



CSR REPORT PWNT 2016

Based on ISO 26000 NPR 9026

THE WAY FORWARD:

2016 AND BEYOND



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About this report

This CSR Report summarizes PWNT's sustainable starting point in 2016. We have produced it in accordance with NEN-ISO 26000 NPR 9026. In the (near) future we will further focus on the topics of the greatest importance to our stakeholders and our business.

Foreword

Welcome to our CSR Report

Dear reader,

The world is changing. This also applies to the water industry. Clean drinking water remains an essential global need. As the quality of surface water is threatened, due to all kinds of pollutants such as drug residues, pesticides and salt, and water supplies are depleted, we are facing a huge challenge. By providing clean drinking water globally, we can prevent a lot of diseases.

PWNT is committed to developing and implementing sustainable, cost-effective water treatment systems for greater water security. These developments force us to turn to impaired or constrained water quality and to adopt new ways of sustainable water treatment technology. At this moment discussions focus on innovative, reliable and long-term solutions with lower environmental impact and lower life cycle cost. People and society require sustainability, ethical business practices and the taking care of communities and staff by good governance. These are requirements that we have included in our CSR policy.

PWNT is responding to these needs by continuously refining key technologies for optimal local implementation worldwide. This is in line with our core values: integrity, accountability, client-driven and passion. Our mission is to aspire to become one of the most innovative, sustainable water technology companies in the world by 2020. Only by bringing more value to our clients, staff and society in general can we better position ourselves for growth and achieve our mission.

To conclude, we are confident with our development, though we are aware of the challenges ahead. We need the ongoing efforts of our staff as well as continuing to listen carefully to our stakeholders. That is our commitment to the water industry and the world that we have shaped in this CSR report.



Jonathan Clement, Chief Executive Officer PWNT



1 About PWNT

PWNT is a leading water technology company. Calling on our expertise, we work for water utilities worldwide with our innovative, reliable and sustainable technologies designed to meet the fast changing demands of clean drinking water.

Ranked as one of the leaders in water technology, we are committed to providing the highest quality of water in the most sustainable way and in a fair business way for greater water security. These thoughts fuel our motivation again and again.

1.1 Our background

PWNT is wholly owned by Dutch water utility PWN, and is unique in its formation and mission to make the utility's more than 96 years of experience and innovations in water treatment available worldwide. Our extensive R&D programs have led to the development of efficient, reliable and sustainable solutions in water treatment based on suspended ion exchange, ceramic membrane applications and advanced oxidation. These applications can be used for a wide variety of water sources. The revenues of PWNT are invested in new R&D programs to develop new solutions for water treatment. The R&D Center in Andijk is one of the largest R&D centers for water treatment in the world.

1.2. Who we are

PWNT aspires to become one of the most innovative water technology companies in the world by 2020; a game changer and a technology and knowledge leader in the water industry.

PWNT is an international company with an open-minded staff. We embrace and respect the different cultures represented in our company.



Debbie Middendorp, Director Global Marketing & Communications PWNT:

"Our values inspire us and are embodied by our staff at every level, function and geography of our business."



Our values are:

- **Integrity:** We are consistently genuine, honest and ethical
- **Accountability:** We take responsibility for our actions and solutions and commit to what we have agreed
- **Client-driven:** Our added value derives from understanding, respecting and partnering with our clients
- **Passion:** We use our drive and commitment to inspire, energize and engage our colleagues, partners and clients

PWNT at a glance

Year of establishment: 2009

Leadership team since 1 October 2016:

