



# Welcome to your CDP Climate Change Questionnaire 2019

## C0. Introduction

### C0.1

#### **(C0.1) Give a general description and introduction to your organization.**

Arcadis is the leading global Design & Consultancy firm for natural and built assets. Applying our deep market sector insights and collective Design, Consultancy, Engineering, Project and Management solutions we work in partnership with our clients to deliver exceptional and sustainable outcomes throughout the lifecycle of their natural and built assets. We are 27,000 people, active in over 70 countries that generate €3.3 billion in revenues. We support UN-Habitat with knowledge and expertise to improve the quality of life in rapidly growing cities around the world.

Our vision has quickly become our passion; improving quality of life. Through our passion, our people and the work we do with our clients, we have opportunities to shape the future of our world, every day. Guided by five core values, combined with five keystone behaviors, we are building a unique, One Arcadis culture. A culture where focusing on our people and working as one team delivers innovation, excellence and client success. Our Values are:

- People First: We care for each other and create a safe and respectful working environment where our people can grow, perform, and succeed.
- Integrity: We always work to the highest professional and ethical standards and establish trust by being open, honest and responsible.
- Client Success: We are passionate about our clients' success and bring insights, agility, and innovation to co-create value.
- Collaboration: We value the power of diversity and our global capabilities and deliver excellence by working as One Arcadis.
- Sustainability: We base our actions for clients and communities on environmental responsibility and social and economic advancement.

We support our clients' business and create sustainable and exceptional outcomes in all the projects we undertake on their behalf. We offer full lifecycle solutions for clients in most of the major markets including business advisory and consulting, design and engineering and program, project and cost management. We deliver solutions across the entire value chain through the application of design, consultancy, engineering, project and management services. We differentiate ourselves in key market sectors through our market sector insights, by deepening our market sector capabilities



and by developing client relationships that span the entire lifecycle of their assets. We work hard to understand the changing needs of our clients and their market sectors to identify new ways to help create value. We design and deliver complex solutions by combining our unique technical, consulting and management skills to provide exceptional and sustainable outcomes for our clients across all phases of asset investments; from planning, through to creation, operation and possible redefinition.

We support our clients on a truly global basis. Our worldwide network is anchored in leading positions in Europe, North America, Latin America, the Middle East, Asia and Australia Pacific. Clients benefit from our strong local presence and our long-term service record on their behalf is rooted in a deep-seated understanding of local market conditions. Through our global business lines, our clients have access to our vast expertise and our ability to provide the best value added solutions and technology.

## C0.2

**(C0.2) State the start and end date of the year for which you are reporting data.**

	Start date	End date	Indicate if you are providing emissions data for past reporting years	Select the number of past reporting years you will be providing emissions data for
Row 1	January 1, 2018	December 31, 2018	Yes	3 years

## C0.3

**(C0.3) Select the countries/regions for which you will be supplying data.**

## C0.4

**(C0.4) Select the currency used for all financial information disclosed throughout your response.**

EUR



## C0.5

**(C0.5) Select the option that describes the reporting boundary for which climate-related impacts on your business are being reported. Note that this option should align with your consolidation approach to your Scope 1 and Scope 2 greenhouse gas inventory.**

Operational control

## C1. Governance

### C1.1

**(C1.1) Is there board-level oversight of climate-related issues within your organization?**

Yes

### C1.1a

**(C1.1a) Identify the position(s) (do not include any names) of the individual(s) on the board with responsibility for climate-related issues.**

Position of individual(s)	Please explain
Chief Sustainability Officer (CSO)	Sustainability is an integral part of our strategy and an inherent part of the way we do business. The implementation and performance of our Global Sustainability Policy is led by our Global Director of Sustainability who reports to the Global Executive for Innovation and Transformation. In the Supervisory Board, Sustainability is included in the portfolio of responsibilities of its Chairman. The Global Director of Sustainability is supported by a Core Sustainability Team ('CST') that develops the Group-wide sustainability strategy and associated policies, and directs its implementation. The CST also manages the relationships with non-governmental organizations, trade associations, and other network groups to promote and develop sustainable development in the value chains in which our clients and our firm participate. The CEO has ultimate global responsibility for sustainability matters within Arcadis



## C1.1b

**(C1.1b) Provide further details on the board’s oversight of climate-related issues.**

Frequency with which climate-related issues are a scheduled agenda item	Governance mechanisms into which climate-related issues are integrated	Please explain
Scheduled – some meetings	Reviewing and guiding strategy Reviewing and guiding major plans of action Reviewing and guiding risk management policies Reviewing and guiding annual budgets Reviewing and guiding business plans Setting performance objectives Monitoring implementation and performance of objectives Overseeing major capital expenditures, acquisitions and divestitures Monitoring and overseeing progress against goals and targets for addressing climate-related issues	The Executive Board, under the supervision of the Supervisory Board, has overall responsibility for the Arcadis risk management and control systems and has full accountability for strategic risks. Management teams of regional companies and global business lines are responsible for operational performance and effectiveness and for managing the associated risks. The Executive Board, Audit & Risk Committee and the Supervisory Board review the identified strategic and operational risks, including trends annually.



## C1.2

**(C1.2) Provide the highest management-level position(s) or committee(s) with responsibility for climate-related issues.**

Name of the position(s) and/or committee(s)	Responsibility	Frequency of reporting to the board on climate-related issues
Chief Sustainability Officer (CSO)	Both assessing and managing climate-related risks and opportunities	Quarterly
Sustainability committee	Both assessing and managing climate-related risks and opportunities	As important matters arise
Environmental, Health, and Safety manager	Both assessing and managing climate-related risks and opportunities	As important matters arise

### C1.2a

**(C1.2a) Describe where in the organizational structure this/these position(s) and/or committees lie, what their associated responsibilities are, and how climate-related issues are monitored (do not include the names of individuals).**

The implementation and performance of our Global Sustainability Policy is led by our Global Director of Sustainability who reports directly to the CEO, where the latter has global responsibility for sustainability matters within Arcadis. In the Supervisory Board, Sustainability is included in the portfolio of responsibilities of its Chairman. The Global Director of Sustainability is supported by a Core Sustainability Team ('CST') that develops the Group-wide sustainability strategy and associated policies, and directs its implementation. The CST also manages the relationships with non-governmental organizations, trade associations, and other network groups to promote and develop sustainable development in the value chains in which our clients and our firm participate.

## C1.3

**(C1.3) Do you provide incentives for the management of climate-related issues, including the attainment of targets?**

Yes



## C1.3a

**(C1.3a) Provide further details on the incentives provided for the management of climate-related issues (do not include the names of individuals).**

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**Who is entitled to benefit from these incentives?**

Board/Executive board

**Types of incentives**

Recognition (non-monetary)

**Activity incentivized**

Efficiency target

**Comment**

Climate change incentives for individual board members and senior executives can include both monetary and non-monetary recognition.

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**Who is entitled to benefit from these incentives?**

Board/Executive board

**Types of incentives**

Recognition (non-monetary)

**Activity incentivized**

Behavior change related indicator

**Comment**

Climate change incentives for individual board members and senior executives can include both monetary and non-monetary recognition.



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**Who is entitled to benefit from these incentives?**

Environment/Sustainability manager

**Types of incentives**

Recognition (non-monetary)

**Activity incentivized**

Emissions reduction project

**Comment**

Monetary and/or non-monetary recognition.

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**Who is entitled to benefit from these incentives?**

Environment/Sustainability manager

**Types of incentives**

Recognition (non-monetary)

**Activity incentivized**

Emissions reduction target

**Comment**

Monetary and/or non-monetary recognition.

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**Who is entitled to benefit from these incentives?**

Environment/Sustainability manager



**Types of incentives**

Recognition (non-monetary)

**Activity incentivized**

Energy reduction project

**Comment**

Monetary and/or non-monetary recognition.

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**Who is entitled to benefit from these incentives?**

Environment/Sustainability manager

**Types of incentives**

Recognition (non-monetary)

**Activity incentivized**

Energy reduction target

**Comment**

Monetary and/or non-monetary recognition.

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**Who is entitled to benefit from these incentives?**

Environment/Sustainability manager

**Types of incentives**

Recognition (non-monetary)

**Activity incentivized**

Efficiency project



**Comment**

Monetary and/or non-monetary recognition.

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**Who is entitled to benefit from these incentives?**

Environment/Sustainability manager

**Types of incentives**

Recognition (non-monetary)

**Activity incentivized**

Efficiency target

**Comment**

Monetary and/or non-monetary recognition.

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**Who is entitled to benefit from these incentives?**

Environment/Sustainability manager

**Types of incentives**

Recognition (non-monetary)

**Activity incentivized**

Behavior change related indicator

**Comment**

Monetary and/or non-monetary recognition.

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**Who is entitled to benefit from these incentives?**

Environment/Sustainability manager

**Types of incentives**

Recognition (non-monetary)

**Activity incentivized**

Environmental criteria included in purchases

**Comment**

Monetary and/or non-monetary recognition.

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**Who is entitled to benefit from these incentives?**

Environment/Sustainability manager

**Types of incentives**

Recognition (non-monetary)

**Activity incentivized**

Supply chain engagement

**Comment**

Monetary and/or non-monetary recognition.

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**Who is entitled to benefit from these incentives?**

All employees

**Types of incentives**

Recognition (non-monetary)



**Activity incentivized**

Emissions reduction project

**Comment**

Monetary and/or non-monetary recognition.

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**Who is entitled to benefit from these incentives?**

All employees

**Types of incentives**

Recognition (non-monetary)

**Activity incentivized**

Emissions reduction target

**Comment**

Monetary and/or non-monetary recognition.

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**Who is entitled to benefit from these incentives?**

All employees

**Types of incentives**

Recognition (non-monetary)

**Activity incentivized**

Energy reduction project

**Comment**

Monetary and/or non-monetary recognition.



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**Who is entitled to benefit from these incentives?**

All employees

**Types of incentives**

Recognition (non-monetary)

**Activity incentivized**

Energy reduction target

**Comment**

Monetary and/or non-monetary recognition.

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**Who is entitled to benefit from these incentives?**

All employees

**Types of incentives**

Recognition (non-monetary)

**Activity incentivized**

Efficiency project

**Comment**

Monetary and/or non-monetary recognition.

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**Who is entitled to benefit from these incentives?**

All employees



**Types of incentives**

Recognition (non-monetary)

**Activity incentivized**

Efficiency target

**Comment**

Monetary and/or non-monetary recognition.

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**Who is entitled to benefit from these incentives?**

All employees

**Types of incentives**

Recognition (non-monetary)

**Activity incentivized**

Behavior change related indicator

**Comment**

Monetary and/or non-monetary recognition.

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**Who is entitled to benefit from these incentives?**

All employees

**Types of incentives**

Recognition (non-monetary)

**Activity incentivized**

Environmental criteria included in purchases



**Comment**

Monetary and/or non-monetary recognition.

**Who is entitled to benefit from these incentives?**

Board/Executive board

**Types of incentives**

Monetary reward

**Activity incentivized**

Other, please specify  
Sustainability

**Comment**

In April 2019, Arcadis made sustainability a component in executive remuneration. The sustainability target will be measured by reference to the score applied to Arcadis Sustainalytics. Sustainalytics is a leading independent global Environmental, Social, and Governmental (ESG) ratings firm which provides a robust analytical framework that addresses a broad range of ESG issues and trends that have a significant and material impact on industries and companies. Sustainalytics analyses and rates the performance of companies across 42 different industries. The analysis is made by assessing and weighing the core and sector specific metrics to determine the overall ESG performance.

## C2. Risks and opportunities

### C2.1

**(C2.1) Describe what your organization considers to be short-, medium- and long-term horizons.**

	From (years)	To (years)	Comment
Short-term	0	3	



Medium-term	3	6	
Long-term	6	100	

## C2.2

**(C2.2) Select the option that best describes how your organization's processes for identifying, assessing, and managing climate-related issues are integrated into your overall risk management.**

Integrated into multi-disciplinary company-wide risk identification, assessment, and management processes

### C2.2a

**(C2.2a) Select the options that best describe your organization's frequency and time horizon for identifying and assessing climate-related risks.**

	Frequency of monitoring	How far into the future are risks considered?	Comment
Row 1	Annually	>6 years	

### C2.2b

**(C2.2b) Provide further details on your organization's process(es) for identifying and assessing climate-related risks.**

The process for identifying and assessing climate-related risks adheres to the Arcadis Business Controls Framework. The Arcadis Business Control Framework (the ABC Framework) is Arcadis' internal risk and control system, designed and implemented based on the identified twelve key risks which could have an impact on Arcadis' achievement of its strategic goals. The twelve key risks are divided into four risk categories: Strategic, Operational, Health & Safety, and Compliance. Governance standards, global policies, and global guidelines are included in the framework, providing a road map for the management of risk on a day-to-day basis, assisting value creation, and promoting the long-term success of the Company.

The Executive Board has overall responsibility for identifying, analyzing, and managing the risks associated with Arcadis' strategy and activities, including establishing the risk appetite, designing, implementing, and maintaining the internal risk and control system, and monitoring its performance. The Executive Board has established a Risk Management function to provide support and assistance with the effective discharge of these



responsibilities. The Risk Management function is headed by the Chief Risk Officer, supported by a Corporate Risk Management team and Regional Risk Managers.

The Risk Management Committee assists the Executive Board with striking the right balance between risk and reward by providing global oversight on risk topics. The Risk Management Committee advises the Executive Board, as needed, in ensuring that a robust risk management framework exists across Arcadis.

The new global on-boarding programme, which inducts new starters on The Arcadis Way, treats risk management as integral to the way we do things at Arcadis. Intelligent risk taking, within the boundaries of our values, is part of our DNA. Soft control surveys are conducted periodically to assess the culture of the company from a risk management perspective and the findings from these surveys are turned into actions – either to close gaps or to share best practices. The outcome of the surveys also helps to improve the clarity of policies and procedures, enhance role modelling of management and obtain deeper understanding of what drives behaviors in relation to compliance and reporting of misconduct.

## C2.2c

### (C2.2c) Which of the following risk types are considered in your organization's climate-related risk assessments?

	Relevance & inclusion	Please explain
Current regulation	Relevant, always included	In order to serve our client needs and maintain a competitive advantage, Arcadis monitors changes to air quality regulations and limits at the local, national and international levels. Our Technical Knowledge and Innovation (TKI) Community of Practice (CoP) experts responsible for regulatory compliance keep up to date with new regulations and developments on a routine basis, disseminating information to senior management and the organization as a whole.
Emerging regulation	Relevant, always included	In order to serve our client needs and maintain a competitive advantage, Arcadis monitors carbon tax legislation at the local, national and international levels. Our Technical Knowledge and Innovation (TKI) Community of Practice (CoP) experts engaged in carbon tax projects monitor developments on a routine basis, disseminating information to senior management and the organization as a whole. Our service offerings are updated as needed to suit changes in regulation or client needs.



Technology	Relevant, always included	Arcadis stays current with changes in technology to serve our client needs and maintain a competitive advantage. This includes innovations in data tracking, energy efficiency, and sustainable design. Our Technical Knowledge and Innovation (TKI) Community of Practice (CoP) experts monitor developments on a routine basis, disseminating information to senior management and the organization as a whole. Our services are updated as needed to suit changes in technology or client needs.
Legal	Relevant, always included	Arcadis continually monitors climate change activity and legislation at the local, national and international levels, including any changes in international agreements. Doing so allows us to serve our client needs and maintain a competitive advantage. Arcadis has several partnerships and memberships. These include UN Global Compact, UN-Habitat, IUCN Netherlands Leaders for Nature, Carbon Disclosure Project and World Business Council for Sustainable Development. We participate in meetings, taskforces and steering committees in order to demonstrate our sustainability commitments, to find common grounds to address sustainability challenges, to keep up to date with important new developments and to adapt our own sustainability strategy. In 2014, Arcadis became a member of the World Business Council for Sustainable Development (WBCSD). ARCADIS subsidiary RTKL is also a signatory to The China Accord, an industry-led coalition which pledges to plan and design built environments to carbon neutral or high-performance standards in keeping with the ambition of the Chinese authorities to improve the urban environment. We are also engaged in dialogues with leading NGO's, like IUCN and Amnesty International.
Market	Relevant, always included	In order to serve our client needs and maintain a competitive advantage, Arcadis monitors the market for climate related services at the local, national and international levels. This includes increased demand for emissions tracking and reporting, renewable energy, and carbon offsets. Our Technical Knowledge and Innovation (TKI) Community of Practice (CoP) experts monitor developments on a routine basis, disseminating information to senior management and the organization as a whole. Our service offerings are updated as needed to suit changes in market conditions and client needs.
Reputation	Relevant, always included	Whether its helping a water utility deal with drought, designing a building to withstand the effects of climate change, or helping a client improve resource efficiencies, the environment and potential changes to our environment is embedded into everything we do. We strive to provide our clients with comprehensive solutions that provide sustainable benefit their organization and the communities and environments in which we live and work. We do this by monitoring all aspects of climate change by maintaining memberships and partnerships with key organizations, participating in meetings, taskforces and steering committees, and participating in key projects that help shape regulation. Our Technical



		Knowledge and Innovation (TKI) Community of Practice (CoP) experts keep up to date in their areas of expertise, disseminating any large developments to senior management and individuals responsible for assisting our clients with climate change related matters.
Acute physical	Relevant, always included	As an environmental consulting company, Arcadis already works with many our clients to varying degrees on climate-related issues. Changes in temperature extremes will directly affect many of our clients, at the local, national and international level and could pose a threat to the safety of our staff working in the field or at a project site. Like all climate related issues, this risk driver is specific to geography, as impacts associated with temperature extreme will affect different geographies with different intensities.
Chronic physical	Relevant, always included	As an environmental consulting company, Arcadis already works with many our clients to varying degrees on climate-related issues. Changes in the mean average precipitation will directly affect many of our clients, at the local, national and international level. Like all climate related issues, this risk driver is specific to geography, as impacts associated with precipitation change will affect different geographies with different intensities.
Upstream	Relevant, sometimes included	Understanding greenhouse gas emissions and obtaining reliable and accurate greenhouse gas data serve as a foundation to any carbon reduction efforts. Arcadis engagement with suppliers is prioritized based on Arcadis' largest emitting activities combined with the biggest opportunities to bring about change. To date, efforts to work with Arcadis suppliers have focused on improving data collection practices and encouraging suppliers to offer eco-friendly alternatives.
Downstream	Relevant, always included	As a leader in the environmental space, Arcadis routinely works with clients to comply with environmental regulation, providing our clients with regulatory expertise at the local, state, regional, national, and international level. Changes in environmental regulation will impact a majority if not all of our clients. This risk driver is geographic-specific and sector-specific, linked to the regulation itself. Potential risk impacts include a loss of clients or projects or a tarnished reputation.

## C2.2d

### (C2.2d) Describe your process(es) for managing climate-related risks and opportunities.

Arcadis aspires to understand and act upon our greatest risks, material to our business, our stakeholders, and society. The Arcadis Supervisory Board oversees and advises the Executive Board, which has overall responsibility for risk management. Using the ERM, main risks were identified following comprehensive discussions that included the likelihood of their occurrence and their potential impact.



## RISK PROFILE AND APPETITE

The Executive Board has identified twelve main risks to which we could potentially be exposed in pursuit of our strategy. Our risk appetite in relation to these risks varies from averse to high, reflecting the amount of risk that we are willing to accept. Where risk is unrewarded and we have a limited ability to mitigate and control it, our appetite is averse. For rewarded risks, our appetite ranges from low to high, and higher risks require additional controls. In 2016, macro-economic uncertainty, to an extent driven by geopolitical developments and low oil prices, led to a retraction in spending on the part of governments in several of our operating regions. This has impacted our risk profile. In light of this, we have reviewed our operating model and reorganized some of our regions to ensure that we continue to operate in accordance with our risk appetite.

