Arcadis - Climate Change 2022

C0. Introduction

C0.1

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

Arcadis is the world's leading company delivering sustainable design, engineering, and consultancy solutions for natural and built assets. Established in 1888, we apply our deep market sector insights, and collective Design, Consultancy, Engineering, Program, Project and Cost Management solutions for our clients to deliver exceptional and sustainable outcomes.

At the end of 2021, we had 29,236 employees, offices in over 30 countries and generated €3.4 billion in revenues. Arcadis is headquartered in Amsterdam, the Netherlands, with a worldwide footprint anchored by leading positions in Europe, the Americas, Asia Pacific and through CallisonRTKL and Arcadis Gen.

Through this network, we support our clients on a global basis. Our 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 alongside global expertise in a variety of subject matter.

Our client base is diverse, ranging from public and private sector organizations to regulated institutions. We leverage our deep understanding of sustainability to deliver ground-breaking projects and solutions that create value for our clients and make positive contributions to the environment and society. Arcadis offers full lifecycle solutions for clients in most of the major markets including business advisory and consulting, architectural design, remediation, design and engineering, and program/project/cost management. Arcadis differentiates itself from competitors through key market sector insights, by deepening our market sector capabilities and by developing long-term client relationships and addressing our client's multi-faceted needs.

In terms of corporate governance, climate related issues at Arcadis are managed under the guidance of the Executive Board and the Executive Leadership Team. In March 2021, Arcadis announced the appointment of its first Global Sustainability Officer ("G**SO**") to help drive the company's strategy and deliver on its goal of making a significant, quantifiable, and positive contribution to sustainable development. The GSO reports directly to the Executive Leadership Team member responsible for Sustainability ("**ELTS**") and through this to the CEO.

Arcadis also has a Sustainability Committee ("**SusCo**"), a committee of the Arcadis Supervisory Board with the primary task of assisting and advising the Supervisory Board of Arcadis N.V. in the area of sustainability. The SusCo consists of three members of the Supervisory Board and meets on a quarterly basis with the CEO, the ELTS and the GSO. For the purpose of the SusCo, sustainability is defined as the various Environmental, Social, and Governance topics that demonstrate or measure the Company's commitment to improving quality of life. The SusCo assists the Supervisory Board by preparing the plenary discussion and decision-making by the Supervisory Board on major items within the SusCo's scope of work.

This report is completed on behalf of the Arcadis group of companies (including CallisonRTKL and Arcadis Gen). Where responses are given on behalf of specific entities/countries/regions rather than globally, this is indicated in the specific response.

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
Reporting year	January 1 2021	December 31 2021	Yes	3 years

C0.3

(C0.3) Select the countries/areas in which you operate.

Australia
Bahrain
Belgium
Brazil
Canada
Chile
China
Czechia
France
Germany
Hong Kong SAR, China
India
Italy
Malaysia
Netherlands
Oman
Panama
Peru
Philippines
Poland
Portugal
Qatar
Romania
Saudi Arabia
Singapore
Slovakia
Spain
Switzerland
Thailand
Turkey
United Arab Emirates
United Kingdom of Great Britain and Northern Ireland
United States of America
Viet Nam

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 chosen approach for consolidating your GHG inventory.

Operational control

C0.8

(C0.8) Does your organization have an ISIN code or another unique identifier (e.g., Ticker, CUSIP, etc.)?

Indicate whether you are able to provide a unique identifier for your organization	Provide your unique identifier
Yes, an ISIN code	NL0006237562

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
Board-level committee	There are two Supervisory Board ("SB") committees involved with sustainability, including climate-related issues. 1. SusCo To further institutionalize sustainability-related discussions at the Board level, the Sustainability Committee ("SusCo") meets on at least a quarterly basis and comprises three SB members. The CEO, the ELTS and the GSO are permanent guests. The SusCo advises the SB in the area of sustainability, assists the SB in fulfilling its responsibilities and prepares the plenary discussion and decision-making by the SB about the major items within the SusCo's scope of work. The members of the SusCo may directly liaise with and advise the ELTS, the GSO and other people in the organization. The SusCo focuses on: a) the sustainability approach and culture of the Company; b) sustainability as a fiduciary duty; c) the linkage between the Company strategy and sustainability; d) the appropriate framework for non-financial reporting on sustainability; e) sustainability as an element of remuneration; f) the enhancement of sustainability in the Company's organization; g) external positioning and the further development of positioning as a sustainable business in the market through thought leadership, etc., and earning the related recognition; h) the impact for clients through provision of services; i) opportunities and risks in the area of sustainability; j) the relationship with other 'related topics' such as Governance and Integrity; and k) other sustainability items/elements as determined from time to time. 2. AARC The Arcadis Audit and Risk Committee (AARC) has oversight on risk management, among others, and comprises four SB members. Arcadis uses an Enterprise Risk Management (ERM) system, the Arcadis Risk and Control (ARC) Framework, to identify 16 key risks and opportunities, divided into three categories: Strategic, Operational and Compliance. Sustainability is included as operational risk area, described as: "the risk that Arcadis does not contribute effectively to advancement of sustainable development either for its clients or within its own business". The EB ensures that the ARC framework is functioning effectively through yearly review and Executive Leadership Team (ELT) members take ownership of mitigating identified key risks and pursuing opportunities. On a quarterly basis an update on the key risks is provided to the AARC.
Chief Executive Officer (CEO)	Sustainability, including climate-related issues, is at the heart of everything we do. It is an integral part of our business strategy, client offerings, and indirect operations. This means that from the leadership of our company, down to the Arcadians delivering projects for clients, sustainability is embedded in our organizational structure. Oversight of climate-related issues and decision-making for our strategy are owned by our ELT. Our CEO leads the ELT and has ultimate global ownership for the company's performance including any sustainability matters and integration of these issues. The CEO receives frequent updates about the progress of integrating sustainability into everything that we do, both from the ELT member responsible for sustainability and the GSO. The CEO is also engaged in decision making matters as appropriate. An example of the CEO's influence and engagement is the CEO's membership on the Executive Committee of the World Business Council for Sustainable Development (WBCSD) since 2020. This group of 23 CEOs from corporations around the world is responsible for supervising the strategy and monitoring the effectiveness of operations, controls and governance of WBCSD. In this capacity, Arcadis CEO is a leading voice contributing to the sustainable practices of all member companies of WBCSD. Another example of the CEO's influence and engagement is seen via regular leadership and C-suite meetings and presentations at clients to encourage collaboration and accelerated action around climate change.
Other C-Suite Officer	Sustainability, including climate-related issues, is at the heart of everything we do. It is an integral part of our business strategy, client offerings, and indirect operations. This means that from the leadership of our company, down to the Arcadians delivering projects for clients, sustainability is embedded in our organizational structure. Oversight of climate-related issues and decision-making for our strategy is owned by our ELT. While our CEO has ultimate global responsibility for the business in including sustainability matters, our ELTS (also member of the ELT and a C-suite officer) has sustainability in his portfolio and is responsible for ensuring progress aligned to our corporate ambition. Arcadis recently updated its Sustainability Strategy, which is under the ownership of the ELTS and ELT. Climate issue related decisions, including initiatives such as purchases of carbon offsets for our CO2e emissions (Scope 1, 2 & 3 - business travel) are being undertaken at a global level. The ELT, CEO and ELTS also have decided in 2019 to implement an enterprise-wide Environmental Management System (EMS) to better structure our sustainability program, drive continuous improvement and bring quality of data to a higher level. The implementation of an EMS supports Arcadis' management of climate-related risks. The ELTS works closely with the GSO and the GSO's team, providing support and guidance, and is a permanent guest in the SusCo. The CSO also chairs an additional Sustainability Steering Committee that consists of 4 members of the ELT including the ELTS. The GSO uses this Committee to seek executive feedback regarding developing policies, programs, and progress. The role of the Sustainability Steering Committee is to review progress made in Arcadis' sustainability program, to drive change management, and to provide strategic direction as plans and objectives are developed

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	Scope of board-level oversight	Please explain
Scheduled – some meetings	Reviewing and guiding business plans Setting performance objectives Monitoring implementation and performance of objectives Monitoring and overseeing progress against goals and targets for addressing climate-related issues	<Not Applicable>	The Executive Board and ELT, under the supervision of the Supervisory Board, has overall responsibility for the Arcadis' business strategy, risk management and control systems and has full accountability for strategic risks, including climate-related issues. The Executive Board, Audit & Risk Committee and the Supervisory Board review the identified strategic, operational and compliance risks, including trends annually. The Arcadis SusCo meets at a minimum on a quarterly basis to ensure that sustainability and climate-related issues are well-integrated into the company's strategy and performance. The ELTS, GSO and the Global Sustainability Team work together to identify, assess, and integrate sustainability topics and climate issues into periodic ELT and Executive Board meetings. Examples of those topics are: the review of sustainability strategy creation and targets, sustainability program development and implementation, sustainability-driven opportunities and directed business growth, including a focus on climate adaptation and mitigation as well as energy transition in our Global Business Area, Resilience. Similarly, possible risks and the management thereof are also monitored, including topics such as possible failure to measure and manage our environmental impact, reputational damage and not being able to be at the cutting edge of designing and delivering appropriate and effective sustainable solutions for clients. Our ARC framework is updated on a yearly basis and approved by the Executive Board and supported by ELT members. Members of the ELT own specific risk(s) to oversee mitigation in line with our risk appetite and integrate the four pillars from Arcadis' Strategy: People & Culture, Sustainable solutions, Digital leadership and Focus & Scale.