Jonathan Clement, Chief Executive Officer

Wim Vermeer, Chief Financial Officer

Debbie Middendorp, Director Global Marketing & Communications

Gilbert Galjaard, Chief Technology Officer/Director R&D

Staff members: 39

Offices: Netherlands (Velsbroek and Andijk), Singapore

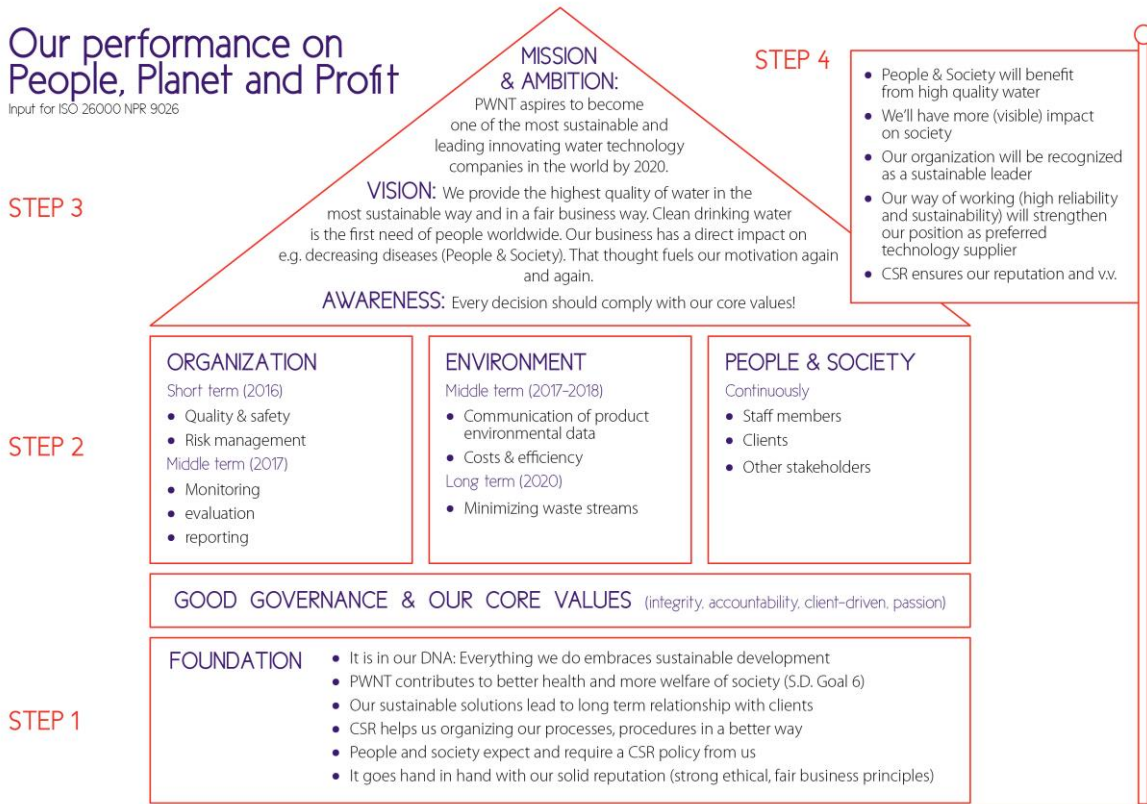
Shareholder: N.V. PWN Waterleidingbedrijf Noord-Holland

1.3 PWNT's CSR House

In our process of the why, what and how of CSR, we have discussed the mission, vision, ambitions, focus and targets of CSR for our organization. We have summarized the input from all involved in the PWNT House (see image):

Our performance on People, Planet and Profit

Input for ISO 26000 NPR 9026



1.4 Why ISO 26000

Taking environmental and social issues, fair business practices and the interests of our staff into account are key components of PWNT's policy and business operations. It is a prerequisite for our company to achieve growth in the future. In recognition of this responsibility, PWNT applies ISO 26000 as a framework to integrate CSR into our processes and practices.

2 Stakeholders

Reaching out to our stakeholders is vital to achieving our goals and to further developing our long-term vision and strategy. Ongoing stakeholder engagement is essential to address pressing challenges in water treatment. This is the way we want to work (see PWNT Vision 2016 – 2020).

In short, we are committed to creating long term value for clients, shareholders, staff and society and in this respect we will:

- Provide competitive returns on our shareholders' investments
- Stimulate individual and professional development of our staff in a safe and healthy environment
- Partner with highly recognized universities and globally respected companies/organizations and clients
- Act responsibly in the areas and communities where we operate

As an example, we target our clients very carefully and focus on those who are able to see the value creation of PWNT (in terms of being a partner, reliability, sustainability, produced water quality and whole life cycle costs). We devote a significant amount of time to a limited number of clients. In this way we develop a close relationship in an early stage of a long term relationship, based on mutual sustainability.

