

Sustainable Value Report 2014



powered
by



Key Data

	Unit	2013	2012	2011
Adding Value				
Production output	EUR m	3,439	2,891	2,906
Revenue	EUR m	2,694	2,315	2,213
Consolidated profit/loss	EUR m	52.6	18.0	-70.2
Recognising Value				
Average staffing levels	Number	11,594	10,696	10,618
of which domestic	Number	8,118	7,888	7,738
of which foreign	Number	3,476	2,808	2,880
Preserving Value				
Energy consumption, domestic	kWh	405,649,429	378,652,182	354,579,598
Energy consumption/production output, domestic	kWh/EUR	0.188	0.195	0.195
CO ₂ emissions, domestic	Tonnes	107,666	100,599	95,625
Non-hazardous waste	Tonnes	3,056	2,967	3,775
Hazardous waste	Tonnes	316	385	262
Recycling rate asphalt	%	93	94	83

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Foreword



Dear reader,

Doing business sustainably is an important part of realising our responsibility to society and provides a foundation for the long-term success of our business.

We have set ourselves high standards: as an international construction company, we build for generations and our products and services shape many different environments. This is why we believe the issue permeates every aspect of our business and why we have embedded it into every division.

“Sustainable business is the foundation of our success.”

The term “adding value” encompasses all of the issues related to PORR’s economic success. Clear guidelines in the form of our Code of Ethics and Staff Charter align all of the company’s activities with the principles of legality, openness and transparency. This section also addresses our Group-wide compliance guidelines and our statement on Corporate Governance.

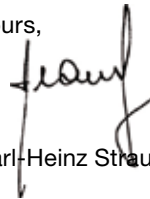
The chapter on “recognising value” is the result of our approach to the people who work for us

and reflects the important role they play. More than 11,500 staff work for PORR in 16 countries. This diversity yields an unbelievable wealth of skills, knowledge and personalities, which we intend to nurture as much as possible. Health programmes and measures in safety and labour protection are also addressed here.

Sustainability is a key part of our operating business. Early planning, collaborative work on construction and optimal operations not only allow us to cut costs, but also to achieve benefits in energy efficiency and climate protection. These issues are explored in the “preserving value” chapter.

We invite you to form your own picture of what PORR stands for. The following pages show how our activities embody our responsibility, increase efficiency and facilitate growth.

Yours,



Karl-Heinz Strauss

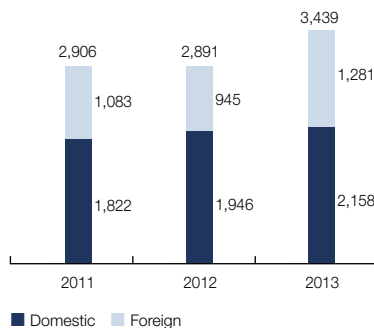
Business Model and Markets

Solid business model

PORR is the largest construction company in Austria and plays a leading role in Europe. As a flexible, full service construction group offering everything from project development through to property and facility management, the company provides a seamless value chain, enabling the realisation of complex, large-scale projects. PORR is committed to qualitative, profitable, secure growth and draws on its speed and flexibility in adapting to changing market conditions. Clear responsibilities, streamlined, flexible structures and transparent management – these are the basis of the Group’s success.

With more than 11,500 staff, PORR generated output of EUR 3,439m in 2013.

Production output (in EUR m)

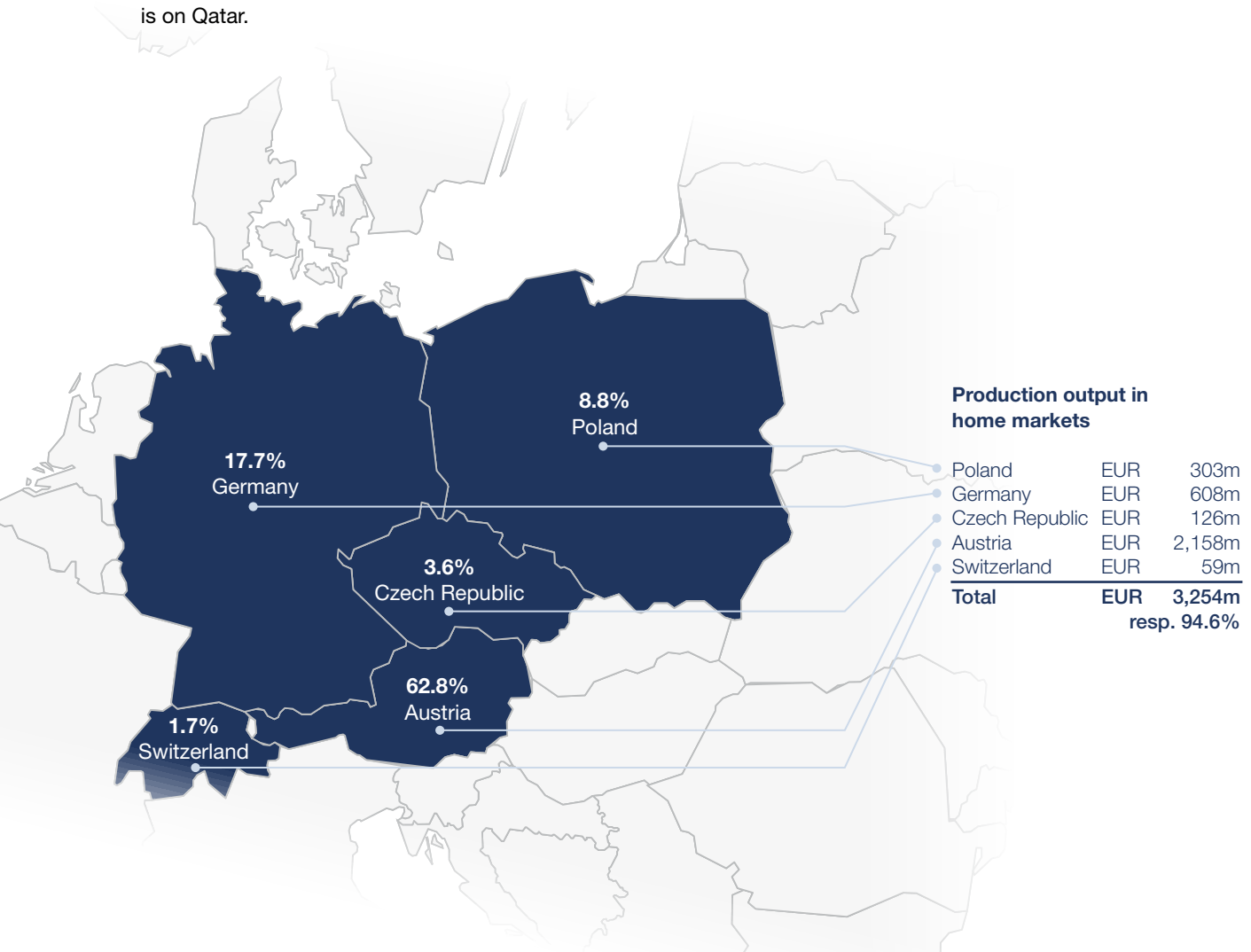


Key Data (in EUR m)

	2013	2012	2011
Production output	3,439	2,891	2,906
Foreign share in %	37.2%	32.7%	37.3%
Revenue	2,694	2,315	2,213
Consolidated profit/loss	52.6	18.0	-70.2
Total assets	2,296	2,061	2,137
Equity (incl. non-controlling interests)	348	323	303
Order backlog	4,591	3,373	2,764
Order bookings	4,656	3,500	3,221
Average staffing levels	11,594	10,696	10,618

Focus on the home markets

The home markets of Austria, Germany, Switzerland, Poland and the Czech Republic offer secure margins and form the foundations for PORR's sustainable growth. PORR generates around 95% of production output in these economically stable countries. The focus of the international business is on Qatar.