C1.1d

(C1.1d) Does your organization have at least one board member with competence on climate-related issues?

	Board member(s) have competence on climate-related issues	Criteria used to assess competence of board member(s) on climate-related issues	Primary reason for no board-level competence on climate-related issues	Explain why your organization does not have at least one board member with competence on climate-related issues and any plans to address board-level competence in the future
Row 1	Yes	Prior experience: Arcadis considers the Chair of its Sustainability Committee, a board member with significant climate + climate-industry linked expertise. He is the previous CEO of the Skanska UK business, and under his supervision the first industry tools for project impact assessment and reporting were developed. In his personal life and post retirement he has continued to support climate forward infrastructure creation, and has leveraged his network of sustainability experts to support the Arcadis team in the development of their strategy.	<Not Applicable>	<Not Applicable>

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)	Reporting line	Responsibility	Coverage of responsibility	Frequency of reporting to the board on climate-related issues
Chief Executive Officer (CEO)	<Not Applicable>	Both assessing and managing climate-related risks and opportunities	<Not Applicable>	More frequently than quarterly
Other C-Suite Officer, please specify (Executive Leadership Team member responsible for Sustainability)	<Not Applicable>	Both assessing and managing climate-related risks and opportunities	<Not Applicable>	More frequently than quarterly
Sustainability committee	<Not Applicable>	Both assessing and managing climate-related risks and opportunities	<Not Applicable>	Quarterly
Other, please specify (Sustainability Steering Committee)	<Not Applicable>	Assessing climate-related risks and opportunities	<Not Applicable>	More frequently than quarterly

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).

Arcadis NV has a two-tier Board structure, consisting of the Executive Board and the Supervisory Board, both with distinct tasks and responsibilities for the Company and its stakeholders. The task of the Executive Board is to manage the Company and to realize its objectives and strategic goals. The task of the Supervisory Board and its committees is to supervise and advise the Executive Board. Our governance and management structure ensures that Arcadis has layers of oversight and day-to-day responsibility.

OVERSIGHT:

Chief Executive Officer

The Executive Board consists of the CEO and the CFO. The ELT includes the CEO and CFO as well as members of the global C-suite and other key leadership positions, including the ELTS. The global CEO has overall ownership of the company's performance and driving sustainability, including, climate-related issues. The CEO's ownership of sustainability is necessary since it is part of the core offerings to clients and integrated into Arcadis' way of working.

Other C-suite officer, Group Executive for Innovation (Executive Leadership Team member)

Responsibility for the execution of supporting strategies and policies is undertaken on a day-to-day basis by the Global Executive for Innovation and Transformation, who is also the ELT member responsible for sustainability (ELTS). This role deals with both innovation and transformation, not only does our company need to respond rapidly to the shifting needs of our clients, but our own operations can be fine-tuned and made more efficient through embedding sustainability considerations and ensuring climate-related issues are well addressed.

Sustainability Committee ('SusCo')

The primary function of the SusCo is to assist and advise the SB in the area of climate related risks and opportunities. The SusCo focuses on:

a) the sustainability approach and culture of the Company;

b) sustainability as a fiduciary duty;

c) the linkage between the Company strategy and sustainability;

d) the appropriate framework for non-financial reporting on sustainability;

e) sustainability as an element of remuneration;

f) the enhancement of sustainability in the Company's organization;

g) external positioning and the further development positioning as a sustainable business

in the market through thought leadership and otherwise, and earning the related

recognition;

h) the impact for clients of the Company through provision of services;

i) opportunities and risks in the area of sustainability;

j) the relationship with other 'related topics' such as Governance and Integrity; and

k) other Sustainability items/elements as determined from time to time.

DAY-TO-DAY:

Chief Sustainability Officer

The Global Sustainability Officer (GSO) reports to the ELTS. Responsibilities include the development of supporting strategies, interaction with other global and regional leaders, reporting & monitoring, and leading a global team of sustainability professionals that are focused on making sustainability core to everything that we do. Currently the GSO is leading the implementation of our refreshed corporate sustainability strategy. The Sustainability Strategy is refreshed on a three-year basis, with a new strategy initiated in 2020, to run through the end of 2023. This work is owned by the Global Sustainability Team, which consists of representation from various locations where Arcadis operates, the four sustainability program pillar leads, some support roles and the GSO, with the GSO reporting directly to the ELTS and the ELT.

Global Sustainability (GS) Team: The GS Team meets more frequently than monthly and has the overall day-to-day responsibility of sustainability/climate-related issues and the Sustainability Strategy. The team works to create necessary policies and direct the implementation and integration of these programs. The GS Team is also responsible for global relationships with non-governmental organizations (NGOs), trade associations, and other network groups. Additional responsibilities include: the assessment of impact of Arcadis through its own operations, opportunities to improve impact across our sector through analysis of industry hotspots, the shaping of new sustainable business propositions and client offerings based off the impact analysis and hotspot assessment, and education and engagement around sustainability.

In addition, we are also in the process of assessing our risks and opportunities posed by climate change based on the framework of the Task Force on Climate Related Financial Disclosure (TCFD).

Sustainability Steering Committee

The GSO also chairs the Sustainability Steering Committee that consists of four members of the ELT including the ELTS. Through this Steering Committee, the GSO seeks executive feedback regarding strategy development, policies, programs, and progress. This Committee meets quarterly at a minimum, however more frequent meetings are held as needed.

C1.3

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

	Provide incentives for the management of climate-related issues	Comment
Row 1	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).

Entitled to incentive	Type of incentive	Activity incentivized	Comment
Board/Executive board	Monetary reward	Company performance against a climate-related sustainability index	Since 2019, Arcadis has made sustainability a component of its executive remuneration by making it one of the three performance criteria for the long-term incentive remuneration for our EB and ELT members. The sustainability target is currently measured by reference to the score applied to Arcadis by Sustainalytics. The score is used to derive a company's exposures and performance, including climate-related issues such as energy, GHG performance/targets, assessment of event risks (e.g., acute physical events), amongst others. Score improvement also allows Arcadis to receive favorable interest rates from some financial institutions. The monetary incentive is applied to the members of our EB and ELT. The Supervisory Board is responsible for setting the threshold, target, and maximum for the Sustainalytics score each year for a three-year period. As the field of Sustainability is in continuous development, the Supervisory Board may select a different, but always best-in-class measurement method going forward.
Chief Executive Officer (CEO)	Monetary reward	Company performance against a climate-related sustainability index	Since 2019, Arcadis has made sustainability a component of its executive remuneration by making it one of the three performance criteria for the long-term incentive remuneration for our EB and ELT members. The sustainability target is currently measured by reference to the score applied to Arcadis by Sustainalytics. The score is used to derive a company's exposures and performance, including climate-related issues such as energy, GHG performance/targets, assessment of event risks (e.g. acute physical events), amongst others. Score improvement also allows Arcadis to receive favorable interest rates from some financial institutions. The monetary incentive is applied to the members of our EB and ELT. The Supervisory Board is responsible for setting the threshold, target, and maximum for the Sustainalytics score each year for a three-year period. As the field of Sustainability is in continuous development, the Supervisory Board may select a different, but always best-in-class measurement method going forward. The measurement method selected should be externally validated and should align with the Arcadis strategy.
Chief Financial Officer (CFO)	Monetary reward	Company performance against a climate-related sustainability index	Since 2019, Arcadis has made sustainability a component of its executive remuneration by making it one of the three performance criteria for the long-term incentive remuneration for our EB and ELT members. The sustainability target is currently measured by reference to the score applied to Arcadis by Sustainalytics. The score is used to derive a company's exposures and performance, including climate-related issues such as energy, GHG performance/targets, assessment of event risks (e.g. acute physical events), amongst others. Score improvement also allows Arcadis to receive favorable interest rates from some financial institutions. The monetary incentive is applied to each member of our EB and ELT. The Supervisory Board is responsible for setting the threshold, target, and maximum for the Sustainalytics score each year for a three-year period. As the field of Sustainability is in continuous development, the Supervisory Board may select a different, but always best-in-class measurement method going forward. The measurement method selected should be externally validated and should align with the Arcadis strategy.