## REGIONAL RESPONSIBILITY

In the regions and operating companies, local management is responsible for actively identifying, evaluating and managing risks to achieve operational performance. They are assisted by Regional Risk Managers who have a functional reporting line to the Global Chief Risk Officer. A key risk assurance role is carried out by the Regional Risk Managers, who evaluate the effective implementation of the controls which make up the ABC Framework throughout the year. If inadequacies are identified, actions are taken to address any resultant issues, with monitoring thereafter to ensure the controls are designed and operating effectively. Regional Enterprise Risk Registers have been developed during this financial year to further support the regions in identifying and managing their risks.

### C2.3

**(C2.3) Have you identified any inherent climate-related risks with the potential to have a substantive financial or strategic impact on your business?**

Yes

### C2.3a

**(C2.3a) Provide details of risks identified with the potential to have a substantive financial or strategic impact on your business.**

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#### Identifier

Risk 1



**Where in the value chain does the risk driver occur?**

Customer

**Risk type**

Transition risk

**Primary climate-related risk driver**

Policy and legal: Enhanced emissions-reporting obligations

**Type of financial impact**

Reduced revenue from decreased demand for goods/services

**Company- specific description**

Arcadis routinely works with clients to comply with air quality limits and regulations, providing our clients with regulatory compliance support experts whose expansive and diverse client-base keeps them on the cutting edge of the latest local, state, regional, national, and global trends in regulations and technology. As such, changes to air pollution regulations or the imposition or relaxation of air pollution limits will affect our clients at the local, national, and international levels. This risk driver is geographic-specific and sector-specific, linked to the regulation itself. Potential risk impacts include a loss of clients or projects or a tarnished reputation.

**Time horizon**

Current

**Likelihood**

Virtually certain

**Magnitude of impact**

Medium

**Are you able to provide a potential financial impact figure?**

Yes, a single figure estimate

**Potential financial impact figure (currency)**

32,000,000



**Potential financial impact figure – minimum (currency)**

**Potential financial impact figure – maximum (currency)**

**Explanation of financial impact figure**

Order of magnitude estimate. Financial implications will vary. A 1% decrease in our Business Lines largely responsible for addressing regulatory compliance (Environment, Water, and Infrastructure) would decrease revenue by €32m.

**Management method**

In order to serve our client needs and maintain a competitive advantage, Arcadis monitors changes to air quality regulations and limits at the local, national and international levels. Our Technical Knowledge and Innovation (TKI) Community of Practice (CoP) experts responsible for regulatory compliance keep up to date with new regulations and developments on a routine basis, disseminating information to senior management and the organization as a whole.

**Cost of management**

500,000

**Comment**

Estimated order of magnitude cost of management is €500,000/year.

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**Identifier**

Risk 2

**Where in the value chain does the risk driver occur?**

Customer

**Risk type**

Transition risk



**Primary climate-related risk driver**

Policy and legal: Mandates on and regulation of existing products and services

**Type of financial impact**

Reduced revenue from decreased demand for goods/services

**Company- specific description**

As an environmental consulting organization, changes in International Agreements on climate change, such as the Kyoto Protocol, Paris Agreement or other agreements sponsored by the UN or other authorities will undoubtedly affect ARCADIS clients and the work we do. This risk driver is not geographic-specific or regulation-specific, as our practice is global and we serve clients globally on most if not all aspects of climate change regulations. Potential risk impacts include a loss of clients or projects or a tarnished reputation.

**Time horizon**

Long-term

**Likelihood**

About as likely as not

**Magnitude of impact**

Low

**Are you able to provide a potential financial impact figure?**

Yes, a single figure estimate

**Potential financial impact figure (currency)**

8,000,000

**Potential financial impact figure – minimum (currency)**

**Potential financial impact figure – maximum (currency)**



**Explanation of financial impact figure**

Order of magnitude estimate. Financial implications will vary. A 1% decrease in our Environmental Business Line would decrease revenue by €8m.

**Management method**

Arcadis continually monitors climate change activity and legislation at the local, national and international levels, including any changes in international agreements. Doing so allows us to serve our client needs and maintain a competitive advantage. Arcadis has several partnerships and memberships. These include UN Global Compact, UN-Habitat, IUCN Netherlands Leaders for Nature, Carbon Disclosure Project and World Business Council for Sustainable Development. We participate in meetings, taskforces and steering committees in order to demonstrate our sustainability commitments, to find common grounds to address sustainability challenges, to keep up to date with important new developments and to adapt our own sustainability strategy. In 2014, Arcadis became a member of the World Business Council for Sustainable Development (WBCSD). ARCADIS subsidiary RTKL is also a signatory to The China Accord, an industry-led coalition which pledges to plan and design built environments to carbon neutral or high-performance standards in keeping with the ambition of the Chinese authorities to improve the urban environment. We are also engaged in dialogues with leading NGO's, like IUCN and Amnesty International.

**Cost of management**

100,000

**Comment**

Estimated order of magnitude cost of management is €100,000/year.

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**Identifier**

Risk 3

**Where in the value chain does the risk driver occur?**

Customer

**Risk type**

Transition risk



**Primary climate-related risk driver**

Policy and legal: Mandates on and regulation of existing products and services

**Type of financial impact**

Reduced revenue from decreased demand for goods/services

**Company- specific description**

In parts of the world, carbon taxes are already affect Arcadis clients. The imposition of carbon taxes within various jurisdictions or a change in current carbon tax regulation could directly impact our clients at the local, national, or international level. This risk driver is geographic-specific and regulation-specific. Potential risk impacts include a loss of clients or projects or a tarnished reputation.

**Time horizon**

Long-term

**Likelihood**

More likely than not

**Magnitude of impact**

Low

**Are you able to provide a potential financial impact figure?**

Yes, a single figure estimate

**Potential financial impact figure (currency)**

8,000,000

**Potential financial impact figure – minimum (currency)**

**Potential financial impact figure – maximum (currency)**

**Explanation of financial impact figure**



Order of magnitude estimate. Financial implications will vary. A 1% decrease in our Environmental Business Line would decrease revenue by €8m.

**Management method**

In order to serve our client needs and maintain a competitive advantage, Arcadis monitors carbon tax legislation at the local, national and international levels. Our Technical Knowledge and Innovation (TKI) Community of Practice (CoP) experts engaged in carbon tax projects monitor developments on a routine basis, disseminating information to senior management and the organization as a whole. Our service offerings are updated as needed to suit changes in regulation or client needs.

**Cost of management**

100,000

**Comment**

Estimated order of magnitude cost of management is €100,000/year.

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**Identifier**

Risk 4

**Where in the value chain does the risk driver occur?**

Customer

**Risk type**

Transition risk

**Primary climate-related risk driver**

Policy and legal: Mandates on and regulation of existing products and services

**Type of financial impact**

Reduced revenue from decreased demand for goods/services

**Company- specific description**



In parts of the world, cap and trade schemes (carbon based as well as other air quality pollutants) already impact Arcadis clients. The adoption of a cap and trade scheme or a change in existing schemes could directly impact our clients at the local, national, or international level. This risk driver is geographic-specific and regulation-specific. Potential risk impacts include a loss of clients or projects or a tarnished reputation.

**Time horizon**

Medium-term

**Likelihood**

More likely than not

**Magnitude of impact**

Medium-low

**Are you able to provide a potential financial impact figure?**

Yes, a single figure estimate

**Potential financial impact figure (currency)**

8,000,000

**Potential financial impact figure – minimum (currency)**

**Potential financial impact figure – maximum (currency)**

**Explanation of financial impact figure**

Order of magnitude estimate. Financial implications will vary. A 1% decrease in our Environmental Business Line would decrease revenue by €8m.

**Management method**

In order to serve our client needs and maintain a competitive advantage, Arcadis monitors cap and trade schemes at the local, national and international levels. This includes the EU Emissions Trading Scheme. Our Technical Knowledge and Innovation (TKI) Community of Practice



(CoP) experts involved in cap and trade monitor developments on a routine basis, disseminating information to senior management and the organization as a whole. Our service offerings are updated as needed to suit changes in regulation or client needs.

**Cost of management**

100,000

**Comment**

Estimated order of magnitude cost of management is €100,000/year.

**Identifier**

Risk 5

**Where in the value chain does the risk driver occur?**

Customer

**Risk type**

Transition risk

**Primary climate-related risk driver**

Policy and legal: Enhanced emissions-reporting obligations

**Type of financial impact**

Reduced revenue from decreased demand for goods/services

**Company- specific description**

Some Arcadis clients already report their emissions, driven by supporting regulations and/or voluntary initiatives. Power utilities and other large emitting industries are already required to report their emissions, particularly in Europe and North America. Emission reporting obligations are geographic-specific or regulation-specific and could impact ARCADIS, as our practice is global and we serve clients globally on most if not all aspects of climate change regulations. Potential risk impacts include a loss of clients or projects or a tarnished reputation.

**Time horizon**



Current

**Likelihood**

Virtually certain

**Magnitude of impact**

Low

**Are you able to provide a potential financial impact figure?**

Yes, a single figure estimate

**Potential financial impact figure (currency)**

8,000,000

**Potential financial impact figure – minimum (currency)**

**Potential financial impact figure – maximum (currency)**

**Explanation of financial impact figure**

Order of magnitude estimate. Financial implications will vary. A 1% decrease in our Environmental Business Line would decrease revenue by €8m.

**Management method**

Arcadis stays current with changes in emission reporting obligations to serve our client needs and maintain a competitive advantage. This includes mandatory reporting through EU ETS, Defra, EPA, and CARB. Our Technical Knowledge and Innovation (TKI) Community of Practice (CoP) experts involved in emissions reporting monitor developments on a routine basis, disseminating information to senior management and the organization as a whole. Our services are updated as needed to suit changes in regulation or client needs.

**Cost of management**

100,000

**Comment**

Estimated order of magnitude cost of management is €100,000/year.

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**Identifier**

Risk 6

**Where in the value chain does the risk driver occur?**

Customer

**Risk type**

Transition risk

**Primary climate-related risk driver**

Policy and legal: Mandates on and regulation of existing products and services

**Type of financial impact**

Reduced revenue from decreased demand for goods/services

**Company- specific description**

Regulation-driven taxes on either fuel or energy already impacts Arcadis clients, particularly in the power sector. Changes to existing legislation or new legislation would affect many of our clients. This risk driver is geographic-specific or regulation-specific. Potential risk impacts include a loss of clients or projects or a tarnished reputation.

**Time horizon**

Current

**Likelihood**

Virtually certain

**Magnitude of impact**

Medium-low



**Are you able to provide a potential financial impact figure?**

Yes, a single figure estimate

**Potential financial impact figure (currency)**

8,000,000

**Potential financial impact figure – minimum (currency)**

**Potential financial impact figure – maximum (currency)**

**Explanation of financial impact figure**

Order of magnitude estimate. Financial implications will vary. A 1% decrease in our Environmental Business Line would decrease revenue by €8m.

**Management method**

In order to best serve our clients, Arcadis continually monitors changes in fuel/energy taxes and regulations. Our Technical Knowledge and Innovation (TKI) Community of Practice (CoP) experts working on fuel/energy tax and/or regulation projects monitor developments, disseminating information to senior management and the organization as a whole. Our services are updated as needed to suit changes in regulation or client needs.

**Cost of management**

100,000

**Comment**

Estimated order of magnitude cost of management is €100,000/year.

---

**Identifier**

Risk 7



**Where in the value chain does the risk driver occur?**

Customer

**Risk type**

Transition risk

**Primary climate-related risk driver**

Policy and legal: Mandates on and regulation of existing products and services

**Type of financial impact**

Reduced revenue from decreased demand for goods/services

**Company- specific description**

Regulations which impose energy or resource efficiency affect Arcadis clients on a routine basis at local, national, and international levels. In addition, many Arcadis clients see the value of energy/resource efficiency, imposing their own set of standards on their projects. Should Arcadis not be familiar with changes in efficiency regulations/standards, we will be limited in our ability to serve our client needs. This risk driver is not geographic-specific or regulation-specific as our practice is global and we serve clients globally on these issues. Potential risk impacts include a loss of clients or projects or a tarnished reputation.

**Time horizon**

Current

**Likelihood**

Virtually certain

**Magnitude of impact**

Medium-low

**Are you able to provide a potential financial impact figure?**

Yes, a single figure estimate

**Potential financial impact figure (currency)**

32,000,000



**Potential financial impact figure – minimum (currency)**

**Potential financial impact figure – maximum (currency)**

**Explanation of financial impact figure**

Order of magnitude estimate. Financial implications will vary. A 1% decrease in our Business Lines addressing regulatory compliance on a routine basis (Environment, Water, and Infrastructure) would decrease revenue by €32m.

**Management method**

Monitoring developments in product efficiency regulations and standards is paramount to our business. Many of our employees participate in meetings, taskforces and steering committees geared towards driving energy and product efficiency. Our Technical Knowledge and Innovation (TKI) Community of Practice (CoP) experts monitor developments, disseminating information to senior management and the organization as a whole. Our services are updated as needed to suit changes in regulation or client needs.

**Cost of management**

500,000

**Comment**

Estimated order of magnitude cost of management is €500,000/year.

---

**Identifier**

Risk 8

**Where in the value chain does the risk driver occur?**

Customer

**Risk type**

Transition risk



**Primary climate-related risk driver**

Policy and legal: Mandates on and regulation of existing products and services

**Type of financial impact**

Reduced revenue from decreased demand for goods/services

**Company- specific description**

Product labeling regulations, for example, labeling regarding energy or resource efficiency could affect one or more of Arcadis clients, in some cases at a local, national and international level. Should Arcadis not be familiar with the changes in regulations which impose these labeling requirements, we will be limited in our ability to serve our client needs. This risk driver is not geographic-specific or regulation-specific as our practice is global and we serve clients globally on most if not all aspects of climate change regulations. Potential risk impacts include a loss of clients or projects or a tarnished reputation.

**Time horizon**

Current

**Likelihood**

Virtually certain

**Magnitude of impact**

Low

**Are you able to provide a potential financial impact figure?**

Yes, a single figure estimate

**Potential financial impact figure (currency)**

8,000,000

**Potential financial impact figure – minimum (currency)**

**Potential financial impact figure – maximum (currency)**



**Explanation of financial impact figure**

Order of magnitude impact. Financial implications will vary. A 1% decrease in our Environmental Business Line would decrease revenue by €8m.

**Management method**

In order to best serve our clients, Arcadis monitors changes in product labeling regulations and standards. This includes CLS and GHS regulation. Our product labeling experts monitor developments, disseminating information to senior management and the organization as a whole. Services are updated as needed to suit changes in regulation or client needs.

**Cost of management**

100,000

**Comment**

Estimated order of magnitude cost of management is €100,000/year.

---

**Identifier**

Risk 9

**Where in the value chain does the risk driver occur?**

Customer

**Risk type**

Transition risk

**Primary climate-related risk driver**

Policy and legal: Other

**Type of financial impact**

Reduced revenue from decreased demand for goods/services

**Company- specific description**



The voluntary agreement of governments with companies with regards climate change matters will affect one or more of Arcadis clients, in some cases at a local or national-level. Should Arcadis not be familiar with these voluntary agreements, we will be limited in our ability to serve our client needs. This risk driver is specific to the government authority and private company involved in the voluntary agreement, at least for those agreements affecting our clients. Potential risk impacts include a loss of clients or projects or a tarnished reputation.

**Time horizon**

Current

**Likelihood**

Virtually certain

**Magnitude of impact**

Low

**Are you able to provide a potential financial impact figure?**

Yes, a single figure estimate

**Potential financial impact figure (currency)**

8,000,000

**Potential financial impact figure – minimum (currency)**

**Potential financial impact figure – maximum (currency)**

**Explanation of financial impact figure**

Order of magnitude estimate. Financial implications will vary. A 1% decrease in our Environmental Business Line would decrease revenue by €8m.

**Management method**

Some of our clients already participate in voluntary carbon agreements. In order to best serve our clients, Arcadis monitors and tracks voluntary carbon agreements primarily in Europe, the UK, and the US. Some employees participate in meetings, taskforces and steering committees in

order to demonstrate our sustainability commitments, find common grounds to address sustainability challenges, and keep up to date with important new developments.

**Cost of management**

100,000

**Comment**

Estimated order of magnitude cost of management is €100,000/year.

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**Identifier**

Risk 10

**Where in the value chain does the risk driver occur?**

Customer

**Risk type**

Transition risk

**Primary climate-related risk driver**

Policy and legal: Mandates on and regulation of existing products and services

**Type of financial impact**

Reduced revenue from decreased demand for goods/services

**Company- specific description**

As a leader in the environmental space, Arcadis routinely works with clients to comply with environmental regulation, providing our clients with regulatory expertise at the local, state, regional, national, and international level. Changes in environmental regulation will impact a majority if not all of our clients. This risk driver is geographic-specific and sector-specific, linked to the regulation itself. Potential risk impacts include a loss of clients or projects or a tarnished reputation.

**Time horizon**



Current

**Likelihood**

Virtually certain

**Magnitude of impact**

Medium

**Are you able to provide a potential financial impact figure?**

Yes, a single figure estimate

**Potential financial impact figure (currency)**

32,000,000

**Potential financial impact figure – minimum (currency)**

**Potential financial impact figure – maximum (currency)**

**Explanation of financial impact figure**

Order of magnitude estimate. Financial implications will vary. A 1% decrease in our Business Lines addressing regulatory compliance on a routine basis (Environment, Water, and Infrastructure) would decrease revenue by €32m.

**Management method**

In order to serve our client needs and maintain a competitive advantage, Arcadis monitors changes to environmental regulation at the local, national and international level. Our Technical Knowledge and Innovation (TKI) Community of Practice (CoP) experts responsible for regulatory compliance keep up to date with new regulations and developments on a routine basis, disseminating information to senior management and the organization as a whole. Environmental regulation is core to our business.

**Cost of management**

500,000

**Comment**

Estimated order of magnitude cost of management is €500,000/year.

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**Identifier**

Risk 11

**Where in the value chain does the risk driver occur?**

Customer

**Risk type**

Transition risk

**Primary climate-related risk driver**

Policy and legal: Other

**Type of financial impact**

Reduced revenue from decreased demand for goods/services

**Company- specific description**

Regulatory uncertainty will affect one or more of Arcadis clients, in some cases at a local, national and global-level. Should Arcadis not be aware of this uncertainty, we will be limited in our ability to serve our client needs. This risk driver is not geographic-specific or regulation-specific. Potential risk impacts include a loss of clients or projects or a tarnished reputation.

**Time horizon**

Medium-term

**Likelihood**

More likely than not

**Magnitude of impact**

Medium-low



**Are you able to provide a potential financial impact figure?**

Yes, a single figure estimate

**Potential financial impact figure (currency)**

32,000,000

**Potential financial impact figure – minimum (currency)**

**Potential financial impact figure – maximum (currency)**

**Explanation of financial impact figure**

Order of magnitude estimate. Financial implications will vary. A 1% decrease in our Business Lines addressing regulatory compliance on a routine basis (Environment, Water, and Infrastructure) would decrease revenue by €32m.

**Management method**

There is always some uncertainty to new regulation. In order to understand this uncertainty, Arcadis continually monitors climate change activity by maintaining memberships and partnerships with organizations, participating in meetings, taskforces and steering committees, and participating in key projects that help shape regulation. Our Technical Knowledge and Innovation (TKI) Community of Practice (CoP) experts keep up to date with new regulations and developments on a routine basis, disseminating any uncertainty to senior management and individuals responsible for informing our clients on regulatory change.

