA), COWI (Denmark), and Tauw.

9,000 PROFESSIONALS

CAT Alliance supports global transactions and other corporate assessments of environmental, engineering, and other risks services with more than 9,000 professionals in more than 50 countries.

These local resources are connected and coordinated through a group of CAT Alliance Ltd. Senior Project Managers, who each have the experience leading complex projects for global clients. The Senior Project

Manager corps meet regularly to coordinate efforts and promote continuous process improvement, allowing them to serve as efficient and effective managers and single points of contact for clients. ⚡

CAT BENEFITS

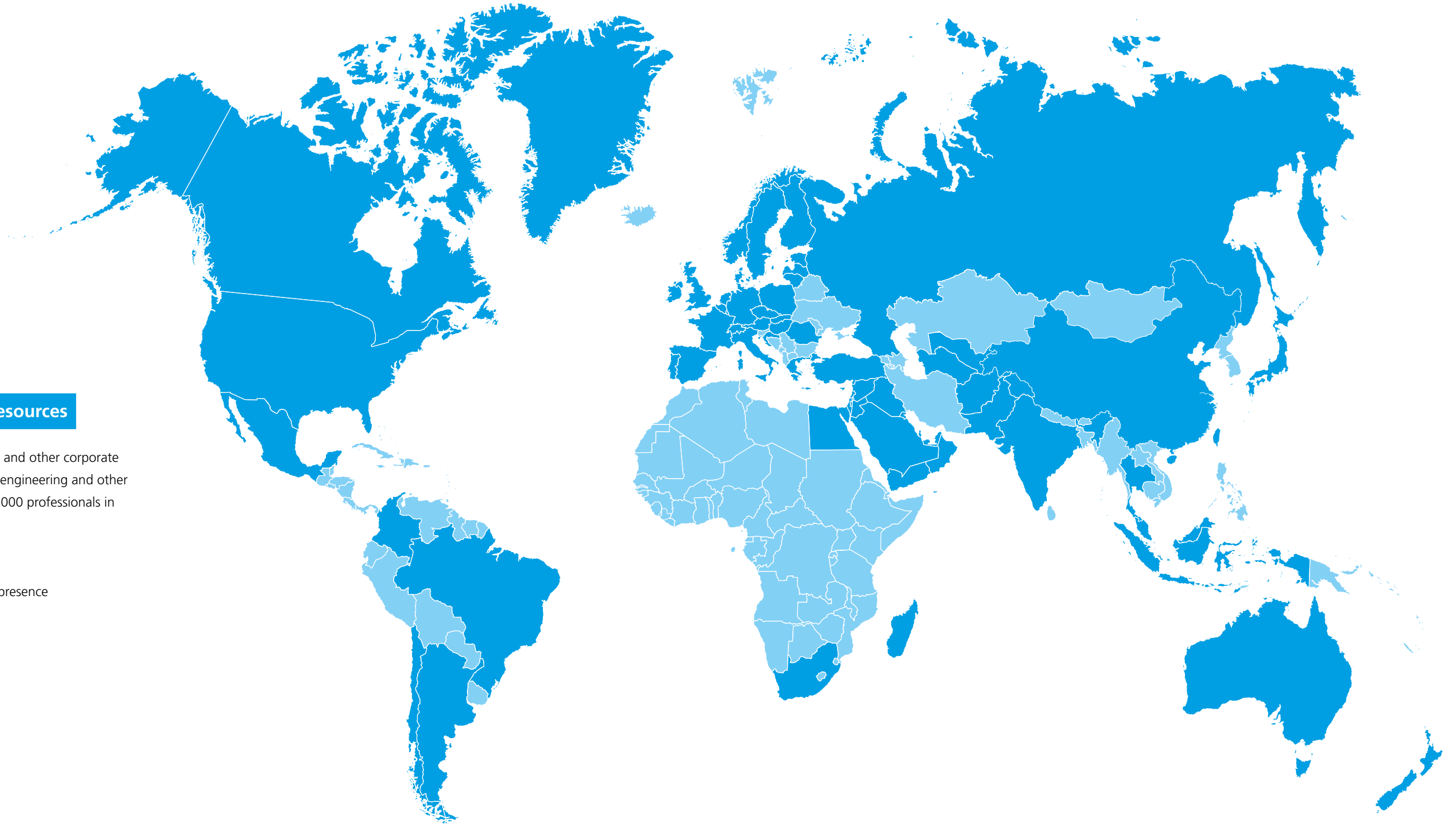
- **Solutions that are technically and commercially sound**
- **Rapid response through our considerable resource base**
- **Many years of experience of working together**
- **Consistency across countries, using indigenous teams**
- **User-friendly, concise and business oriented reporting**
- **Informed advice on financial implications of key issues**

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CAT Alliance global resources

We support global transactions and other corporate assessments of environmental, engineering and other risks services with more than 9,000 professionals in more than 50 countries.

■ countries with Cat Alliance presence



A portrait of William van Niekerk, a middle-aged man with dark hair, wearing glasses, a dark suit, a light blue shirt, and an orange striped tie. He is smiling slightly and looking towards the camera. The background is blurred.

Epilogue

William van Niekerk - Executive Board Member Tauw Group

Tauw is looking forward to the second half of this decennium. The coming years are likely to be dynamic, with recovering economies and increased awareness of environmental and societal concerns about the effects of urbanizations and climate change. Tauw is in an excellent position to support its clients in better decision making on how to efficiently operate in these dynamics, knowing that legislation and societal pressure will drive innovation and sustainable improvement of industry and the environment.

Looking forward

At Tauw we take pride in taking care of our stakeholders and the challenges they face. Our operations in our European home markets include state of the art technology and services to effectively and safely support operations. The demand for sustainable solutions to at least not further compromise soil, water and air is inevitable. The economic value of improvement of the environment is becoming ever more apparent. It is a healthy business case for all involved and at Tauw we will continue to contribute to improvement.

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Sustainable
solutions for
a better
environment





Tauw