



# Rail Services

- Independent assurance
- Technical consulting
- Performance engineering

## CSR report 2016

Corporate Social Responsibility



# CSR STATEMENT



**Gert Liefing,**  
Managing director  
Ricardo Nederland

"CSR is more than just  
a visionary intention of  
management"



**Richard Gibney**  
Managing Director  
Ricardo Certification

"We need to  
realise continuous  
improvements together"

# Foreword

It is with pride that we present our report on Corporate Social Responsibility (CSR). By means of this report we would like to inform you of our vision and objectives in the area of CSR and to both show you which activities are already in place and what we have planned for the future.

CSR is more than a visionary intention of management; as a leading consulting as well as certification organisation we wish it to be an integral part of our activities. Ricardo has a proactive and engaged approach to CSR. The environment is a key driver for our strategy and is seen in many of our delivery streams, where excellence through innovation and technology provides the central focus for all of our teams. Ricardo Rail takes the safety and welfare of its staff very seriously. We need to realise continuous improvements together. As an organisation, we are consciously involved with the health and safety of our staff. Examples include:

- Health: A periodical medical exam for all our staff, weekly provision of fruit in all departments, and ergonomic workplaces and sports facilities.
- Safety: We make risk inventories and organise safety trainings while encouraging our staff to actively report 'near' misses, which we subsequently analyse and follow up. We pride ourselves in having achieved the OHSAS 18001 certificate.
- We also wish to contribute our share in the area of environment. Examples include: CO<sub>2</sub>-performance ladder: We have formulated a policy and objectives and are currently determining our CO<sub>2</sub>-footprint as of 2012 and drawing up an action plan to improve it.
- Environmental Management System (EMS): We encourage our staff to contribute in their immediate environment (home, in the office, on the road or at clients) by consciously being careful with water, energy, paper and waste, and also travel: holding more meetings via Webex and travelling less.

In short, CSR means more to us than just a slogan. We are taking our corporate responsibility seriously and will implement improvements incrementally.

The process of improvement, including this report, is dynamic and will be continually adapted to future activities that are in the pipeline.

We kindly invite you to read this report! Please email any remarks or advice to Daniëlle Keller ([danielle.keller@ricardo.com](mailto:danielle.keller@ricardo.com)).

With kind regards,

On behalf of Ricardo Nederland B.V.  
Gert Liefing

On behalf of Ricardo Certification B.V.  
Richard Gibney



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# Ricardo Rail

We are a global certification and consultancy business that offers a range of technical services to the rail market. Through our expert understanding of the industry's most critical and complex technologies, we provide our clients - operators, manufacturers, maintenance companies, infrastructure managers, investors and regulators – with specialist support to help reduce risk and improve performance across every aspect of their operations.

Independent assurance and technical advice are central to our service portfolio. Now, as part of the Ricardo Group, we offer clients direct access to the latest in transportation engineering and design, including the technologies and applications in fields such as high-performance vehicles, mass-transit and clean energy generation for over 100 years.



The background of the page is a photograph of a modern high-speed train in a station. The train is white with blue accents and is positioned on tracks. The station has a high, industrial-style ceiling with a complex network of white metal beams. In the bottom-left corner, there is a circular inset showing a close-up of a man's face and shoulder. He is wearing a light blue button-down shirt and is looking towards the right. The overall color palette is dominated by light blues, greys, and whites, with a prominent dark blue overlay for the text boxes.

## Mission

Our mission is to help the European rail clients to improve the safety, reliability, sustainability and efficiency of their business, by delivering excellence through innovation and technology.

## Vision

We want to be an acknowledged European leader in the rail industry providing the best products, expert knowledge and independent assurance services aimed at continuously improving safety, reliability, sustainability and efficiency of the client's business and processes.

Our independence, passion and understanding of critical and complex technologies add value to our clients, make us integral to their success and result in us becoming trusted partners.

# Key areas of experience

Ricardo Rail in Utrecht consists of two companies. First Ricardo Nederland where we perform consultancy activities and provide product related services. Secondly, Ricardo Certification where we are offering independent assurance services. More than 200 speciality rail engineers are daily involved into critical rail projects. Our capabilities and relevant experience include procurement services, maintenance services, performance improvement and functional safety of trains, trams, metros and rail infrastructure. Our clients are: operators, maintenance companies, infrastructure managers, manufacturers and governmental authorities.

## Our areas of business

### Rolling stock

Design, engineering, and approval services aimed squarely at helping rail businesses maximise the contribution of their fleet.



### Infrastructure

- Inframonitoring
- APMS: Automatic Pantograph Monitoring System (PanMon)
- Independent Assurance Services
- EMC-management



### Signalling and train control

With expertise in signalling systems, traffic control, telecommunications, and information systems we support projects ranging from urban metros to high-speed lines.



### Operations

An efficient railway depends upon the seamless coordination of staff, assets, systems, and processes.



### Intelligent rail

A One-Stop-Shop for the collection, analysis, and strategic response to data gathered from day-to-day rail operations.



### Training services

Bespoke rail industry training courses, ranging from senior management briefings to in-depth workshops for technical specialists.





# Our values

We embrace the company values that are set out by our parent company. Therefore, it is important for us to embed these sets of socially responsible values in our organisation, and demonstrate and communicate them with our external stakeholders.