2.1 Who are they?





Loet Rosenthal, Sector Manager Drinking Water, at parent company and shareholder PWN:

“PWN is founder, shareholder and client of PWNT. That caused some problems in the past with the realization of Andijk III. PWNT did not take our interests sufficiently into account. Together we have set up a plan for improvement. Now things have changed; PWNT is approachable and open to feedback.”



Chris Rockey, Science and Water Quality Manager at (client) South West Water:

“PWNT is always open to introduce us to other colleagues and friends in its Dutch and international water industry network. We exchange good ideas and have useful discussions in that way. PWNT has been most collaborative, has an outreaching kind of approach and works inclusively – bringing other people to the table – as well.”

2.2 Co-operation & co-creation

An effective way of accelerating the development of more innovative, sustainable technologies and research is to form partnerships designed to explore alternative routes. This exchange of knowledge and sharing of expertise not only establishes sustainable relationships, but also creates benefits that PWNT and our partners would not achieve pursuing their work without the partnership.

All partnerships are based on our values of mutual trust and respect. We identify our potential clients by our Fair Operating Business-principles. As we grow, we have to verify these principles (more often) and have them signed in Terms of Understanding.



We work with open innovation, an important element of PWNT's approach to innovation and a business enabler. This involves PWNT combining its own capabilities with the vast pool of ideas, know-how and expertise that are available outside our company. Open innovation is also of importance to PWNT's clients and partners, as it helps to contribute to their profitable growth.

Other USP's:

1. High reliability
2. Lowest life cycle cost
3. Small footprint
4. High productivity
5. Sustainability



[CSR Case] DOC2C's project

PWNT participates as leading project partner in the DOC2C's project. This is an extensive research program of four years to investigate the possibility of improved dissolved organic carbon (DOC) removal from source waters. Therefore, the DOC2C's Consortium, consisting of PWNT R&D (NL), South West Water (UK), De Watergroep (BE), Lille University (FR) and Delft University of Technology (NL) received a grant from the Interreg 2 Seas Program to significantly improve and accelerate innovation in drinking water treatment by collaboration within the 2 Seas area. This project is co-financed by the Dutch Government and the Province of North Holland. The DOC2C's project will lead to intensive exchange of knowledge and experience between utilities, universities, knowledge centers, contractors and engineering companies occupied within surface water treatment to efficiently and effectively meet this need/challenge. It will also open up new and extensive market chances for technology providers, a lower environmental impact of drinking water production and improved water quality.

In DOC2C's we felt it was important to engage a group of observers. More than 35 organizations, varying from drinking water companies, universities, knowledge centers and the private sector (SME's), are involved and co-creating on new innovations (see question 4 for more information) e.g. to create less waste streams after water treatment, re-use salt five times, regenerate resin, or to combine knowledge which results in less parts (e.g. less valves in a new design). This kind of progress has a positive impact on our footprint.

2.3 Lessons learned

Whilst having interviews and writing this report, we became aware that constant dialogue with stakeholders about our (sustainability) strategy and actions is very relevant. It helps us to stay focused and lets us know where they see an opportunity for us to develop. Innovation always goes along with learning points. Without learning points and mistakes we are not able to innovate. Learning points are part of the innovation process and are needed to make progress, to refine and to make our technology better. And last but not least, to give a leading and game-changing direction in the global water industry.

3 Sustainability in practice

NEN-ISO 26000 helped us to structure all CSR activities and set our CSR priorities. We now know that we are very active in the field of CSR, but not so aware yet. With our CSR Roadmap (see Chapter 4) we strive for realization of our ambition: 'become one of the most sustainable water treatment technology companies by 2020'.