**Cost of management**

100,000

**Comment**

Estimated order of magnitude cost of management is €100,000/year.

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**Identifier**

Risk 12

**Where in the value chain does the risk driver occur?**

Customer

**Risk type**

Transition risk

**Primary climate-related risk driver**

Policy and legal: Other

**Type of financial impact**

Reduced revenue from decreased demand for goods/services

**Company- specific description**

As with uncertainty, the lack of clear guiding regulations will affect one or more of Arcadis clients, in some cases at a local, national and international level. Should Arcadis not be familiar with the implications of this lack of regulation, we will be limited in our ability to serve our client needs. This risk driver is not geographic-specific or regulation-specific as our practice is global and we serve clients globally on most if not all aspects of climate change regulations. Potential risk impacts include a loss of clients or projects or a tarnished reputation.

**Time horizon**

Long-term

**Likelihood**

Unlikely

**Magnitude of impact**

Low

**Are you able to provide a potential financial impact figure?**

Yes, a single figure estimate

**Potential financial impact figure (currency)**

32,000,000

**Potential financial impact figure – minimum (currency)**

**Potential financial impact figure – maximum (currency)**

**Explanation of financial impact figure**

Order of magnitude estimate. Financial implications will vary. A 1% decrease in our Business Lines addressing regulatory compliance on a routine basis (Environment, Water, and Infrastructure) would decrease revenue by €32m.

**Management method**

Arcadis staff stayed informed on changes in regulation by maintaining memberships and partnerships with key organizations (e.g. WBCSD), participating in meetings, taskforces and steering committees, and participating in key projects that help shape regulation. By staying informed on regulatory advancements, we are able to understand the potential for lack of regulation.

**Cost of management**

100,000

**Comment**

Estimated order of magnitude cost of management is €100,000/year.

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**Identifier**

Risk 13

**Where in the value chain does the risk driver occur?**

Customer

**Risk type**

Physical risk



**Primary climate-related risk driver**

Chronic: Rising mean temperatures

**Type of financial impact**

Reduced revenue from decreased demand for goods/services

**Company- specific description**

As an environmental consulting company, Arcadis already works with many our clients to varying degrees on climate-related issues. Changes in the mean average temperature will directly affect many of our clients at the local, national and international level. Like all climate related issues, this risk driver is specific to geography, as impacts associated with temperature change will affect different geographies with different intensities.

**Time horizon**

Long-term

**Likelihood**

Likely

**Magnitude of impact**

Medium

**Are you able to provide a potential financial impact figure?**

Yes, a single figure estimate

**Potential financial impact figure (currency)**

32,000,000

**Potential financial impact figure – minimum (currency)**

**Potential financial impact figure – maximum (currency)**



**Explanation of financial impact figure**

Order of magnitude estimate. Financial implications will vary. A 1% decrease in our business would decrease revenue by €32m.

**Management method**

Whether its helping a water utility deal with drought, designing a building to withstand the effects of climate change, or helping a client improve resource efficiencies, pro-active planning is the best approach to mitigating the effects of climate change. Arcadis offers its clients' a full suite of climate change related services including climate change modeling, energy efficiency, resource conservation, flood and coastal protection, water management, and disaster preparedness. By offering a wide range of climate related services, staying up to date on potential impacts of climate change, working on a wide variety of projects in Water, Environment, Infrastructure, and Buildings, and global information sharing, Arcadis is best positioned to serve our clients' needs. Arcadis continually monitors climate change activity by maintaining memberships and partnerships with organizations, participating in meetings, taskforces and steering committees, and participating in key projects that help shape regulation. Our Technical Knowledge and Innovation (TKI) Community of Practice (CoP) experts keep up to date with new developments on a routine basis, disseminating any uncertainty to senior management and individuals responsible for informing our clients on climate change related issues..

**Cost of management**

100,000

**Comment**

Estimated order of magnitude cost of management is €100,000/year.

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**Identifier**

Risk 14

**Where in the value chain does the risk driver occur?**

Customer

**Risk type**

Physical risk



**Primary climate-related risk driver**

Acute: Increased severity of extreme weather events such as cyclones and floods

**Type of financial impact**

Reduced revenue from decreased demand for goods/services

**Company- specific description**

As an environmental consulting company, Arcadis already works with many our clients to varying degrees on climate-related issues. Changes in temperature extremes will directly affect many of our clients, at the local, national and international level and could pose a threat to the safety of our staff working in the field or at a project site. Like all climate related issues, this risk driver is specific to geography, as impacts associated with temperature extreme will affect different geographies with different intensities.

**Time horizon**

Long-term

**Likelihood**

Likely

**Magnitude of impact**

Medium

**Are you able to provide a potential financial impact figure?**

Yes, a single figure estimate

**Potential financial impact figure (currency)**

32,000,000

**Potential financial impact figure – minimum (currency)**

**Potential financial impact figure – maximum (currency)**



**Explanation of financial impact figure**

Order of magnitude estimate. Financial implications will vary. A 1% decrease in our business would decrease revenue by €32m.

**Management method**

Whether its helping a water utility deal with drought, designing a building to withstand the effects of climate change, or helping a client improve resource efficiencies, pro-active planning is the best approach to mitigating the effects of climate change. Arcadis offers its clients' a full suite of climate change related services including climate change modeling, energy efficiency, resource conservation, flood and coastal protection, water management, and disaster preparedness. By offering a wide range of climate related services, staying up to date on potential impacts of climate change, working on a wide variety of projects in Water, Environment, Infrastructure, and Buildings, and global information sharing, Arcadis is best positioned to serve our clients' needs. Arcadis continually monitors climate change activity by maintaining memberships and partnerships with organizations, participating in meetings, taskforces and steering committees, and participating in key projects that help shape regulation. Our Technical Knowledge and Innovation (TKI) Community of Practice (CoP) experts keep up to date with new developments on a routine basis, disseminating any uncertainty to senior management and individuals responsible for informing our clients on climate change related issues.

**Cost of management**

100,000

**Comment**

Estimated order of magnitude cost of management is €100,000/year.

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**Identifier**

Risk 15

**Where in the value chain does the risk driver occur?**

Customer

**Risk type**

Physical risk



**Primary climate-related risk driver**

Chronic: Changes in precipitation patterns and extreme variability in weather patterns

**Type of financial impact**

Reduced revenue from decreased demand for goods/services

**Company- specific description**

As an environmental consulting company, Arcadis already works with many our clients to varying degrees on climate-related issues. Changes in the mean average precipitation will directly affect many of our clients, at the local, national and international level. Like all climate related issues, this risk driver is specific to geography, as impacts associated with precipitation change will affect different geographies with different intensities.

**Time horizon**

Long-term

**Likelihood**

Likely

**Magnitude of impact**

Medium

**Are you able to provide a potential financial impact figure?**

Yes, a single figure estimate

**Potential financial impact figure (currency)**

32,000,000

**Potential financial impact figure – minimum (currency)**

**Potential financial impact figure – maximum (currency)**



**Explanation of financial impact figure**

Order of magnitude estimate. Financial implications will vary. A 1% decrease in our business would decrease revenue by €32m.

**Management method**

Whether its helping a water utility deal with drought, designing a building to withstand the effects of climate change, or helping a client improve resource efficiencies, pro-active planning is the best approach to mitigating the effects of climate change. Arcadis offers its clients' a full suite of climate change related services including climate change modeling, energy efficiency, resource conservation, flood and coastal protection, water management, and disaster preparedness. By offering a wide range of climate related services, staying up to date on potential impacts of climate change, working on a wide variety of projects in Water, Environment, Infrastructure, and Buildings, and global information sharing, Arcadis is best positioned to serve our clients' needs. Arcadis continually monitors climate change activity by maintaining memberships and partnerships with organizations, participating in meetings, taskforces and steering committees, and participating in key projects that help shape regulation. Our Technical Knowledge and Innovation (TKI) Community of Practice (CoP) experts keep up to date with new developments on a routine basis, disseminating any uncertainty to senior management and individuals responsible for informing our clients on climate change related issues.

**Cost of management**

100,000

**Comment**

Estimated order of magnitude cost of management is €100,000/year.

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**Identifier**

Risk 16

**Where in the value chain does the risk driver occur?**

Customer

**Risk type**

Physical risk



**Primary climate-related risk driver**

Chronic: Changes in precipitation patterns and extreme variability in weather patterns

**Type of financial impact**

Reduced revenue from decreased demand for goods/services

**Company- specific description**

As an environmental consulting company, Arcadis already works with many our clients to varying degrees on climate-related issues. Changes in the precipitation patterns will directly affect many of our clients, at the local, national and international level and could pose a threat to the safety of our staff working in the field or at a project site. Like all climate related issues, this risk driver is specific to geography, as impacts associated with precipitation patterns will affect different geographies with different intensities.

**Time horizon**

Long-term

**Likelihood**

Likely

**Magnitude of impact**

Medium

**Are you able to provide a potential financial impact figure?**

Yes, a single figure estimate

**Potential financial impact figure (currency)**

32,000,000

**Potential financial impact figure – minimum (currency)**

**Potential financial impact figure – maximum (currency)**



**Explanation of financial impact figure**

Order of magnitude estimate. Financial implications will vary. A 1% decrease in our business would decrease revenue by €32m.

**Management method**

Whether its helping a water utility deal with drought, designing a building to withstand the effects of climate change, or helping a client improve resource efficiencies, pro-active planning is the best approach to mitigating the effects of climate change. Arcadis offers its clients' a full suite of climate change related services including climate change modeling, energy efficiency, resource conservation, flood and coastal protection, water management, and disaster preparedness. By offering a wide range of climate related services, staying up to date on potential impacts of climate change, working on a wide variety of projects in Water, Environment, Infrastructure, and Buildings, and global information sharing, Arcadis is best positioned to serve our clients' needs. Arcadis continually monitors climate change activity by maintaining memberships and partnerships with organizations, participating in meetings, taskforces and steering committees, and participating in key projects that help shape regulation. Our Technical Knowledge and Innovation (TKI) Community of Practice (CoP) experts keep up to date with new developments on a routine basis, disseminating any uncertainty to senior management and individuals responsible for informing our clients on climate change related issues.

**Cost of management**

100,000

**Comment**

Estimated order of magnitude cost of management is €100,000/year.

---

**Identifier**

Risk 16

**Where in the value chain does the risk driver occur?**

Customer

**Risk type**

Physical risk



**Primary climate-related risk driver**

Acute: Increased severity of extreme weather events such as cyclones and floods

**Type of financial impact**

Reduced revenue from decreased demand for goods/services

**Company- specific description**

As an environmental consulting company, Arcadis already works with many our clients to varying degrees on climate-related issues. Changes in the precipitation extremes and droughts will directly affect many of our clients, at the local, national and international level and could pose a threat to the safety of our staff working in the field or at a project site. Like all climate related issues, this risk driver is specific to geography, as impacts associated with precipitation extremes and droughts will affect different geographies with different intensities.

**Time horizon**

Long-term

**Likelihood**

Likely

**Magnitude of impact**

Medium

**Are you able to provide a potential financial impact figure?**

Yes, a single figure estimate

**Potential financial impact figure (currency)**

32,000,000

**Potential financial impact figure – minimum (currency)**

**Potential financial impact figure – maximum (currency)**



**Explanation of financial impact figure**

Order of magnitude estimate. Financial implications will vary. A 1% decrease in our business would decrease revenue by €32m.

**Management method**

Whether its helping a water utility deal with drought, designing a building to withstand the effects of climate change, or helping a client improve resource efficiencies, pro-active planning is the best approach to mitigating the effects of climate change. Arcadis offers its clients' a full suite of climate change related services including climate change modeling, energy efficiency, resource conservation, flood and coastal protection, water management, and disaster preparedness. By offering a wide range of climate related services, staying up to date on potential impacts of climate change, working on a wide variety of projects in Water, Environment, Infrastructure, and Buildings, and global information sharing, Arcadis is best positioned to serve our clients' needs. Arcadis continually monitors climate change activity by maintaining memberships and partnerships with organizations, participating in meetings, taskforces and steering committees, and participating in key projects that help shape regulation. Our Technical Knowledge and Innovation (TKI) Community of Practice (CoP) experts keep up to date with new developments on a routine basis, disseminating any uncertainty to senior management and individuals responsible for informing our clients on climate change related issues.

**Cost of management**

100,000

**Comment**

Estimated order of magnitude cost of management is €100,000/year.

---

**Identifier**

Risk 17

**Where in the value chain does the risk driver occur?**

Customer

**Risk type**

Physical risk



**Primary climate-related risk driver**

Chronic: Changes in precipitation patterns and extreme variability in weather patterns

**Type of financial impact**

Reduced revenue from decreased demand for goods/services

**Company- specific description**

As an environmental consulting company, Arcadis already works with many our clients to varying degrees on climate-related issues. Changes in snow and ice will directly affect many of our clients, at the local, national and international level and could pose a threat to the safety of our staff working in the field or at a project site. Like all climate related issues, this risk driver is specific to geography, as impacts associated with snow and ice will affect different geographies with different intensities.

**Time horizon**

Long-term

**Likelihood**

About as likely as not

**Magnitude of impact**

Low

**Are you able to provide a potential financial impact figure?**

Yes, a single figure estimate

**Potential financial impact figure (currency)**

32,000,000

**Potential financial impact figure – minimum (currency)**

**Potential financial impact figure – maximum (currency)**



**Explanation of financial impact figure**

Order of magnitude estimate. Financial implications will vary. A 1% decrease in our business would decrease revenue by €32m.

**Management method**

Whether its helping a water utility deal with drought, designing a building to withstand the effects of climate change, or helping a client improve resource efficiencies, pro-active planning is the best approach to mitigating the effects of climate change. Arcadis offers its clients' a full suite of climate change related services including climate change modeling, energy efficiency, resource conservation, flood and coastal protection, water management, and disaster preparedness. By offering a wide range of climate related services, staying up to date on potential impacts of climate change, working on a wide variety of projects in Water, Environment, Infrastructure, and Buildings, and global information sharing, Arcadis is best positioned to serve our clients' needs. Arcadis continually monitors climate change activity by maintaining memberships and partnerships with organizations, participating in meetings, taskforces and steering committees, and participating in key projects that help shape regulation. Our Technical Knowledge and Innovation (TKI) Community of Practice (CoP) experts keep up to date with new developments on a routine basis, disseminating any uncertainty to senior management and individuals responsible for informing our clients on climate change related issues.

**Cost of management**

100,000

**Comment**

Estimated order of magnitude cost of management is €100,000/year.

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**Identifier**

Risk 18

**Where in the value chain does the risk driver occur?**

Customer

**Risk type**

Physical risk



**Primary climate-related risk driver**

Chronic: Rising sea levels

**Type of financial impact**

Reduced revenue from decreased demand for goods/services

**Company- specific description**

As an environmental consulting company, Arcadis already works with many our clients to varying degrees on climate-related issues. Sea level rise will directly affect some of our clients, at the local, national and international level. Like all climate related issues, this risk driver is specific to geography, as impacts associated with sea level rise will affect different geographies with different intensities.

**Time horizon**

Long-term

**Likelihood**

Likely

**Magnitude of impact**

Low

**Are you able to provide a potential financial impact figure?**

Yes, a single figure estimate

**Potential financial impact figure (currency)**

32,000,000

**Potential financial impact figure – minimum (currency)**

**Potential financial impact figure – maximum (currency)**

**Explanation of financial impact figure**



Order of magnitude estimate. Financial implications will vary. A 1% decrease in our business would decrease revenue by €32m.

**Management method**

Whether its helping a water utility deal with drought, designing a building to withstand the effects of climate change, or helping a client improve resource efficiencies, pro-active planning is the best approach to mitigating the effects of climate change. Arcadis offers its clients' a full suite of climate change related services including climate change modeling, energy efficiency, resource conservation, flood and coastal protection, water management, and disaster preparedness. By offering a wide range of climate related services, staying up to date on potential impacts of climate change, working on a wide variety of projects in Water, Environment, Infrastructure, and Buildings, and global information sharing, Arcadis is best positioned to serve our clients' needs. Arcadis continually monitors climate change activity by maintaining memberships and partnerships with organizations, participating in meetings, taskforces and steering committees, and participating in key projects that help shape regulation. Our Technical Knowledge and Innovation (TKI) Community of Practice (CoP) experts keep up to date with new developments on a routine basis, disseminating any uncertainty to senior management and individuals responsible for informing our clients on climate change related issues.

**Cost of management**

100,000

**Comment**

Estimated order of magnitude cost of management is €100,000/year.

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**Identifier**

Risk 19

**Where in the value chain does the risk driver occur?**

Customer

**Risk type**

Physical risk

**Primary climate-related risk driver**



Acute: Increased severity of extreme weather events such as cyclones and floods

**Type of financial impact**

Reduced revenue from decreased demand for goods/services

**Company- specific description**

As an environmental consulting company, Arcadis already works with many our clients to varying degrees on climate-related issues. Tropical cyclones will directly affect some of our clients, at the local, national and international level and could pose a threat to the safety of our staff working in the field or at a project site. Like all climate related issues, this risk driver is specific to geography, as impacts associated with extreme weather events will affect different geographies with different intensities.

**Time horizon**

Long-term

**Likelihood**

About as likely as not

**Magnitude of impact**

Low

**Are you able to provide a potential financial impact figure?**

Yes, a single figure estimate

**Potential financial impact figure (currency)**

32,000,000

**Potential financial impact figure – minimum (currency)**

**Potential financial impact figure – maximum (currency)**

**Explanation of financial impact figure**



Order of magnitude estimate. Financial implications will vary. A 1% decrease in our business would decrease revenue by €32m.

**Management method**

Whether its helping a water utility deal with drought, designing a building to withstand the effects of climate change, or helping a client improve resource efficiencies, pro-active planning is the best approach to mitigating the effects of climate change. Arcadis offers its clients' a full suite of climate change related services including climate change modeling, energy efficiency, resource conservation, flood and coastal protection, water management, and disaster preparedness. By offering a wide range of climate related services, staying up to date on potential impacts of climate change, working on a wide variety of projects in Water, Environment, Infrastructure, and Buildings, and global information sharing, ARCADIS is best positioned to serve our clients' needs. Arcadis continually monitors climate change activity by maintaining memberships and partnerships with organizations, participating in meetings, taskforces and steering committees, and participating in key projects that help shape regulation. Our Technical Knowledge and Innovation (TKI) Community of Practice (CoP) experts keep up to date with new developments on a routine basis, disseminating any uncertainty to senior management and individuals responsible for informing our clients on climate change related issues.

**Cost of management**

100,000

**Comment**

Estimated order of magnitude cost of management is €100,000/year.

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**Identifier**

Risk 20

**Where in the value chain does the risk driver occur?**

Customer

**Risk type**

Physical risk

**Primary climate-related risk driver**



Chronic: Other

**Type of financial impact**

Reduced revenue from decreased demand for goods/services

**Company- specific description**

As an environmental consulting company, Arcadis already works with many our clients with issues related to changes in the availability of natural resources (e.g., water, metals, forests, fossil fuels). Changes in the availability of natural resources will directly affect many of our clients, at the local, national and international level. This risk driver is specific to geography and business, as impacts will affect different geographies and different industries with varying intensity.

**Time horizon**

Long-term

**Likelihood**

Likely

**Magnitude of impact**

Medium

**Are you able to provide a potential financial impact figure?**

Yes, a single figure estimate

**Potential financial impact figure (currency)**

32,000,000

**Potential financial impact figure – minimum (currency)**

**Potential financial impact figure – maximum (currency)**

**Explanation of financial impact figure**



Order of magnitude estimate. Financial implications will vary. A 1% decrease in our business would decrease revenue by €32m.

