



heijmans

Royal Heijmans N.V.

# Report Sustainable Development Goals

2025

# Report on the Sustainable Development Goals

The Sustainable Development Goals (SDGs) are seventeen international development goals set by the United Nations. These goals include a total of 169 targets, which together aim to end poverty and inequality and tackle climate change. This report provides insight into the societal themes on which Heijmans has the greatest impact, while also accounting for our contribution to the SDGs.

## Role in business operations

Heijmans wants its activities not only to add value today, but also to have a positive long-term impact on society. Our strategy is fully embedded in our business operations, meaning our work contributes to solving issues in society. We make this impact visible in our impact analysis by linking our contribution to the SDGs and their associated targets.

With these goals, we aim to achieve a sustainable world for all by 2030, leaving no one behind. Heijmans focuses on seven themes that best align with our business operations and degree of influence. We have the greatest positive impact on these themes, and where possible, the greatest negative impact. To identify these themes, we carried out a qualitative impact analysis in which all targets were assessed. In this analysis, we treat indirect impact as equal to direct impact. Indirect impact is generally more complex and difficult to measure, but the construction sector is characterised by a significant value chain that we want to take into account.

## Our biggest impact

A number of SDGs stand out directly, given the nature of Heijmans' activities. We are a company that builds living environments where people live, work and connect. In doing so, we support employment in the sector. The most relevant SDGs are:

- SDG 7: Affordable and Clean Energy
- SDG 8: Decent Work and Economic Growth
- SDG 9: Industry, Innovation and Infrastructure
- SDG 11: Sustainable Cities and Communities
- SDG 12: Responsible Consumption and Production

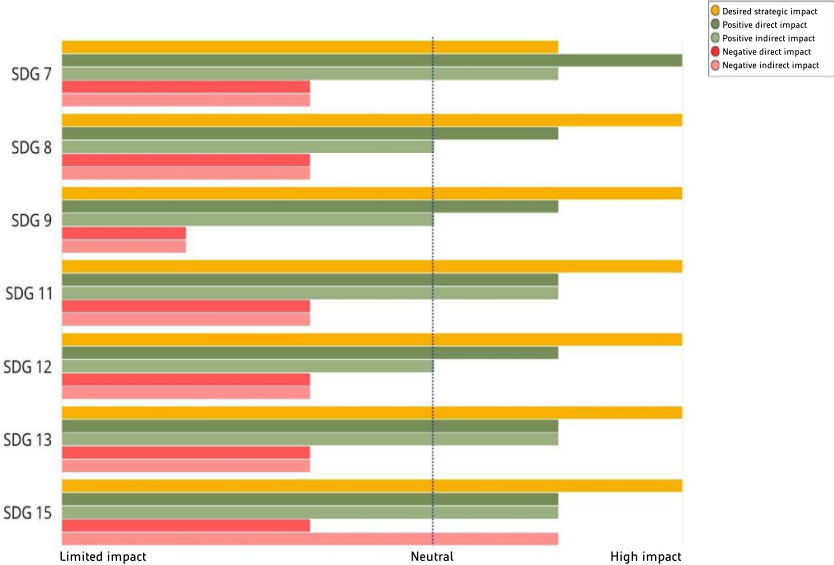
We also recognise that our activities and those of our value chain can contribute to climate and land-use change. These themes not only require attention because of our impact, but are also given strategic priority. As a result, we also see a major impact on the following SDGs:

- SDG 13: Climate Action
- SDG 15: Life on Land

As a result, the impact analysis shows that these seven themes score highly compared with other SDGs. In our own operations, we have a relatively positive impact on most of these themes, despite the nature of our activities. SDG 6: Clean Water and Sanitation is also an interesting theme, given our strategic focus on water. The greatest impact lies in the value chain. However, the topics highlighted in the targets under this SDG have limited overlap with Heijmans' activities. We will take this SDG into account as we further develop our strategy on water.

The scores of the highest-scoring SDGs are shown in Figure A. This provides insight into the extent to which each SDG receives strategic attention and whether the impact is classified as positive or negative. Where the score is “neutral”, we assume there is scope to improve the impact (both positive and negative). A score below neutral is considered compensated or minimal impact. Annex I sets out the methodology used to determine the scores.

Figure A



# Impact accountability

The table shows the SDGs on which Heijmans has the greatest impact, including the corresponding targets. For each target, it describes the impact Heijmans delivers and how this aligns with our strategic direction. Where possible, the targets are linked to relevant KPIs. Most KPIs include a comparative value; where this is not available, this is stated. An explanation of the methodology used and the definitions of the KPIs are included in the 2025 Annual Report.