3.1 CSR principles

PWNT subscribes to the seven principles of CSR laid down in NEN - ISO 26000:

Social responsibility: **7** core subjects



1. Accountability

Our organization is accountable for its impact on People, Planet and Profit. We



communicate our accountability via:

√ Internal communication:

- √ Code of conduct
- √ Intranet
- √ Corporate meetings
- √ Team meetings
- √ PWNT Vision 2016 – 2020
- √ The PWNT House

External communication:

- √ Internet, incl. videos and visualizations
- √ Events, seminars, workshops
- √ Magazines
- √ Social media channels
- √ Andijk Online Tour (<http://pwntechnologies.com/andijktour/>)
- √ Press Releases
- √ Publications
- √ Presentations (posters and oral)

2. Transparency

Our organization aims to be transparent about decisions and activities that have an impact on People, Planet and Profit.

PWNT is an accessible organization. We communicate openly and directly about the goals, nature and location of our activities e.g. on reliability, client satisfaction, performance on projects, performance on R&D and evaluation of projects. Important decisions will be communicated via our website, in press releases and other publications and channels. From now on, we will provide information on our CSR policy, activities and results. We will report regularly on our CSR objectives concerning our company and our projects.

The organizational structure of PWNT and the shareholder, the manner in which decisions are made, implemented and reviewed are described in the ISO 9001 project. The definition of the roles, responsibilities, accountabilities and authorities is under development and will be implemented in the ISO 9001 project.

PWN TECHNOLOGIES VALUES

Standards that guide our daily behaviour and actions

INTEGRITY: We are consistently genuine, honest and ethical

ACCOUNTABILITY: We take responsibility for our actions and solutions and commit to what we have agreed

CLIENT-DRIVEN: Our added value derives from understanding, respecting and partnering with our clients

PASSION: We use our drive and commitment to inspire, energize and engage our colleagues, partners and clients

3. Ethical behavior

PWNT's policy is to be an ethically sound organization. A Code of Conduct is part of our CSR policy statement and the Staff Manual. Ethical behavior is promoted by having clear written guidelines about the ethical conduct we expect from everyone, including our management, staff and suppliers. All staff members will receive an updated version of the code of conduct and the Anti-Bribery Policy in 2016. All suppliers will receive a code of conduct for suppliers. Staff members are requested to report any contraventions of the code of conduct to promote transparency and integrity.

Issues covered by these documents include human rights, the exclusion of corruption, child labor, forced labor, the discrimination of employees and respect for employees' rights to organize themselves in trade unions.

4. Respect for stakeholder interests

We have mapped out our stakeholders in the context of our social responsibility and will respect the interests of our stakeholders in our decision-making process (see Chapter 2).

5. Respect for the rule of law

PWNT will comply with applicable law and regulations, in the Netherlands as well as internationally. Compliance with these laws and regulations is addressed in the risk management of projects, e.g. in management reports. We work with local knowledge for legal advice in the countries where we operate.



6. Respect for international norms of behavior

PWNT shall act in all situations according to the principles and values laid down in the Code of Conduct. Where necessary, PWNT will fall back on international standards of conduct, based primarily on the OECD directives.

7. Respect for human rights

PWNT respects the Universal Declaration of Human Rights.

3.2 CSR core subjects

ISO 26000 sets out seven CSR core subjects. All these subjects are endorsed by PWNT. In this paragraph we only mention the most important subjects to us at this moment (see Chapter 1, the PWNT House). In addition, we present a number of CSR cases and examples that make us proud.

"As part of the CSR strategy development process we have carried out this year, we identified three focus areas towards 2020." –

Jonathan Clement: "PWNT is committed to developing and implementing sustainable, cost-effective water treatment systems for greater water security."

3.2.1 Organization

CSR is in our DNA. Everything we do embraces sustainable development and fair operating business practices. What needs attention now is making our own organization more (financially) sustainable. By saying that, we mean as a start-up it took us some time to gain business. Now we are winning projects and it is time to work on a 'formal' CSR strategy.