C2. Risks and opportunities

C2.1

(C2.1) Does your organization have a process for identifying, assessing, and responding to climate-related risks and opportunities?

Yes

C2.1a

(C2.1a) How does your organization define short-, medium- and long-term time horizons?

	From (years)	To (years)	Comment
Short-term	0	3	
Medium-term	3	10	
Long-term	10	20	

C2.1b

(C2.1b) How does your organization define substantive financial or strategic impact on your business?

Risks & Opportunities are identified across the risk categories defined in the Arcadis Risk & Control framework (the ARC framework). Each year Arcadis performs a review of our risk universe and the corresponding ARC framework, reflecting developments in technology, society, legislation, geopolitics, the market & client landscape and business process changes within Arcadis, and makes adjustments as conditions evolve. These changes are approved by the Executive Board and communicated to the wider leadership team. The ARC framework currently identifies 16 risk categories, divided into three types – Strategic, Operational and Compliance. One of the risk categories is Sustainability (including climate-related risks). The framework includes business controls which are supported by policies, standards, procedures and guidelines which target risk mitigation in accordance with Arcadis' risk appetite and the successful pursuit of the Arcadis strategy. The ARC framework is the cornerstone of Arcadis' risk management approach and supports Arcadis in embedding a more risk-conscious way of working in the organization.

Key Risks & Opportunities are assessed based on either their financial impact with respect to profit or liquidity, or the broader impact on strategy / business reputation. Financial impact is assessed based on the estimated impact on EBITA; 5 (very high) = EBITA impacted by more than the equivalent of a change of 1.5% in net margin, 4 (high) = 1-1.5%, 3 (medium) = 0.5-1%, 2 (low) = 0.2-0.5%, 1 (very low) = <0.2%.

Impact ratings are then combined with Probability assessments for each risk/opportunity, in order to derive a probability-adjusted estimated impact, which in turn are used to prioritise key risks and mitigation strategies.

C2.2

(C2.2) Describe your process(es) for identifying, assessing and responding to climate-related risks and opportunities.

Value chain stage(s) covered
Direct operations
Upstream
Downstream

Risk management process
Integrated into multi-disciplinary company-wide risk management process

Frequency of assessment
More than once a year

Time horizon(s) covered
Short-term
Medium-term
Long-term

Description of process
There are a number of aligned processes for identifying, assessing and responding to climate-related risks and opportunities: (1) The Executive Board (EB) is responsible for Enterprise Risk Management (ERM), maintaining a comprehensive system of risk management and internal control, and for regularly reviewing its effectiveness. Risks are identified across the risk categories defined in the Arcadis Risk & Control framework (the ARC framework). The ARC framework currently identifies 16 risk categories, divided into three types – Strategic, Operational and Compliance. One of the risk categories is Sustainability (including climate-related risks). The ARC framework captures the key specific risks for Sustainability (including climate-related risks), together with mitigating controls to be applied across the business against each risk identified. The effectiveness of the controls is reviewed on an annual basis. The ARC framework is the cornerstone of Arcadis' risk management approach and supports Arcadis in embedding a more risk conscious way of working in the organization. (2) Members of the Executive Leadership team (ELT) are responsible for determining risk appetite and setting policies and procedures needed for appropriate redress of risk/opportunities. Climate-related Risk is the responsibility of our ELT member responsible for Sustainability (ELTS). This includes design of effective sustainable client solutions, winning work with clients, and effective performance on energy efficiency and GHG reduction targets via the global Sustainability strategy. This strategy was re-launched in 2021. (3) Risk Management Committee – Arcadis has a Risk Management Committee chaired by the CFO, that advises the EB and ELT on strategic, operational and global risk matters in the context of Arcadis' risk appetite. (4) The Audit and Risk Committee is comprised of four members of the Supervisory Board (SB) and reviews and oversees the key risks identified as they pertain to the 16 risk categories. (5) Arcadis also has a dedicated Sustainability Committee ('SusCo'), formally established in May 2020, including three members of the Supervisory Board (SB). This committee is responsible for overseeing, at a high-level, Arcadis' performance against the Sustainability (including climate) strategy. (6) The Sustainability Steering Committee includes four ELT members (including the ELTS) and the Global Sustainability Officer. This committee reviews progress made in Arcadis' sustainability program, drives change management, and provides strategic direction as plans and objectives are developed. The Committee meets quarterly at a minimum, however more frequent meetings are held as needed. (7) The Global Sustainability team works to establish and implement the Sustainability Strategy, related policies, reporting, internal communications, and other day-to-day responsibilities, including specific climate-related risks. Risks defined by the Global Sustainability team are reviewed in co-operation with the applicable functional area leaders e.g., client solutions, finance, or procurement. The Sustainability Strategy is refreshed on a 3-year basis, as a core part of the overall Arcadis 3 year strategy. (8) Risk Management is also built into our global Environmental Management System (EMS) program, which is implemented across our business. The EMS ensures that any identified risks or opportunities from a sustainability or climate-related viewpoint are tracked and monitored, such as energy and GHG footprints which, in the transition to a low-carbon economy, must be brought to specific levels. (9) Non-financial reporting improvements - Arcadis has set up a dedicated non-financial reporting team within its finance department and has implemented a non-financial reporting system to enhance the quality and assurance of its non-financial reporting. The company is rapidly increasing the number of indicators the system handles. (10) TCFD Progress Roadmap Arcadis has improved the management of environmental targets and climate-related risks and opportunities over the past few years. We have committed to developing a climate-related management plan including environmental targets across our business operations. Below is a summary of the steps we have taken in 2021, as well as key planned future work. In 2021: • Submitted a SBTi 1.5°C aligned climate target for verification • Redefined global sustainability strategy to reach Net Zero • Finalized outputs from qualitative Climate-Scenario Analysis (CSA) used to inform Arcadis' climate-related risk and opportunity list • First TCFD disclosures included in Annual Integrated Report • Workshop with ELT members and Global Business Area leadership to identify risks and opportunities to accelerate a transition to Net Zero • Achieved a B score in CDP Climate change questionnaire In 2022: • Received approval of Arcadis' 1.5°C-aligned climate target by SBTi (completed) • Developing a climate-related management plan that also includes: – Integration of newly identified climate-related risks and opportunities into risk management processes – Formalize roles & responsibilities around climate related risk & opportunities • Following initial CSA: – Identify and address material climate related risks and opportunities, including management oversight and impact evaluation – Ensure further review and input into climate related risks by the EB – Quantifying financial impacts of identified climate-related risks and opportunities

C2.2a

(C2.2a) Which risk types are considered in your organization's climate-related risk assessments?