Powerful Business Units

1

DACH

Permanent business in the home markets of Austria, Germany and Switzerland; specialist in large-scale building construction projects

Production output 2013:
EUR 1,980m

2

CEE/SEE

Permanent business in the home markets of Poland and the Czech Republic; project-based activities in CEE/SEE

Production output 2013:
EUR 403m

3

International

Activities in tunnelling, rail construction and civil engineering in Qatar and Saudi Arabia

Production output recognised in segment others

4

Infrastructure

Tunnelling, rail construction and foundation engineering, large-scale projects in road and bridge construction, power plant construction and civil engineering

Production output 2013:
EUR 617m

5

Environmental Engineering

Environmental clean-up, waste management and renewable energy; PORR Umwelttechnik incl. Prajo Group

Production output 2013:
EUR 99m

6

Real Estate

STRAUSS & PARTNER, PORREAL and UBM

Production output 2013:
EUR 323m

Corporate Strategy

PORR's primary goal is achieving a sustainable, long-term rise in production output and earnings through "intelligent growth", while increasing profitability at the same time. To achieve this, PORR employs a two-pillar strategy:

Home markets: The PORR Group strives to profit from its leading market position in Austria, to grow in Germany, and to pursue a selective expansion policy in Switzerland, Poland and the Czech Republic.

Other markets: Expansion in the Qatar infrastructure sector and entering the Saudi Arabian market with a clear focus on the Group's core technology competencies of tunnelling, railway construction and civil engineering (specialised and large-scale projects), with attractive margins.

Focus on construction

PORR remains committed to its core competency – construction is at the heart of the service portfolio.

railway construction and civil engineering. The focus in Qatar and Saudi Arabia is on state-financed infrastructure projects.

Focus on the home markets

PORR will continue to concentrate on the home markets in the future. In addition to Austria, currently the most important market, the range of services should also be expanded in Germany, Switzerland, Poland and the Czech Republic.

Strict discipline regarding costs, capital and risks
PORR is committed to continuously improving performance in order to secure profitable growth and increase profitability. PORR will continue its **fitforfuture** programme to reduce costs and implement optimisation.

Expansion in the Qatar infrastructure sector and entering the Saudi Arabian market

PORR is pursuing a strategy of building up its presence in the region and concentrates on its core technical competencies in tunnelling,

Effective real estate strategy

PORR has implemented a divestment programme for non-operational real estate in order to effectively manage its capital structure and reduce risks. The future should see fewer – but larger-scale – projects in the development sector.

Sustainability firmly embedded

PORR sees itself as shaping society and takes its social and environmental responsibility very seriously. The incorporation of Corporate Social Responsibility into structures, organisation and content guarantees the sustainability of PORR's business, making it fit for the future.

Taking a sustainable approach to adding value and thinking about society and future generations is an important principle, especially for the construction industry. PORR's activities in CSR are exceptionally multifaceted and are based on the three pillars of economy, ecology and society. Particular attention is paid to incorporating sustainability aspects in the initial and design phases of a project.

PORR uses a uniform management system in all divisions and subsidiaries in order to realise its responsibilities to employees, shareholders and investors. The **Code of Ethics** underpins all activities and decisions within the company. It forms the basis for the moral, ethical and legally irreproachable behaviour of every staff member and strives to prevent mistakes and encourage the values and principles contained within.

Securely anchored in the organisation

The Design & Engineering division, established in 2011, realises the integrated planning approach in the company. By incorporating the individual departments of architecture, engineering, building technology and sustainability, everyone involved in planning has been brought together into one responsible division. Focal points here include building certification and renewable energy. Another issue which is increasingly gaining importance, particularly in light of national and European climate goals, is promoting sustainable, environmentally sound, energy-optimised developments in the construction industry.

In addition, PORR adheres to the principles of human rights in all of its activities. Employees, workers and partners are all obliged to uphold these principles. Conformity and adherence in all significant processes are secured through ongoing monitoring.

Doing business responsibly

Value-oriented company management

A **Corporate Mission** and **Staff Charter** were developed in 2011 on the basis of the Code of Ethics. The Staff Charter applies in equal measure to every employee, regardless of function, hierarchy and location. After all, the behaviour of every single employee is a key factor in achieving the company's goals. The Staff Charter provides guidelines on daily interaction and guarantees motivated staff who identify strongly with the company both now and in the future.

In 2012 representatives from every management level and division developed a **Management Charter**, creating a foundation for a uniformly professional and sustainable management culture. Here principles were developed to highlight the way in which PORR approaches and realises leadership. Targeted management strives to motivate employees to achieve their very best, to strengthen their loyalty to the company and thereby make a crucial contribution to the company's long-term success. Clear goals and unambiguous responsibilities provide orientation and stability for staff.

Stakeholders as partners

PORR is involved with a range of stakeholders, acting as a partner for discussions and negotiations. PORR takes a respectful approach to all groups and its dealings are consistently characterised by high transparency, open communication and information.

Compliance

A fair and open approach to stakeholders builds trust. This is why the **Compliance Guidelines** were implemented across the whole Group as early as April 2002. The guidelines specify basic principles for disseminating information, provide key measures to avoid insider trading and regulate the preventative measures which guarantee legal adherence and avoid conflict of interests. The Compliance Guidelines are regularly updated to conform to the changes in the law. A dedicated compliance officer is responsible for monitoring the Compliance Guidelines; this officer reports directly to the Executive Board. The Internal Audit department is responsible for monitoring compliance with securities laws. Regular compliance training is also held and courses on the issues of competition law and business ethics are planned for 2014.

Corporate Governance

PORR is committed to the principles of good Corporate Governance. The goal is responsible management, auditing and monitoring aligned towards sustainable, long-term value creation. PORR views Corporate Governance as an all-encompassing concept in the context of responsible and transparent company management and the comprehensive auditing that accompanies this. The Executive Board and Supervisory Board work closely together in the interests of the company and its staff and are involved in the ongoing evaluation of the development and strategic direction of the Group. Constant dialogue with all relevant interest groups builds trust, also in corporate activities, and provides the basis for sustainable corporate growth in the future.