## **Innovation**

- Creating the environment that encourages each of us to ask the “what if?” question.
- Investing in our people and business to realize the most from our creative ideas.
- Having the courage and determination to bring new ideas to reality

## **Integrity**

- Being honest, ethical and above reproach with each other and with our stakeholders in all our business dealings.
- Delivering on commitments as the foundation for building trusting relationships.
- Achieving our individual and collective goals in a way that makes us proud.

## **Passion**

- Having a relentless desire individually and collectively to be the best in our business.
- Where good enough is never good enough.
- Celebrating individual and team success.
- Being excited about who we are and what we do.

## **Respect**

- Treating all others as we would like to be treated.
- Being prepared to listen with an open mind and having the courage to change our position.
- Accepting that the views, ideas and values of our clients, colleagues and other stakeholders are as important as our own.

# Ricardo - Delivering Excellence Through Innovation & Technology

Ricardo plc. is a global strategic, technical and environmental consultancy. It is also a specialist niche manufacturer of high performance products. The company employs more than 2,900 professional engineers, consultants and scientists who are committed to delivering outstanding projects focused on class-leading innovation in our core product areas of engine, transmission, vehicle, hybrid and electrical systems, environmental forecasting and impact analysis.

Our activities cover a range of market sectors, including automotive, motorcycle, rail, defence, marine, government, clean energy and power generation. Our client list includes the world's major transportation original equipment manufacturers, supply chain organizations, energy companies, financial institutions and government agencies.



Our founder Sir Harry Ricardo started the business in 1915, and we have remained at the cutting edge of technology development ever since.

# Our Markets



Rail



Agricultural & industrial vehicles



Clean energy & power generation



Commercial vehicles



Defence



Government



High performance vehicles & motorsport



Marine



Motorcycles & personal transportation



Passenger car

# Why CSR matters to Ricardo

Ricardo has a proactive and engaged approach to Corporate Social Responsibility ('CSR'). The environment is a key driver for our strategy and is seen in many of our delivery streams, where excellence through innovation and technology provides the central focus for all of our teams.

## **It is embedded in what we do and the solutions we deliver:**

- Developing new combustion systems and engineering solutions to meet the next sets of emission regulations;
- Improving vehicle fuel economy via engine developments, lightweight vehicle structures and transmissions, and hybrid vehicle systems;
- Helping governments and cities address climate change, energy and waste challenges; and
- Providing policy and technical advice across the public and private sector to improve the environmental, social and economic performance of the transport sector. We rely on innovation, talent, skills and customer care from our employees, in whom we invest and develop for the benefit of all our stakeholders.

Our values and policies are designed to ensure that we and our suppliers operate ethically, honestly and meet human rights obligations. Ricardo's employees are engaged as active members of the communities where most of our larger sites operate, with a strong focus on working to promote Science, Technology, Engineering and Maths ('STEM') subjects in schools and colleges as this links directly to the next generation of engineers and scientists who will be the core of our future value chain.

As a responsible employer, we seek to protect and care for our employees by providing a safe and healthy work environment and by minimizing the environmental impact of our operations.





#### Our people

As a professional services firm, our people are the key factor to our success.

#### Fair operating practices

We are committed to the highest standards of business practice in our dealings with all our stakeholders around the world.

#### Environmental

Through our environmental policy we are fully committed to ensure an efficient use of energy and natural resources and reduce consumption where possible.

#### Health & Safety

We are committed to achieving Health and Safety excellence by increasing awareness at an early stage both internally and externally.

#### Our clients

Our clients have high expectations of the services that we provide, and we pride ourselves with meeting their expectations.

#### Community involvement & development

We contribute as a societal knowledge partner in order to share, shape and develop innovative concepts.

# Our people

As a professional services firm, our people are the key factor to our success. They rank among the best in the world within their field – ranging from experts who understand the industry’s traditions and structures, to young and talented graduates who want to join our Graduate Training Scheme. We value all our people and support their on-going personal and professional development.

## Continuous dialogue

We want to ensure that Ricardo Rail is an enjoyable environment to work, where people feel motivated by their work and are enabled to grow as a professional. That’s why our central approach has always been to maintain the balance between business interests and goals, and the ambitions and needs of employees. We judge if we are achieving this through:

- An induction programme and training scheme for new entries and, of course a training scheme for current staff. Last year we had over 20 new signings that all attended the induction programme and were given the opportunity to provide feedback about ‘what’s life like at Ricardo Rail’.
- Our bi-annual employee opinion survey that includes questions about engagement, job satisfaction, career opportunities and work life balance. The most recent survey showed that in general our staff perceives the transfer to Ricardo as a positive change.

We define sustainable HR as followed: “Policy that, considering the goals and capabilities of the organisation, takes into account the specific circumstances and needs of employees at different stages of their careers and lives, so that they remain successful, motivated, and employable”

## Talent Management

Merging with Ricardo brings new opportunities to our organisation when it comes to employability. As we are developing new services we have to define, identify, and measure whether we require new behavioural and technical skills. And if so, we have to decide whether we will develop them in-house or attract new talents with the required skills to join our organization. We pride ourselves on delivering the highest standards of advice and service to our clients. So our people have to be the best. That’s why we take care to invest in the development and nurturing of our talent, providing a mix of structured training and personal mentoring tailored to each individual. We do this through:

- Annual Personal Development Review process (PDR), which involves (1) setting individual objectives, selecting the critical behavioural competences to achieve success, and discussing development needs and aspirations, (2) a mid-year review to consider progress and changes that may have occurred since the goal-setting took place, and (3) a formal and final review of the results achieved.
- A behavioural competences guide, which provides information about our behavioural competences, how they can be developed, and how they relate to our values.
- A broad range of development tools, varying from learning on the job (mentor-mentee), formal training, coaching to mid-career assessments and job coaching.