	Relevance & inclusion	Please explain
Current regulation	Relevant, always included	Arcadis is subject to regulations in the geographies in which it operates, with many existing and emerging regulations including climate-related issues such as energy and GHG reporting. As an example, the UK government requires compliance with non-financial reporting such as GHG, energy and other environmental topics through the SECR 2019 regulations. Arcadis faces penalties and fines, like any other company, for any non-compliance with regulations where applicable. Arcadis monitor such landscapes at the regional and global levels to ensure compliance with current regulations. In addition, if we are unable to develop the right solutions to address the regulations for our clients, we risk losing clients and projects and hence revenues.
Emerging regulation	Relevant, always included	Arcadis is subject to regulations in the geographies in which it operates, with many existing and emerging regulations including climate-related issues such as energy and GHG reporting. Regulations on carbon tax or cap-and-trade are inconsistently implemented across the globe. For example, some states/regions of the US have cap-and-trade programs although this is not pursued at the federal level. Europe has existing carbon tax programs and if, for example, our entire global operations were subject to a carbon tax of €15 per ton carbon, using our 2021 Scope 1 & 2 emissions (8,958 TCO2e), we would have an additional cost of €135k to the business. Arcadis faces penalties and fines, like any other company, for any non-compliance with regulations where applicable. As such, we monitor the horizon for such emerging regulatory risks at the regional and global levels. In addition, if we are unable to develop the right solutions to address the regulations for our clients, we risk losing clients and projects and hence revenues.
Technology	Relevant, always included	Technology and innovation are considered a very relevant risk for Arcadis. If we are unable to develop the right cutting edge sustainable solutions for our clients, we risk losing project revenues to our competitors. Our clients come to us for solutions in the climate-related area, both in terms of transitional and physical risks. We work to deploy effective, practicable solutions which require an evolving technological scene. Further, Arcadis has been embarking on a digitization journey that allows our company to act as a single entity, leveraging expertise from around the world and also using technology to drive forward efficiencies for our clients. For example, with the support of the Lovinklaan Foundation, Base Camp & Expedition DNA, two Learning & Development programs, enable each Arcadian to act upon sustainable / climate-related & digital client opportunities in an effective manner. It also facilitates the company to staff teams effectively when it comes to projects that require an innovative mindset and digital capabilities. For example, the City of Roeselare wanted an innovative city hall that scores highly on sustainability. Arcadis provided expertise on stability, building techniques, energy performance, sustainability and Building Information Modeling (BIM). We are steering the town hall to an 'Excellent' BREEAM sustainability certification, a label for buildings with minimal environmental impact. The new parts will be entirely constructed in wood and the site will be connected to a heating network that will both heat and cool the building. With all these modifications, the energy costs for water, gas and electricity will drop by 70%. This project is also a digital feat. The current city hall site, which over the years has become a cluttered jumble of different buildings, will be completely digitally mapped via 3D scans, Building Information Modeling (BIM) and a Digital Twin. Furthermore, a well thought out mobility plan will provide smooth accessibility for cyclists and pedestrians. We foresee charging stations for electric bicycles, parking for shared bicycles and good accessibility by public transport.
Legal	Not relevant, explanation provided	We deem this risk type not relevant to Arcadis regarding climate-related risks. As Arcadis is primarily a design and engineering company material legal risks are related to Mergers & Acquisitions or non-compliance with contracts of joint venture performance. As a service provider, it is unlikely Arcadis will face litigation due to climate-related risks and opportunities.
Market	Relevant, always included	Arcadis continues to operate in a competitive market that is exposed to economic cycles, geopolitical shifts, societal and legislative change and the consolidation of client, competitor and supplier bases. In 2021 this included specific issues such as the latest initiatives in relation to climate change (as well as Covid). If we see a large portion of our clients struggle with climate-related issues, but we fail to update our services accordingly, we may eventually lose project revenues to our competitors. If we foresee the growth for this type of services, we can prepare by hiring the right workforce and build on our relationships with our clients. For example, a major renewable energy company was ready to bring their latest wind turbine design to life. Looking for an experienced engineering partner to design and construct the infrastructure required to build the prototype, the company selected Arcadis to lead the engineering, procurement and construction (EPC) of this latest project. The turbine prototype will now operate under a two-year testing period to collect data and analyze the design while generating power for local communities. Once the study is complete, the wind turbine will be added to the organization's collection of top-of-the-line wind turbines. Perfecting the designs with prototypes like these will help our client fulfill its mission to power our world for future generations with affordable, reliable and sustainable energy.
Reputation	Relevant, always included	Reputational damage has a significant potential impact given the types of services we offer to the market. We need to continue to meet the multi-faceted needs and requirements of our multinational key clients which includes setting best practice in our climate impact (and external reporting practices) in order to maintain our reputation as a company that has a purpose of "improving quality of life". If we do not do this we may lose project revenues to our competitors. For example, in the city's "Climate Plan 2030," Antwerp has committed to reduce emissions by 50% by 2030. One of the strategies to reach this goal is the development of a sustainable district heating network. Arcadis is leading this project, which will transfer residual heat from industrial businesses to other buildings in the city, via an underground network. We are devising plans to create this network without digging up the affected streets at the same time. We are also providing technical and legal expertise to facilitate this project. Once completed, the new district heating network will provide 10% of Antwerp's demand for heating, by 2030. The plan is then to extend this to service a much larger portion of the city by 2050.
Acute physical	Relevant, always included	Extreme changes in temperature, floods and wildfires are becoming more commonplace with impacts being felt across the world. These events potentially affect the safety of our employees and access to our offices and project locations as well as the costs associated with our operations (e.g., energy spend). The structuring of our office leases & business operations mitigates these risks for Arcadis' operations. Such potential events also impact our clients and the solutions we offer to our clients. Acute physical risks may be addressed through Arcadis' design and consultancy, sustainability, energy, and asset management services. The risk is that we do not provide these services effectively enough to our clients, and thereby lose revenues. Arcadis offers solutions related to asset management and optimization, and in particular we have energy services to reduce costs and energy consumption, that take into account climate-related risks such as increased number of heating degree days (HDD) and cooling degree days (CDD). Increased HDD and CDD have caused increases in Scope 1 emissions and fuel costs for a number of our global clients.
Chronic physical	Relevant, always included	Events such as rising sea levels and chronic heat waves might, in the medium-long term, affect accessibility of offices and project locations. The structuring of our office leases & business operations mitigates these risks for Arcadis' operations.

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.

Identifier

Risk 1

Where in the value chain does the risk driver occur?

Direct operations

Risk type & Primary climate-related risk driver

Reputation	Increased stakeholder concern or negative stakeholder feedback

Primary potential financial impact

Decreased revenues due to reduced demand for products and services

Climate risk type mapped to traditional financial services industry risk classification

<Not Applicable>

Company-specific description
Failure to prioritize sustainability due to focus on resources, limited understanding, lack of roadmap, misalignment of strategy or other factors may result in: - Negative press - Negative investor feedback - Negative customer feedback - Loss of contracts - Increased demands for reporting and transparency Customers and investors are becoming increasingly concerned with the environmental performance of companies. Having environmental service offerings also means there may be increased scrutiny on Arcadis to act in a sustainable way. Arcadis aims to measure and improve its environmental impact from direct operations in compliance with the ISO 14001 standard. Not having an effective and well-controlled system could potentially lead to reporting inaccurate data which might affect our ability to obtain the ISO 14001 certification. Having a certified ISO 14001 system in place is often a requirement to be able to work for key clients. Losing the certification will affect the amount of work which we are qualified to bid for. Similarly if we do not reduce carbon footprint and environmental impact from direct operations, our reputation will be adversely impacted and client revenues could be lost.

Time horizon
Medium-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)
14800000

Potential financial impact figure – minimum (currency)
<Not Applicable>

Potential financial impact figure – maximum (currency)
<Not Applicable>

Explanation of financial impact figure
Group Net Revenues in 2021 €2,565m. Risk of 6% reduction = €153.9m. Effect on operating profit calculated based on operating margin 9.6% = €14.8m.

Cost of response to risk
500000

Description of response and explanation of cost calculation
Costs to fully implement global environmental management system, driving effective measurement & reduction in carbon / environmental footprint. This is based on the incremental costs of recruiting Corporate / Business Area level resources, together with investments in software & systems.

Comment

Identifier
Risk 2

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

Risk type & Primary climate-related risk driver

Technology	Substitution of existing products and services with lower emissions options

Primary potential financial impact
Decreased revenues due to reduced demand for products and services

Climate risk type mapped to traditional financial services industry risk classification
<Not Applicable>

Company-specific description
Globally rapid decarbonization is expected. Arcadis's existing services could be at risk from shifting customer needs as customers look for more sustainable options. Insufficient progress in transiting services to low carbon options may result in reduced demand for Arcadis's services, if competitors provide better services in this area. Increased likelihood of tougher environmental regulations and standards, which will drive innovation from competitors. Arcadis is at risk of falling behind if it doesn't adapt services. There will likely be minimal impact on Arcadis's workforce, more of an impact on Arcadis's clients. However, the workforce need to be trained and capacity built around lower emissions service options, as well as being able to afford and price them correctly. Failure to offer up-to-date and relevant sustainability solutions to the market is a risk to our business. There is a risk that Arcadis is not at the cutting edge of designing appropriate and effective sustainable solutions such as climate-related risks that our clients face. In addition, there is the risk that solutions are developed but fail in their actual delivery to clients compared to the promised outcomes. Arcadis is well-established as a leader in resilience, but this service is very competitive, and we must continuously evaluate if our services, technology, and expertise fit increasing demands on climate-related solutions. As client requirements evolve in relation to sustainability requirements and aspirations, there is a risk that clients select sustainable solutions from our competitors. This could be for a number of reasons including brand awareness in this market, strength of solution design, and pricing.

Time horizon
Medium-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)
14800000

Potential financial impact figure – minimum (currency)

<Not Applicable>

Potential financial impact figure – maximum (currency)
<Not Applicable>

Explanation of financial impact figure
Group Net Revenues in 2021 €2,565m. Risk of 6% reduction = €153.9m. Effect on operating profit calculated based on operating margin 9.6% = €14.8m.