Integrated Management System & Risk Management

PORR introduced a certified quality management system as early as 1995 and was one of the first construction companies in Austria to do so. In 2007 it extended the existing quality assurance system to include occupational health and safety and environmental protection. Strict adherence to this system is also required of contractual partners, who must agree in writing. In the case of any irregularities, PORR reserves the

right to cancel a contract without giving notice. The integrated management system at PORR guarantees quality and profitability, as well as protection in terms of the environment and occupational health and safety. PORR strives for ongoing improvements in the opportunities and risk management system.

Certification has been implemented across the Group, based on the following norms:
 ISO 9001:2008 Quality Management
 ISO 14001:2004 Environmental Management
 OHSAS 18001:2007 Occupational Health and Safety Management
 SCC**: 2011 Safety Certificate Contractors
 (in selected areas)

A new analytical tool (Monte Carlo Simulation) was introduced in 2013 to facilitate evaluation of risks across the whole Group rather than individually. This system is used right from the acquisition phase of a project and guarantees that risks can be mitigated or minimised in the construction phase, as well as highlighting opportunities. The internal control system (ICS) protects the company's assets, secures the efficacy and efficiency of operating processes and underpins the reliability of the financial reporting system.

Research & Development

PORR attaches great importance to research and development – particularly with regard to sustainability, environmental engineering, construction materials and construction processes. In this field, PORR has established close, long-term cooperation with universities and other research institutes.

Selected research projects

A new, optimised **annular gap mortar** for cavity filling was specially developed for tunnelling during the reporting period. On the one hand it meets the conventional high standards of pumpability, flow properties and stability and on the other hand it is still permeable to water in its hardened, or fitted, state. Furthermore, it leads to energy savings by taking regional resource availability into account and reducing transport routes.

Also in the tunnelling sector, PORR is taking part in an EU-subsidised project for **conserving resources through the optimal recycling of materials** in partnership with Montanuniversität Leoben and partners from Germany, Switzerland, France and Great Britain. The technical goal of the project is to analyse excavated material automatically in the tunnel

boring machine and to separate it into reusable components. This should open up previously untapped opportunities for recycling.

In cooperation with developers, planners and universities, PORR has established a project to develop the **“White Tank”** construction method, in order to make this method more appealing. By selecting the right binding agent, it is possible to save up to 30% on armouring. The reduction in cement used leads to lower costs and fewer CO₂ emissions.

In 2013 Porr Umwelttechnik GmbH successfully concluded a **geothermal project** to open up water reservoirs in old, abandoned mines. The simulation study carried out shows that particularly efficient geothermal use is expected from these relatively warm waters, which can also be well developed. The findings and experience will furthermore be applied to a growing business area – establishing geothermal probe fields with up to more than 100 probes.

Sustainable human resource development

Over 11,500 staff members work for PORR in 16 countries, making a key contribution to the company's success. PORR is committed to sustainable HR development and promotes diversity by nurturing the potential of every single employee.

In 2013 the PORR Group employed 11,594 staff on average. This breaks down into 7,003 waged workers and 4,591 salaried employees, representing an increase of 8.4% or 898 people on the previous year. PORR is highly valued as an attractive employer, which is reflected in the length of time that staff remain with the com-

pany. For example, Austrian salaried employees aged between 25 and 50 have been with the company for around ten years on average. 2,036 workers and employees have been working for PORR in Austria for more than 20 years – 531 of these have been with the company for more than 30 years.

Key Data

	Unit	2013	2012	2011
Total staff	Number	11,594	10,696	10,618
of which waged workers	Number	7,003	6,583	6,540
of which salaried employees	Number	4,591	4,113	4,078
Average length of service (DACH)	Years	11.19	11.74	10.55
Female Staff (DACH)	Number	1,101	1,042	963
Staff in partial retirement (A+G)	Number	65	84	86
Average training days per SM (A+G)*	Days	1.37	1.47	1.27
Paid into company pension fund for workers (A)	EUR	1,252,127	1,220,760	1,216,726
Paid into company pension fund for employees (A)	EUR	1,279,331	1,119,540	1,760,620
Staff with loyalty bonus (A)	Number	5,095	5,108	5,155
Documented staff appraisals (A)*	Number	1,988	1,335	1,293

* salaried employees only



Gender equality

The majority of people employed in the construction industry are traditionally male. However, at the end of 2013, women accounted for 10.6% of workers and employees in the Group (2012: 10.8%). A total of 1,101 women were employed in Austria, Germany and Switzerland in 2013. Female staff accounted for 55.5% of salaried employees at PORR AG in 2013 (2012: 55.4%).

At PORR female colleagues are equal to their male counterparts in every respect. Equal pay for equal work is assured at PORR and the company strives to promote and support women at every level of the hierarchy. Another priority here is getting young women interested in construction as early as possible. Numerous events such as the **Vienna Daughters' Day**, held for the eleventh time in 2012, and the **HTL4Girls**

initiative in 2012 should contribute to a long-term increase in the ratio of women. There are plans for another Daughters' Day in 2014.

Parental leave

49 women and 15 men were on parental leave in Austria in 2013. The growing popularity of paternity leave led to an overall increase in parental leave of 114% since 2011. In 2013 one female employee left the company at the end of her maternity leave.

Staff on parental leave in Austria and Germany

	2013	2012	2011
Staff on parental leave	64	59	55
of which paternity leave	15	7	7
Left after parental leave	1	5	4

Management tool – staff appraisals

The annual staff appraisal is an important management tool for the Group and therefore a key component of the corporate culture. These performance reviews are of huge importance, especially in challenging times in terms of the economy and structures.

Regular staff appraisals help to make structures at work more efficient and to improve mutual

cooperation. They also facilitate the evaluation and implementation of targeted education and development measures.

In 2013 there were 1,988 documented staff appraisals conducted in Austria. This represents an increase of 49% on the previous year.

Diversity Management

As an international company, PORR sees its multicultural diversity as a major opportunity and a key component of the corporate culture. All activities are governed by equal opportunities and value appreciation – regardless of gender, age, ethnicity or nationality. In 2013 there were around 11,594 staff members from



44 countries working at PORR. Intercultural training, for example for the team in Qatar, provides support for staff working abroad.

Staff members by nationality in Austria (not incl. Austrian staff)

Nationality	No.		No.
Afghanistan	2	Montenegro	3
Albania	3	Netherlands	3
Ethiopia	1	Philippines	1
Australia	1	Poland	671
Bosnia-Herzegovina	205	Portugal	58
Bulgaria	5	Romania	15
Germany	1,293	Russian Federation	3
Estonia	1	Sweden	1
Finland	1	Switzerland	83
France	4	Serbia	70
Greece	2	Serbia old	3
Great Britain and Northern Ireland	1	Serbia/Montenegro	10
India	1	Slovakia	19
Iran	1	Slovenia	39
Italy	17	Spain	3
Yugoslavia	3	Czech Republic	5
Canada	1	Tunisia	1
Kosovo	14	Turkey	99
Croatia	99	Ukraine	2
Libya	1	Hungary	163
Luxembourg	2	USA	1
Macedonia/FYROM	31		

Focus on training and development

PORR is committed to sustainable HR development and nurtures the performance and skills of staff through a wide range of training and development measures. The online platform **porr_academy** and other communication channels give all staff members simple access to these programmes. Furthermore, the internal PORR guidelines and well-established feedback culture guarantee that every staff member has appropriate training and development opportunities.