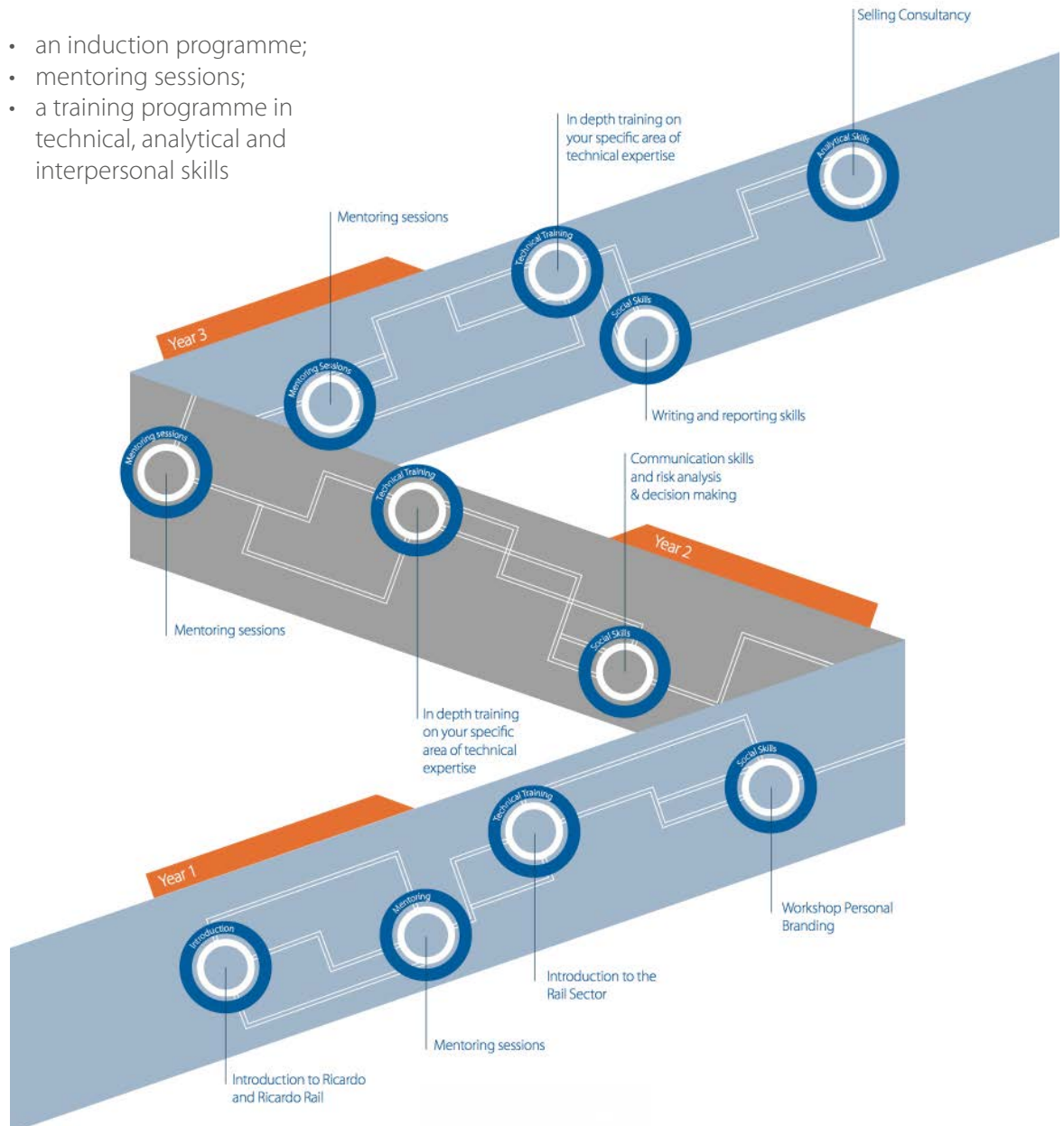


## Graduate Training Scheme

Ricardo Rail in Utrecht is looking for talented, ambitious graduates with the potential to become technical consultants and future leaders of its business. With our three-year Graduate Training Scheme, we provide our selected candidates both the time and the opportunity to acquire a considerable knowledge base, while improving their practical skills. The Graduate Training Scheme is set up as follows:

### Our training scheme offers you:

- an induction programme;
- mentoring sessions;
- a training programme in technical, analytical and interpersonal skills



## CSR Ambitions

- Overall Satisfaction Score EOS > 70
- Received feedback on followed training and education > 8

# Fair Operating Practices

Fair operating practices are reflected in the Ricardo values: Respect, Integrity, Innovation and Passion. Our employees are renowned for their ethical and lawful manners. Moreover, the Ricardo values are supported by policies on Ethics, Fraud Prevention, Equal Opportunities and Whistle Blowing, used to guide the business in its dealings with stakeholders.