Cost of response to risk
1000000

Description of response and explanation of cost calculation
Arcadis has a clearly defined program for developing innovative sustainable solutions for clients, aligned to the UN SDGs (Sustainable Development Goals). We look to hire solutions leaders or make acquisitions that support our client's anticipated needs, which is often mixed into Arcadis' core strategy (meaning additional climate-related costs are negligible) and develop deep relationships with key clients to pursue such keystone projects. This includes the clear identification of future market needs and trends in products and services. The program is directed by, and aligned across, appropriate senior leadership at the Global and Business Area levels. Processes are being embedded to ensure that our sustainable services are marketed strongly to both our existing and potential client base. These processes include targets set within the business planning phase, account planning for our Top 200 clients, and triggers to include sustainable services, such as climate change mitigation and adaptation integration, at the tender/bid phase. Overall, Arcadis has been embarking on a digitization journey that allows our company to act as a single entity leveraging expertise from around the world and also using technology to drive forward efficiencies for our clients. The cost calculation is based on additional investments required to fund these activities. This is based on the incremental costs of recruiting Corporate / Business Area level resources.

Comment

Identifier
Risk 3

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

Risk type & Primary climate-related risk driver

Market	Changing customer behavior

Primary potential financial impact
Decreased revenues due to reduced demand for products and services

Climate risk type mapped to traditional financial services industry risk classification
<Not Applicable>

Company-specific description
Increased demand for low-carbon products and services from customers is expected under a low carbon scenario. Increased innovation from companies will drive the development of more low carbon services and offerings. Increased climate regulation might cause a shift in customer requirements. Based on our experience and monitoring of the markets in which we operate, we expect that there will be significant changes to environmental regulations/standards that will impact Arcadis' clients and the services we provide for them. For example, we are seeing increased non-financial reporting (NFR) requirements in Europe and other parts of the world. We have been involved in the conversations with regulators regarding climate-related regulation, such as resilience, energy efficiency, etc. This can also include country-specific and global regulations, including climate change, air quality, carbon tax, cap & trade, emissions reporting, energy taxation. If we are unable to develop the right solutions to deal with the new regulations for our clients, we risk losing clients and projects and hence revenues. Through our research Arcadis recognizes that the market is expanding rapidly on climate related issues and we may lose out on such opportunities. According to Verdantix: "The US market for EHS services will grow from $15.7 billion in 2020 to $20.7 billion in 2024. The forecasted compound annual growth rate of 5.6% will be driven by increasing public focus on climate change, investor interest in ESG ratings, and growing vendor investment in digital technologies".

Time horizon
Medium-term

Likelihood
About as likely as not

Magnitude of impact
Medium

Are you able to provide a potential financial impact figure?
Yes, a single figure estimate

Potential financial impact figure (currency)
14800000

Potential financial impact figure – minimum (currency)
<Not Applicable>

Potential financial impact figure – maximum (currency)
<Not Applicable>

Explanation of financial impact figure
Group Net Revenues in 2021 €2,565m. Risk of 6% reduction = €153.9m. Effect on operating profit calculated based on operating margin 9.6% = €14.8m.

Cost of response to risk
1000000

Description of response and explanation of cost calculation
Arcadis has a clearly defined program for developing innovative sustainable solutions for clients, aligned to the UN SDGs (Sustainable Development Goals). We look to hire solutions leaders or make acquisitions that support our client's anticipated needs, which is often mixed into Arcadis' core strategy (meaning additional climate-related costs are negligible) and develop deep relationships with key clients to pursue such keystone projects. This includes the clear identification of future market needs and trends in products and services. The program is directed by, and aligned across, appropriate senior leadership at the Global and Business Area levels. Processes are being embedded to ensure that our sustainable services are marketed strongly to both our existing and potential client base. These processes include targets set within the business planning phase, account planning for our Top 200 clients, and triggers to include sustainable services, such as climate change mitigation and adaptation integration, at the tender/bid phase. The cost calculation is based on additional investments required to fund these activities. This is based on the incremental costs of

recruiting Corporate / Business Area level resources.

Comment

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?
Downstream

Opportunity type
Markets

Primary climate-related opportunity driver
Access to new markets

Primary potential financial impact
Increased revenues through access to new and emerging markets

Company-specific description
Resource scarcity combined with increasing customer preferences for sustainable solutions increases demand for circular products and service models, opportunity to capitalise on the recyclability and circularity of products. Arcadis embodies the mantra “improving quality of life” and reflects this in the communities where we and our clients operate. We continue to put this mantra at the heart of everything we do, having sustainability (including climate-related issues), built into the client solutions we offer. Based on our experience and monitoring of the markets in which we operate, we expect that there will be significant changes to environmental regulations/standards that will impact Arcadis’ clients and the services we provide for them. For example, we are seeing increased non-financial reporting (NFR) requirements in Europe and other parts of the world. We have been involved in the conversations with regulators regarding climate-related regulation, such as resilience, energy efficiency, etc. This can also include country-specific and global regulations, including climate change, air quality, carbon tax, cap & trade, emissions reporting, energy taxation. The opportunity for Arcadis to win client work by providing high quality advice due to our strong understanding of national and regional laws in these areas is significant.

Time horizon
Medium-term

Likelihood
More likely than not

Magnitude of impact
Medium

Are you able to provide a potential financial impact figure?
Yes, a single figure estimate

Potential financial impact figure (currency)
14800000

Potential financial impact figure – minimum (currency)
<Not Applicable>

Potential financial impact figure – maximum (currency)
<Not Applicable>

Explanation of financial impact figure
Group Net Revenues in 2021 €2,565m. 6% opportunity = €153.9m. Effect on operating profit calculated based on operating margin 9.6% = €14.8m.

Cost to realize opportunity
1000000

Strategy to realize opportunity and explanation of cost calculation
Arcadis has been embarking on a digitization journey that allows our company to act as a single entity leveraging expertise from around the world and also using technology to drive forward efficiencies for our clients. For example, with the support of the Lovinklaan Foundation, Base Camp & Expedition DNA, two Learning & Development programs, enable each Arcadian to act upon sustainable / climate-related & digital client opportunities in an effective manner. It also facilitates the company to staff teams effectively when it comes to projects that require an innovative mindset and digital capabilities. Expedition DNA has a specific module focused on Sustainability & climate change. Arcadis has a clearly defined program for developing innovative sustainable solutions for clients, aligned to the UN SDGs (Sustainable Development Goals). We look to hire solutions leaders or make acquisitions that support our client’s anticipated needs, which is often mixed into Arcadis’ core strategy (meaning additional climate-related costs are negligible) and develop deep relationships with key clients to pursue such keystone projects. This includes the clear identification of future market needs and trends in products and services. The program is directed by, and aligned across, appropriate senior leadership at the Global and Business Area levels. The cost calculation is based on additional investments required to fund these activities. This is based on the incremental costs of recruiting Corporate / Business Area level resources.

Comment

Identifier
Opp2

Where in the value chain does the opportunity occur?
Downstream

Opportunity type
Products and services

Primary climate-related opportunity driver
Development of new products or services through R&D and innovation

Primary potential financial impact
Increased revenues through access to new and emerging markets

Company-specific description
Arcadis embodies the mantra “improving quality of life” and reflects this in the communities where we and our clients operate. We continue to put this mantra at the heart of everything we do, having sustainability (including climate-related issues), built into the client solutions we offer. Arcadis currently has 20 certified EMS programs running locally to help regions and countries manage their environmental footprint. The EMS brings us to a higher level on the areas and programs will give us the highest impact, whilst remaining cost effective. The EMS also allows us the ability to pilot specific projects, and subsequently scale-up and track progress of new initiatives. The ripple effect of potential solutions is expected to be significant when we look at challenges from a higher level and at an enterprise-wide solution. For example, we explored the potential to update an existing tool which will allow us to determine the environmental impact (including CO2-emissions) of our remediation projects. Arcadis performs many environmental remediation projects annually so being able to quickly pinpoint which solution presents the least environmental impact can potentially make a big difference.

Time horizon
Medium-term

Likelihood
Likely

Magnitude of impact
Medium-high

Are you able to provide a potential financial impact figure?
Yes, a single figure estimate

Potential financial impact figure (currency)
24600000

Potential financial impact figure – minimum (currency)
<Not Applicable>

Potential financial impact figure – maximum (currency)
<Not Applicable>

Explanation of financial impact figure
Group Net Revenues in 2021 €2,565m. 10% opportunity = €256.5m. Effect on operating profit calculated based on operating margin 9.6% = €24.6m.