The division between employees and skilled workers in the construction industry leads to different needs with regard to development measures. The goal is to support and nurture workers and employees in equal measure. In Austria and Germany in 2012 and 2013 there were 1,550 and 1,534 employees involved in training or education. The average training term per employee was 1.47 and 1.37 days per year in 2012 and 2013 respectively in Austria and Germany.

Junior managers programme

The comprehensive development programme for **junior managers** which started in 2009 and 2010 was successfully concluded at the start

of 2013. A total of eight coordinated modules gave participants extensive support in developing management skills. In addition to identifying their own leadership qualities, there was a focus on acquiring the requisite tools of the trade. A total of 65 employees have already been awarded their certificates. Due to the huge interest and the strong demand for further development measures, the programme has been extended to 2014.

Leadership training

The successful **PORR leadership training programme** continued in 2013, whereby it was extended to additional management levels and went on in its well-established format for the target groups of foremen and assistant foremen. The goal of the training is to improve skills related to management, communication and conflict resolution. A practice-based refresher course for foremen and assistant foremen has been planned from 2014 to ensure the ongoing effectiveness of these measures.

Nurturing talent

One of PORR's top priorities is nurturing talent and providing comprehensive training for the skilled workers of tomorrow. Here, the PORR trainee programmes are a central platform. School-leavers and young graduates get the opportunity to successfully kick start their careers as part of a "training on the job" concept. The trainees work in different departments at PORR and a period of working abroad is another important component of the programme.

Autumn 2013 saw the start of two **commercial trainee programmes for school-leavers and university graduates**, with the goal of strengthening PORR's commercial base and giving commercial construction experts the best training. During the 12-month **aufBAU BusinessJunior** programme, the school-leavers spend time in multiple departments including internal technical services and accounting. The entire programme is intensively supported by HR development, as well as by a mentor and buddies from within the department, and complemented by specific training sessions. As part of the **aufBAU Business** programme, university graduates gain experience in multiple internal departments and work at construction sites over the course of the 18-month programme. Trainee network meetings provide a regular opportunity for trainees to share their experiences.

PORR participated in the **YPD Challenge** in 2012 – a competition for the best holiday jobs and work experience, aimed at 16 to 28 year olds. The two winners completed their work experience placements in summer 2012. PORR will once again be offering exciting work experience placements in 2014.

PORR firmly believes in the importance of providing interesting and, above all, educational traineeships to nurture talented youngsters and establish loyalty. Receiving the quality seal for training from the Austrian National Student Union in 2013 confirmed that PORR offers useful, educational traineeships and excels in its approach to trainees.



Trainees visiting the Krankenhaus Nord construction site.

Apprentice training

PORR has invested heavily in every single apprentice since its foundation. Particularly in light of the impending shortage of skilled labour, the company undertakes targeted measures to train the skilled specialists of the future to meet demand. In 2013 there were 220 apprentices in 14 different trades and vocations undertaking training at PORR, of which there were 208 vocational apprentices and 12 commercial trainees.

Furthermore PORR supports the **lobby.16 association**, an organisation for training refugees. This initiative gives two unaccompanied, adolescent refugees the chance to take up an apprenticeship.



Initiative for training refugees.

One key factor in apprentice training – which is also unique when compared to other companies – is the PORR supplementary training, offered internally. In addition to courses on surveying,



Industry presentation at the vocational construction school.

formwork and scaffolding, the training also includes technology topics such as concrete and fastening technology, environmental protection and waste. The curriculum also addresses social issues such as preventing violence. In general, the supplementary training consists of a theoretical part supported by practical exercises.

For example, the PORR safety training at the Guntramsdorf Construction Academy gives apprentices the chance to get to know new products from Peri and Hilti under the motto “safe and economical formwork and scaffolding”. These courses are far



more than the “typical” education. Not for nothing has PORR won numerous awards for its commitment to apprentice training. Since 2010 the State of Austria has recognised PORR as a “Centre of Excellence for Training”.



The high quality education has also been underlined by an array of awards won by PORR apprentices in the course of various competitions. Particularly noteworthy achievements included

the excellent result at the 2012/2013 AUAU (General Accident Insurance Institute) safety competition, as well as the contest for young bricklayers and formworkers.

The annual apprentice days in Styria give apprentices and their parents the chance to get detailed information on the company and the training. The apprentices’ rights and obligations are explained along with issues such as occupational health and safety, as well as accident prevention.



Informative, communicative apprentice days in Styria.

Exceptional recruitment



The majority of PORR's applications are now received via its own **online job exchange**. HR marketing uses internet-based recruitment platforms extensively in order to present PORR in an authentic and contemporary manner. **PORR goes Xing** opened up another channel for jobseekers. These measures have yielded unmistakable success. They not only led to an increase in the number of applications, but PORR was also one of the top companies named for the third time in a row as part of the "Career's best recruiters 2013/2014" survey (1st place in the construction industry; 12th place overall from 520 companies).



PORR is also the leading construction company in Austria in terms of cooperation with schools, colleges and universities. The company establishes and nurtures networks with the goal of positioning PORR as the "best place to work". Furthermore, PORR is represented at

a wide range of career orientation shows and information events.

Integrating new employees

A **buddy system** for new employees was launched in the course of supportt, PORR's Group-wide ideas contest. Buddies – well-versed colleagues who have been at PORR for a long time – help new employees to find their way more quickly, integrate better and thereby contribute their knowhow to PORR in a faster and more productive way. The programme started in June 2013 and is set to be extended to expats in 2014, who are deployed on international construction projects.



Welfare & Safety

The health and safety of every staff member is a crucial issue for PORR. This is why the company offers a wide range of measures, not only aimed at reducing accidents or illness, but which also actively promote good health among employees.

Preventative healthcare

The main aim of health management is to promote good health through modern medical treatments, a comprehensive range of preventative health measures and psychological support. Regular check-ups and vaccination programmes are carried out by the company doctor in cooperation with and approved by the health insurance organisations. Here, a targeted approach to the specific needs of preventative healthcare for construction workers is employed. In 2012 and 2013 there were 2,350 examinations for the effects of noise. In the same period, 40 fitness tests and follow-ups were also carried out, along with 21 radiation tests.

PORR **health days** were held at the Vienna headquarters in 2012 and 2013. Throughout the day employees could choose from a wide range of services, such as cardio-scans, reaction tests, dynamic gait analysis tests, “back checks” and muscle contracture tests. Occu-

pational health workers measured employees’ blood pressure, blood sugar and cholesterol. There were more than 130 examinations on each of these days.

The staff magazine **reporrt** has also published health features in recent years. In 2013 there was an increased focus on a “healthy back”, as well as on mental health at work.

Mental health and conflict prevention is an important issue at PORR. As early as 2008, an independent service was established for em-

Back check at the health day.



employees. This service provides professional assistance for mental health issues and various conflicts, offering the opportunity to discuss any issues quickly and unbureaucratically. Psychological burdens and excessive stress can result in mental and physical complaints. It is important to recognise these symptoms early on and provide medical assistance. The appointments are confidential and, if requested, anonymous.