Ricardo is committed to the highest standards of business practice in its dealings with all its stakeholders around the world and complying with applicable laws wherever it operates. That is why training on the above policies is part of the induction process for staff. We do not permit criminal conduct, bribery, anti-competition, anti-trust, fraudulent or corrupt business practices in any dealings at any time. We prize our independence and that means that we will not be influenced by corporate hospitality or by gifts when we make decisions, take on suppliers, or when bidding for contracts.

## Independent position

Strengthening our independent position was mentioned as key priority in our previous CSR report. The transition to Ricardo gave us the opportunity to set up a separate entity for our independent assurance activities (Ricardo Certification Ltd. and Ricardo Certification B.V., the latter in the Netherlands) reinforcing our independent position.

With Ricardo Certification we can further develop effective processes, in line with our Conflict of Interest, Independence, Impartiality and Integrity Policy (TMS02-04-06), and the relevant applicable standards ISO17020 for bodies performing inspections and ISO17065 for bodies certifying products, processes and services.

Safeguarding that our employees and others act on behalf of Ricardo and are free from conflicts of interest is of great importance to us. That is why we have incorporated mechanisms such as regular Conflict of Interest Board meetings, Conflict of Interest log, and personal Conflict of Interest Declarations to maintain their judgment, objectivity or loyalty to the organization in conducting business activities, already at the bidding stage (bid – no bid).

Ricardo Certification Ltd. recently received the 17020 and 17065 accreditations by UKAS needed for our Notified Body (NoBo), Assessment Body (AsBo) and Independent Safety Assessor (ISA) activities. The Dutch Safety Authority (ILT) granted us the Designated Body (DeBo) status specifically, for the national rules.







## CSR Ambitions

- Obtaining 17020 and 17065 accreditations for Ricardo Certification;
- Implementing the accredited Independent Assurance processes.

Ricardo Certification conducts certification, ISA and AsBo services in the following areas: Energy, Infrastructure, Control, Command and Signalling (on board or trackside), and Rolling Stock (train sets, locomotives, carriages, freight wagons including dangerous goods). Ricardo Certification follows the requirements provided by the Technical Specifications or Interoperability (TSI's) during the certification assessments.

# Environmental

Through our Environmental policy we are fully committed to ensure an efficient use of energy and natural resources and reduce consumption where possible.

## ISO 14001

Being part of Ricardo offers new opportunities in helping our clients make a positive difference to the environment. It also means that we continuously evaluate our facilities to verify our compliance to the ISO 14001 standard. Our management system helps us to achieve our environmental goals through a comprehensive and structured manner. EMS follows a Plan-Do-Check-Act (PDCA) cycle, which is a continuous model where we constantly review and revise the system for improvement.

## Workplace

Establishing a proper workplace environment is essential for us, as it allows our employees, who are the life force of our operations, to enjoy a comfortable work environment, enabling them to fully utilize their talents, which is reflected in a continuous growth for the organization. Because our rental contract will end in December 2016 this allowed us to explore new locations. Having analysed various settings, we found our current location at Hoog Catharijne in Utrecht is still the best fit for our organization; hence we decided to extend our rental agreement.

Furthermore, we have the opportunity to redesign our workplace, creating both a more sustainable and performance enhancing environment. From this viewpoint we examined creating the following improvements, amongst others:

1. Climate improvement through a more flexible workplace concept;
2. Improving rest and relaxation areas;
3. Use of sustainable materials;
4. Water-saving features;
5. Systematic drainage for packaging materials and waste management.

## CO<sub>2</sub> Performance Ladder

We are proud that we obtained the CO<sub>2</sub> Performance Ladder level 3 certification in 2015. We started analysing our carbon footprint from 2012 onwards, and had set an initial goal to reduce our footprint by 20% in 2020. When we reached our goal within two years, we decided to challenge ourselves and raised our goal to reduce our footprint by 41% per FTE in 2020. By applying an activity-based foot-printing approach we gained additional insights, which improved the decision-making process, and helped us make a major step in achieving our 2020 target.

In 2015 we managed to reduce our footprint by 53% compared to 2012, surpassing our 2020 target. We are delighted with the results, however we believe it to be an outlier. Our direct footprint mainly arises from office-related energy consumption and work-related travel. The main reasons we were able to reduce our footprint was the change to wind energy for our office, use of energy efficient cars, and applying digital applications (such as Skype instead of travelling). See graphs 3, CO<sub>2</sub>-footprint for more information.

We are continuously trying to improve the analysis of our data by including additional aspects to the scopes in our footprint. Considering that 2015 was an outlier and the growth of our business and renovation of our building in 2016 will have an impact, we believe that it will be a challenge to keep the reduction at this level. We therefore still aim for the end result of 41% CO<sub>2</sub> reduction in 2020. This does not mean that we will not continuously look for opportunities to reduce our footprint where possible. Furthermore, we also want to grow to level 5 of the CO<sub>2</sub> performance ladder by this year (2016). One of the most important aspects to realize this is analysing our contribution to the footprint within the supply chain, and discovering ways to further reduce our environmental impact.