**Management method**

Whether its helping a water utility deal with drought, designing a building to withstand the effects of climate change, or helping a client improve resource efficiencies, pro-active planning is the best approach to mitigating the effects of climate change. Arcadis offers its clients' a full suite of climate change related services including climate change modeling, energy efficiency, resource conservation, flood and coastal protection, water management, and disaster preparedness. By offering a wide range of climate related services, staying up to date on potential impacts of climate change, working on a wide variety of projects in Water, Environment, Infrastructure, and Buildings, and global information sharing, Arcadis is best positioned to serve our clients' needs. Arcadis continually monitors climate change activity by maintaining memberships and partnerships with organizations, participating in meetings, taskforces and steering committees, and participating in key projects that help shape regulation. Our Technical Knowledge and Innovation (TKI) Community of Practice (CoP) experts keep up to date with new developments on a routine basis, disseminating any uncertainty to senior management and individuals responsible for informing our clients on climate change related issues.

**Cost of management**

100,000

**Comment**

Estimated order of magnitude cost of management is €100,000/year.

---

**Identifier**

Risk 21

**Where in the value chain does the risk driver occur?**

Customer

**Risk type**

Physical risk

**Primary climate-related risk driver**



Chronic: Other

**Type of financial impact**

Reduced revenue from decreased demand for goods/services

**Company- specific description**

Uncertainty regarding any of the other risk factors discussed herein can affect one or more of Arcadis clients, in some cases at a local, national and global-level. Should Arcadis not be familiar with the uncertainties associated with these physical features of climate change, we will be limited in our ability to serve our client needs. This risk driver is not geographic-specific or specific to the nature of the physical change, as our practice is global and we serve clients globally on most if not all aspects of climate change implications.

**Time horizon**

Long-term

**Likelihood**

About as likely as not

**Magnitude of impact**

Low

**Are you able to provide a potential financial impact figure?**

Yes, a single figure estimate

**Potential financial impact figure (currency)**

32,000,000

**Potential financial impact figure – minimum (currency)**

**Potential financial impact figure – maximum (currency)**

**Explanation of financial impact figure**



Order of magnitude estimate. Financial implications will vary. A 1% decrease in our business would decrease revenue by €32m.

**Management method**

It is difficult to understand and accurately predict all physical risks associated with climate change. While Arcadis offers a full-suite of climate change related services to suite our clients' needs, we also believe in working with directly with our clients to help them understand climate change inherent risks and uncertainty. We do this through global information sharing, technical presentations, individual discussions, and facilitated workshops.

**Cost of management**

100,000

**Comment**

Estimated order of magnitude cost of management is €100,000/year.

---

**Identifier**

Risk 22

**Where in the value chain does the risk driver occur?**

Direct operations

**Risk type**

Transition risk

**Primary climate-related risk driver**

Reputation: Increased stakeholder concern or negative stakeholder feedback

**Type of financial impact**

Reduced revenue from decreased demand for goods/services

**Company- specific description**



Arcadis is a consulting company that is deeply involved in providing expertise to clients on a variety of environmental topics including climate change. Should our own internal carbon performance be lacking or our climate related services be in line with the needs of our clients, we could suffer a reputational risk with clients and employees resulting in loss of clients and/or projects.

**Time horizon**

Current

**Likelihood**

Virtually certain

**Magnitude of impact**

Medium

**Are you able to provide a potential financial impact figure?**

Yes, a single figure estimate

**Potential financial impact figure (currency)**

32,000,000

**Potential financial impact figure – minimum (currency)**

**Potential financial impact figure – maximum (currency)**

**Explanation of financial impact figure**

Order of magnitude estimate. Financial implications will vary. A 1% decrease in our business would decrease revenue by €32m.

**Management method**

Whether its helping a water utility deal with drought, designing a building to withstand the effects of climate change, or helping a client improve resource efficiencies, the environment and potential changes to our environment is embedded into everything we do. We strive to provide our clients with comprehensive solutions that provide sustainable benefit their organization and the communities and environments in which we live and work. We do this by monitoring all aspects of climate change by maintaining memberships and partnerships with key organizations,



participating in meetings, taskforces and steering committees, and participating in key projects that help shape regulation. Our Technical Knowledge and Innovation (TKI) Community of Practice (CoP) experts keep up to date in their areas of expertise, disseminating any large developments to senior management and individuals responsible for assisting our clients with climate change related matters.

**Cost of management**

1,000,000

**Comment**

Estimated order of magnitude cost of management is €1,000,000/year.

**C2.4**

**(C2.4) Have you identified any climate-related opportunities with the potential to have a substantive financial or strategic impact on your business?**

Yes

**C2.4a**

**(C2.4a) Provide details of opportunities identified with the potential to have a substantive financial or strategic impact on your business.**

---

**Identifier**

Opp1

**Where in the value chain does the opportunity occur?**

Customer

**Opportunity type**

Products and services



**Primary climate-related opportunity driver**

Development and/or expansion of low emission goods and services

**Type of financial impact**

Increased revenue through demand for lower emissions products and services

**Company-specific description**

Arcadis routinely works with clients to comply with air quality limits and regulations, providing our clients with regulatory compliance support experts whose expansive and diverse client-base keeps them on the cutting edge of the latest local, state, regional, national, and global trends in regulations and technology. As such, it is important to monitor changes to air pollution regulations or the imposition or relaxation of air pollution limits as they will affect our clients at the local, national, and international levels. This opportunity is geographic-specific and sector-specific, linked to the regulation itself.

**Time horizon**

Current

**Likelihood**

Virtually certain

**Magnitude of impact**

Medium

**Are you able to provide a potential financial impact figure?**

Yes, a single figure estimate

**Potential financial impact figure (currency)**

32,000,000

**Potential financial impact figure – minimum (currency)**

**Potential financial impact figure – maximum (currency)**



**Explanation of financial impact figure**

Order of magnitude estimate. Financial implications will vary. A 1% increase in our Business Lines largely responsible for addressing regulatory compliance (Environment, Water, and Infrastructure) would increase revenue by €32m.

**Strategy to realize opportunity**

In order to serve our client needs and maintain a competitive advantage, Arcadis monitors changes to air quality regulations and limits at the local, national and international levels. Our Technical Knowledge and Innovation (TKI) Community of Practice (CoP) experts responsible for regulatory compliance keep up to date with new regulations and developments on a routine basis, disseminating information to senior management and the organization as a whole.

**Cost to realize opportunity**

500,000

**Comment**

Estimated order of magnitude cost of management is €500,000/year.

---

**Identifier**

Opp2

**Where in the value chain does the opportunity occur?**

Customer

**Opportunity type**

Products and services

**Primary climate-related opportunity driver**

Development of climate adaptation and insurance risk solutions

**Type of financial impact**

Better competitive position to reflect shifting consumer preferences, resulting in increased revenues



**Company-specific description**

In parts of the world, carbon taxes are already affect Arcadis clients. Understanding the imposition of carbon taxes within various jurisdictions or a change in current carbon tax regulation benefits Arcadis and our clients at the local, national, or international level. This opportunity is geographic-specific and regulation-specific.

**Time horizon**

Long-term

**Likelihood**

More likely than not

**Magnitude of impact**

Low

**Are you able to provide a potential financial impact figure?**

Yes, a single figure estimate

**Potential financial impact figure (currency)**

8,000,000

**Potential financial impact figure – minimum (currency)**

**Potential financial impact figure – maximum (currency)**

**Explanation of financial impact figure**

Order of magnitude estimate. Financial implications will vary. A 1% increase in our Environmental Business Line would increase revenue by €8m.

**Strategy to realize opportunity**

In order to serve our client needs and maintain a competitive advantage, Arcadis monitors carbon tax legislation at the local, national and international levels. Our Technical Knowledge and Innovation (TKI) Community of Practice (CoP) experts engaged in carbon tax projects



monitor developments on a routine basis, disseminating information to senior management and the organization as a whole. Our service offerings are updated as needed to suit changes in regulation or client needs.

**Cost to realize opportunity**

100,000

**Comment**

Estimated order of magnitude cost of management is €100,000/year.

**Identifier**

Opp3

**Where in the value chain does the opportunity occur?**

Customer

**Opportunity type**

Products and services

**Primary climate-related opportunity driver**

Development of climate adaptation and insurance risk solutions

**Type of financial impact**

Better competitive position to reflect shifting consumer preferences, resulting in increased revenues

**Company-specific description**

As an environmental consulting organization, it is important to monitor changes in International Agreements on climate change, such as the Kyoto Protocol, Paris Agreement or other agreements sponsored by the UN or other authorities as it will undoubtedly affect Arcadis clients and the work we do. This opportunity is not geographic-specific or regulation-specific, as our practice is global and we serve clients globally on most if not all aspects of climate change regulations.

**Time horizon**



Long-term

**Likelihood**

About as likely as not

**Magnitude of impact**

Low

**Are you able to provide a potential financial impact figure?**

Yes, a single figure estimate

**Potential financial impact figure (currency)**

8,000,000

**Potential financial impact figure – minimum (currency)**

**Potential financial impact figure – maximum (currency)**

**Explanation of financial impact figure**

Order of magnitude estimate. Financial implications will vary. A 1% increase in our Environmental Business Line would increase revenue by €8m.

**Strategy to realize opportunity**

Arcadis continually monitors climate change activity and legislation at the local, national and international levels, including any changes in international agreements. Doing so allows us to serve our client needs and maintain a competitive advantage. Arcadis has several partnerships and memberships. These include UN Global Compact, UN-Habitat, IUCN Netherlands Leaders for Nature, Carbon Disclosure Project, World Economic Forum, and World Business Council for Sustainable Development. We participate in meetings, taskforces and steering committees in order to demonstrate our sustainability commitments, to find common grounds to address sustainability challenges, to keep up to date with important new developments and to adapt our own sustainability strategy. In 2014, ARCADIS became a member of the World Business Council for Sustainable Development (WBCSD). ARCADIS subsidiary RTKL is also a signatory to The China Accord, an industry-led



coalition which pledges to plan and design built environments to carbon neutral or high-performance standards in keeping with the ambition of the Chinese authorities to improve the urban environment. We are also engaged in dialogues with leading NGO's, like IUCN and Amnesty International.

**Cost to realize opportunity**

100,000

**Comment**

Estimated order of magnitude cost of management is €100,000/year.

---

**Identifier**

Opp4

**Where in the value chain does the opportunity occur?**

Customer

**Opportunity type**

Products and services

**Primary climate-related opportunity driver**

Development of climate adaptation and insurance risk solutions

**Type of financial impact**

Increased revenue through demand for lower emissions products and services

**Company-specific description**

In parts of the world, cap and trade schemes (carbon based as well as other air quality pollutants) already impact Arcadis clients. Monitoring cap and trade schemes or a change in existing schemes could directly benefit our clients at the local, national, or international level. This opportunity is geographic-specific and regulation-specific.

**Time horizon**



Medium-term

**Likelihood**

More likely than not

**Magnitude of impact**

Medium-low

**Are you able to provide a potential financial impact figure?**

Yes, a single figure estimate

**Potential financial impact figure (currency)**

8,000,000

**Potential financial impact figure – minimum (currency)**

**Potential financial impact figure – maximum (currency)**

**Explanation of financial impact figure**

Order of magnitude estimate. Financial implications will vary. A 1% increase in our Environmental Business Line would increase revenue by €8m.

**Strategy to realize opportunity**

In order to serve our client needs and maintain a competitive advantage, Arcadis monitors cap and trade schemes at the local, national and international levels. This includes the EU Emissions Trading Scheme. Our Technical Knowledge and Innovation (TKI) Community of Practice (CoP) experts involved in cap and trade monitor developments on a routine basis, disseminating information to senior management and the organization as a whole. Our service offerings are updated as needed to suit changes in regulation or client needs.

**Cost to realize opportunity**

100,000

**Comment**

Estimated order of magnitude cost of management is €100,000/year.

---

**Identifier**

Opp5

**Where in the value chain does the opportunity occur?**

Customer

**Opportunity type**

Products and services

**Primary climate-related opportunity driver**

Development and/or expansion of low emission goods and services

**Type of financial impact**

Increased revenue through new solutions to adaptation needs (e.g., insurance risk transfer products and services)

**Company-specific description**

Some Arcadis clients already report their emissions, driven by supporting regulations and/or voluntary initiatives. Power utilities and other large emitting industries are already required to report their emissions, particularly in Europe and North America. Emission reporting obligations are geographic-specific and regulation-specific and understanding obligation changes benefits Arcadis, as our practice is global and we serve clients globally on most if not all aspects of climate change regulations.

**Time horizon**

Current

**Likelihood**

Virtually certain

**Magnitude of impact**



Low

**Are you able to provide a potential financial impact figure?**

Yes, a single figure estimate

**Potential financial impact figure (currency)**

8,000,000

**Potential financial impact figure – minimum (currency)**

**Potential financial impact figure – maximum (currency)**

**Explanation of financial impact figure**

Order of magnitude estimate. Financial implications will vary. A 1% increase in our Environmental Business Line would increase revenue by €8m.

**Strategy to realize opportunity**

Arcadis stays current with changes in emission reporting obligations to serve our client needs and maintain a competitive advantage. This includes mandatory reporting through EU ETS, Defra, EPA, and CARB. Our Technical Knowledge and Innovation (TKI) Community of Practice (CoP) experts involved in emissions reporting monitor developments on a routine basis, disseminating information to senior management and the organization as a whole. Our services are updated as needed to suit changes in regulation or client needs.

**Cost to realize opportunity**

100,000

**Comment**

Estimated order of magnitude cost of management is €100,000/year.

---

**Identifier**



Opp6

**Where in the value chain does the opportunity occur?**

Customer

**Opportunity type**

Products and services

**Primary climate-related opportunity driver**

Development and/or expansion of low emission goods and services

**Type of financial impact**

Increased revenue through demand for lower emissions products and services

**Company-specific description**

Regulation-driven taxes on either fuel or energy already impacts Arcadis clients, particularly in the power sector. It is important for Arcadis to monitor changes to existing legislation or new legislation as it will benefit our clients. This opportunity is geographic-specific and regulation-specific.

**Time horizon**

Current

**Likelihood**

Virtually certain

**Magnitude of impact**

Medium-low

**Are you able to provide a potential financial impact figure?**

Yes, a single figure estimate

**Potential financial impact figure (currency)**

8,000,000



**Potential financial impact figure – minimum (currency)**

**Potential financial impact figure – maximum (currency)**

**Explanation of financial impact figure**

Order of magnitude estimate. Financial implications will vary. A 1% increase in our Environmental Business Line would increase revenue by €8m.

**Strategy to realize opportunity**

In order to best serve our clients, Arcadis continually monitors changes in fuel/energy taxes and regulations. Our Technical Knowledge and Innovation (TKI) Community of Practice (CoP) experts working on fuel/energy tax and/or regulation projects monitor developments, disseminating information to senior management and the organization as a whole. Our services are updated as needed to suit changes in regulation or client needs.

**Cost to realize opportunity**

100,000

**Comment**

Estimated order of magnitude cost of management is €100,000/year.

---

**Identifier**

Opp7

**Where in the value chain does the opportunity occur?**

Customer

**Opportunity type**

Products and services



**Primary climate-related opportunity driver**

Development of new products or services through R&D and innovation

**Type of financial impact**

Increased revenue through new solutions to adaptation needs (e.g., insurance risk transfer products and services)

**Company-specific description**

Regulations which impose energy or resource efficiency affect Arcadis clients on a routine basis at local, national, and international levels. In addition, many Arcadis clients see the value of energy/resource efficiency, imposing their own set of standards on their projects. Arcadis monitors changes in efficiency regulations/standards to best serve our client needs. This opportunity is geographic-specific and regulation-specific as our practice is global and we serve clients globally on these issues.

**Time horizon**

Current

**Likelihood**

Virtually certain

**Magnitude of impact**

Medium-low

**Are you able to provide a potential financial impact figure?**

Yes, a single figure estimate

**Potential financial impact figure (currency)**

32,000,000

**Potential financial impact figure – minimum (currency)**

**Potential financial impact figure – maximum (currency)**



**Explanation of financial impact figure**

Order of magnitude estimate. Financial implications will vary. A 1% increase in our Business Lines addressing regulatory compliance on a routine basis (Environment, Water, and Infrastructure) would increase revenue by €32m.

**Strategy to realize opportunity**

Monitoring developments in product efficiency regulations and standards is paramount to our business. Many of our employees participate in meetings, taskforces and steering committees geared towards driving energy and product efficiency. Our Technical Knowledge and Innovation (TKI) Community of Practice (CoP) experts monitor developments, disseminating information to senior management and the organization as a whole. Our services are updated as needed to suit changes in regulation or client needs.

**Cost to realize opportunity**

500,000

**Comment**

Estimated order of magnitude cost of management is €500,000/year.

---

**Identifier**

Opp8

**Where in the value chain does the opportunity occur?**

Customer

**Opportunity type**

Products and services

**Primary climate-related opportunity driver**

Development of new products or services through R&D and innovation

**Type of financial impact**

Increased revenue through demand for lower emissions products and services



**Company-specific description**

Product labeling regulations, for example, labeling regarding energy or resource efficiency could affect one or more of Arcadis clients, in some cases at a local, national and international level. Monitoring changes and having an understanding of the regulations which impose these labeling requirements will provide our clients with a competitive advantage. This opportunity is geographic-specific and regulation-specific as our practice is global and we serve clients globally on most if not all aspects of climate change regulations.

**Time horizon**

Long-term

**Likelihood**

About as likely as not

**Magnitude of impact**

Low

**Are you able to provide a potential financial impact figure?**

Yes, a single figure estimate

**Potential financial impact figure (currency)**

8,000,000

**Potential financial impact figure – minimum (currency)**

**Potential financial impact figure – maximum (currency)**

**Explanation of financial impact figure**

Order of magnitude estimate. Financial implications will vary. A 1% increase in our Environmental Business Line would increase revenue by €8m.

**Strategy to realize opportunity**



In order to best serve our clients, Arcadis monitors changes in product labeling regulations and standards. This includes CLS and GHS regulation. Our product labeling experts monitor developments, disseminating information to senior management and the organization as a whole. Services are updated as needed to suit changes in regulation or client needs.

**Cost to realize opportunity**

100,000

**Comment**

Estimated order of magnitude cost of management is €100,000/year.

---

**Identifier**

Opp9

**Where in the value chain does the opportunity occur?**

Customer

**Opportunity type**

Products and services

**Primary climate-related opportunity driver**

Development and/or expansion of low emission goods and services

**Type of financial impact**

Increased revenue through new solutions to adaptation needs (e.g., insurance risk transfer products and services)

**Company-specific description**

The voluntary agreement of governments with companies with regards climate change matters will affect one or more of Arcadis clients, in some cases at a local or national-level. Understanding voluntary agreements will allow us to better serve our client needs. This opportunity is specific to the government authority and private company involved in the voluntary agreement, at least for those agreements affecting our clients.



**Time horizon**

Short-term

**Likelihood**

Very likely

**Magnitude of impact**

Low

**Are you able to provide a potential financial impact figure?**

Yes, a single figure estimate

**Potential financial impact figure (currency)**

8,000,000

**Potential financial impact figure – minimum (currency)**

**Potential financial impact figure – maximum (currency)**

**Explanation of financial impact figure**

Order of magnitude estimate. Financial implications will vary. A 1% increase in our Environmental Business Line would increase revenue by €8m.