Cost to realize opportunity
1000000

Strategy to realize opportunity and explanation of cost calculation
Arcadis has been embarking on a digitization journey that allows our company to act as a single entity leveraging expertise from around the world and also using technology to drive forward efficiencies for our clients. For example, with the support of the Lovinklaan Foundation, Base Camp & Expedition DNA, two Learning & Development programs, enable each Arcadian to act upon sustainable / climate-related & digital client opportunities in an effective manner. It also facilitates the company to staff teams effectively when it comes to projects that require an innovative mindset and digital capabilities. Expedition DNA has a specific module focused on Sustainability & climate change. Arcadis has a clearly defined program for developing innovative sustainable solutions for clients, aligned to the UN SDGs (Sustainable Development Goals). We look to hire solutions leaders or acquisitions that support our client’s anticipated needs, which is often mixed into Arcadis’ core strategy (meaning additional climate-related costs are negligible) and develop deep relationships with key clients to pursue such keystone projects. This includes the clear identification of future market needs and trends in products and services. The program is directed by, and aligned across, appropriate senior leadership at Global and Business Area levels. The cost calculation is based on additional investments required to fund these activities. This is based on the incremental costs of recruiting Corporate / Business Area level resources.

Comment

Identifier
Opp3

Where in the value chain does the opportunity occur?
Direct operations

Opportunity type
Markets

Primary climate-related opportunity driver
Access to new markets

Primary potential financial impact
Increased revenues resulting from increased demand for products and services

Company-specific description
Increased revenues resulting from increased demand for products and services because of Arcadis’s environmental leadership. Increased employee attraction and retention. Arcadis embodies the mantra “improving quality of life” and reflects this in the communities where we and our clients operate. We continue to put this mantra at the heart of everything we do, having sustainability (including climate-related issues), built into the client solutions we offer. As such, Arcadis has the potential opportunity to meet or exceed client expectations regarding our environmental reputation, which may positively enhance our ability to win work and earn additional Revenues. Arcadis has established a sustainability program with associated KPIs and targets and supported by our cutting-edge offerings and expertise. For example, Arcadis aims to become a carbon neutral company. These values align with an increasing number of investors, clients, and members of the community, who seek to invest and work with like-minded companies. With the increased realization that climate change issues are already costing and will cost society in the near future, more people decide to follow sustainability-related education. Therefore, the pool of people with expertise in sustainability related topics is growing. If we have the right reputation in this regard and are an employer of choice, we have the potential to expand rapidly in these services as the market for these services grow. One of the examples where we invest in sourcing great new sustainable talent is our participation to the University of Utrecht’s Sustainable Career Events.

Time horizon
Medium-term

Likelihood
About as likely as not

Magnitude of impact
Medium-high

Are you able to provide a potential financial impact figure?
Yes, a single figure estimate

Potential financial impact figure (currency)
24600000

Potential financial impact figure – minimum (currency)
<Not Applicable>

Potential financial impact figure – maximum (currency)
<Not Applicable>

Explanation of financial impact figure
Group Net Revenues in 2021 €2,565m. 10% opportunity = €256.5m. Effect on operating profit calculated based on operating margin 9.6% = €24.6m.

Cost to realize opportunity
500000

Strategy to realize opportunity and explanation of cost calculation
Costs to fully implement global environmental management system, driving effective measurement & reduction in carbon / environmental footprint. This is based on the incremental costs of recruiting Corporate / Business Area level resources, together with investments in software & systems.

Comment

C3. Business Strategy

C3.1

(C3.1) Does your organization's strategy include a transition plan that aligns with a 1.5°C world?

Row 1

Transition plan
Yes, we have a transition plan which aligns with a 1.5°C world

Publicly available transition plan
Yes

Mechanism by which feedback is collected from shareholders on your transition plan
We do not have a feedback mechanism in place, and we do not plan to introduce one within the next two years

Description of feedback mechanism
<Not Applicable>

Frequency of feedback collection
<Not Applicable>

Attach any relevant documents which detail your transition plan (optional)
Arcadis Annual Integrated Report 2021.pdf

Explain why your organization does not have a transition plan that aligns with a 1.5°C world and any plans to develop one in the future
<Not Applicable>

Explain why climate-related risks and opportunities have not influenced your strategy
<Not Applicable>

C3.2

(C3.2) Does your organization use climate-related scenario analysis to inform its strategy?

	Use of climate-related scenario analysis to inform strategy	Primary reason why your organization does not use climate-related scenario analysis to inform its strategy	Explain why your organization does not use climate-related scenario analysis to inform its strategy and any plans to use it in the future
Row 1	Yes, qualitative, but we plan to add quantitative in the next two years	<Not Applicable>	<Not Applicable>

C3.2a

(C3.2a) Provide details of your organization's use of climate-related scenario analysis.

Climate-related scenario	Scenario analysis coverage	Temperature alignment of scenario	Parameters, assumptions, analytical choices
Transition scenarios: Customized publicly available transition scenario	Company-wide	1.5ºC	Scenario aligns with the IPCC Shared Socioeconomic Pathway (SSP) SSP1-RCP2.6 Increased stakeholder concern or negative stakeholder feedback Description and context In lower degree scenarios there will be a much larger push for companies to improve on their carbon performance and meet Net Zero targets. Stakeholders will judge how well companies are performing environmentally, which could negatively impact a company's reputation if targets are missed. As more companies transition to Net Zero, there is an increasing expectation from (potential) employees to work for companies that have sustainable values embedded. Impact area = Direct Operations Potential Financial Impact - Decreased revenues due to reduced demand for products and services Near-term (2021-2040 Level of impact : 3 Likelihood: 4 Impact • Failure to prioritize sustainability due to focus on resources, limited understanding, lack of roadmap, misalignment of strategy or other factors may result in: – Negative press – Negative investor feedback – Negative customer feedback – Loss of contracts – Increased demands for reporting and transparency • Customers / investors become increasingly concerned with the environmental performance of companies. Having environmental service offerings means there may be increased scrutiny on Arcadis to act sustainably. • Increased scrutiny of sustainability performance by investors, regulators / general public may damage Arcadis' reputation in the event that Arcadis Senior Corporate and Business Leadership do not effectively address Sustainability and climate-related issues. How we are controlling the risks • Commitment to not engage in projects that have a net, long term negative impact on quality of life, block advancement of the SDGs, or are not in line with the Paris Agreement • Set emissions reductions targets, such as committing to a 1.5°C aligned science-based target and Net Zero commitments • Adhering to ISO 14001 standard and implementing a Global Environmental Management System Standard • Commitment on carbon neutral operations investing in high quality, certified abatement and compensation programs from 2020 Other risks identified in this scenario: - Substitution of existing products/ services with lower emissions options - Changing customer behavior Opportunities identified in this scenario: - Access to new markets - Reputational benefits resulting in increased demand
Transition scenarios: Customized publicly available transition scenario	Company-wide	3.1ºC - 4ºC	Scenario aligns with IPCC SSP5-RCP8.5 w Increased stakeholder concern or negative stakeholder feedback High level description and overall identified impact Description and context Under a 4-degree scenario customer will still expect companies to take action to meet climate targets and goals. Shift to low carbon products and services is likely to be slower under this scenario Impact area = Direct Operations Time horizon of most likely impact - Near-term (2021 - 2040) Potential Financial Impact - Decreased revenues due to reduced demand for products and services Most significant time period - Near-term (2021-2040 Level of impact : 3 Likelihood: 4 Impact • Under a 4-degree scenario negative stakeholder opinion is still likely to be a risk for Arcadis. • A decrease in reputation due to lack of sustainability action, alongside growing awareness of climate change could lead to lower employee attractiveness and retention. • Negative stakeholder feedback and reputation if Arcadis continues on a 4-degree scenario and does not take any action whilst other companies take action How we are controlling the risks • Committing to not engage in projects that have a net, long term negative impact on quality of life, block advancement of the SDGs, or are not in line with the Paris Agreement • Setting emissions reductions targets, such as committing to a 1.5°C aligned science-based target and making Net Zero commitments • Adhering to the ISO 14001 standard and implementing a Global Environmental Management System Standard • Committing carbon neutral operations investing in high quality, certified abatement and compensation programs from 2020 Other risks identified in this scenario: - Substitution of existing products/ services with lower emissions options - Changing customer behavior

C3.2b

(C3.2b) Provide details of the focal questions your organization seeks to address by using climate-related scenario analysis, and summarize the results with respect to these questions.

Row 1

Focal questions

Arcadis understands and supports the global effort to create a more circular and sustainable economy and world. This is a journey in which Arcadis can play a leading role for a better future for generations to come. Climate action forms a key business priority within our 2021 – 2023 Strategy 'Maximizing Impact' and our ambition is to accelerate the transition to a Net Zero world in a way that improves the quality of life for all. We do this both for our own operations as well as for our clients. Our focal questions center on better understanding both the risks and the opportunities that result from the changes in our climate and how we may address those developments in our business operations, our work for clients as well as in our strategy going forward.