In 2013 there was a series of talks on the issue of “Dealing with psychological burdens and conflict situations at work”. A total of 34 talks on various topics – from burnout through to “the power of healthy management” – aroused great interest and were attended by 1,250 people in the PORR headquarters and the Business Unit 1 branch offices. The series of talks should be extended to other business divisions in 2014.

Corporate retirement provisions

PORR offers all staff members in Austria a corporate pension plan with a retirement fund. The participation criteria are a minimum of five years employment within the company. The company pays the contributions into carefully chosen pension funds and covers the administrative costs. All contributions are managed by a pension fund which has an ethics committee

to guarantee the sustainability of the contributions. Furthermore, all staff members receive an anniversary bonus upon 25 and then 35 years with the company.

Labour foundation

The dissolution of the social plan in 2011 and 2012 has meant that several former Group employees are still undergoing training or assistance in the labour foundation and are supported by WAFF, the central organisation for labour foundations. The charges incurred and respective stage of participation is regularly relayed to PORR, to ensure transparent final charges once the last foundation participants complete their training.

The **PORR hardship funds** paid out a total of EUR 34,000 to 27 staff members in 2012 and 2013. The funds were agreed in December 2011 by the management and the Works Council to finance social security measures for PORR staff.

Occupational safety

Staff safety is a top priority for PORR. One of the central tasks here is to create a safe work environment for employees and workers. With this mind, PORR is continuously working on avoiding accidents and ensuring safe operations at its construction sites and strict standards for this have been laid out in the Group guidelines. The occupational health and safety management system in line with the international standard OHSAS 18001 controls all of the Group's processes. Although the frequency of accidents has risen slightly, comprehensive measures in recent years have led to a significant fall in the severity of accidents and in hours lost.

Firmly anchored in the organisation

Occupational safety agreements and principles are laid out in both the Staff Charter and the Code of Ethics. Every staff member is thereby obliged to uphold the PORR guidelines on quality and safety. The Code defines the importance of safety issues in the company, the significance of further education and training in this area and PORR's clear commitment to provide a safe and healthy work environment. All organisational units and workplaces hold **committee meetings on occupational health and safety** twice a year. Furthermore, top management address occupational safety issues in coordination meetings held three to four times a year. Accident statistics are also regularly reported in the Executive Board meetings.

Frequency and severity of accidents

	Unit	2013	Change 2011–2013	2012	2011
Accidents at work	Number	517 (0)	+1.2%	424 (1)	511 (1)
Hours lost	Hours	89,258	-8.3%	78,740	97,358
Severity of accidents	Hours lost/hours worked in %	0.97	-7.6%	0.88	1.05
Frequency of accidents	(Number of accidents x 1,000,000)/ hours worked	56	+1.8%	47	55

(1) ... of which one fatal accident on the way to work

General remark: The figures conform to the notification requirements (AUVA) for construction workers in Austria, therefore so-called "accidents on the way to work" are included.

In Austria there are ten safety experts working in occupational safety, who act as consultants to the company. There are also around 350 safety officers – far more than legally required – who address safety issues and serve as direct contact partners on construction sites.

PORR also promotes cooperation with external safety experts. As part of the **“Health & Safety Committee Tunnelling”**, specific safety issues were addressed by accident insurance providers from the German-speaking world and major tunnelling clients. In Austria the **“Construction Working Group”** – composed of social partners and representatives of principals and contractors – pursued the goal of working in partnership to overcome challenges.

Campaigns and initiatives

The **“Safety Walk”** was introduced in the reporting period as part of the **“Safety First”** campaign. In the course of this initiative, regular inspections for managers were carried out at construction sites in order to sensitise them to safety issues. This also underlined the importance of this issue for PORR. The records of the inspections are regularly updated based on occurrences of accidents and the findings are incorporated into the respective management programmes. **“Eight rules for greater safety on construction sites”** were imple-



CFO Christian B. Maier (far right) with employees at tunnel inspection.

mented in the Group based on the Austrian Safety Charter.

Focus on safety training

Employees and workers receive regular training to improve the skills needed for working safely. Hazard analysis and risk management help to minimise incidents and damages. In Austria every worker in 2013 had 1.65 hours of safety training on average. This is a particularly important issue in apprentice training.

Excerpt from the training options on [porr_academy](#): “The Construction Worker Coordination Act from the contractor’s viewpoint”, “Instruction done right!”, “Occupational safety with training as safety officer and personal SCC certificate” and “Economical formwork SAFELY”.

Cooperation & Communication

Safeguarding employee rights

PORR expresses its commitment to uphold employee rights in the Code of Ethics. A high value is placed on close cooperation with employee representatives in the Works Council and trade unions, as well as superregional bodies such as the European Works Council. PORR recognises the right to organise trade unions in accordance with national legal regulations. Here, profitability and good working conditions are not a contradiction in terms.

Close cooperation with employee representatives in the Works Council and trade unions is part of PORR's collaborative and social commitment. The European Works Council, which has been in place from 1990, is an important dialogue partner at superregional level. At corporate level, employee interests are represented by eleven Supervisory Board Members in line with national legal stipulations.

The company must inform the Works Council about any significant changes in the company's operations. Depending on specific thresholds specified by the Austrian Labour Relations Act, the Works Council must reach an agree-

ment on the impact of any operational changes. Furthermore, PORR uses internal communication means such as the report, portal and staff mails to inform staff about any significant operational changes in a timely manner. In addition, the various employee representation committees at Group and company level are informed about the economic state and significant changes in the Group and in Group companies.

Beyond the legally stipulated rights of co-determination, PORR also engages in exchanges with social partners in order to find appropriate solutions together. Representatives of the company are currently represented in the employer team for the collective bargaining negotiations and representatives from the Group's Works Council have a leading role in the employee team.

PORR is responsible for providing a safe and healthy work environment in conjunction with the legally stipulated duty of care as laid out in the Stock Corporation Act and the Labour Protection Act. Strict adherence to safety regulations and practices must also be evaluated by the Works Council in accordance with the Austrian Labour Relations Act.

Sports and Culture

The activities of the Works Council extend far beyond legal representation of interests. In ad-



dition to a comprehensive range of fitness offers, the Works Council also provides the opportunity for staff to participate in numerous internal competitions which strengthen team spirit and encourage cohesion within the com-

pany. Regular skiing days and company excursions are also offered. With regard to culture, the Works Council subsidises an array of theatre, opera and stand-up events. PORR supports the Works Council initiatives in sport and culture with a fixed contribution.

Active dialogue with employees

PORR sees communication as an element which creates value and makes a considerable contribution to the company's success. Active communication should enhance the discussion culture in the company and increase every employee's ability to take the initiative. Trust in staff is at the centre of these activities. This is why PORR has established a range of communication channels which are easily accessible to all staff members.