Quality & Safety (short term, 2016)

PWNT considers effective quality and safety management to be of great importance to its business and is committed to continuous improvement in performance in this area. Therefore, PWNT will develop, implement and maintain a quality manual that aims to comply with the principles of ISO 9001 applicable to the company's operations. PWNT has no ISO 14001 or OHSAS 18001 certifications as yet. Nevertheless, we do work by these principles and follow them as our guidelines. Our main client/founder/stakeholder PWN is monitoring us every year via an internal audit. This results in a list of actions which PWNT carefully follows up on. The Leadership team has the overall responsibility for implementing the improvements.

Risk management (short term, 2016)

With large projects in Singapore and the United Kingdom that started this year (2016), risk management has become a top priority. Risk Management is addressed in the bi-yearly Management System Review. Next to that, within two years PWNT has to comply



with the new ISO 9001 norm. In this new norm risk management is very important. In a session (end 2016/early 2017), the Leadership team will identify financial, organizational, project, reputation and product risks. CSR will become an integral part of risk management and will be integrated in the daily decision-making process within our organization.

Values and business principles will become key elements in our risk management. We need to adjust our operations to focus on them in the short term. For example, we identify our potential clients by our Fair Operating Business-principles and we co-create with our clients, based on our values, mutual trust and respect.

Monitoring & evaluation (middle term, 2017)

The current management system describes the operating systems and procedures and has a focus on quality. The good thing is that it already covers many aspects of CSR. By adding CSR to the current system, we feel that the system becomes more complete and it will improve our decision making. Sharpening the current management system is an important milestone in 2017.

Reporting (middle term, 2017)

This is our first CSR Report and we intend to communicate our progress annually.

3.2.2 Environment

Our R&D programs have led to the development of efficient and sustainable solutions in water treatment. To achieve this result we co-operate and co-create with several stakeholders. Operational profits are reinvested heavily in our R&D programs to develop new, efficient, reliable and sustainable solutions.

Chris Rockey, Science and Water Quality Manager at (client) South West Water: *"Providing safe drinking water that our customers can trust has to benefit society and the community. In doing that, we need to create as little damage as possible: minimal amount of materials, chemicals, energy and waste. PWNT understands that very well. For this I give them a 9 (out of 10)."*

Communication of product environmental data (middle term 2017-2018)

We – together with partners - make the process of water treatment more sustainable by our long life cycle-approach: METAWATER's ceramic membrane has an 18-year flawless performance record, resulting in the most economical, reliable and sustainable solution on the market at this moment.

By writing the ISO 26000 NPR 9026 and this report we found out that we barely communicate about our product environmental data or other CSR activities. This will change in the upcoming period, both internally and externally.

Costs & Efficiency (middle term, 2017-2018)

An important goal for the middle term is to look into lowering the capital cost of our technology and to make our processes even more efficient for our clients.



Wim Vermeer, Chief Financial Officer:

"Sustainability helps making an organization more structured and gives PWNT the direction it aspires. I believe that it also leads to more efficiency and thus lower costs."

Minimizing waste streams (long term, 2020)

Besides reducing CO₂, we are also sustainable in terms of the facilities we build; they need less space, less chemicals, less maintenance, less materials and produce less odor and waste streams. Minimizing the impact of these factors is essential for overpopulated areas, such as the Netherlands, California and Singapore. But we want to do more. That is why we will develop a plan of approach on minimizing waste by 2020.

Loet Rosenthal, Sector Manager Drinking Water, at parent company and shareholder PWN:

"Every treatment exposes waste streams that are very difficult to manage. PWNT is very eager to find solutions and always involves other experts. For Andijk III they not only developed new technology to address water quality issues, but also took the ecological footprint into account."

[CSR Case] The challenge of Andijk III

PWNT has designed and built, in close co-operation with PWN, the pre-treatment plant for the production of drinking water in Andijk. We have called the plant Andijk III. What is special about Andijk III is that the water quality is even better whilst the energy consumption and environmental burden has been reduced (less chemicals and silt discharge). Salt is one of the main aspects of the water treatment. We re-use the salt five times, which reduces the CO₂ emissions (from 0,22 in the old plant to 0,18 in Andijk III). Nevertheless, we are working on new ways to further lessen the impact of the process. Andijk III has been visited by many people from all over the world, including Asia, Australia, Europe and America.