**Strategy to realize opportunity**

Some of our clients already participate in voluntary carbon agreements. In order to best serve our clients, Arcadis monitors and tracks voluntary carbon agreements primarily in Europe, the UK, and the US. Some employees participate in meetings, taskforces and steering committees in order to demonstrate our sustainability commitments, find common grounds to address sustainability challenges, and keep up to date with important new developments.

**Cost to realize opportunity**

100,000

**Comment**

Estimated order of magnitude cost of management is €100,000/year.

---

**Identifier**

Opp10

**Where in the value chain does the opportunity occur?**

Customer

**Opportunity type**

Products and services

**Primary climate-related opportunity driver**

Development and/or expansion of low emission goods and services

**Type of financial impact**

Increased revenue through demand for lower emissions products and services

**Company-specific description**

As a leader in the environmental space, Arcadis routinely works with clients to comply with environmental regulation, providing our clients with regulatory expertise at the local, state, regional, national, and international level. Changes in environmental regulation will impact a majority if not all of our clients and therefore, it is important Arcadis monitor any changes to environmental regulation. This opportunity is geographic-specific and sector-specific, linked to the regulation itself.

**Time horizon**

Medium-term

**Likelihood**

More likely than not

**Magnitude of impact**



Medium-low

**Are you able to provide a potential financial impact figure?**

Yes, a single figure estimate

**Potential financial impact figure (currency)**

32,000,000

**Potential financial impact figure – minimum (currency)**

**Potential financial impact figure – maximum (currency)**

**Explanation of financial impact figure**

Order of magnitude estimate. Financial implications will vary. A 1% increase in our Business Lines addressing regulatory compliance on a routine basis (Environment, Water, and Infrastructure) would increase revenue by €32m.

**Strategy to realize opportunity**

In order to serve our client needs and maintain a competitive advantage, ARCADIS monitors changes to environmental regulation at the local, national and international level. Our Technical Knowledge and Innovation (TKI) Community of Practice (CoP) experts responsible for regulatory compliance keep up to date with new regulations and developments on a routine basis, disseminating information to senior management and the organization as a whole. Environmental regulation is core to our business.

**Cost to realize opportunity**

500,000

**Comment**

Estimated order of magnitude cost of management is €500,000/year.

---

**Identifier**



Opp11

**Where in the value chain does the opportunity occur?**

Customer

**Opportunity type**

Products and services

**Primary climate-related opportunity driver**

Development of new products or services through R&D and innovation

**Type of financial impact**

Increased revenue through new solutions to adaptation needs (e.g., insurance risk transfer products and services)

**Company-specific description**

As an environmental consulting company, Arcadis already works with many our clients to varying degrees on climate-related issues. Understanding changes in the mean average temperature will directly benefit many of our clients, at the local, national and international level. Like all climate related issues, this opportunity is specific to geography, as impacts associated with temperature change will affect different geographies with different intensities.

**Time horizon**

Long-term

**Likelihood**

Likely

**Magnitude of impact**

Medium

**Are you able to provide a potential financial impact figure?**

Yes, a single figure estimate

**Potential financial impact figure (currency)**

32,000,000

**Potential financial impact figure – minimum (currency)**

**Potential financial impact figure – maximum (currency)**

**Explanation of financial impact figure**

Order of magnitude estimate. Financial implications will vary. A 1% increase in our business would increase revenue by €32m.

**Strategy to realize opportunity**

Whether its helping a water utility deal with drought, designing a building to withstand the effects of climate change, or helping a client improve resource efficiencies, pro-active planning is the best approach to mitigating the effects of climate change. Arcadis offers its clients' a full suite of climate change related services including climate change modeling, energy efficiency, resource conservation, flood and coastal protection, water management, and disaster preparedness. By offering a wide range of climate related services, staying up to date on potential impacts of climate change, working on a wide variety of projects in Water, Environment, Infrastructure, and Buildings, and global information sharing, Arcadis will continue to be positioned to serve our clients' needs. Arcadis continually monitors climate change activity by maintaining memberships and partnerships with organizations, participating in meetings, taskforces and steering committees, and participating in key projects that help shape regulation. Our Technical Knowledge and Innovation (TKI) Community of Practice (CoP) experts keep up to date with new developments on a routine basis, disseminating any uncertainty to senior management and individuals responsible for informing our clients on climate change related issues.

**Cost to realize opportunity**

100,000

**Comment**

Estimated order of magnitude cost of management is €100,000/year.

---

**Identifier**



Opp12

**Where in the value chain does the opportunity occur?**

Customer

**Opportunity type**

Products and services

**Primary climate-related opportunity driver**

Development of new products or services through R&D and innovation

**Type of financial impact**

Increased revenue through new solutions to adaptation needs (e.g., insurance risk transfer products and services)

**Company-specific description**

As an environmental consulting company, Arcadis already works with many our clients to varying degrees on climate-related issues. Monitoring changes in temperature extremes will directly benefit many of our clients, at the local, national and international level. Considering temperature extremes in our Health & Safety plans will continue to keep our staff safe when working in the field or at project sites. Like all climate related issues, this opportunity is specific to geography, as impacts associated with temperature extreme will affect different geographies with different intensities.

**Time horizon**

Long-term

**Likelihood**

Likely

**Magnitude of impact**

Medium

**Are you able to provide a potential financial impact figure?**

Yes, a single figure estimate



**Potential financial impact figure (currency)**

32,000,000

**Potential financial impact figure – minimum (currency)**

**Potential financial impact figure – maximum (currency)**

**Explanation of financial impact figure**

Order of magnitude estimate. Financial implications will vary. A 1% increase in our business would increase revenue by €32m.

**Strategy to realize opportunity**

Whether its helping a water utility deal with drought, designing a building to withstand the effects of climate change, or helping a client improve resource efficiencies, pro-active planning is the best approach to mitigating the effects of climate change. Arcadis offers its clients' a full suite of climate change related services including climate change modeling, energy efficiency, resource conservation, flood and coastal protection, water management, and disaster preparedness. By offering a wide range of climate related services, staying up to date on potential impacts of climate change, working on a wide variety of projects in Water, Environment, Infrastructure, and Buildings, and global information sharing, Arcadis will continue to be positioned to serve our clients' needs. Arcadis continually monitors climate change activity by maintaining memberships and partnerships with organizations, participating in meetings, taskforces and steering committees, and participating in key projects that help shape regulation. Our Technical Knowledge and Innovation (TKI) Community of Practice (CoP) experts keep up to date with new developments on a routine basis, disseminating any uncertainty to senior management and individuals responsible for informing our clients on climate change related issues.

**Cost to realize opportunity**

100,000

**Comment**

Estimated order of magnitude cost of management is €100,000/year.



**Identifier**

Opp13

**Where in the value chain does the opportunity occur?**

Customer

**Opportunity type**

Products and services

**Primary climate-related opportunity driver**

Development of new products or services through R&D and innovation

**Type of financial impact**

Increased revenue through new solutions to adaptation needs (e.g., insurance risk transfer products and services)

**Company-specific description**

As an environmental consulting company, Arcadis already works with many our clients to varying degrees on climate-related issues. Understanding changes in the mean average precipitation will directly benefit many of our clients, at the local, national and international level. Like all climate related issues, this opportunity is specific to geography, as impacts associated with precipitation change will affect different geographies with different intensities.

**Time horizon**

Long-term

**Likelihood**

Likely

**Magnitude of impact**

Medium

**Are you able to provide a potential financial impact figure?**

Yes, a single figure estimate



**Potential financial impact figure (currency)**

32,000,000

**Potential financial impact figure – minimum (currency)**

**Potential financial impact figure – maximum (currency)**

**Explanation of financial impact figure**

Order of magnitude estimate. Financial implications will vary. A 1% increase in our business would increase revenue by €32m.

**Strategy to realize opportunity**

Whether its helping a water utility deal with drought, designing a building to withstand the effects of climate change, or helping a client improve resource efficiencies, pro-active planning is the best approach to mitigating the effects of climate change. Arcadis offers its clients' a full suite of climate change related services including climate change modeling, energy efficiency, resource conservation, flood and coastal protection, water management, and disaster preparedness. By offering a wide range of climate related services, staying up to date on potential impacts of climate change, working on a wide variety of projects in Water, Environment, Infrastructure, and Buildings, and global information sharing, Arcadis will continue to be positioned to serve our clients' needs. Arcadis continually monitors climate change activity by maintaining memberships and partnerships with organizations, participating in meetings, taskforces and steering committees, and participating in key projects that help shape regulation. Our Technical Knowledge and Innovation (TKI) Community of Practice (CoP) experts keep up to date with new developments on a routine basis, disseminating any uncertainty to senior management and individuals responsible for informing our clients on climate change related issues.

**Cost to realize opportunity**

100,000

**Comment**

Estimated order of magnitude cost of management is €100,000/year.



**Identifier**

Opp14

**Where in the value chain does the opportunity occur?**

Customer

**Opportunity type**

Products and services

**Primary climate-related opportunity driver**

Development of new products or services through R&D and innovation

**Type of financial impact**

Increased revenue through new solutions to adaptation needs (e.g., insurance risk transfer products and services)

**Company-specific description**

As an environmental consulting company, Arcadis already works with many our clients to varying degrees on climate-related issues. Monitoring changes in the precipitation patterns will directly benefit many of our clients, at the local, national and international level. Considering changes in precipitation patterns in our Health & Safety plans will continue to keep our staff safe when working in the field or at project sites. Like all climate related issues, this opportunity is specific to geography, as impacts associated with precipitation patterns will affect different geographies with different intensities.

**Time horizon**

Long-term

**Likelihood**

Likely

**Magnitude of impact**

Medium

**Are you able to provide a potential financial impact figure?**

Yes, a single figure estimate



**Potential financial impact figure (currency)**

32,000,000

**Potential financial impact figure – minimum (currency)**

**Potential financial impact figure – maximum (currency)**

**Explanation of financial impact figure**

Financial implications will vary. A 1% increase in our business would increase revenue by €32m.

**Strategy to realize opportunity**

Whether its helping a water utility deal with drought, designing a building to withstand the effects of climate change, or helping a client improve resource efficiencies, pro-active planning is the best approach to mitigating the effects of climate change. Arcadis offers its clients' a full suite of climate change related services including climate change modeling, energy efficiency, resource conservation, flood and coastal protection, water management, and disaster preparedness. By offering a wide range of climate related services, staying up to date on potential impacts of climate change, working on a wide variety of projects in Water, Environment, Infrastructure, and Buildings, and global information sharing, Arcadis will continue to be positioned to serve our clients' needs. Arcadis continually monitors climate change activity by maintaining memberships and partnerships with organizations, participating in meetings, taskforces and steering committees, and participating in key projects that help shape regulation. Our Technical Knowledge and Innovation (TKI) Community of Practice (CoP) experts keep up to date with new developments on a routine basis, disseminating any uncertainty to senior management and individuals responsible for informing our clients on climate change related issues.

**Cost to realize opportunity**

100,000

**Comment**

Estimated order of magnitude cost of management is €100,000/year.



**Identifier**

Opp15

**Where in the value chain does the opportunity occur?**

Customer

**Opportunity type**

Products and services

**Primary climate-related opportunity driver**

Development of new products or services through R&D and innovation

**Type of financial impact**

Increased revenue through new solutions to adaptation needs (e.g., insurance risk transfer products and services)

**Company-specific description**

As an environmental consulting company, Arcadis already works with many our clients to varying degrees on climate-related issues. Monitoring changes in the precipitation extremes and droughts will directly benefit many of our clients, at the local, national and international level. Considering areas prone to precipitation extremes in our Health & Safety plans will continue to keep our staff safe when working in the field or at project sites. Like all climate related issues, this opportunity is specific to geography, as impacts associated with precipitation extremes and droughts will affect different geographies with different intensities.

**Time horizon**

Long-term

**Likelihood**

Likely

**Magnitude of impact**

Medium

**Are you able to provide a potential financial impact figure?**

Yes, a single figure estimate



**Potential financial impact figure (currency)**

32,000,000

**Potential financial impact figure – minimum (currency)**

**Potential financial impact figure – maximum (currency)**

**Explanation of financial impact figure**

Financial implications will vary. A 1% increase in our business would increase revenue by €32m.

**Strategy to realize opportunity**

Whether its helping a water utility deal with drought, designing a building to withstand the effects of climate change, or helping a client improve resource efficiencies, pro-active planning is the best approach to mitigating the effects of climate change. Arcadis offers its clients' a full suite of climate change related services including climate change modeling, energy efficiency, resource conservation, flood and coastal protection, water management, and disaster preparedness. By offering a wide range of climate related services, staying up to date on potential impacts of climate change, working on a wide variety of projects in Water, Environment, Infrastructure, and Buildings, and global information sharing, Arcadis will continue to be positioned to serve our clients' needs. Arcadis continually monitors climate change activity by maintaining memberships and partnerships with organizations, participating in meetings, taskforces and steering committees, and participating in key projects that help shape regulation. Our Technical Knowledge and Innovation (TKI) Community of Practice (CoP) experts keep up to date with new developments on a routine basis, disseminating any uncertainty to senior management and individuals responsible for informing our clients on climate change related issues.

**Cost to realize opportunity**

100,000

**Comment**

Estimated order of magnitude cost of management is €100,000/year.



**Identifier**

Opp16

**Where in the value chain does the opportunity occur?**

Customer

**Opportunity type**

Resource efficiency

**Primary climate-related opportunity driver**

Other

**Type of financial impact**

Other, please specify

Increased demand for goods and services

**Company-specific description**

As an environmental consulting company, Arcadis already works with many our clients with issues related to changes in the availability of natural resources (e.g., water, metals, forests, fossil fuels). Understanding changes in the availability of natural resources will directly benefit many of our clients, at the local, national and international level. This opportunity is specific to geography and business, as impacts will affect different geographies and different industries with varying intensity.

**Time horizon**

Long-term

**Likelihood**

Likely

**Magnitude of impact**

Medium

**Are you able to provide a potential financial impact figure?**

Yes, a single figure estimate

**Potential financial impact figure (currency)**

32,000,000

**Potential financial impact figure – minimum (currency)**

**Potential financial impact figure – maximum (currency)**

**Explanation of financial impact figure**

Order of magnitude estimate. Financial implications will vary. A 1% increase in our business would increase revenue by €32m.

**Strategy to realize opportunity**

Whether its helping a water utility deal with drought, designing a building to withstand the effects of climate change, or helping a client improve resource efficiencies, pro-active planning is the best approach to mitigating the effects of climate change. Arcadis offers its clients' a full suite of climate change related services including climate change modeling, energy efficiency, resource conservation, flood and coastal protection, water management, and disaster preparedness. By offering a wide range of climate related services, staying up to date on potential impacts of climate change, working on a wide variety of projects in Water, Environment, Infrastructure, and Buildings, and global information sharing, Arcadis will continue to be positioned to serve our clients' needs. Arcadis continually monitors climate change activity by maintaining memberships and partnerships with organizations, participating in meetings, taskforces and steering committees, and participating in key projects that help shape regulation. Our Technical Knowledge and Innovation (TKI) Community of Practice (CoP) experts keep up to date with new developments on a routine basis, disseminating any uncertainty to senior management and individuals responsible for informing our clients on climate change related issues.

**Cost to realize opportunity**

100,000

**Comment**

Estimated order of magnitude cost of management is €100,000/year.



**Identifier**

Opp17

**Where in the value chain does the opportunity occur?**

Direct operations

**Opportunity type**

Markets

**Primary climate-related opportunity driver**

Access to new markets

**Type of financial impact**

Increased revenues through access to new and emerging markets (e.g., partnerships with governments, development banks)

**Company-specific description**

Arcadis is a consulting company that is deeply involved in providing expertise to clients on a variety of environmental topics including climate change. Arcadis has the opportunity to increase its reputation in our marketplace by enhancing our ability to serve clients at a high performance level for issues associated with climate change.

**Time horizon**

Current

**Likelihood**

Virtually certain

**Magnitude of impact**

Medium

**Are you able to provide a potential financial impact figure?**

Yes, a single figure estimate

**Potential financial impact figure (currency)**



32,000,000

**Potential financial impact figure – minimum (currency)**

**Potential financial impact figure – maximum (currency)**

**Explanation of financial impact figure**

Order of magnitude estimate. Financial implications will vary. A 1% increase in our business would increase revenue by €32m.

**Strategy to realize opportunity**

Whether its helping a water utility deal with drought, designing a building to withstand the effects of climate change, or helping a client improve resource efficiencies, the environment and potential changes to our environment is embedded into everything we do. We strive to provide our clients with comprehensive solutions that provide sustainable benefit their organization and the communities and environments in which we live and work. We do this by monitoring all aspects of climate change by maintaining memberships and partnerships with key organizations, participating in meetings, taskforces and steering committees, and participating in key projects that help shape regulation. Our Technical Knowledge and Innovation (TKI) Community of Practice (CoP) experts keep up to date in their areas of expertise, disseminating any large developments to senior management and individuals responsible for assisting our clients with climate change related matters.

**Cost to realize opportunity**

1,000,000

**Comment**

Estimated order of magnitude cost of management is €1,000,000/year.

## C2.5

**(C2.5) Describe where and how the identified risks and opportunities have impacted your business.**

Impact	Description
--------	-------------



Products and services	Impacted for some suppliers, facilities, or product lines	Climate risks and opportunities have increased demand for engineering services (e.g., sustainable design, increased energy efficiency).
Supply chain and/or value chain	Impacted for some suppliers, facilities, or product lines	Climate risks and opportunities have improved communication between Arcadis and its supply chain (up and downstream).
Adaptation and mitigation activities	Impacted for some suppliers, facilities, or product lines	Climate risks and opportunities have increased demand from our clients for more sustainable design.
Investment in R&D	Impacted for some suppliers, facilities, or product lines	Climate risks and opportunities have increased client demand for sustainable design driving investment in R&D and innovation.
Operations	Impacted for some suppliers, facilities, or product lines	Climate risks and opportunities have improved Arcadis internal operations and carbon footprint.
Other, please specify		

## C2.6

**(C2.6) Describe where and how the identified risks and opportunities have been factored into your financial planning process.**

	Relevance	Description
Revenues	Impacted for some suppliers, facilities, or product lines	Climate risks and opportunities have increased revenue through climate related engineering services.
Operating costs	Impacted for some suppliers, facilities, or product lines	Climate risks and opportunities have decreased operational costs through internal environmental conservation initiatives.
Capital expenditures / capital allocation	Impacted for some suppliers, facilities, or product lines	Climate risks and opportunities have been used to inform decisions concerning capital expenditures / capital allocation.
Acquisitions and divestments	Impacted for some suppliers, facilities, or product lines	Climate risks and opportunities have been used to inform decisions concerning acquisitions and divestments.
Access to capital	Impacted for some suppliers, facilities, or product lines	Climate risks and opportunities have been used to inform decisions concerning access to capital.



Assets	Impacted for some suppliers, facilities, or product lines	Climate risks and opportunities have been used to inform decisions concerning assets.
Liabilities	Impacted for some suppliers, facilities, or product lines	Climate risks and opportunities have been used to inform decisions concerning liabilities.
Other		

## C3. Business Strategy

### C3.1

**(C3.1) Are climate-related issues integrated into your business strategy?**

Yes

#### C3.1a

**(C3.1a) Does your organization use climate-related scenario analysis to inform your business strategy?**

Yes, qualitative and quantitative

#### C3.1c

**(C3.1c) Explain how climate-related issues are integrated into your business objectives and strategy.**

At a global-level, our Strategy is formally updated on a three-year cycle, with annual review and consideration of short-term changes, if any are required.