The internal information tool, the **porrtal**, is one of the most important channels. In addition to the comprehensive document platform (IMS), the **porrtal** also offers daily news on every company division, serves as an internal job platform and provides information on development opportunities. The classic print media format is just as important as new media and the internet. The staff magazine, **reporrt**, is published in German four times a year along with an abridged version in English, Polish and Czech.



Company excursion to Copenhagen.

Direct communication with the Executive Board was also enhanced in the reporting period. Important issues – for example the most recent PORR bond – were communicated promptly and directly via a **video message** by the CEO Karl-Heinz Strauss.



Ideas and suggestions for improvement which emanate from the staff themselves support performance optimisation at PORR. This is why **supportt**, a suggestion scheme, was initiated as part of an ideas contest. The best ideas were awarded prizes in June 2012 and then entered the implementation phase. Further useful ideas were examined once again and either integrated into the **fitforfuture** programme or realised as individual projects. The suggestion scheme is now a fixed component of the continuous, integrated management system.

PORR considers **staff surveys** to be an attractive instrument in management and organisational development. For example, an internal construction site survey was conducted in the course of the efficiency increase programme, **fitforfuture**. A total of 83 construction sites were selected for the survey. The goal of the ques-

tionnaire was to determine the areas needing optimisation in construction site management and to exploit existing potential. In addition there were surveys on the canteen and the new working world of PORR.



Selective, targeted events strengthen direct communication and contribute to PORR's comprehensive portfolio. In addition to Site Managers' Conferences, the annual Group Management Meetings facilitate intensive information exchange at management level. The strong loyalty to the company is celebrated with jubilee honours.

Sponsoring

Social responsibility means much more to PORR than just being fair to staff and stakeholders directly. This is why PORR supports a range of selected initiatives which benefit society in a way which is both professional and sustainable. In general, PORR's sponsoring activities are divided into three areas – charitable commitments, sports sponsoring and subsidising cultural activities.

In the reporting period the focus was once again on **charitable measures** with an integration aspect. In addition to supporting the platform for intercultural understanding, PORR also supported the Business for Integration Association. For many years the company has traditionally sponsored the Austrian Red Cross with donations of money and goods. In addition, regular blood donor drives are carried out. Funds budgeted for Christmas cards and gifts were instead donated to charitable projects. PORR continued to support the sponsored run for cancer research.

Several organisations benefited from PORR's **commitment to culture**, including the Albertina Museum, the Austrian Belvedere Gallery and MUMOK. In the reporting period PORR also sponsored the Theater in der Josefstadt/Kammerspiele and the Volkstheater (only in 2012). The Wiener Festwochen, the Gesellschaft der

Musikfreunde in Vienna and the Wiener Konzertgesellschaft also count as PORR cooperation partners. In addition, the company regularly sponsors the Donauinselfest, one of Europe's largest open-air festivals.

PORR continued with its sponsoring activities in the **world of sport**. As well as supporting Sports Aid, the company sponsored the Austria Triathlon Podersdorf.

Further initiatives included:
respect – Austria Business Council
YPD-Challenge (2012)
St. Gallen Symposium



Environmental Management & Conserving Resources

PORR is committed to a responsible approach to ecological resources. Sustainable construction methods and energy-efficient buildings are thereby a paramount consideration at PORR. Throughout the construction process, PORR makes a significant contribution to reducing energy consumption, noise, dust and exhaust emissions by applying farsighted planning and innovative energy and equipment management.

The **environmental management system** regulates the approach to environmental risks and threats. Adherence to the stipulated environmental guidelines is regularly assessed by an independent body in the course of environmental audits. To achieve continuous improvement, every area of the company is obliged to systematically record and analyse environmental threats and to propose and implement improvements.

PORR energy officers

In 2013 PORR started preparing to fulfil the stipulations of the EU Energy Efficiency Directive 2012/27/EU as well as the anticipated Austrian Energy Efficiency Act. In line with the EU directive, three employees of Porr Design & Engineering GmbH took the qualification for

ISO 50.001 “Energy management systems – Requirements with guidance for use” in 2013 and passed the test to become qualified **internal energy officers**. The goal of these functions is to generate benchmarks for real estate and for production facilities in order to implement appropriate energy efficiency measures.

Energy-efficient construction which conserves resources

Developing and erecting energy-saving buildings is a key pillar of a sustainable energy strategy.

Sustainable buildings are characterised by their environmental credentials and energy efficiency. In order to make the value of sustainable real estate more visible on the market

and to document the buildings, PORR developments are certified to internationally recognised sustainability evaluation systems. These services are increasingly also being requested by developers as part of design-build and general contractor agreements.

Porr Design & Engineering GmbH offers almost every national and international system in this area: DGNB, ÖGNI, SGNI, LEED, BREEAM, minergie, TQB, klima:aktiv Bauen und Sanieren (Buildings), EU-Green Building.

Certification 2012/2013

DGNB silver preliminary certificate: Berlin, "Hotel + Office Campus" – aiming for LEED gold certificate

DGNB silver preliminary certificate: Berlin, "Steigenberger am Kanzleramt"

DGNB silver preliminary certificate: Berlin, "Wohnquartier am Alexanderplatz"

Current projects

ÖGNI (aiming for gold) – Vienna, EURO PLAZA 5

DGNB (aiming for silver) / LEED (aiming for gold) – Munich, Twin Yards

DGNB (aiming for silver) / LEED (aiming for gold) – Berlin, Arena Boulevard

LEED – Karlsbad CZ, Premium Plaza

LEED (aiming for gold) – Munich, Leuchtenbergergring extension



Climate Protection & Energy

Energy efficiency in the company

PORR has employed energy-saving measures for many years in line with the principles of energy-efficient business. This has led to continuous reductions in energy consumption in relation to production output, which in turn means lower levels of pollution and CO₂ emissions.

In the past three years the total energy consumption of PORR has undergone an increase,

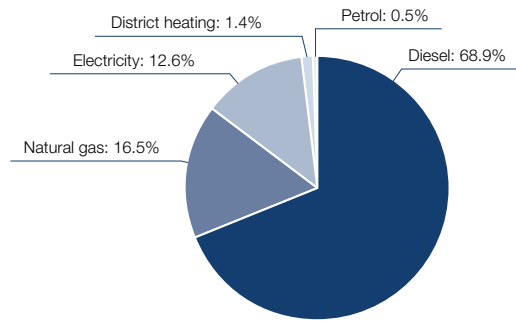
however, this has been caused by the sharp rise in production output. There has been a significant reduction in gas, district heating and CNG gas for vehicles. In relation to production output, energy consumption in Austria fell by 3.4%.