Results of the climate-related scenario analysis with respect to the focal questions

For our operations: Arcadis is committed to achieving Net Zero Greenhouse gas emissions (Net Zero). The commitment will reduce scope 1, 2 and 3 emissions in line with the Science Based Targets initiative (SBTi) supporting the Paris Agreement. The goal of this agreement is to limit global warming to 1.5°C compared to pre-industrial levels by 2050. Our GHG reduction commitments, across scope 1, 2, and 3 GHG emissions, were approved by SBTi in February 2022. For our clients: Arcadis is committed to driving the identification and implementation of climate mitigation and adaptation approaches across our services and solutions and standardizing them in our operating procedures. Arcadis has also committed to support our client's climate plans through our services and solutions and through Sustainability advisory services we offer to clients. Climate scenario analysis is used to future proof project designs for clients and inform investment decisions. TCFD Progress Roadmap Arcadis has improved the management of environmental targets and climate-related risks and opportunities over the past few years. We recognize we can build on these priorities, to enhance our approach and strengthen our reporting quality. We commit to developing a climate-related management plan including environmental targets across our business operations. Steps taken in 2020 and 2021, as well as key planned future work are listed below. 2020 • The 2021- 2023 Arcadis Strategy Maximizing Impact, defines Energy & Climate as a core focus area • Definition of five Sustainability themes for our solutions where we have an impact (including Energy & Carbon, and climate adaptation) • Definition of five focus SDGs where we have a large impact through our core businesses and three specialized impact SDGs where we can have an impact through specific parts of our business • Sustainability is considered as a core risk category within our Arcadis Risk & Control Framework • We committed to set a climate target aligned with the SBTi 1.5°C initiative • Committed to fully offset emissions with high value credits from 2020 • Achieved a B score in CDP Climate change questionnaire 2021 • Submitted a SBTi 1.5°C aligned climate target for verification • Redefined global sustainability strategy to reach Net Zero • Began to undertake qualitative Climate Scenario Analysis (CSA) • Finalized outputs from qualitative CSA to inform Arcadis' climate-related risk and opportunity list • First TCFD disclosures included in Annual Integrated Report • Workshop with ELT and Global Business Area leadership to identify risks and opportunities to accelerate a transition to Net Zero • Achieved a B score in CDP Climate change questionnaire 2022 (in progress) • Develop climate-related management plan integrating climate-related risks into risk management processes, and formalize roles & responsibilities • Design follow up CSA for material climate related risks and opportunities, quantifying financial impacts

C3.3

(C3.3) Describe where and how climate-related risks and opportunities have influenced your strategy.

	Have climate-related risks and opportunities influenced your strategy in this area?	Description of influence
Products and services	Yes	Based on climate-related risk and opportunity analyses completed and given the nature of our service-oriented business, we have identified the largest impact we have as a company is in the solutions we deliver to our clients. Therefore, we committed to accelerate sustainable development by solving the challenges created by our changing climate. This is specifically related to our 2021-2023 strategy . As a design and engineering company with a focus on sustainability, we provide climate adaptation, sustainability advisory, climate mitigation, health & safety, biodiversity, and compliance which are six of the services most heavily influenced by climate-related risks and opportunities. Large portions of these services are centered around climate change and the associated risks (e.g., resilience which addresses climate adaptation focusses on reducing the risks of flooding and water scarcity, while the remaining solutions ensure that strategic advantages are captured and leveraged). Strategies for our services/solutions are revised annually, the time horizon that is considered is both short and long term. Short term is captured in an action plan based on what we will be targeting the coming year. On the longer term, Arcadis plans, for example, how we need to develop our services to be able maintain market share. For example, climate adaptation was added to our services a couple of years ago, as well as a shift in how we offer our solutions e.g., what materials we use in our designs (based on our impact on the environment).
Supply chain and/or value chain	Yes	Based on analyses we have done for our ERM and EMS, we have concluded that Arcadis has risks related to supply and value chain. The experience and implementation of EMS Standard varies per operating company (OpCo) with some of the OpCos with >10 years of experience, others certified in 2019. To ensure better consistency, Arcadis has developed an enterprise-wide EMS which addresses risks and opportunities for supply chain and our overall value chain, such as our business travel related footprint which is for Scope 3 emissions. Arcadis currently assesses the Scope 3 footprint including impact in the value chain in which we operate and where we can reduce it and make a difference. Our most significant impacts are selected, and they will be added to the action plan to reduce climate-related risks and impacts. Arcadis uses a range of KPIs to track progress against climate-related targets. In February 2022, SBTi approved Arcadis' 1.5°C-aligned climate targets, which cover scope 1, market-based scope 2, and scope 3 (focused on fuel- and energy-related activities and employee business travel) emissions. This target will be a core tool for us to develop actions around and monitor our progress against. Our Board and leadership teams have climate-related performance linked into their executive remunerations. Remunerations linked to climate-performance ensure top-down guidance and focus efforts on meeting climate goals. We currently have a range of metrics in place to monitor our environmental impacts. Arcadis has an established process for measuring our Scope 1 & 2 carbon emissions, as well as part of Scope 3 emissions. This allows us to monitor and track our progress against our targets. We disclose multiple years of emissions data, which enables us to track progress.
Investment in R&D	Yes	In line with our business strategy launched in 2020, Arcadis has made significant investment in market research, client interview, industry-wide network organizations, internal teams & capability development, business development, digital and innovation to drive sustainability innovation in the services we deliver. For example, Arcadis is a sponsor to the Techstars program. In this partnership, we fund and coach start-up companies that address sustainability-related challenges. For example, in 2021 we executed a strategic partnership agreement with Irys to facilitate community engagement associated with infrastructure programs. We are also key contributors to the World Business Council for Sustainable Development (since 2014) and co-lead their Transforming Urban Mobility workstream which focuses on developing leading guidance on decarbonizing urban transport systems. In addition, we are developing local mobility solutions based on low-carbon principles, such as the Mobility as a Service solution we developed for the municipality of Amsterdam which favors non-carbon or low-carbon transportation solutions.
Operations	Yes	Using Arcadis' risk management framework and environmental management system, we have concluded that Arcadis has climate-related risks related to our operations. Given the 2020/2021 pandemic, our operations impact was significantly reduced from prior years. However, we remained focused on preventing significant rebound of emissions from business operations following the end of the pandemic. Based on the analyses we have done to determine the environmental impact of our operations we currently focus on our energy consumption (related to scope 1, 2 and 3-business travel). Since we are not a production facility and we mainly rent office space, business travel is our most significant impact. We have set targets to minimize climate-related risks such as our successfully executed plan to be carbon neutral by 2020 and our low-carbon transition plan that we will submit as part of the SBTi requirements. We report on these emissions annually in a variety of means, from CDP to Sustainalytics, and our Annual Integrated Report. Strategic decisions that have been and are being made to minimize these impacts are for example visible in the selection of new office spaces and reduction of global -in-person meetings. Furthermore, our flexible working arrangements has allowed us to maximize the occupancy and minimize the associated area and energy consumption for major offices through our Activity Based Work (ABW) program that introduced an open floor system and hot-desking . Arcadis also has a flexible working program introduced in most of our OpCos. Company owned vehicles are in process of being transitioned to electric vehicles and we look for ways to support people using public transportation. An example case study: in 2021 we also invested in biofuels for our flights which led to significantly reduced flight emissions. About half of all business flights from our Dutch business are operated by KLM. Since the beginning of 2018, Arcadis has been purchasing biofuels from KLM through SkyNRG. These biofuels are used to offset the air travel Arcadis makes on KLM aircraft. In the period from January to December 2021, 28.6 tons of CO2 were reduced through this route. The time horizon is mid-term (e.g., 3-5 years), as there are emerging technologies we may need to latch on to when available at cost effective rates, and these measures will follow the EMS.

C3.4

(C3.4) Describe where and how climate-related risks and opportunities have influenced your financial planning.

	Financial planning elements that have been influenced	Description of influence
Row 1	Revenues Direct costs Capital allocation Acquisitions and divestments Assets	Based on climate-related risk and opportunity planning exercise, s, we identified several elements that were influenced by climate-related risks and opportunities. 1) Acquisitions and divestitures: In 2020, we focused on the integration of our 2019 energy transition and climate adaptation services company, Over Morgen. Over Morgen's services are an asset to our already existing services and which has gained more traction through the appointment of a global director for energy transition. 2) Assets and direct costs: As a service provider, Arcadis does not have many owned assets. However, we view our leased office space and computer hardware as a key asset. We have seen climate change impact our staff's ability to travel to the office (e.g., wild fires in Australia, flooding in Philippines, freezing temperatures in southern USA). A such we have reinforced our pandemic strategy to make sure that Arcadis employees have the ability to work from home safely in the event of climate change impacts/extreme weather events. 3) Revenues: Our business strategy and revenue projects are largely based on the ability of Arcadis to generate revenue from supporting programs that mitigate or protect our clients from a changing climate. 4) Capital allocation: The strong improvement in our results, including the strong cash generation over the last couple of years have created a solid financial position, allowing us the opportunity to continue with our investments in people, in sustainable solutions, and digital capabilities. Additionally, we will embrace opportunities for bolt-on and medium sized acquisitions to enable us to increase the return to shareholders.