SDG	High-Impact Sub-Targets	Impact and strategy	Relevant KPIs:	
Affordable and Clean Energy				
	7.1 Ensure universal access to affordable, reliable and modern energy services by 2030.	We accelerate the energy transition by choosing sustainable energy solutions in our projects, such as energy-generating homes and smart infrastructure. By investing in charging infrastructure and grid reinforcement, we contribute to a future-proof energy supply. Our strategy focuses on maximising the share of renewable energy and minimising the use of fossil energy.	Total energy consumption: 2025: 117,353 MWh 2024: 122,608 MWh	
	7.2 Significantly increase the share of renewable energy in the global energy mix by 2030.			Energy consumption from fossil sources: 2025: 43,022 MWh (37%) 2024: 63,002 MWh (51%)
	7.3 Double the global rate of improvement in energy efficiency by 2030.			Renewable energy consumption: 2025: 74,331 MWh (63%) 2024: 59,606 MWh (49%)

SDG	High-Impact Sub-Targets	Impact and strategy	Relevant KPIs:
Decent Work and Economic Growth  	<p>8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalisation and growth of micro, small and medium-sized enterprises, including through access to financial services.</p> <p>8.4 By 2030, progressively improve global resource efficiency in consumption and production and strive to decouple economic growth from environmental degradation, in accordance with the 10-Year Framework of Programmes on Sustainable Consumption and Production, with developed countries taking the lead.</p> <p>8.8 Protect labour rights and promote safe and healthy working environments for all workers, including migrant workers, in particular women migrants, and those in precarious working conditions.</p>	<p>Heijmans contributes directly to economic productivity in the construction sector through our activities. We ensure a safe and healthy working environment and seek to keep employees engaged through development and training. Heijmans endorses, among other things, the general principles of the ILO and OECD, and we focus on equal treatment for work of equal value.</p> <p>We believe that sustainable growth goes hand in hand with employee well-being. We create a safe, inclusive and stimulating working environment, with development and equal opportunities at its heart.</p> <p>By investing in training, innovation and the protection of human rights, we strengthen our position as a reliable employer and chain partner. Our strategy focuses on increasing engagement, fostering innovation and ensuring equal treatment, supported by relevant policy documents and international standards.</p>	<p>Rolling absenteeism: 2025: 5.24%</p> <hr/> <p>Average training hours (men): 2025: 14 hours</p> <hr/> <p>Average training hours (women): 2025: 9 hours</p> <hr/> <p>CLA coverage ratio: 2025: 99.95% 2024: 99.98%</p> <p>Representation in social dialogue: 2025: 100 2024: 95.60%</p> <p>Procurement spend with subcontractors holding a valid VCA certificate: 2025: 100 2024: 100</p> <p>Total Recordable Incident Rate: 2025: 7.2 2024: 7.7</p> <p>Number of reports related to human rights (across the entire value chain): 2025: 0 2024: 0</p>