PORR's operations in Austria in 2012 and 2013 led to emissions equivalent to 100,599 and 107,666 tonnes of CO₂ respectively. The CO₂ emissions break down as follows by source:

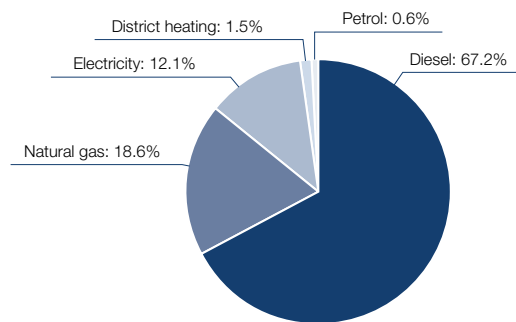
PORR energy consumption in Austria

	Unit	2013	Change 2011-2013	2012	2011
Diesel	kWh	258,507,493	20.5%	247,621,133	214,548,885
Gas	kWh	80,145,885	-2.7%	66,570,690	82,402,436
Electricity	kWh	48,139,978	26.5%	47,077,622	38,052,370
Wood chips	kWh	10,840,611	20.9%	10,528,601	8,968,549
District heating	kWh	6,026,495	-30.9%	5,067,524	8,720,036
Petrol	kWh	1,887,790	17.0%	1,647,134	1,614,182
CNG (vehicles)	kWh	101,176	-63.0%	139,478	273,140
Total	kWh	405,649,429	14.4%	378,652,182	354,579,598
Domestic production output	EUR m	2,158.0	18.4%	1,946.2	1,822.2
Energy consumption/ domestic production output	kWh/EUR	0.188	-3.4%	0.195	0.195

CO₂ emissions in Austria 2012



CO₂ emissions in Austria 2013



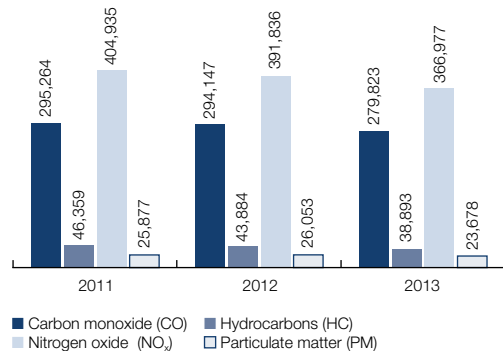
Another important aspect is logistics planning, as this can have a significant impact on reducing CO₂. By optimising means of transport and transport routes, it is possible to conserve energy resources and cut fuel consumption. As PORR has been following this principle for

years and therefore has a wealth of experience, in 2010 the company became a **partner of klima:aktiv**, a programme from the Austrian Ministry of Agriculture, Forestry, Environment and Water Management.

There is high potential for savings in areas such as the high-performance, diesel-powered construction machinery which is required on construction sites. All of the engine-powered machinery procured now has **energy-efficient engine management and cutting-edge exhaust aftertreatment**.

The ongoing pilot projects “natural gas cars” and “start-stop for construction machinery” continued apace. This automated stop function

Construction machinery emissions in Austria (in tonnes)



reduces idle periods of construction machinery such as excavators and loaders.

When procuring passenger cars, pickups and light commercial vehicles, PORR also pays strict attention to ensuring that staff members have access to fuel-efficient company cars. This led to a 20.1% reduction of CO₂ emissions in 2013 to 410,170kg. In Austria a total of 342 old cars were exchanged for new low-emission vehicles (BlueMotion, Greenline, Econetic, etc.).

When procuring new construction equipment, i.e. so-called off-road machines, PORR plans only to buy equipment fitted with stage IV (EU) or Tier 4 Final (US) engines, as soon as dealers offer them. That would mean both NO_x emis-

sions and particle emissions could be reduced to almost zero from this point onwards.

A video conferencing system was installed as part of the **fitforfuture** optimisation programme. In addition to more efficient communication, this system facilitates a reduction in air miles as well as business travel days per employee, thereby improving the CO₂ footprint. As the system was first implemented in the fourth quarter of 2012, there is insufficient data for reliable assumptions.

Reduction in CO₂ emissions 2013

		Ø CO ₂ g/km per vehicle	t/year per vehicle	t/year
Passenger cars	decommissioned	149.80	4.72	839.92
	procured	113.72	3.58	637.63
	savings	36.08	1.14	202.29
Pick-ups	decommissioned	256.67	8.09	24.26
	procured	213.13	6.71	20.14
	savings	43.53	1.37	4.11
LCVs	decommissioned	231.19	7.28	1,172.46
	procured	191.01	6.02	968.70
	savings	40.18	1.27	203.76
Total	savings			410.17

Environmental Engineering & Waste Management

Environmental engineering

PORR Umwelttechnik makes a particularly valuable contribution towards a clean environment and is actively involved in environmental protection through the services it provides in a variety of areas. The business fields of the environmental engineering division range from water treatment and soil decontamination to building landfills and waste management.

One key player in developing and applying innovative methods is **PORR Umwelttechnik's environmental laboratory**. Close teamwork between technological and scientific experts allows the laboratory to serve as a one-stop shop. There is a broad range of services covering sampling, various analyses to determine a range

of parameters for solid and liquid samples such as earth, waste and water, soil vapour sampling, as needed for the initial assessment of contaminated sites and collecting evidence for various construction projects, right through to issuing a test report. All methods and processes are conducted in line with the quality specifications of accredited test centres (ISO 17025). The high quality standards mean that all of the laboratory's data and findings are suitable for expert opinions and official surveys. In addition to physico-chemical testing, consultancy services for customers are extremely important. By involving the environmental laboratory in the early phases of a project, it is possible to achieve cost savings on projects and construction sites, for example through assistance on hazardous waste and road rubble containing tar.



Activities 2013:

- Chemical construction supervision for the Wiener Linien section U1/9
- Soil analysis for QBC Quartier Belvedere
- Groundwater monitoring for Voitsberg power plant
- Various small construction sites for TEERAG-ASDAG AG
- Analytics for groundwater remediation at Gotramgasse drill factory
- Extensive testing at contaminated sites in the whole of Austria

PORR has consolidated its market position and significantly strengthened its environmental engineering sector with the purchase of Vienna-based Prajo & Co. GmbH, a firm specialised in recycling demolition and construction waste. The Prajo Group has exceptional expertise in the promising recycling sector and since it was founded the Prajo Group has expertly demolished, gutted and deconstructed around 2,500 buildings. The main focus is on sorting the construction materials as soon as demolition work begins, as the vast majority of the waste is then recycled. This sorting is partly done at the construction site itself and partly at Prajo’s own recycling plant in Himberg. Prajo & Co GmbH has established an exceptional reputation as a specialist in demanding demolition projects.

Waste management

One of PORR Umwelttechnik’s other service areas involves building and operating landfills. PORR has special expertise when it comes to complex projects such as rehabilitating landfills.

Recycling, processing and storing waste

Austria is an international leader with regard to recycling construction waste. From the total 53.5 million tonnes of material disposed of as

waste every year in Austria, over 50% is construction related. Excluding excavated material there are 6.9 million tonnes of waste; however, from this amount only around 0.5 million tonnes goes to landfill. Over 80% of this waste is recycled.

Total weight of waste in work stations by waste type (in tonnes)

	2013	2012	2011
Non-hazardous waste	3,056	2,967	3,755
Hazardous waste	316	385	262

As a leading construction company, PORR is not only committed to reducing waste, but also to recycling residual construction waste. Many years have now passed since PORR implemented an **internal environmental and waste network** which promotes the careful use of resources and reducing waste on construction sites. Mobile recycling is a particularly fast-growing area: construction sites have their own recycling facility on site which can process construction waste. This approach not only preserves resources, but leads to savings on cost, time and fuel, as it significantly reduces the need to transport waste. Using these measures PORR achieved a concrete recycling rate of 82%, even rising to 93% for asphalt recycling in 2013.