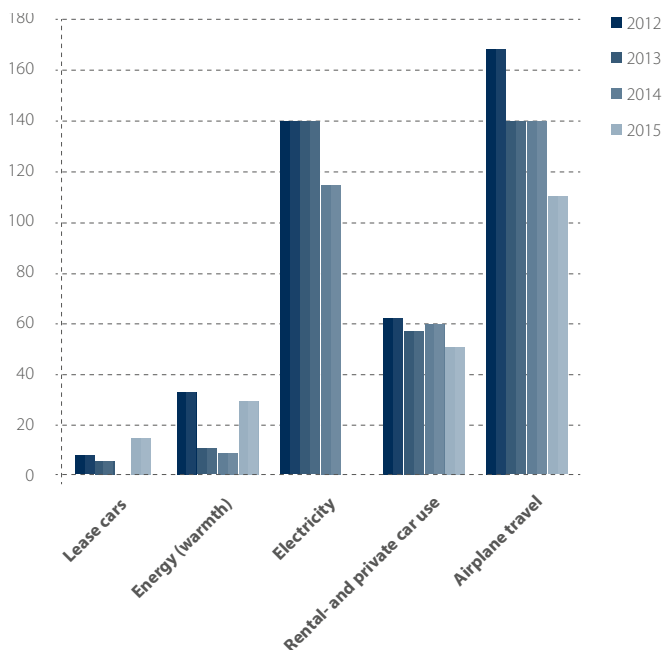
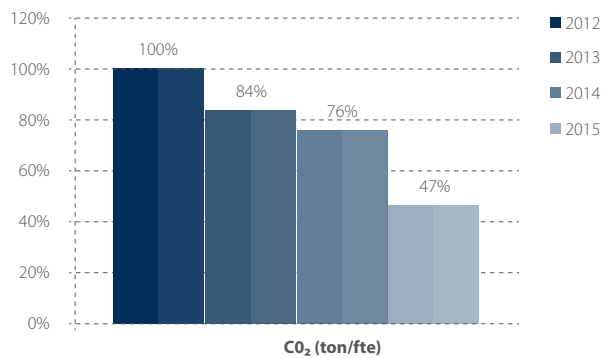
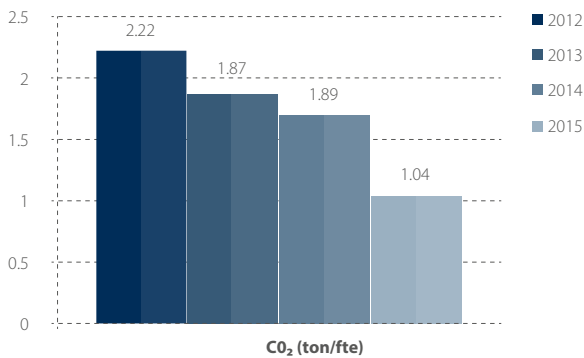
CO<sub>2</sub> Performance Ladder is a tool that challenges companies to reduce their CO<sub>2</sub> footprint. By doing so, we not only improve our environmental performance and reduce our costs; it also increases business opportunities.

## CSR Ambitions

- Realizing level 5 on “CO<sub>2</sub> Performance Ladder” in 2016
- Reducing CO<sub>2</sub> footprint by 41% in 2020

CO <sub>2</sub> emissions	2012	2015
Scope 1	8	16
Scope 1	415	202

Total	423	218
CO <sub>2</sub> /FTE	2	1



# Health & Safety

The transition to Ricardo Rail allowed us to re-evaluate our Health & Safety (H&S) policy. In 2015 we have developed an H&S plan for the years ahead (2016 – 2018) intending to create a verified and lean policy, focusing on increasing awareness at an early stage both internally and externally.

## The way forward 2016 – 2018

Ricardo Rail is committed to achieve Health and Safety excellence. Even before the transition to Ricardo, H&S had always been an integral part of our business. With the transition to Ricardo we have been able to create a new strategy with the objective to increase H&S awareness at an earlier stage. The ambition is to reach our objective by 1. Involving our clients to dedicate and agree on safety-issues, roles and responsibilities during the bidding period, and 2. Improve uniform and verified working methods and procedures. Health and Safety is a key priority in both our own operations and those of our partners. Hence, it is important to approach it from a shared responsibility perspective - of all stakeholders. Nevertheless, we train our employees to lead by example both within and outside the organization and operate in a culture of safety first.

## Communication and Control

With the new strategy comes along a new campaign: 'Communication and Control'. In order to create uniform working methods and procedures within Ricardo Rail, we need to create both awareness and ensure that our policies are verified and in place. The Communication & Control campaign has been set up including tools and measures that will bring us to that next level.

## Communication

- SIRS (Safety Incident Reporting System) app version 1.0 was well received within the organization. We are currently looking at the updated version including additional functionalities, which we want to keep as a surprise for now;
- Surprise communication gadgets: activating an organization that focuses on technical innovation and support day in, day out can only be done in one way: by incorporating technological gadgets. That is exactly what we want to use to surprise and activate our employees on Health & Safety issue.

## Control

- Reorganize the Health & Safety auditing program: with the new Ricardo Rail organization in place, we are looking to uniform our working methods enhancing the efficiency in our reporting-system;
- Safety tours: in addition to the normal Safety Tours the management of Ricardo Rail Utrecht and the H&S management will also be performing Safety Tours. Especially on site of the customers which we have long-term relationships with.
- Further improvements in the organization to run with trainsets that are under type testing



## CSR Ambitions

- EOS score on safety > 78
- Prolongations OHSAS 18001 certification
- Sickness rate < 3,5%
- Incident reports > 70
- Safety tours: 2 per team leader and 5 by project managers
- Involve clients in safety policies via dedicated safety paragraph in bids

### **Our principle health and safety commitments are:**

- Taking responsibility for the care of our employees, contractors and all others by reducing the risk of harm to a minimum during work activities;
- To comply with and help formulate all Health & Safety legislation, codes of practice, regulatory controls and client requirements;
- To communicate our policies to our staff and stakeholders so that everyone knows and understands their responsibilities, are well trained and competent and are held accountable;
- To monitor performance and report progress, aiming for continual improvement and preventing injury and ill health;
- To verify compliance by certification to OHSAS 18001 in our main facilities;
- To drive a culture of ownership and excellence;
- To encourage our supply chain to commit to similar policies.