SDG	High-Impact Sub-Targets	Impact and strategy	Relevant KPIs:
Industry, Innovation and Infrastructure			
	<p><b>9.1</b> Develop quality, reliable, sustainable and resilient infrastructure, including regional and cross-border infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all.</p>	<p>We focus on developing high-quality, reliable, sustainable and resilient infrastructure. We take a leading role in the sector by promoting more sustainable infrastructure, including through circular construction and the use of environmentally friendly techniques. This includes applying innovative concepts that accelerate the digital transformation of the construction and infrastructure sector and improve overall efficiency and service life.</p> <p>Together with SDG 11, SDG 9 scores the highest for positive impact. The targets under this SDG directly overlap with our business operations.</p>	<p>Customer satisfaction rating (Central Government Real Estate Agency): 2025: - 2024: 8.0</p> <p>Customer satisfaction (Schiphol): 2025: 8.7 2024: 8.8</p> <p>Innovation spend: 2025: €16.3million 2024: €13 million</p>
	<p><b>9.2</b> Promote inclusive and sustainable industrialisation and, by 2030, significantly increase industry's share of employment and gross domestic product, in line with national circumstances, and double that share in the least developed countries.</p>		
	<p><b>9.4</b> By 2030, modernise infrastructure and adapt industries to make them sustainable, with a focus on greater resource-use efficiency and cleaner, environmentally friendly technologies and industrial processes, with all countries taking the necessary action in line with their respective capabilities.</p>		
	<p><b>9.5</b> Improve scientific research and upgrade the technological capabilities of industrial sectors in all countries, in particular developing countries, including, by 2030, encouraging innovation and substantially increasing the number of research and development workers per million inhabitants and public and private spending on research and development.</p>		
Sustainable Cities and Communities			
	<p>11.1 By 2030, ensure access for all to adequate, safe and affordable housing and basic services, and upgrade slums.</p>	<p>We build and develop future-proof, safe and affordable housing by developing different housing types and increasing housing availability in the Netherlands. Heijmans develops with the needs of end users in mind. This contributes to the development of inclusive and resilient living environments, with attention to the full life cycle and making the built environment more sustainable.</p> <p>Together with SDG 9, SDG 11 scores the highest for positive impact. The direct impact comes from building housing and infrastructure and focusing on urban development. The indirect impact focuses on promoting liveability and well-being. These are themes that also play a prominent role in shaping our strategy.</p>	<p>Customer satisfaction (private housing): 2025: 7.7 2024: 7.4</p> <p>Average CO<sub>2</sub>e emissions of completed homes: 2025: 482 2024: 657</p> <p>Homes completed with zero residual points: 2025: 50 2024: 77%</p> <p>Area developments with Greenlabel A or B: 2025: 100 2024: 100</p>
	<p>11.3 By 2030, enhance inclusive and sustainable urbanisation and capacity for participatory, integrated and sustainable planning and management of human settlements in all countries.</p>		
	<p>11.4 Strengthen efforts to protect and safeguard the world's cultural and natural heritage.</p>		
	<p>11.6 By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management.</p>		
	<p>11.a Support positive economic, social and environmental links between urban, suburban and rural areas by strengthening national and regional development planning.</p>		
Responsible Consumption and Production			

**SDG****High-Impact Sub-Targets**

12.2 By 2030, achieve the sustainable management and efficient use of natural resources.

12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse.

**Impact and strategy**

The construction sector is a major consumer of raw materials, generates relatively large amounts of waste, and is not yet fully circular. However, the specific targets under this SDG are primarily aimed at policy efforts and concrete actions related to material use and waste management.

Within our own operations, we contribute to the sustainable management and efficient use of natural resources. We do this by implementing a sustainable procurement policy and a corporate social responsibility (CSR) policy. In addition, we focus on responsible waste management and actively promoting recycling and reuse. Our ambition is to promote the circular economy throughout the value chain and minimise the use of virgin raw materials.

**Relevant KPIs:**

Water use (office and project sites) (Target 2030: -30%):  
2025: 70,519 m<sup>3</sup> (-4%)  
2019: 73,080 m<sup>3</sup>

Procurement spend on preferred suppliers:  
2025: 64%  
2024: 66%

Total weight of materials (asphalt, concrete, steel and timber):  
2025: 1,225,391