TEERAG-ASDAG AG, Styria branch office, operates a waste treatment plant in the **Mürzzuschlag** development site. The waste treatment encompasses the production of recycled construction materials through to the landfill of asbestos cement products. Every year 100% of 12,000 tonnes of asphalt and concrete are processed into recycled construction materials, along with 87% of 20,000 tonnes of construction rubble. A former gravel pit serves as landfill for non-recyclable construction waste with a capacity of 190,000m³ to 2026 and excavated soil with a capacity of 194,000m³ until 2025. Asbestos cement is disposed of in a special compartment which protects against the release of fibres.

PORR Umwelttechnik has massively strengthened its construction material recycling activities with the takeover of the Prajo Group. The **Himberg recycling plant** produces various materials and can process more than one million tonnes of construction waste. Recycled construction materials are mineral con-

struction products produced by processing construction waste. The different production lines allow multiple recycled products to be produced simultaneously. The construction waste delivered here consists of rubble from bricks, concrete and asphalt, which is initially sieved so that undesirable substances and particles can be separated. Other materials such as wood, metal and plastics are removed from the material flow both by hand and with cutting-edge technology and sent for proper disposal. Recycled construction materials can be used for base layers when building roads and car parks, as well as in pavement beds, roads leading to construction sites, pathways in forests and fields, fill for hard shoulders and in tennis court construction.

BRM-Recycling GmbH is taking an important step to secure raw material resources long-term by recycling raw materials from waste streams, such as construction waste, excavated soil or rubble from tunnel construction. The company was founded in 2013 as a result

Recycling rates of construction waste (in %)

	2013	2012	2011
Concrete	82	92	92
Asphalt	93	94	83
Rubble	48	91	63

of cooperation between Porr Umwelttechnik GmbH, Tieber Gesellschaft m.b.H. and RMC Röthelsteiner Mineral Consulting GmbH. Bundling the activities and expertise of these companies into BRM-Recycling GmbH has put the focus onto strengthening the technological and economic position in recycling, processing secondary raw materials and in the field of sustainable landfill management. In the future the company will expedite the extraction of secondary raw materials in Styria. The focus is on sustainably securing secondary raw materials through the high-quality processing of construction waste and other waste streams into products which can be reused in the construction industry or related sectors.

The lawful disposal of any construction waste and debris which cannot be recycled is a major challenge because of the ecological risks. In order to mitigate these risks PORR operates its own landfills at sites such as Haslau, Markgrafneusiedl and Oberdietach. Construction debris, excavated earth, residual waste and mass waste is stored at these sites in line with the strict regulations on landfill use. PORR also provides customers with a soil-washing plant, a waste treatment plant which successfully processes excavated soil, demolition waste and industrial waste, some of which can then be reused, as well as a stabilisation plant for the treatment of hazardous waste.

Demolition of Voitsberg power plant.



Outlook & Programme

In 2012 and 2013 PORR once again pursued its goals in the fields of adding value, recognising value and preserving value with the aid of targeted measures. The majority of the goals from the 2012 report have been achieved. Other goals and measures have been developed and adapted to a new programme for the year 2014.

Goal	2014 measures	Time frame
ADDING VALUE		
Continuing to develop the PORR sustainability management system	Optimising data collection processes; further development of the sustainable value programme	ongoing
Continuing to develop compliance organisation	Training sessions on competition law and business ethics	2014
RECOGNISING VALUE		
Optimising staff training	Detailed monitoring of the courses and training modules by the HR development department	ongoing
Improving the critical management skills needed for success	Implementing relevant issues into the existing management training to support corporate goals	2014
Successful integration of new staff	International roll-out of the buddy system introduced in 2013	2014
Improving operating ideas management	Implementing the operating suggestion scheme in the IMS	ongoing
Promoting good health among staff	Continuing with the series of talks on "Psychological burdens and conflict situations in the workplace"	2014
Improving safety at work	Continuing with accident-incident analyses	ongoing
PRESERVING VALUE		
Further development of climate protection strategy	Progressive extension of data collection on energy and net CO ₂ emissions	ongoing
Reducing emissions from construction machinery	Purchasing equipment with engines conforming to exhaust class IV or Tier 4 Final	ongoing
Establishing climate-friendly means of transport	Converting the fleet to vehicles with lower emissions	ongoing

About this Report

This report is produced for all stakeholders of PORR AG and covers the period from January 1st 2012 to December 31st 2013.

Since the 2008 ruling of the Supervisory Board to issue regular sustainability reports, PORR has been reporting regularly on its Corporate Social Responsibility. This fourth Sustainable Value Report 2014 is designed as an update to the previous report. In order to facilitate comparisons in terms of sustainability achievements, it has been produced following the guidelines of the Global Reporting Initiative (Version 3.1. including reference to the “Construction and Real Estate” sector supplement). PORR is oriented towards Application Level B. The report has not undergone an external evaluation or review.

The contents of the report and the figures presented were processed and defined in internal working groups from October 2013. The data primarily relates to Austria and Germany including shareholdings over 50% for the years 2011 to 2013.

In addition to this Sustainable Value Report, PORR presents information on corporate responsibility in the Annual Report and on its website www.porr-group.com.

GRI Table

PORR is committed to the constant evaluation and analysis of its own performance with regard to sustainability criteria. The company uses the Performance Indicators from the Global Reporting Initiative (GRI) in order to prepare the data in a way which is transparent and allows meaningful comparisons. These findings relate first and foremost to the Austrian market. As it reports on at least 20 Performance Indicators, the report conforms to Application Level B as defined by the GRI. The complete GRI index along with additional information can be found on PORR's homepage at www.porr-group.com/csr. In the following index any indicator information which can be found in the full index on the homepage is marked with the abbreviation “HP”.

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G3.1 Code	Contents as per GRI	Pages in report
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3. Report Parameters		
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3.12	GRI content index	39f
4. Governance, Commitments and Engagement		
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EC7	Procedures for local hiring	HP
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HR4	Incidents of discrimination and corrective actions taken	HP
HR5	Guaranteeing the right to exercise freedom of association and collective bargaining	HP
HR6–7	Identifying business activities with risk for incidents of child labour and forced or compulsory labour	HP
SO2–4	Analysing business units for risks related to corruption, anti-corruption training and actions taken in response to incidents of corruption	10, HP
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CRE 8	Type and number of sustainability certification, rating and labelling schemes for buildings	28, 29

Acknowledgements

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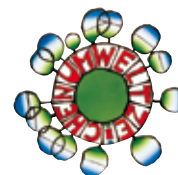
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Every care has been taken in the compilation of this Sustainable Value Report to ensure the accuracy and completeness of information in all sections. However, round-off, typesetting and printing errors cannot be completely ruled out. The figures have been rounded off.

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