#### CLIMATE CHANGE

Arcadis has broad consulting capabilities related to climate change. This ranges from strategy development and carbon footprint reporting to consulting on preventing or reducing the causes of climate change. The Paris climate accord represents a significant opportunity for Arcadis, as it requires both governments and private companies to take steps to significantly reduce carbon outputs over the next decades.



In response to this development, Arcadis developed a Sustainability and Climate Change strategy within our strategic environmental consulting activities. This bundles our sustainability and climate change activities under a combined offer, thereby creating better access to these capabilities for clients, and more visibility for our extensive knowledge base in this area. Our strength in sustainability and climate change consulting mainly lies in helping clients address these issues in their operations to create a lasting positive impact. This can range from climate change mitigation strategies in supply chains and energy efficiency solutions in industrial processes, all the way through to embedded carbon analysis in material choices and energy efficient designs in buildings and infrastructure.

For many of our industrial clients, climate change has a major impact on their assets and liabilities. Given the consulting nature of our activities, this impact is negligible for Arcadis and therefore not listed as a risk to the firm, but rather as an opportunity. However, where possible, the Company is addressing climate change in its operations through actions directed at reducing its carbon footprint.

**CLIMATE ISSUES AFFECTING OUR STRATEGY**

To meet the UK government’s net-zero GHG target, Arcadis through their work on mobility and through Electric Vehicle (EV) implementation programmes with London Metropolitan Police and Cardiff City Council, have developed propositions acknowledging the need to address emissions from vehicles in cities. A review of clients and their sustainability requirements in sectors such as banking, insurance, aviation, utilities and energy, chemical and pharmaceutical has identified a growing need in green financing and climate resiliency and adaptation. As a result Arcadis has increased investment in capability in Environmental, Social and Governance (ESG) services to facilitate client needs in a growing market. Our public sector work in the UK requires compliance with the Social Value Act (2012), examples of climate-related considerations on public sector projects include increasing energy efficiency, sourcing renewable energy, reducing fuel poverty, diverting waste from landfill and increasing awareness around climate change on projects. Arcadis commitment to our public sector clients has ensured that climate-related issues are considered on all projects and measures implemented to reduce and eliminate (where possible). Internally a review of the vehicle fleet in the UK has commenced with a programme to be compiled in 2019 to move to a greener fleet and reduce road emissions.

**C3.1d**

**(C3.1d) Provide details of your organization’s use of climate-related scenario analysis.**

Climate-related scenarios	Details
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<p>Other, please specify Situation dependent, see details</p>	<p>Intelligent risk management plays a vital role in enabling Arcadis to achieve its long-term strategic objectives. After potential risks are identified, they are analyzed to determine the likelihood and magnitude of impact to the organization. The process for analyzing climate related risks varies and could include any or all of the following: literature reviews, market studies, materiality assessments, and/or desktop evaluations / modeling.</p>
<p>Other, please specify Aspects &amp; Impacts Register</p>	<p>In Arcadis Belgium, we undertake a formal exercise to analyze the key sustainability risks and opportunities and how we can address these, the relevant stakeholders, timeframes and communication needed, resulting in mapping requirements and development of an action plan. The Aspects &amp; Impacts Register is used to capture environmental and sustainability risks including climate change, energy, waste and emissions, using a risk matrix to quantify each impact and re-calculate once mitigation has been considered. In the UK, climate-related issues are considered as part of the risk process, as outlined below, financial costs are also assessed and ratings applied.</p>

## C4. Targets and performance

### C4.1

**(C4.1) Did you have an emissions target that was active in the reporting year?**

Absolute target

#### C4.1a

**(C4.1a) Provide details of your absolute emissions target(s) and progress made against those targets.**

**Target reference number**

Abs 1

**Scope**

Scope 1 +2 (market-based)



**% emissions in Scope**

21

**Targeted % reduction from base year**

30

**Base year**

2010

**Start year**

2012

**Base year emissions covered by target (metric tons CO2e)**

8,348

**Target year**

2020

**Is this a science-based target?**

No, but we anticipate setting one in the next 2 years

**% of target achieved**

100

**Target status**

Underway

**Please explain**

Arcadis' global position on targets focuses on a process of continuous improvement within its environmental metrics, similar to that done in our Health & Safety approach (with considerable success). In 2015, the Netherlands achieved its 2012-2015 emissions reduction goals previously set and updated its goals to reflect a longer term vision of continuous improvement (30% reduction compared against its 2010 baseline year). In 2016, Arcadis began assessing whether these rigorous goals aligned with science-based targets which is anticipated to continue into 2019.



To date, the Netherlands achieved its goal (50% reduction compared against its 2010 baseline year).

To date, the Netherlands achieved its goal (50% reduction compared against its 2010 baseline year).

---

**Target reference number**

Abs 2

**Scope**

Scope 1+2 (location-based) +3 (upstream & downstream)

**% emissions in Scope**

100

**Targeted % reduction from base year**

100

**Base year**

2008

**Start year**

2019

**Base year emissions covered by target (metric tons CO<sub>2</sub>e)**

88,931

**Target year**

2030

**Is this a science-based target?**



Yes, we consider this a science-based target, but this target has not been approved as science-based by the Science-Based Targets initiative

**% of target achieved**

26

**Target status**

Underway

**Please explain**

In 2019, Arcadis set a zero carbon goal by 2030.

## C4.2

**(C4.2) Provide details of other key climate-related targets not already reported in question C4.1/a/b.**

---

**Target**

Renewable electricity consumption

**KPI – Metric numerator**

Percent renewable electricity consumption

**KPI – Metric denominator (intensity targets only)**

**Base year**

2014

**Start year**

2014

**Target year**



2020

**KPI in baseline year**

42

**KPI in target year**

100

**% achieved in reporting year**

84

**Target Status**

Underway

**Please explain**

In recent years Arcadis Netherlands and some other countries in the region have been purchasing part of its electricity from “Green” sources. Green Power is, in the case of Netherlands, power from wind energy with the Dutch environmental quality label for sustainable products and services (SMK). In 2014 this was approximately 42% of the total amount of electricity purchased. For 2020 the ambition is to consume 100% Green Power (with quality label) of which a portion will be self-generated.

In 2018, Arcadis Netherlands consumed 74% green electricity of which 3% was self-generated. The remaining 26% electricity is renewable (purchased by building management), however, it is considered "grey" by Dutch standards (i.e. renewable energy is only considered renewable in The Netherlands if it is generated within the country).

**Part of emissions target**

**Is this target part of an overarching initiative?**

Other, please specify

Arcadis' Global 2030 Zero Carbon Initiative



### C4.3

**(C4.3) Did you have emissions reduction initiatives that were active within the reporting year? Note that this can include those in the planning and/or implementation phases.**

Yes

#### C4.3a

**(C4.3a) Identify the total number of initiatives at each stage of development, and for those in the implementation stages, the estimated CO2e savings.**

	Number of initiatives	Total estimated annual CO2e savings in metric tonnes CO2e (only for rows marked *)
Under investigation	5	66,000
To be implemented*	8	4,000
Implementation commenced*	8	8,000
Implemented*	2	4,000
Not to be implemented	0	

#### C4.3b

**(C4.3b) Provide details on the initiatives implemented in the reporting year in the table below.**

**Initiative type**

Process emissions reductions

**Description of initiative**

Changes in operations



**Estimated annual CO2e savings (metric tonnes CO2e)**

500

**Scope**

Scope 1

**Voluntary/Mandatory**

Voluntary

**Annual monetary savings (unit currency – as specified in C0.4)**

1,000,000

**Investment required (unit currency – as specified in C0.4)**

100,000

**Payback period**

<1 year

**Estimated lifetime of the initiative**

Ongoing

**Comment**

REDUCING EMPLOYEE COMMUTING

Arcadis encourages its employees to cycle, walk, and carpool to work and hold virtual meetings when possible.

The estimated savings is based on activities within the Arcadis reporting boundaries and does not include emissions from employees commuting. Monetary savings and investments are order of magnitude estimates. Depending on the region and specific program, employees can receive incentives when alternative forms of travel are used. Some employees also take advantage of working from home, eliminating the use of transport all together. Commuting to and from work is not included within the ARCADIS reporting boundaries but does result in overall emission reductions. When possible, new offices are located near rail stations and easily accessible through use of public transport. Home working is supported through the agile working set up. The utilization of video and tele-conferencing is encouraged and facilities are accessible



across all offices. In the Netherlands, the CARS project was started. Through the intranet employees can see where colleagues live and are going and whether they could travel together. A variety of similar initiatives are in varying stages of implementation throughout the organization.

---

**Initiative type**

Energy efficiency: Building fabric

**Description of initiative**

Other, please specify  
Sustainable Offices

**Estimated annual CO2e savings (metric tonnes CO2e)**

500

**Scope**

Scope 2 (market-based)

**Voluntary/Mandatory**

Voluntary

**Annual monetary savings (unit currency – as specified in C0.4)**

100,000

**Investment required (unit currency – as specified in C0.4)**

10,000

**Payback period**

<1 year

**Estimated lifetime of the initiative**

Ongoing



**Comment**

**SUSTAINABLE OFFICES**

Arcadis incorporates energy reduction principles into the work place by embarking on an office program centered around environmental sustainability and creating a positive working environment for employees. The program identifies key components of environmental sustainability that should be considered when leasing new office spaces.

The estimated savings is based on Scope 2 activities but is likely to have benefits on Scope 1 and 3 activities (reduce travel) as well. Monetary savings and investments are order of magnitude estimates. Many factors are considered when selecting building locations including proximity to clients and employee residences. A variety of similar initiatives are in varying stages of implementation throughout the organization.

---

**Initiative type**

Process emissions reductions

**Description of initiative**

New equipment

**Estimated annual CO2e savings (metric tonnes CO2e)**

500

**Scope**

Scope 1

**Voluntary/Mandatory**

Voluntary

**Annual monetary savings (unit currency – as specified in C0.4)**

100,000

**Investment required (unit currency – as specified in C0.4)**

10,000



**Payback period**

<1 year

**Estimated lifetime of the initiative**

Ongoing

**Comment**

**LEASING GREENER VEHICLES**

Some Arcadis office lease company vehicles. Working in collaboration with the leasing organizations, Arcadis strives for a fuel efficient fleet by offering management incentives to lease fuel efficient vehicles. In some cases, a “tax” is placed on vehicles with low fuel efficiencies. The surcharge is levied in addition to the individual’s personal contribution and ranges from €30 to €120, depending on the vehicle’s energy label. Other office are working to offer employees greener choices when hiring vehicles.

The estimated savings is based on Scope 1 activities. Monetary savings and investments are order of magnitude estimates. A variety of similar initiatives are in varying stages of implementation throughout the organization.

---

**Initiative type**

Other, please specify  
Behavioral Change

**Description of initiative**

**Estimated annual CO2e savings (metric tonnes CO2e)**

20

**Scope**

Scope 3

**Voluntary/Mandatory**



Voluntary

**Annual monetary savings (unit currency – as specified in C0.4)**

10,000

**Investment required (unit currency – as specified in C0.4)**

1,000

**Payback period**

<1 year

**Estimated lifetime of the initiative**

Ongoing

**Comment**

**PAPER REDUCTION AND OFFICE RECYCLING**

Employees are encouraged to print only as needed and double-sided. The reduction effort also encourages employees to work with clients to produce electronic reports and invoices. The plan also includes review and rationalization of printers, replacing older machines with more efficient newer models. Systems are in place to collate and report accurate paper usage and spend, the data are used to establish a benchmark and reported internally. New recycling programs are being implemented throughout Arcadis offices every year. The number of offices with recycling programs continues to increase along with the number of items that can be recycled (i.e., batteries and e-waste). These emission reductions do not fall within the Arcadis reporting boundaries but result in emission reductions.

Annual carbon savings from paper reduction efforts has been estimated but due to the magnitude of emissions, is not included within Arcadis Scope 3 reporting boundaries at this time. Monetary savings and investments are order of magnitude estimates. A variety of similar initiatives are in varying stages of implementation throughout the organization.

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**Initiative type**

Low-carbon energy purchase

**Description of initiative**

Other, please specify  
Renewable Energy Purchase / Consumption

**Estimated annual CO2e savings (metric tonnes CO2e)**

500

**Scope**

Scope 2 (market-based)

**Voluntary/Mandatory**

Voluntary

**Annual monetary savings (unit currency – as specified in C0.4)**

10,000

**Investment required (unit currency – as specified in C0.4)**

10,000

**Payback period**

<1 year

**Estimated lifetime of the initiative**

6-10 years

**Comment**

RENEWABLE ENERGY PURCHASE / CONSUMPTION

Some offices and operating companies set goals to purchase a portion of their energy from renewable energy suppliers. Additionally, some offices elect to generate renewable energy onsite. These initiatives are site-specific.

Arcadis Netherlands and other countries and offices purchase green power. Arcadis Netherlands purchases SMK certified green power.



Arcadis is in the process of reviewing other green purchase agreements to verify conformance with green energy standards. Indirect monetary savings and investments are order of magnitude estimates.

---

**Initiative type**

Energy efficiency: Building services

**Description of initiative**

Other, please specify  
Sustainable Offices

**Estimated annual CO<sub>2</sub>e savings (metric tonnes CO<sub>2</sub>e)**

500

**Scope**

Scope 2 (market-based)

**Voluntary/Mandatory**

Voluntary

**Annual monetary savings (unit currency – as specified in C0.4)**

100,000

**Investment required (unit currency – as specified in C0.4)**

10,000

**Payback period**

<1 year

**Estimated lifetime of the initiative**

Ongoing



**Comment**

**SUSTAINABLE OFFICES**

Arcadis incorporates energy reduction principles into the work place by embarking on an office program centered around environmental sustainability and creating a positive working environment for employees. The program identifies key components of environmental sustainability that should be considered when leasing new office spaces.

The estimated savings is based on Scope 2 activities but is likely to have benefits on Scope 1 and 3 activities (reduce travel) as well. Monetary savings and investments are order of magnitude estimates. Many factors are considered when selecting building locations including proximity to clients and employee residences. A variety of similar initiatives are in varying stages of implementation throughout the organization.

---

**Initiative type**

Energy efficiency: Processes

**Description of initiative**

Other, please specify  
Sustainable Offices

**Estimated annual CO2e savings (metric tonnes CO2e)**

500

**Scope**

Scope 2 (market-based)

**Voluntary/Mandatory**

Voluntary

**Annual monetary savings (unit currency – as specified in C0.4)**

100,000

**Investment required (unit currency – as specified in C0.4)**



10,000

**Payback period**

<1 year

**Estimated lifetime of the initiative**

Ongoing

**Comment**

SUSTAINABLE OFFICES

Arcadis incorporates energy reduction principles into the work place by embarking on an office program centered around environmental sustainability and creating a positive working environment for employees. The program identifies key components of environmental sustainability that should be considered when leasing new office spaces.

The estimated savings is based on Scope 2 activities but is likely to have benefits on Scope 1 and 3 activities (reduce travel) as well. Monetary savings and investments are order of magnitude estimates. Many factors are considered when selecting building locations including proximity to clients and employee residences. A variety of similar initiatives are in varying stages of implementation throughout the organization.

---

**Initiative type**

Other, please specify  
Waste Reduction

**Description of initiative**

**Estimated annual CO2e savings (metric tonnes CO2e)**

10

**Scope**

Scope 3



**Voluntary/Mandatory**

Voluntary

**Annual monetary savings (unit currency – as specified in C0.4)**

0

**Investment required (unit currency – as specified in C0.4)**

0

**Payback period**

No payback

**Estimated lifetime of the initiative**

Ongoing

**Comment**

Arcadis works with building property management to divert 100 percent of waste generated from the landfill.

**C4.3c**

**(C4.3c) What methods do you use to drive investment in emissions reduction activities?**

Method	Comment
Internal incentives/recognition programs	
Employee engagement	
Dedicated budget for energy efficiency	
Compliance with regulatory requirements/standards	
Dedicated budget for other emissions reduction activities	

## C4.5

**(C4.5) Do you classify any of your existing goods and/or services as low-carbon products or do they enable a third party to avoid GHG emissions?**

Yes

### C4.5a

**(C4.5a) Provide details of your products and/or services that you classify as low-carbon products or that enable a third party to avoid GHG emissions.**

---

#### **Level of aggregation**

Group of products

#### **Description of product/Group of products**

Arcadis works with our clients to solve some of the biggest issues facing our world – megatrends that impact us all – such as sustainability, urbanization, asset productivity, resource scarcity, and climate change. We do that by delivering comprehensive solutions that provide sustainable benefit to our clients, and the communities and environments in which we live and work. Often the solutions enable our clients' GHG emissions to be reduced or avoided. Our Water Business Line focuses on providing clients with the most energy-efficient water supply, transmission, treatment, recycling and discharge systems to our clients. Where feasible, we incorporate energy efficient pumps into our water designs. Our Water Business line also works with wastewater clients to capture and burn methane emissions generated from wastewater treatment processes. In our Environment Business Line, we assist clients in developing climate strategies and inventories for quantifying and addressing emission sources (carbon footprinting). In many cases, this involves switching to cleaner sources of energy and improving the efficiency of industrial processes. In our Buildings Business Line, we provide our clients with energy efficiency expertise and Sustainable Design of Buildings in recognition of LEED and other National sustainable design concepts. Providing renewable energy (e.g., wind, hydroelectric, solar, biomass) expertise and design services has helped clients move to more sustainable energy sources for their processes. In the UK, a dedicated sustainability team and Whole Life Costing team work across industry sectors and with a range of clients seeking to understand the whole life carbon and cost implications of different materials and building specifications. The teams support clients by helping them understand



the cost and material impact of decisions they make. This team has also developed a "dual-currency" model that explicitly focuses on the carbon and cost impact of different building systems. At present, Arcadis quantifies avoided emissions as warranted by specific projects. Arcadis has started collaborating with some of its clients to offset emissions resulting from project-related work. The generation of CERs or ERUs within the framework of CDM or JI (UNFCCC) has not been considered at the corporate level at present.

**Are these low-carbon product(s) or do they enable avoided emissions?**

Low-carbon product and avoided emissions

**Taxonomy, project or methodology used to classify product(s) as low-carbon or to calculate avoided emissions**

Other, please specify

Low carbon offerings are sector and project specific based on a comparison to status quo within the given industry. Calculations are based on industry accepted protocols.

**% revenue from low carbon product(s) in the reporting year**

10

**Comment**

Revenue from low carbon products in the reporting year is estimated to be less than 10%.