3.2.3 People & Society

By 2020 we aim to deliver 100% flawless facilities, more efficient and sustainable than we thought and based on 100% fair operating business practices. Because of this, the livelihood of millions of people will improve. This is our main contribution to people and society.



Gilbert Galjaard, Chief Technical Officer and Director R&D PWNT: *“Everything we have developed is in the context of safe drinking water for people. Everything we do embraces CSR. It is in our DNA.”*

Staff members

The company seeks to attract and retain people who can add value to the organization – original thinkers and doers who can stretch and move the company forward, in line with the stakeholders’ needs and global challenges.

The best way to bring out peoples’ ambition is by enabling them to develop their talents. PWNT therefore creates positions and jobs that fit in with staff members’ talents. A Personal Development Budget (PDB) is available (17,5% of the annual income), which can be used for training, education and personal/professional development.

Furthermore, PWNT seeks to stimulate inclusion, diversity and inspirational leadership through its HR strategy.

Clients and other stakeholders

We respect the interest and concerns of our clients and other stakeholders as partnerships form a vital aspect of our work/technology/innovations (see chapter 2).

Furthermore, PWNT wants to share its knowledge and experience through projects (see DOC2C’s in paragraph 2.2), events, networks and with all kinds of stakeholders. PWNT CEO Jonathan Clement is invited regularly as a keynote speaker (such as the ‘I Am Innovation’ congress on 19 May 2015 in Rotterdam and Singapore International Water Week 2016) on the global challenges of innovative water treatment technology or how certain technologies can guarantee a sustainable and reliable supply of clean water worldwide. Our R&D experts are also invited as keynote speakers.

We are all very passionate about engaging children and students. We would like to do more to interest them in our field of work. We have set out our first step in developing an interactive presentation for schools, including real life tests.

Another shared passion is serving the communities we work in as mentioned below in the CSR Icon PUB Singapore.

[CSR case] PUB Singapore

Clean, accessible water for all is an essential part of the world we want to live in (Millennium Development Goals NO 7: Ensure environmental sustainability). There is sufficient fresh water on the planet to achieve this. But due to bad economics, poor infrastructure or climate change, every year millions of people, most of them children, die from diseases associated with inadequate water supply, sanitation and hygiene. Every day PWNT invests time, money and people to change this for the better, e.g. our project in Singapore for PUB. PWNT has been assigned to build a 180 MLD CeraMac® water treatment plant for PUB at Choa Chu Kang Waterworks (CCKWW) in Singapore. CeraMac® is a compact and sustainable proprietary block design in a single vessel, greatly reducing the cost of the ceramic membrane system to a level which makes the system cost competitive and has a minimal environmental impact.

The plant will be operational in 2018. Upon completion, the plant at CCKWW will be one of the largest ceramic membrane plants for drinking water treatment in the world. PWNT designed and constructed Singapore's first ceramic membrane demo plant at CCKWW to allow PUB and PWNT to test and optimize the system for local conditions. The \$5 million plant was tested for 18 months successfully during which the daily capacity increased from 1.2 million liters/day at the onset to 3 million liters/day by the end of the testing period (mid-2011 till March 2013). The results exceeded expectations, showing less environmental impact than conventional systems and the CeraMac® system performed well as a ceramic membrane filtration system for clarified water with or without ozone. The demo plant was made possible with a grant from the Technology Pioneer Scheme under the Environment & Water Industry Program Office (EWI). PWNT collaborated with engineering company Black & Veatch and METAWATER, with the latter supplying the ceramic membrane elements for this project.





Robert Kools, Director Projects PWNT: *"We are very much aware of our responsibilities. What if the quality of water turns out to be less than agreed, or that our technology does not meet the expectations of a long life cycle... that would be a catastrophe in both financial and ecological terms. Therefore, we test for a long time, we formalize and describe our procedures in detail and communicate how to deal with them."*

3.3 How we set these priorities

Firstly, PWNT has formed a CSR team. They did the desk and field research and stakeholder interviews for the ISO 26000 scan. The outcome was presented to the Board. In that session the Board decided to make some important decisions on CSR, in line with the suggestions of the CSR team.