Of which bio-based:  
2025: 9,245

Percentage secondary:  
2025: 27.56%

Total quantity of residual material:  
2025: 32,912  
2024: 26,132

Separation of residual material at building site:  
2025: 88%  
2024: 71%

Residual material reused after removal:  
2025: 90%  
2024: 88%

Packaging reusable or recyclable:  
2025: 94%  
2024: 89%

SDG	High-Impact Sub-Targets	Impact and strategy	Relevant KPIs:
Climate Action  	<p>13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries.</p> <hr/> <p>13.2 Integrate climate change measures into national policies, strategies and planning.</p>	<p>The full impact of this SDG is difficult to measure, particularly because of the far-reaching effects across our entire value chain. To keep the analysis workable, we consider the score achieved primarily as a reflection of our internal efforts and ambitions in the area of climate action.</p> <p>Climate action is a fundamental part of our strategy and policy. In 2024, we committed to Net Zero by 2040 through the Science Based Targets initiative (SBTi), thereby directly aligning ourselves with the Paris Agreement. For years, Heijmans has worked proactively to make our processes more sustainable, and we actively develop solutions that help shape a climate-resilient future. Across all parts of our organisation, we work every day to tackle climate change.</p>	<p>Absolute Scope 1 and 2 emissions (Target 2030: -100%): 2025: 10,551 tCO<sub>2</sub>e (-64%) 2019: 35,023 tCO<sub>2</sub>e</p> <hr/> <p>Absolute Scope 3 GHG emissions (Target 2030: -50%; Target 2040: -90%): 2025: 718,171 tCO<sub>2</sub>e (-39%) 2019: 1,173,851 tCO<sub>2</sub>e</p> <hr/> <p>Greenhouse gas removals: 2025: 2,735 tCO<sub>2</sub>e 2024: 3,235 tCO<sub>2</sub>e</p>
Life on Land  	<p>15.1 By 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements.</p> <hr/> <p>15.3 By 2030, combat desertification, restore degraded land and soil, including land affected by desertification, drought and floods, and strive to achieve a land degradation-neutral world.</p> <hr/> <p>15.5 Take urgent and significant action to reduce the degradation of natural habitats, halt the loss of biodiversity and, by 2020, protect threatened species and prevent their extinction.</p> <hr/> <p>15.8 By 2020, introduce measures to prevent the introduction and significantly reduce the impact of invasive alien species on land and aquatic ecosystems, and control or eradicate priority species.</p>	<p>By designing, managing and working in a nature-inclusive way, Heijmans can directly help strengthen biodiversity at project sites and our own (office) locations. In management and earthmoving, we run the risk of contributing to the spread of invasive alien species present. We prevent this by working carefully.</p> <p>We work on the principle, "we leave it better than we find it". This means we want to enhance nature, while also protecting existing species and ecosystems. We also recognise that our business operations are highly dependent on nature.</p> <p>Our negative impact is relatively high compared with the other SDGs. This is due to a lack of insight into the impact we have (mainly within the value chain). Where there may be an impact, we assume it is negative. At present, this is reflected only to a limited extent in direct impact, because this SDG highlights specific landscapes that are not found in the Netherlands, but may occur within our value chain. We also take active measures on biodiversity, manage invasive species, and apply sustainable ecosystem and forest management, which also has a positive impact.</p>	<p>Number of projects near biodiversity-sensitive areas: 2025: 743 2024: 940</p> <hr/> <p>Areas of these projects: 2025: 28,10 km<sup>2</sup> 2024: 23,88 km<sup>2</sup></p> <hr/> <p>Percentage of these projects with potential impact on threatened species: 2025: 85.5% 2024: 28.5%</p> <hr/> <p>Sustainable timber used: 2025: 99.5% 2024: 99.5%</p>

## Annex I: Impact analysis scoring methodology

An impact analysis was carried out to identify the most prominent SDGs. This analysis is fully qualitative and does not follow a data-driven approach. Accountability for the long-term impact of the seven most relevant SDGs is linked to our KPIs.

In the impact analysis, we chose to reflect as many perspectives as possible, so that it provides a complete picture of the situation. All targets were assessed using the scoring set out in Figure B.

## Annex II: Link between SDGs and KPIs

As a listed company, Heijmans reports its non-financial performance in accordance with the CSRD. In the materiality analysis, impacts, risks and opportunities are assessed on the basis of underlying sustainability themes. These sustainability themes are linked to the themes reflected in the SDG targets. Based on this link, we reviewed which metrics are required under the CSRD, supplemented by the data we track in the annual report.

**Figure B**

Scope	Direct positive impact	Indirect positive impact	Direct negative impact	Indirect negative impact	Desired Strategic Impact (GSI)
1	No or negligible positive impact.	No or negligible positive indirect impact.	No negative impact, or negative impact that is fully offset/mitigated.	No negative indirect impact in the value chain, or negative indirect impact that is fully offset/mitigated.	Low strategic ambition; SDG not relevant to business strategy
2	Limited positive impact from a small number of stand-alone initiatives.	Limited positive impact, for example through a small number of suppliers or limited product use.	Limited negative impact, with effective control measures in place.	Limited negative indirect impact, with programmes in place to control this in the value chain.	Limited strategic ambition; SDG is a secondary focus
3	Significant positive impact with measurable results on SDG indicators, but with room for improvement.	Demonstrable positive impact in the value chain, but not yet systematic.	Moderate negative impact, with room for improvement in how it is controlled.	Moderate negative indirect impact in the value chain, with initial or partial control.	Medium strategic ambition; SDG is part of the medium-term strategy
4	Integrated initiatives with significant, structural positive impact on SDG indicators.	Significant positive impact through structural programmes in the value chain that enable a positive contribution.	Negative impact present, with limited mitigation plans.	Negative indirect impact present, with limited mitigation plans in the value chain.	Medium-high strategic ambition; SDG is seen as part of the long-term strategy and receives relatively high attention
5	Very significant positive impact; we are ahead of the market, or SDG indicators can be linked to our core activities.	Major positive impact in the value chain; our efforts contribute positively across the chain.	Major negative impact without adequate control measures.	Major negative indirect impact in the value chain without adequate control measures.	High strategic ambition; SDG is a core part of business strategy