# Our Clients

For the coming year we would like to explore how we can increase our customer-engagement on sustainability topics in order to understand what is on top of their mind, and how we can serve them better with our knowledge and expertise. Furthermore, we also see that collaborating with customers on sustainability issues can foster service innovation.

## Voice of clients

No one becomes a business leader without listening to his or her clients. Our clients have high expectations of the services that we provide, and we pride ourselves with meeting their expectations. That is why we request our clients after each project to provide their feedback through our online Voice of Clients tool. During the survey we focus on elements such as 'on time delivery', 'overall performance', and whether we are 'recommendable to others as an organization'.

- In the period 2015 – 2016 we had 74 client surveys with an overall customer satisfaction score of 8.2 against the Ricardo PLC benchmark of 8.5.
- At the end of every year our team leaders conduct customer interviews. In 2015 we interviewed 66 clients from 19 different organisations. In summary:
- The added value of Ricardo is rewarded: good (45%) and very good (55%)
- Alignment of Ricardo services to customers needs, compared to our competitors: adequate (2%), good (83%) and extremely well (15%)
- Overall satisfaction: 8.0 (scale 1 – 10)

## Moving the supply chain

In our previous CSR report we stated that awareness of sustainability and corporate social responsibility topics were emerging more consistently in the policies of our clients'. Back then we interacted by complying and by providing our clients information on environmental and social practices of our business. This allowed us to maintain our position as a sustainable source of value for our clients. For the coming year we want to have a proactive approach through:

- An upstream supply chain sustainability analysis: a company's most significant impact on the environment and society takes place in their supply chain. As we are an organization providing technical knowledge and expertise, we believe the most environmental impact to be upstream in our supply chain. By mapping out the sustainability ambitions of our key clients and by interacting through round-table session we will have a better understanding of their demands and concerns. Having a greater insight into our supply chain on sustainability topics enables us to create, protect and develop a long-term environmental, social and economic value for our customers in bringing their services to market.

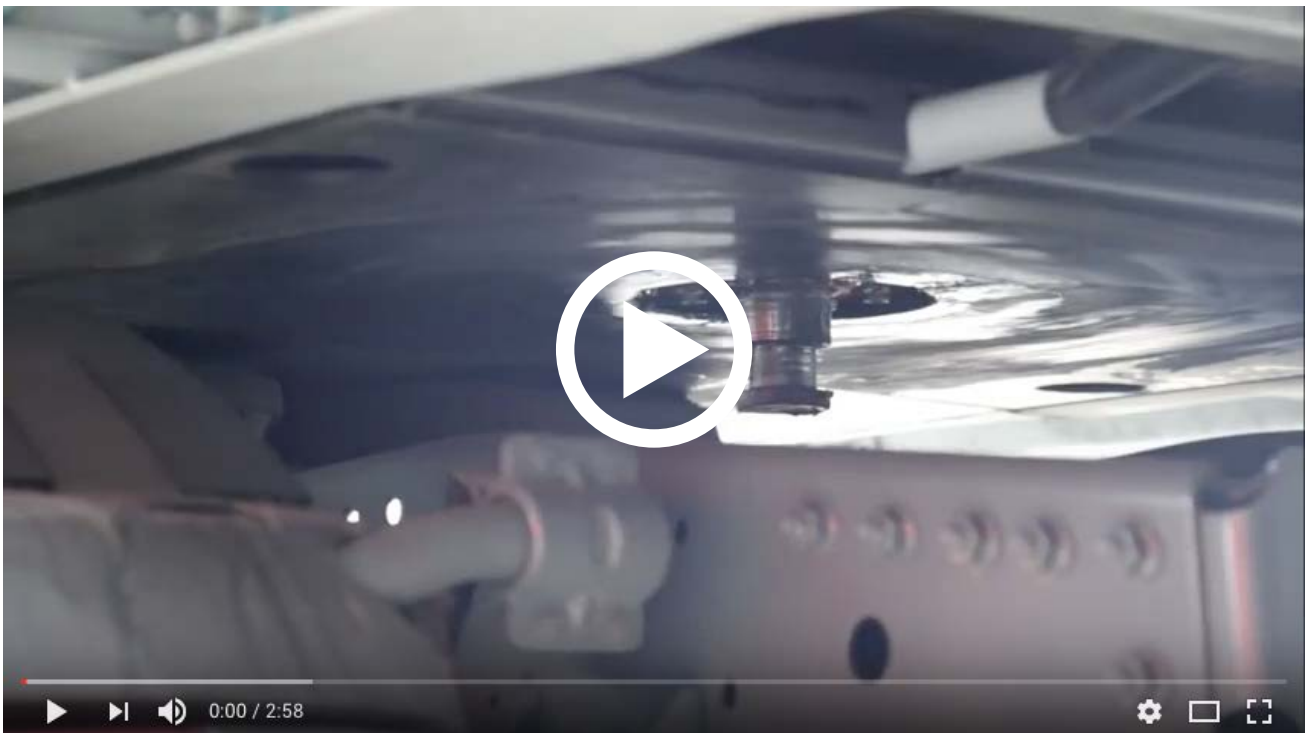
In this way we intend to develop a shared mindset on sustainability issues, improve on our customer engagement, foster our service innovation and protect the long-term viability of our business.