The criteria used by the CSR team to establish this priority were:

- √ The level of compliance with laws, norms of behavior, human rights and health associated with the issues;
- √ Whether or not actions will have an effect in the long term;
- √ The level of concern to stakeholders or contribution to meeting the company's own objectives.

Then it was time to inform our staff. The CSR team gave a presentation about CSR and our priorities during a corporate meeting last June. To encourage our CSR-philosophy, our staff was invited to think about the theme 'quality'. All quality suggestions will be collected and will be used for our Roadmap 2020, an integrated strategy towards CSR. Later this year a workshop is planned to engage and activate our staff and to further define this Roadmap 2020.

4 CSR strategy and implementation

Our focus for the coming period is on making our organization more sustainable and improving financial returns while building for further sustainable growth in the future. Our ability to leverage unique opportunities in our business for the benefit of People, Planet and Profit enables us to deliver on our mission and creates stability.



4.1 CSR strategy

As mentioned before, this CSR Report summarizes PWNT's sustainable starting point in 2016 which we have produced in accordance with NEN-ISO 26000 NPR 9026. This year we have presented our 'PWNT house' (see section 1.4), which visualizes our CSR mission, vision, priorities, foundation and aspirations at the horizon. In order to meet our 2020 commitments, we are currently working on Roadmap 2020 for an integrated strategy.

4.2 Embedding

This Roadmap helps us embed the three most important CSR themes - organization, environment and people and society (see PWNT House) - within our organization.

Sharpening the current management system with these CSR themes is one of the first milestones (2017). The outcome of the defined KPIs will be presented and discussed in the Leadership team twice a year.

The current CSR team will become reinforced with one member of every department by the end of this year. This team will follow up on the Roadmap and take actions until sustainability is fully integrated in our strategy and embedded throughout our business. We will write about our progress in an annual Sustainability Report.

4.3 Critical success factors

Safety and Health is of paramount importance to all of us at PWNT and we have set ourselves the ambition of having an injury and incident-free working environment.

We want to encourage a high performance culture, based on our values including sustainability. We realize that we need to work on CSR awareness and engagement.

4.4 Communications & engagement

PWNT's reputation underpins its license to operate. We feel that CSR ensures our reputation and v.v. Not only by communicating, but by our way of working, innovative solutions and inspiring stories, we will carefully strengthen our reputation and engage more and more stakeholders.

4.5 Encouragement

A lot of work has gone into streamlining our activities over the first few years of our existence in order to make the business more efficient and profitable, as well as providing further growth momentum. Now the time has come to integrate CSR into our strategy. We are clearly not there yet, but we now know what we have to do and how we want to do it.



To be continued

Sources

PWNT

- ISO 26000 self-assessment (NPR 9026)
- PWNT Vision 2016 – 2020
- Company Goals 2016
- Quality Manual
- Monitoring & Evaluation reports
- Financial report
- Staff manual HR
- Document 'who we are and how we work'
- Document 'Core subjects and issues'
- Roadmap 2020
- Code of conduct staff
- Code of conduct suppliers
- Business integrity
- Anti-Bribery Policy
- Company values
- Newsletters
- Magazine
- Intranet
- Website www.pwnt.com
- Interviews/meetings

Scope of self-declaration

In this CSR Report (according to NPR 9026, ISO 26000) PWNT describes the choices made in relation to its CSR policy.

The year covered by the self-declaration statement:	2016
Name of the organization:	PWNT
Principal activities:	Water Treatment Technologies
Head office location:	Velserbroek, Netherlands
Operates in:	Globally
CSR activities:	Continuously
Follow-up CSR performance:	Annually
Applicable to:	PWNT



Let us know your thoughts

Which aspects of our CSR policy and activities are working well? Where do you think we could do better? We look forward to hearing your views and suggestions. Please contact info@PWNT.com.

Colophon

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Concept, editorial and realization

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