## C5. Emissions methodology

### C5.1

**(C5.1) Provide your base year and base year emissions (Scopes 1 and 2).**

**Scope 1**

---

**Base year start**

January 1, 2008

**Base year end**



December 31, 2008

**Base year emissions (metric tons CO2e)**

20,158

**Comment**

**Scope 2 (location-based)**

---

**Base year start**

January 1, 2008

**Base year end**

December 31, 2008

**Base year emissions (metric tons CO2e)**

33,419

**Comment**

**Scope 2 (market-based)**

---

**Base year start**

January 1, 2008

**Base year end**

December 31, 2008

**Base year emissions (metric tons CO2e)**

33,419



**Comment**

**C5.2**

**(C5.2) Select the name of the standard, protocol, or methodology you have used to collect activity data and calculate Scope 1 and Scope 2 emissions.**

The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition)

**C6. Emissions data**

**C6.1**

**(C6.1) What were your organization's gross global Scope 1 emissions in metric tons CO<sub>2</sub>e?**

**Reporting year**

---

**Gross global Scope 1 emissions (metric tons CO<sub>2</sub>e)**

11,090

**Start date**

January 1, 2018

**End date**

December 31, 2018

**Comment**

**Past year 1**

---



**Gross global Scope 1 emissions (metric tons CO2e)**

12,164

**Start date**

January 1, 2017

**End date**

December 31, 2017

**Comment**

**Past year 2**

---

**Gross global Scope 1 emissions (metric tons CO2e)**

13,478

**Start date**

January 1, 2016

**End date**

December 31, 2016

**Comment**

**Past year 3**

---

**Gross global Scope 1 emissions (metric tons CO2e)**

15,600

**Start date**

January 1, 2015



**End date**

December 31, 2015

**Comment**

**C6.2**

**(C6.2) Describe your organization's approach to reporting Scope 2 emissions.**

**Row 1**

---

**Scope 2, location-based**

We are reporting a Scope 2, location-based figure

**Scope 2, market-based**

We are reporting a Scope 2, market-based figure

**Comment**

**C6.3**

**(C6.3) What were your organization's gross global Scope 2 emissions in metric tons CO2e?**

**Reporting year**

---

**Scope 2, location-based**

22,819

**Scope 2, market-based (if applicable)**

21,388



**Start date**

January 1, 2018

**End date**

December 31, 2018

**Comment**

**Past year 1**

---

**Scope 2, location-based**

22,435

**Scope 2, market-based (if applicable)**

21,004

**Start date**

January 1, 2017

**End date**

December 31, 2017

**Comment**

**Past year 2**

---

**Scope 2, location-based**

21,653

**Scope 2, market-based (if applicable)**

20,929



**Start date**

January 1, 2016

**End date**

December 31, 2016

**Comment**

**Past year 3**

---

**Scope 2, location-based**

25,971

**Scope 2, market-based (if applicable)**

25,247

**Start date**

January 1, 2015

**End date**

December 31, 2015

**Comment**

**C6.4**

**(C6.4) Are there any sources (e.g. facilities, specific GHGs, activities, geographies, etc.) of Scope 1 and Scope 2 emissions that are within your selected reporting boundary which are not included in your disclosure?**

Yes

## C6.4a

**(C6.4a) Provide details of the sources of Scope 1 and Scope 2 emissions that are within your selected reporting boundary which are not included in your disclosure.**

---

**Source**

Emissions from portions of Romania, Slovakia, Italy, UAE, Peru, Canada, Russia, Oman, India, Virgin Islands, and Puerto Rico

**Relevance of Scope 1 emissions from this source**

Emissions are not relevant

**Relevance of location-based Scope 2 emissions from this source**

Emissions are not relevant

**Relevance of market-based Scope 2 emissions from this source (if applicable)**

Emissions are not relevant

**Explain why this source is excluded**

Leased vehicle and electricity emissions are estimated to be less than 2% of the total emissions.

---

**Source**

Executive offices with less than 10 employees

**Relevance of Scope 1 emissions from this source**

Emissions are not relevant

**Relevance of location-based Scope 2 emissions from this source**

Emissions are not relevant



**Relevance of market-based Scope 2 emissions from this source (if applicable)**

Emissions are not relevant

**Explain why this source is excluded**

Electricity emissions are estimated to be less than 1% of the total emissions.

---

**Source**

CH4 and N2O vehicle emission in select countries

**Relevance of Scope 1 emissions from this source**

Emissions are not relevant

**Relevance of location-based Scope 2 emissions from this source**

No emissions excluded

**Relevance of market-based Scope 2 emissions from this source (if applicable)**

No emissions excluded

**Explain why this source is excluded**

Leased vehicle CH4 and N2O emissions are estimated to be less than 1% of the total emissions.

---

**Source**

Miscellaneous office equipment (refrigerators and fire extinguishers)

**Relevance of Scope 1 emissions from this source**

Emissions are not relevant

**Relevance of location-based Scope 2 emissions from this source**

No emissions excluded



**Relevance of market-based Scope 2 emissions from this source (if applicable)**

No emissions excluded

**Explain why this source is excluded**

Emissions from office equipment (CO2 and HFCs) are estimated to be less than 1% of the total emissions.

---

**Source**

Heat, steam and cooling from select offices

**Relevance of Scope 1 emissions from this source**

No emissions excluded

**Relevance of location-based Scope 2 emissions from this source**

Emissions are not relevant

**Relevance of market-based Scope 2 emissions from this source (if applicable)**

Emissions are not relevant

**Explain why this source is excluded**

Inquiries indicated that a majority of offices (if not all of them) utilized electricity, natural gas, and/or fuel oil for heating and cooling. Emissions from any offices utilizing heat, steam, or cooling methods other than those described above are estimated to be less than 1% of the total emissions.

## **C6.5**

**(C6.5) Account for your organization's Scope 3 emissions, disclosing and explaining any exclusions.**

**Purchased goods and services**

---

**Evaluation status**

Not relevant, explanation provided



**Explanation**

Paper is one of Arcadis' largest purchased good. Emissions resulting from paper production are estimated to be de minimis and not included within Arcadis reporting boundaries.

**Capital goods**

---

**Evaluation status**

Not relevant, explanation provided

**Explanation**

Arcadis leases its infrastructure and major equipment. Emissions resulting from the manufacture of capital goods are estimated to be de minimis and not included within Arcadis reporting boundaries.

**Fuel-and-energy-related activities (not included in Scope 1 or 2)**

---

**Evaluation status**

Relevant, calculated

**Metric tonnes CO2e**

687

**Emissions calculation methodology**

The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition) and WBCSD Corporate Value Chain (Scope 3) Accounting and Reporting Standard

**Percentage of emissions calculated using data obtained from suppliers or value chain partners**

60

**Explanation**

Some leased buildings use natural gas and fuel oil for heating. Associated emissions have been included in Scope 3.

**Upstream transportation and distribution**

---



**Evaluation status**

Not relevant, explanation provided

**Explanation**

Emissions resulting from upstream transportation and distribution are estimated to be de minimis and not included within Arcadis reporting boundaries.

**Waste generated in operations**

---

**Evaluation status**

Not relevant, explanation provided

**Explanation**

Emissions resulting from waste generated in operations are estimated to be de minimis and not included within Arcadis reporting boundaries.

**Business travel**

---

**Evaluation status**

Relevant, calculated

**Metric tonnes CO2e**

32,243

**Emissions calculation methodology**

The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition) and WBCSD Corporate Value Chain (Scope 3) Accounting and Reporting Standard

**Percentage of emissions calculated using data obtained from suppliers or value chain partners**

90

**Explanation**

Arcadis includes emissions associated with business travel from rental cars, reimbursed personal vehicles, air travel, and the use of public transportation in its Scope 3 emission calculations.



## Employee commuting

---

### Evaluation status

Not relevant, explanation provided

### Explanation

Emissions resulting from employee commuting are not included within Arcadis reporting boundaries (operational control).

## Upstream leased assets

---

### Evaluation status

Not relevant, explanation provided

### Explanation

Emissions resulting from leased assets are included in Arcadis' Scope 2 reporting boundaries (operational control).

## Downstream transportation and distribution

---

### Evaluation status

Not relevant, explanation provided

### Explanation

Emissions resulting from package delivery is tracked in United States but are not included within Arcadis reporting boundaries at this time (de minimis).

## Processing of sold products

---

### Evaluation status

Not relevant, explanation provided

### Explanation

Emissions resulting from processing of sold products are estimated to be de minimis and are not included within Arcadis reporting boundaries.



## Use of sold products

---

### Evaluation status

Relevant, not yet calculated

### Explanation

Emissions resulting from Arcadis-designed infrastructure are tracked on a project by project basis as requested by clients but are not included within Arcadis reporting boundaries at this time.

## End of life treatment of sold products

---

### Evaluation status

Relevant, not yet calculated

### Explanation

Emissions resulting from end of life treatment of Arcadis-designed infrastructure are not included within Arcadis reporting boundaries at this time.

## Downstream leased assets

---

### Evaluation status

Not relevant, explanation provided

### Explanation

Any assets leased through Arcadis are estimated to be de minimis and not included in the Arcadis reporting boundaries.

## Franchises

---

### Evaluation status

Not relevant, explanation provided

### Explanation

Arcadis is not a franchise organization.



## Investments

---

### Evaluation status

Not relevant, explanation provided

### Explanation

Emissions resulting from investments are estimated to be de minimis and are not included in Arcadis reporting boundaries.

## Other (upstream)

---

### Evaluation status

### Explanation

## Other (downstream)

---

### Evaluation status

### Explanation

## C6.7

**(C6.7) Are carbon dioxide emissions from biologically sequestered carbon relevant to your organization?**

Yes

## C6.7a

**(C6.7a) Provide the emissions from biologically sequestered carbon relevant to your organization in metric tons CO2.**



**Row 1**

---

**Emissions from biologically sequestered carbon (metric tons CO2)**

59

**Comment**

**C6.10**

**(C6.10) Describe your gross global combined Scope 1 and 2 emissions for the reporting year in metric tons CO2e per unit currency total revenue and provide any additional intensity metrics that are appropriate to your business operations.**

---

**Intensity figure**

0.00000997

**Metric numerator (Gross global combined Scope 1 and 2 emissions)**

32,478

**Metric denominator**

unit total revenue

**Metric denominator: Unit total**

3,256,000,000

**Scope 2 figure used**

Market-based

**% change from previous year**

1



**Direction of change**

Decreased

**Reason for change**

Revenue increased by 1% while Scope 1 and 2 emissions remained constant.

---

**Intensity figure**

1.19

**Metric numerator (Gross global combined Scope 1 and 2 emissions)**

32,478

**Metric denominator**

full time equivalent (FTE) employee

**Metric denominator: Unit total**

27,354

**Scope 2 figure used**

Market-based

**% change from previous year**

2

**Direction of change**

Decreased

**Reason for change**

Change in methodology (2% decrease in emissions). Intensity figure decreased by less than 1% (0.1%) when normalized for change in methodology.



## C7. Emissions breakdowns

### C7.1

**(C7.1) Does your organization break down its Scope 1 emissions by greenhouse gas type?**

Yes

#### C7.1a

**(C7.1a) Break down your total gross global Scope 1 emissions by greenhouse gas type and provide the source of each used greenhouse warming potential (GWP).**

Greenhouse gas	Scope 1 emissions (metric tons of CO <sub>2</sub> e)	GWP Reference
CO <sub>2</sub>	11,043	IPCC Second Assessment Report (SAR - 100 year)
CH <sub>4</sub>	11	IPCC Second Assessment Report (SAR - 100 year)
N <sub>2</sub> O	35	IPCC Second Assessment Report (SAR - 100 year)
HFCs	0	IPCC Second Assessment Report (SAR - 100 year)
PFCs	0	IPCC Second Assessment Report (SAR - 100 year)
SF <sub>6</sub>	0	IPCC Second Assessment Report (SAR - 100 year)
NF <sub>3</sub>	0	IPCC Second Assessment Report (SAR - 100 year)

### C7.2

**(C7.2) Break down your total gross global Scope 1 emissions by country/region.**

Country/Region	Scope 1 emissions (metric tons CO <sub>2</sub> e)
Belgium	1,252



Brazil	62
Chile	0
France	533
Germany	1,134
Netherlands	3,925
Czechia	72
Poland	245
United Kingdom of Great Britain and Northern Ireland	293
North America	3,408
Australia	102
Middle East	6
Other, please specify Asia	58

### C7.3

**(C7.3) Indicate which gross global Scope 1 emissions breakdowns you are able to provide.**

By business division

By activity

### C7.3a

**(C7.3a) Break down your total gross global Scope 1 emissions by business division.**

Business division	Scope 1 emissions (metric ton CO2e)
Asia	58

Australia	102
Europe	7,454
Latin America	62
Middle East	6
North America	3,408
CallisonRTKL	0

### C7.3c

**(C7.3c) Break down your total gross global Scope 1 emissions by business activity.**

Activity	Scope 1 emissions (metric tons CO2e)
Leased vehicle travel for business purposes	9,723
Leased vehicle travel for office commuting and personal reasons	1,367

### C7.5

**(C7.5) Break down your total gross global Scope 2 emissions by country/region.**

Country/Region	Scope 2, location-based (metric tons CO2e)	Scope 2, market-based (metric tons CO2e)	Purchased and consumed electricity, heat, steam or cooling (MWh)	Purchased and consumed low-carbon electricity, heat, steam or cooling accounted in market-based approach (MWh)
Belgium	132	109		
Brazil	261	261		
Chile	309	309		
France	59	38		
Germany	356	235		

Netherlands	1,733	467		
Czechia	24	24		
Poland	61	61		
United Kingdom of Great Britain and Northern Ireland	1,624	1,624		
North America	14,551	14,551		
Other, please specify Asia	2,693	2,693		
Australia	738	738		
Middle East	276	276		

## C7.6

**(C7.6) Indicate which gross global Scope 2 emissions breakdowns you are able to provide.**

By business division

By activity

### C7.6a

**(C7.6a) Break down your total gross global Scope 2 emissions by business division.**

Business division	Scope 2, location-based emissions (metric tons CO2e)	Scope 2, market-based emissions (metric tons CO2e)
Asia	2,098	2,098
Australia	738	738
Europe	3,692	2,261
Latin America	571	571



Middle East	276	276
North America	11,195	11,195
CallisonRTKL	4,249	4,249

### C7.6c

**(C7.6c) Break down your total gross global Scope 2 emissions by business activity.**

Activity	Scope 2, location-based emissions (metric tons CO2e)	Scope 2, market-based emissions (metric tons CO2e)
Electricity consumption	22,819	21,388

### C7.9

**(C7.9) How do your gross global emissions (Scope 1 and 2 combined) for the reporting year compare to those of the previous reporting year?**

Decreased

### C7.9a

**(C7.9a) Identify the reasons for any change in your gross global emissions (Scope 1 and 2 combined) and for each of them specify how your emissions compare to the previous year.**

	Change in emissions (metric tons CO2e)	Direction of change	Emissions value (percentage)	Please explain calculation
Change in renewable energy consumption	18		0.6	Increase in renewable energy consumption decreased emissions by 18 MT CO2e (0.6%).



Other emissions reduction activities	300		1	Due to emission reduction activities implemented throughout the year, emissions have not grown as high as could be expected. Last year, an estimated 300 tCO <sub>2</sub> e were reduced by our Scope 1 and 2 emissions reduction projects ( $300 / 33,168 * 100 = 1\%$ ).
Divestment	0		0	As per the GHG protocol, the baseline and previous reporting years were updated for any divestments that occurred in 2018. As per the protocol, previous reporting years were NOT updated as a result of organic growth.
Acquisitions	0		0	As per the GHG protocol, the baseline and previous reporting years emissions were updated acquisitions that occurred in 2018. As per the protocol, previous reporting years were NOT updated as a result of organic growth.
Mergers	0		0	As per the GHG protocol, the baseline and previous reporting years were updated for any mergers that occurred in 2018. As per the protocol, previous reporting years were NOT updated as a result of organic growth.
Change in output	307		1	In 2018, remaining change in emissions was attributed change in output ( $-307 \text{ MT} / 33168 \text{ MT} = 1\%$ ).
Change in methodology	679		2	A change in reporting methodology resulting in a 2% decrease ( $679 \text{ MT} / 33168 \text{ MT} = 2\%$ ). As per the protocol, previous reporting years were NOT updated as a result of organic growth.
Change in boundary	0		0	The reporting methodology remained the same in 2018.
Change in physical operating conditions	0		0	The reporting methodology remained the same in 2018.
Unidentified	0		0	Unidentified lumped with changes in output.
Other				



## C7.9b

**(C7.9b) Are your emissions performance calculations in C7.9 and C7.9a based on a location-based Scope 2 emissions figure or a market-based Scope 2 emissions figure?**

Market-based

## C8. Energy

### C8.1

**(C8.1) What percentage of your total operational spend in the reporting year was on energy?**

More than 0% but less than or equal to 5%

### C8.2

**(C8.2) Select which energy-related activities your organization has undertaken.**

	Indicate whether your organization undertakes this energy-related activity
Consumption of fuel (excluding feedstocks)	Yes
Consumption of purchased or acquired electricity	Yes
Consumption of purchased or acquired heat	Yes
Consumption of purchased or acquired steam	Yes
Consumption of purchased or acquired cooling	Yes
Generation of electricity, heat, steam, or cooling	Yes

### C8.2a

**(C8.2a) Report your organization's energy consumption totals (excluding feedstocks) in MWh.**



	Heating value	MWh from renewable sources	MWh from non-renewable sources	Total MWh
Consumption of fuel (excluding feedstock)	HHV (higher heating value)	392	49,650	50,042
Consumption of purchased or acquired electricity		3,370	40,455	43,825
Consumption of purchased or acquired heat		0	300	300
Consumption of purchased or acquired steam		0	300	300
Consumption of purchased or acquired cooling		0	600	600
Consumption of self-generated non-fuel renewable energy		116		116
Total energy consumption		3,878	91,305	95,183

## C8.2b

**(C8.2b) Select the applications of your organization’s consumption of fuel.**

	Indicate whether your organization undertakes this fuel application
Consumption of fuel for the generation of electricity	No
Consumption of fuel for the generation of heat	No
Consumption of fuel for the generation of steam	No
Consumption of fuel for the generation of cooling	No
Consumption of fuel for co-generation or tri-generation	No

## C8.2c

**(C8.2c) State how much fuel in MWh your organization has consumed (excluding feedstocks) by fuel type.**



---

**Fuels (excluding feedstocks)**

Motor Gasoline

**Heating value**

HHV (higher heating value)

**Total fuel MWh consumed by the organization**

32,455

**Comment**

---

**Fuels (excluding feedstocks)**

Diesel

**Heating value**

HHV (higher heating value)

**Total fuel MWh consumed by the organization**

14,492

**Comment**

---

**Fuels (excluding feedstocks)**

Liquefied Petroleum Gas (LPG)



**Heating value**

HHV (higher heating value)

**Total fuel MWh consumed by the organization**

2,703

**Comment**

---

**Fuels (excluding feedstocks)**

Other, please specify

Ethanol

**Heating value**

HHV (higher heating value)

**Total fuel MWh consumed by the organization**

392

**Comment**

**C8.2d**

**(C8.2d) List the average emission factors of the fuels reported in C8.2c.**

**Diesel**

---

**Emission factor**

2.68



**Unit**

kg CO2e per liter

**Emission factor source**

World Resources Institute (2008). GHG Protocol Tool for Mobile Combustion. Version 2.0

**Comment**

**Liquefied Petroleum Gas (LPG)**

---

**Emission factor**

1.53

**Unit**

kg CO2e per liter

**Emission factor source**

World Resources Institute (2008). GHG Protocol Tool for Mobile Combustion. Version 2.0

**Comment**

**Motor Gasoline**

---

**Emission factor**

2.33

**Unit**

kg CO2e per liter

**Emission factor source**

World Resources Institute (2008). GHG Protocol Tool for Mobile Combustion. Version 2.0



**Comment**

**Other**

**Emission factor**

1.47

**Unit**

kg CO2e per liter

**Emission factor source**

The Climate Registry: General Reporting Protocol

**Comment**

**C8.2e**

**(C8.2e) Provide details on the electricity, heat, steam, and cooling your organization has generated and consumed in the reporting year.**

	Total Gross generation (MWh)	Generation that is consumed by the organization (MWh)	Gross generation from renewable sources (MWh)	Generation from renewable sources that is consumed by the organization (MWh)
Electricity	116	116	116	116
Heat	0	0	0	0
Steam	0	0	0	0
Cooling	0	0	0	0

## C8.2f

**(C8.2f) Provide details on the electricity, heat, steam and/or cooling amounts that were accounted for at a low-carbon emission factor in the market-based Scope 2 figure reported in C6.3.**

---

**Basis for applying a low-carbon emission factor**

Power Purchase Agreement (PPA) with energy attribute certificates

**Low-carbon technology type**

Other low-carbon technology, please specify  
Renewable Mix

**Region of consumption of low-carbon electricity, heat, steam or cooling**

Europe

**MWh consumed associated with low-carbon electricity, heat, steam or cooling**

3,370

**Emission factor (in units of metric tons CO<sub>2</sub>e per MWh)**

0

**Comment**

SMK certified renewable energy in Netherlands; renewable energy purchases in Germany and France as well

---

**Basis for applying a low-carbon emission factor**

Other, please specify  
Self-generated solar



**Low-carbon technology type**

Solar PV

**Region of consumption of low-carbon electricity, heat, steam or cooling**

Europe

**MWh consumed associated with low-carbon electricity, heat, steam or cooling**

116

**Emission factor (in units of metric tons CO<sub>2</sub>e per MWh)**

0

**Comment**

self-generated power in Netherlands

## C9. Additional metrics

### C9.1

(C9.1) Provide any additional climate-related metrics relevant to your business.