## Eco-twin: CO<sub>2</sub> reduction, enhanced safety and improved flow of traffic

A Consortium of DAF Trucks, TNO, NXP and Ricardo have united under the name of EcoTwin with the objective to obtain permission from governments to perform large-scale testing of truck combinations that are linked wirelessly ('platoons'). Reducing the gap between truck combinations as far as possible and making the most of slipstreaming allows fuel savings of up to 10% in the future, along with equivalent reductions in CO<sub>2</sub> emissions. Additionally, Truck Platooning will further enhance traffic safety, thanks to the combination of Wi-Fi, radar and camera systems. Another benefit is the further improvement to the flow of traffic, because 'platooning' trucks will not overtake each other. Moreover, technologies are developed that will enable passenger vehicles to join the traffic or leave the motorway safely and responsibly.

## CSR Ambitions

- Overall customer satisfaction score > 8.5
- At least 80 survey inputs
- Upstream supply chain sustainability analysis with our top 10 clients
- Cooperating pro-actively with NS and CSR supply chain improvement project



'EcoTwin' participating in the European Truck Platooning Challenge (accessible online)

# Community Involvement & Development

We are committed to Community Involvement and Development by contributing as a societal knowledge partner in order to share, shape, and develop innovative concepts. That is why we want to develop a long-term strategic collaboration with universities who are aligned to our corporate strategy. In order to determine the success and impact of our strategy, we want to start measuring our impact on the community – both positive and negative.

## Collaboration with universities to reduce the impact of catenary incidents

Catenary incidents have relatively large impact on the punctuality of Dutch trains. The financial impact of catenary incidents is estimated to be at least four million Euros annually. Together with the University of Twente and Hong Kong Polytechnic University, Ricardo Rail initiated a project through a master thesis to identify technical opportunities to prevent catenary incidents. By applying an innovative inspection concept, similar to [RICARDO'S INFRAMONITORING](#), we were able to install sensors onto the pantograph of a train to measure the dynamic interaction between the train and the catenary. This pilot showed that we were able to obtain up-to-date data and analyse the condition of the infrastructure and potentially prevent incidents in an early stage.

## Indirect Economical Effect

The services that we provide as an organization to our clients have a positive economical effect on society, which traditionally is difficult to capture. However, the current trend shows that organizations are increasingly taking first steps in capturing and measuring their indirect economical effect. The benefit of such an analysis is that it helps in explaining the economic, social and environmental impact of our business on society and how they are interrelated more clearly.

## Capturing the indirect effect: Business case for electrification of the northern diesel line

Ricardo Rail has conducted a study for the provinces Groningen and Friesland on (partial) electrification of the 'Northern diesel line'. In line with the goals of the provinces to offer sustainable and affordable public transport, we did not only examine the payback period, but also took sustainability aspects such as energy and materials, ecology and biodiversity, well-being and health into account. The study showed that a complete electrification of the line would result in a reduction of 17 tons of CO<sub>2</sub> emissions, which equals one million euro per year. In addition, the research revealed that electric transportation has a positive effect on the overall comfort of passengers, and also reduces travel time, because the trains are able to pull up faster.

In the coming year we would like to explore the main concerns within the rail sector related to social and environmental impact. After this we will prioritize and decide how and where we can add value with our knowledge and expertise. As a result, we will be able to improve our services in order to maximize our true impact in a positive way. This allows us to further underline the importance of our role in society and illustrate the social benefits that we are creating on top of our financial results.

## CSR Ambitions

- Developing a pilot case with an indirect economical effect
- Being involved in at least one project with a university or knowledge-institute
- Providing employees as volunteers during the 'Sporwensdagen' in May 2017 to make dreams of the community possible



# CSR Ambitions

<b>Our People</b>	<ul style="list-style-type: none"> <li>• Overall EOS score</li> <li>• Received feedback on followed training and education</li> </ul>	<p>&gt; 70</p> <p>&gt; 8</p>
<b>Fair Operating Practices</b>	<ul style="list-style-type: none"> <li>• Obtaining 17020 and 17065 accreditations for Ricardo Certification;</li> <li>• Implementing the accredited Independent Assurance processes</li> </ul>	<p>2016</p> <p>2016</p>
<b>Environmental</b>	<ul style="list-style-type: none"> <li>• Realising level 5 on "CO<sub>2</sub> Performance Ladder"</li> <li>• Reducing CO<sub>2</sub> footprint by 41% in 2020</li> </ul>	<p>2016</p> <p>2020</p>
<b>Health &amp; Safety</b>	<ul style="list-style-type: none"> <li>• EOS score on safety</li> <li>• Prolongation OHSAS 18001 certification</li> <li>• Sickness rate</li> <li>• Incident reports</li> <li>• Safety tours               <ul style="list-style-type: none"> <li>◦ Per team leader</li> <li>◦ Per project manager</li> </ul> </li> <li>• Involving clients in safety policies through dedicated safety paragraph in bids</li> </ul>	<p>&gt; 78</p> <p>&lt; 3.5%</p> <p>&gt; 80</p> <p>2</p> <p>2</p> <p>&gt; xx</p>
<b>Our clients</b>	<ul style="list-style-type: none"> <li>• Overall clients satisfaction score;</li> <li>• Upstream supply chain sustainability analysis</li> <li>• Survey inputs</li> <li>• Cooperating pro-actively with NS and CSR supply chain improvement project.</li> </ul>	<p>&gt; 8.5</p> <p>Top 10 clients</p> <p>&gt; 80</p> <p>Ongoing</p>
<b>Community Involvement &amp; Development</b>	<ul style="list-style-type: none"> <li>• Developing a pilot case with an indirect economical effect</li> <li>• Being involved in project(s) with a university or knowledge institute</li> <li>• Providing employees as volunteers during the 'Sporwensdagen' to make dreams of the community possible</li> </ul>	<p>2016-2017</p> <p>1 or more</p> <p>In May 2017</p>

# Governance, Data Collection and Reporting

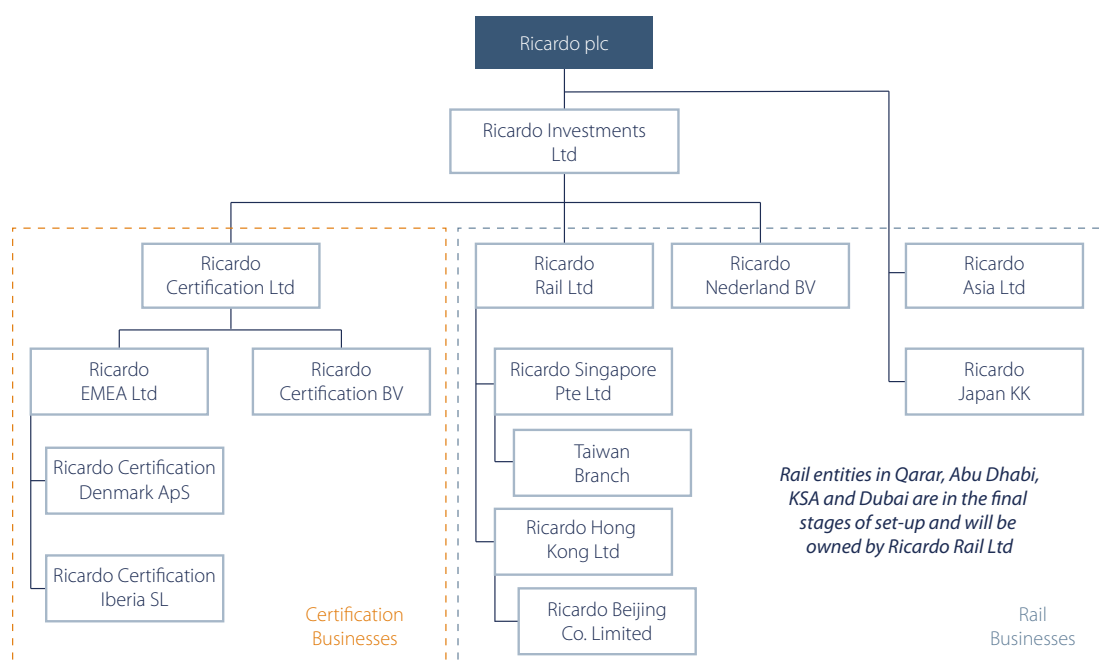
Our Ricardo Rail management team is responsible for the CSR governance. The respective departmental officials defined the CSR activities and ambitions. This resulted in a CSR report setting out a vision for the coming year.

## Data collection

Data collection mainly took place in the Utrecht office of Ricardo Rail by means of interviews with various departmental officials representing HR, Facility Management, Quality, Health & Safety, Marketing & Sales, and Finance. During the interviews, various topics were discussed regarding Corporate Social Responsibility. The different managers discussed the current CSR status and their ambitions for the near future. The data used has been collected from various documents that were made available via the internal Intranet system. The information that has been integrated in this report has been reviewed and approved by the respective officials.

## Reporting

As a guideline for our CSR report, we followed the Global Reporting Initiative (GRI) where possible. With support of our management we want to release a CSR report on a yearly basis, following the developments of the various indicators. We intend to communicate with our employees and external stakeholders in order to inform and engage them about what we see as Corporate Social Responsibility. In addition we want to better understand what our stakeholders find important when it comes to Corporate Social Responsibility. We want to facilitate engagement by offering the opportunity to our stakeholders to interact with us on these themes. To do so we will create an interactive Flipbook Report.







### **Ricardo Rail**

#### **Ricardo Nederland B.V.**

Catharijnesingel 33

P.O. Box 2016

3500 GA Utrecht

The Netherlands

**T** +31 30 7524 700

**E** [railEurope@ricardo.com](mailto:railEurope@ricardo.com)

**I** [rail.ricardo.com](http://rail.ricardo.com)

#### **Ricardo Certification B.V.**

Radboudkwartier 227

P.O. Box 2248

3500 GE Utrecht

The Netherlands

**T** +31 (0)30 7524 752

**I** [certification.ricardo.com](http://certification.ricardo.com)