## C10. Verification

### C10.1

(C10.1) Indicate the verification/assurance status that applies to your reported emissions.

Verification/assurance status
-------------------------------



Scope 1	Third-party verification or assurance process in place
Scope 2 (location-based or market-based)	Third-party verification or assurance process in place
Scope 3	Third-party verification or assurance process in place

## C10.1a

**(C10.1a) Provide further details of the verification/assurance undertaken for your Scope 1 and/or Scope 2 emissions and attach the relevant statements.**

**Scope**

Scope 1

**Verification or assurance cycle in place**

Triennial process

**Status in the current reporting year**

No verification or assurance of current reporting year

**Type of verification or assurance**

Third party verification/assurance underway

**Attach the statement**

 Rapportage verificatie Arcadis 3A2-2017.pdf

**Page/ section reference**

entire document

**Relevant standard**

ISO14064-3

**Proportion of reported emissions verified (%)**

31

---

**Scope**

Scope 2 market-based

**Verification or assurance cycle in place**

Triennial process

**Status in the current reporting year**

No verification or assurance of current reporting year

**Type of verification or assurance**

Limited assurance

**Attach the statement**

 Rapportage verificatie Arcadis 3A2-2017.pdf

**Page/ section reference**

entire document

**Relevant standard**

ISO14064-3

**Proportion of reported emissions verified (%)**

2



**Scope**

Scope 2 market-based

**Verification or assurance cycle in place**

Triennial process

**Status in the current reporting year**

Complete

**Type of verification or assurance**

Limited assurance

**Attach the statement**

 Rapportage verificatie Arcadis 3A2-2017.pdf

**Page/ section reference**

entire document

**Relevant standard**

ISO14064-3

**Proportion of reported emissions verified (%)**

2

**C10.1b**

**(C10.1b) Provide further details of the verification/assurance undertaken for your Scope 3 emissions and attach the relevant statements.**

---



**Scope**

Scope 3- at least one applicable category

**Verification or assurance cycle in place**

Triennial process

**Status in the current reporting year**

Complete

**Attach the statement**

 Rapportage verificatie Arcadis 3A2-2017.pdf

**Page/section reference**

entire document

**Relevant standard**

ISO14064-3

**C10.2**

**(C10.2) Do you verify any climate-related information reported in your CDP disclosure other than the emissions figures reported in C6.1, C6.3, and C6.5?**

Yes

**C10.2a**

**(C10.2a) Which data points within your CDP disclosure have been verified, and which verification standards were used?**

Disclosure module verification relates to	Data verified	Verification standard	Please explain
---	---------------	-----------------------	----------------



C4. Targets and performance	Other, please specify All of the Above	ISO 50001	Arcadis Netherlands verifies its energy goal, inventory, metrics, and reduction initiatives in accordance with ISO 50001. ① 1, 2
C8. Energy	Other, please specify All of the Above	ISO 50001	Arcadis Netherlands verifies its energy goal, inventory, metrics, and reduction initiatives in accordance with ISO 50001. ① 1, 2

① 2018 Externe audit rapportage DNV.pdf

② Signed\_Cert\_277188-2018-Q-NLD-RvA\_ENG.pdf

## C11. Carbon pricing

### C11.1

**(C11.1) Are any of your operations or activities regulated by a carbon pricing system (i.e. ETS, Cap & Trade or Carbon Tax)?**

No, and we do not anticipate being regulated in the next three years

### C11.2

**(C11.2) Has your organization originated or purchased any project-based carbon credits within the reporting period?**

Yes

### C11.2a

**(C11.2a) Provide details of the project-based carbon credits originated or purchased by your organization in the reporting period.**



**Credit origination or credit purchase**

Credit purchase

**Project type**

Other, please specify

Renewable energy and methane capture

**Project identification**

Carbonfund, a non-profit organization supports and develops a variety of carbon projects from around the world, all certified, verified, and/or audited to third-party certification standards. Third-party standards include the United Nations Clean Development Mechanism, Climate Action Reserve, Verified Carbon Standard, Climate, Community and Biodiversity Standards, and American Carbon Registry.

**Verified to which standard**

CDM (Clean Development Mechanism)

**Number of credits (metric tonnes CO2e)**

287.7

**Number of credits (metric tonnes CO2e): Risk adjusted volume**

287.7

**Credits cancelled**

Yes

**Purpose, e.g. compliance**

Voluntary Offsetting

**C11.3**

**(C11.3) Does your organization use an internal price on carbon?**

Yes

## C11.3a

**(C11.3a) Provide details of how your organization uses an internal price on carbon.**

---

### **Objective for implementing an internal carbon price**

- Change internal behavior
- Drive energy efficiency
- Drive low-carbon investment
- Supplier engagement

### **GHG Scope**

- Scope 1
- Scope 2
- Scope 3

### **Application**

At present, an internal price of carbon is used primary as a planning tool to guide decision making at the regional or project level.

### **Actual price(s) used (Currency /metric ton)**

13

### **Variance of price(s) used**

static for planning purposes at this time

### **Type of internal carbon price**

- Shadow price
- Offsets

### **Impact & implication**



To date, carbon pricing has not driven business decision at the global level but remains a valuable planning tool. Carbon pricing has had some success at the regional and project levels driving renewable energy purchases and carbon offsets for select projects.

## C12. Engagement

### C12.1

**(C12.1) Do you engage with your value chain on climate-related issues?**

Yes, our suppliers

Yes, our customers

### C12.1a

**(C12.1a) Provide details of your climate-related supplier engagement strategy.**

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**Type of engagement**

Information collection (understanding supplier behavior)

**Details of engagement**

Collect climate change and carbon information at least annually from suppliers

**% of suppliers by number**

10

**% total procurement spend (direct and indirect)**

5

**% Scope 3 emissions as reported in C6.5**

60



### **Rationale for the coverage of your engagement**

Arcadis engagement with suppliers is prioritized based on Arcadis' largest emitting activities combined with the biggest opportunities to bring about change. To date, efforts to work with Arcadis suppliers have focused on improving data collection practices and encouraging suppliers to offer eco-friendly alternatives.

### **Impact of engagement, including measures of success**

Two of the largest emitting activities within the Arcadis organizational boundaries are vehicle emissions and indirect electricity emissions. Since 2008, Arcadis has been working with suppliers to provide green vehicle options and obtain accurate data for which emissions can be calculated. While obtaining utility data from property managers in Europe is rather routine, Arcadis continues to struggle to obtain electricity and fuel data for some of its leased offices. Letters and phone calls have had limited success, but despite these efforts, Arcadis still relies on default electricity intensity factors for some of its offices. Arcadis is also in the process of taking the initiative to incorporate green standards into some of its building contracts. While these initiatives are still in the development phase, Arcadis hopes they will encourage property managers to focus more on energy, water efficiency and the environment in general. Arcadis also continues to increase the number of LEED-certified buildings it leases to reduce its Scope 2 emissions. Globally, Arcadis uses the accuracy of its climate data to measure the success of its supplier engagement. While data accuracy continue to improve each year, more efforts are needed to engage suppliers.

### **Comment**

Percentages cited above are not tracked at the global level. Estimates are provided based on known regional efforts and initiatives to collect climate change related information.

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### **Type of engagement**

Engagement & incentivization (changing supplier behavior)

### **Details of engagement**

Offer financial incentives for suppliers who reduce your operational emissions (Scopes 1 &2)

Offer financial incentives for suppliers who reduce your downstream emissions (Scopes 3)

Offer financial incentives for suppliers who reduce your upstream emissions (Scopes 3)

### **% of suppliers by number**



10

**% total procurement spend (direct and indirect)**

5

**% Scope 3 emissions as reported in C6.5**

60

**Rationale for the coverage of your engagement**

Arcadis engagement with suppliers is prioritized based on Arcadis' largest emitting activities combined with the biggest opportunities to bring about change. To date, efforts to work with Arcadis suppliers have focused on improving data collection practices and encouraging suppliers to offer eco-friendly alternatives.

**Impact of engagement, including measures of success**

Two of the largest emitting activities within the Arcadis organizational boundaries are vehicle emissions and indirect electricity emissions. Since 2008, Arcadis has been working with suppliers to provide green vehicle options and obtain accurate data for which emissions can be calculated. Arcadis continues to increase the number of LEED-certified buildings, awarding lease contracts to property managers who offer green building options. The same is true for office supply and travel companies that offer green options. Accuracy of climate data and reduced emissions are used a measure of success.

**Comment**

Percentages cited above are not tracked at the global level. Estimates are provided based on known regional efforts and initiatives to collect climate change related information.

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**Type of engagement**

Innovation & collaboration (changing markets)

**Details of engagement**

Run a campaign to encourage innovation to reduce climate impacts on products and services

**% of suppliers by number**



10

**% total procurement spend (direct and indirect)**

5

**% Scope 3 emissions as reported in C6.5**

60

**Rationale for the coverage of your engagement**

Arcadis engagement with suppliers is prioritized based on Arcadis' largest emitting activities combined with the biggest opportunities to bring about change. To date, efforts to work with Arcadis suppliers have focused on improving data collection practices and encouraging suppliers to offer eco-friendly alternatives.

**Impact of engagement, including measures of success**

Two of the largest emitting activities within the Arcadis organizational boundaries are vehicle emissions and indirect electricity emissions. Since 2008, Arcadis has been working with suppliers to provide green vehicle options and obtain accurate data for which emissions can be calculated. Arcadis continues to engage its suppliers to encourage innovation and reduce climate impacts.

**Comment**

Percentages cited above are not tracked at the global level. Estimates are provided based on known regional efforts and initiatives to collect climate change related information.

**C12.1b**

**(C12.1b) Give details of your climate-related engagement strategy with your customers.**

---

**Type of engagement**

Collaboration & innovation

**Details of engagement**



Run a campaign to encourage innovation to reduce climate change impacts

**% of customers by number**

10

**% Scope 3 emissions as reported in C6.5**

0

**Please explain the rationale for selecting this group of customers and scope of engagement**

Arcadis also engages its clients, focusing on those with established or developing sustainability programs.

**Impact of engagement, including measures of success**

As each case is unique, Arcadis collaborates with its clients to identify areas where reductions can occur, working to implement change when feasible. Examples of client engagement include reduced travel, emission tracking, carbon offsets, and sustainable design. Measures of success are client and/or project specific. In the beginning, success is usually measured by the implementation of an environmental sustainability initiative. As the program develops, however, success is typically gaged by the reduction of environmental metrics (e.g., greenhouse gas emissions) and continued collaboration with the client.

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**Type of engagement**

Education/information sharing

**Details of engagement**

Run an engagement campaign to education customers about your climate change performance and strategy

**% of customers by number**

10

**% Scope 3 emissions as reported in C6.5**

0

**Please explain the rationale for selecting this group of customers and scope of engagement**



Arcadis also engages its clients, focusing on those with established or developing sustainability programs.

**Impact of engagement, including measures of success**

As each case is unique, Arcadis collaborates with its clients to identify areas where reductions can occur, working to implement change when feasible. Examples of client engagement include reduced travel, emission tracking, carbon offsets, and sustainable design. Measures of success are client and/or project specific. In the beginning, success is usually measured by the implementation of an environmental sustainability initiative. As the program develops, however, success is typically gaged by the reduction of environmental metrics (e.g., greenhouse gas emissions) and continued collaboration with the client.

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**Type of engagement**

Education/information sharing

**Details of engagement**

Run an engagement campaign to educate customers about the climate change impacts of (using) your products, goods, and/or services

**% of customers by number**

10

**% Scope 3 emissions as reported in C6.5**

0

**Please explain the rationale for selecting this group of customers and scope of engagement**

Arcadis also engages its clients, focusing on those with established or developing sustainability programs.

**Impact of engagement, including measures of success**

As each case is unique, Arcadis collaborates with its clients to identify areas where reductions can occur, working to implement change when feasible. Examples of client engagement include reduced travel, emission tracking, carbon offsets, and sustainable design. Measures of success are client and/or project specific. In the beginning, success is usually measured by the implementation of an environmental sustainability initiative. As the program develops, however, success is typically gaged by the reduction of environmental metrics (e.g., greenhouse gas emissions) and continued collaboration with the client.

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**Type of engagement**

Education/information sharing

**Details of engagement**

Share information about your products and relevant certification schemes (i.e. Energy STAR)

**% of customers by number**

10

**% Scope 3 emissions as reported in C6.5**

0

**Please explain the rationale for selecting this group of customers and scope of engagement**

Arcadis also engages its clients, focusing on those with established or developing sustainability programs.

**Impact of engagement, including measures of success**

As each case is unique, Arcadis collaborates with its clients to identify areas where reductions can occur, working to implement change when feasible. Examples of client engagement include reduced travel, emission tracking, carbon offsets, and sustainable design. Measures of success are client and/or project specific. In the beginning, success is usually measured by the implementation of an environmental sustainability initiative. As the program develops, however, success is typically gaged by the reduction of environmental metrics (e.g., greenhouse gas emissions) and continued collaboration with the client.

## C12.3

**(C12.3) Do you engage in activities that could either directly or indirectly influence public policy on climate-related issues through any of the following?**

Direct engagement with policy makers

Trade associations

Funding research organizations



## C12.3a

**(C12.3a) On what issues have you been engaging directly with policy makers?**

Focus of legislation	Corporate position	Details of engagement	Proposed legislative solution
Other, please specify Water Conservation and Efficiency	Support	Arcadis works directly with local, state, and national governments providing design and consultancy expertise as it relates to water conservation and efficiency. Work and guidance provided by Arcadis contributes to the development of sound policy as it relates to climate change and other environmental issues.	Arcadis supports sound water conservation and efficiency policies that reflect social, environmental, and economic conditions of the area.
Adaptation or resilience	Support	Arcadis works directly with local, state, and national governments providing design and consultancy expertise as it relates to climate adaption resiliency. Work and guidance provided by Arcadis contributes to the development of sound policy as it relates to climate change and other environmental issues.	Arcadis supports sound climate change adaptation policies that reflect social, environmental, and economic conditions of the area.

## C12.3b

**(C12.3b) Are you on the board of any trade associations or do you provide funding beyond membership?**

Yes

## C12.3c

**(C12.3c) Enter the details of those trade associations that are likely to take a position on climate change legislation.**

**Trade association**

World Business Council for Sustainable Development (WBCSD)

**Is your position on climate change consistent with theirs?**

Consistent

**Please explain the trade association's position**

WBCSD is involved in a number of key processes and dialogues around the world, particularly the United Nations Framework Convention on Climate Change (UNFCCC). The WBCSD has been present at the annual Convention of Parties (COP) since 1995 and has a leading business role at COP 15 in Copenhagen in 2009. Climate change can only be resolved through cooperation that includes all elements of society, in particular between governments and business. A new global climate agreement will be essential to establishing the right framework conditions that will deliver long-term, large scale greenhouse gas (GHG) reductions. WBCSD's recommendations are based on the view that it is essential that a new international agreement on climate change is agreed in 2010 to provide a framework for climate legislation and action that offers clarity, predictability and a level-playing field for business. This should include:

- A global target (cap) on emissions by 2050 and pathways to get there;
- Developed country commitments to deep emissions reductions and emissions reduction plans for developing countries;
- Establishing a framework that provides strong incentives for the development and deployment of the clean technologies that will be necessary to enable the world to move towards a low carbon economy;
- Policy measures to promote technology innovation and diffusion;
- A framework to help accelerate clean technology diffusion in developing countries;
- A signal that the carbon markets will continue beyond 2012, and that a global carbon market with a price on carbon will be established;
- Adaptation funding
- Support for reducing emissions for deforestation and forest degradation - REDD. WBCSD believes tackling climate change requires an integrated approach that addresses the issues of competitiveness and economic sustainability, energy security, the environment and development, as well as adaptive capacity for inevitable climate impacts.

**How have you influenced, or are you attempting to influence their position?**

In 2014, Arcadis joined the WBSCD. Together with its members, the council applies its respected thought leadership and effective advocacy to generate constructive solutions and take shared action. The Council is made up of 192 global firms and acts as the voice of business in several bodies (e.g. UN Climate Summit, Sustainability Development Goals). ARCADIS was formally admitted into the WBCSD on the 9th of April 2014. Since then it has become actively involved in the following work streams: Water Cluster, Zero Emission Cities Sector Project, Ecosystem & Landscape Management Cluster, and Redefining Value Cross Cutting Project / Natural Capital Protocol. In November 2014, Arcadis CEO Neil McArthur participated in the WBSCD Council Meeting in Atlanta, in the United States, where WBSCD members focused on Redefining



Value (moving from financial to natural and social capital) and 'Business Setting the Pace'. In 2015, Arcadis joined global world leaders at the COP in Paris, where Neil McArthur, CEO joined a panel discussion Chaired by UN-Habitat on 'The City We Need'. The purpose of the event was to engage the private sector on cities and climate change. During the event, business and city leaders alike expressed their commitment to solving urban sustainability challenges in advance of the forthcoming United Nations Conference of Housing and Sustainable Urban Development (Habitat III).

### C12.3d

**(C12.3d) Do you publicly disclose a list of all research organizations that you fund?**

No

### C12.3f

**(C12.3f) What processes do you have in place to ensure that all of your direct and indirect activities that influence policy are consistent with your overall climate change strategy?**

When engaging with organizations, research organizations, and policy makers, Arcadis reflects on its Business Control Framework to ensure our activities and outreach are consistent with our Mission, Vision, Values, and overall strategy, including that of climate change.

### C12.4

**(C12.4) Have you published information about your organization's response to climate change and GHG emissions performance for this reporting year in places other than in your CDP response? If so, please attach the publication(s).**

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**Publication**

In mainstream reports

**Status**

Complete

**Attach the document**

 Arcadis Annual Integrated Report 2018.pdf

**Page/Section reference**

Government, strategy, risks & opportunities throughout report. Emissions / metrics covered on pp. 72-75

**Content elements**

Governance  
Strategy  
Risks & opportunities  
Emissions figures  
Other metrics

**Comment**

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**Publication**

In voluntary communications

**Status**

Complete

**Attach the document**

 Sustainability website.pdf

**Page/Section reference**

Our commitment to sustainability is documented on our website (<https://www.arcadis.com/en/global/pages/sustainability/>).



**Content elements**

- Governance
- Strategy
- Risks & opportunities
- Emissions figures
- Other metrics

**Comment**

## C14. Signoff

### C-FI

**(C-FI) Use this field to provide any additional information or context that you feel is relevant to your organization's response. Please note that this field is optional and is not scored.**

### C14.1

**(C14.1) Provide details for the person that has signed off (approved) your CDP climate change response.**

	<b>Job title</b>	<b>Corresponding job category</b>
Row 1	Arcadis CEO	Chief Executive Officer (CEO)