C3.5

(C3.5) In your organization's financial accounting, do you identify spending/revenue that is aligned with your organization's transition to a 1.5°C world?

No, but we plan to in the next two years

C4. Targets and performance

C4.1

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

C4.1a

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

Target reference number
Abs 1

Year target was set
2012

Target coverage
Country/region

Scope(s)
Scope 1
Scope 2
Scope 3

Scope 2 accounting method
Market-based

Scope 3 category(ies)
Other (upstream)
Other (downstream)

Base year
2010

Base year Scope 1 emissions covered by target (metric tons CO2e)
5772

Base year Scope 2 emissions covered by target (metric tons CO2e)
2748

Base year Scope 3 emissions covered by target (metric tons CO2e)
1727

Total base year emissions covered by target in all selected Scopes (metric tons CO2e)
10247

Base year Scope 1 emissions covered by target as % of total base year emissions in Scope 1
100

Base year Scope 2 emissions covered by target as % of total base year emissions in Scope 2
100

Base year Scope 3 emissions covered by target as % of total base year emissions in Scope 3 (in all Scope 3 categories)
100

Base year emissions covered by target in all selected Scopes as % of total base year emissions in all selected Scopes
21

Target year
2020

Targeted reduction from base year (%)
30

Total emissions in target year covered by target in all selected Scopes (metric tons CO2e) [auto-calculated]
7172.9

Scope 1 emissions in reporting year covered by target (metric tons CO2e)
1230

Scope 2 emissions in reporting year covered by target (metric tons CO2e)
218

Scope 3 emissions in reporting year covered by target (metric tons CO2e)
539

Total emissions in reporting year covered by target in all selected scopes (metric tons CO2e)
1987

% of target achieved relative to base year [auto-calculated]
268.696529065418

Target status in reporting year
Achieved

Is this a science-based target?
No, but we are reporting another target that is science-based

Target ambition
<Not Applicable>

Please explain target coverage and identify any exclusions
Target only for Arcadis Netherlands B.V.: The Abs 1 target was set for our operations in the Netherlands (21% of the 2010 total Arcadis emissions) with the target year 2020. The Abs 1 target is already achieved but we understand it shall be kept in our CDP answer as "achieved". It also keeps being achieved, as the emissions in 2021 were 2,025 t CO2e for the same scope. The base year 2010 has been updated to reflect the inclusion of Over Morgen, a recent acquisition, because this is included in the 2021 emissions number. Please note our Dutch organization is locally obliged to use conversion factors that are different from the dataset we use for Arcadis as a whole. To keep reporting consistent with previous years, the target above is calculated using the Dutch -local- set of conversion factors (https://www.co2emissiefactoren.nl/). Our new targets on global level are including all Arcadis locations (see our SBT under intensity target "Int1").

Plan for achieving target, and progress made to the end of the reporting year
<Not Applicable>

List the emissions reduction initiatives which contributed most to achieving this target
- Switching to green electricity & installing PV panels; - Fuel efficient lease cars; - Promoting use of public transport & moving offices next to train stations; - Improving offices (insulation, HVAC, lighting, etc.).

Target reference number
Abs 2

Year target was set
2019

Target coverage
Company-wide

Scope(s)
Scope 1
Scope 2
Scope 3

Scope 2 accounting method
Market-based

Scope 3 category(ies)
Other (upstream)
Other (downstream)

Base year
2008

Base year Scope 1 emissions covered by target (metric tons CO2e)
20280

Base year Scope 2 emissions covered by target (metric tons CO2e)
33460

Base year Scope 3 emissions covered by target (metric tons CO2e)
35391

Total base year emissions covered by target in all selected Scopes (metric tons CO2e)
88931

Base year Scope 1 emissions covered by target as % of total base year emissions in Scope 1
100

Base year Scope 2 emissions covered by target as % of total base year emissions in Scope 2
100

Base year Scope 3 emissions covered by target as % of total base year emissions in Scope 3 (in all Scope 3 categories)
100

Base year emissions covered by target in all selected Scopes as % of total base year emissions in all selected Scopes
100

Target year
2030

Targeted reduction from base year (%)
100

Total emissions in target year covered by target in all selected Scopes (metric tons CO2e) [auto-calculated]
0

Scope 1 emissions in reporting year covered by target (metric tons CO2e)
0

Scope 2 emissions in reporting year covered by target (metric tons CO2e)
0

Scope 3 emissions in reporting year covered by target (metric tons CO2e)
0

Total emissions in reporting year covered by target in all selected scopes (metric tons CO2e)
0

% of target achieved relative to base year [auto-calculated]
100

Target status in reporting year
Achieved

Is this a science-based target?
No, but we are reporting another target that is science-based

Target ambition
<Not Applicable>

Please explain target coverage and identify any exclusions
This is our target to buy carbon offsets for our complete footprint (as an interim measure on the way to "net zero"). This target has been reported last year as "achieved" for 2020 already and can again be considered "achieved" in 2021 again. In 2019, Arcadis set this target of "zero-carbon" through the purchase of offsets by 2030. Already in 2020 and 2021, our carbon footprint has been offset through the purchase of high-quality carbon offsets. In 2021, we offset the emissions from commuting and work from home, which were not previously included in our carbon footprint, for the first time. Please note that this is not a "Net Zero" target according to the new standard from the Science Based Targets initiative (SBTi). We have set separate science-based targets (see "Int1" and "Int2"), and our main priority is to achieve reductions through energy efficiency and reduction efforts. In 2020, Arcadis pledged to SBTi (1.5C) and since February 2022 we have an approved science-based target for our scope 1 & 2, as well as for our scope 3 emissions (see "Int1" and "Int2").

Plan for achieving target, and progress made to the end of the reporting year
<Not Applicable>

List the emissions reduction initiatives which contributed most to achieving this target
In 2020 and 2021, our carbon footprint has been offset through the purchase of high-quality carbon offsets. We invest in high quality Gold Standard and VCS certified offsets for the entirety of our material Scope 1, 2 and 3 emissions that protect and restore ecosystems in Cambodia and improve quality of life, and abate emissions by providing cookstoves in India to help mitigate climate change. The Keo Seima Wildlife Sanctuary (KSWS), in Cambodia, helps restore and protect the home of over 950 wild species, including 75 globally threatened species. The project is vital in the preservation of the region's vulnerable wildlife, and the sustainable development of its local communities through securing of legal title to their traditional lands.

C4.1b

(C4.1b) Provide details of your emissions intensity target(s) and progress made against those target(s).

Target reference number
Int 1

Year target was set
2021

Target coverage
Company-wide

Scope(s)
Scope 1
Scope 2

Scope 2 accounting method
Market-based

Scope 3 category(ies)
<Not Applicable>

Intensity metric
Metric tons CO2e per unit FTE employee

Base year
2019

Intensity figure in base year for Scope 1 (metric tons CO2e per unit of activity)
0.61

Intensity figure in base year for Scope 2 (metric tons CO2e per unit of activity)
0.6

Intensity figure in base year for Scope 3 (metric tons CO2e per unit of activity)
<Not Applicable>

Intensity figure in base year for all selected Scopes (metric tons CO2e per unit of activity)
2.55

% of total base year emissions in Scope 1 covered by this Scope 1 intensity figure
100

% of total base year emissions in Scope 2 covered by this Scope 2 intensity figure
100

% of total base year emissions in Scope 3 (in all Scope 3 categories) covered by this Scope 3 intensity figure
<Not Applicable>

% of total base year emissions in all selected Scopes covered by this intensity figure
93

Target year
2035

Targeted reduction from base year (%)
74

Intensity figure in target year for all selected Scopes (metric tons CO2e per unit of activity) [auto-calculated]
0.663

% change anticipated in absolute Scope 1+2 emissions
-74

% change anticipated in absolute Scope 3 emissions
0

Intensity figure in reporting year for Scope 1 (metric tons CO2e per unit of activity)
0.27

Intensity figure in reporting year for Scope 2 (metric tons CO2e per unit of activity)
0.42

Intensity figure in reporting year for Scope 3 (metric tons CO2e per unit of activity)
<Not Applicable>

Intensity figure in reporting year for all selected Scopes (metric tons CO2e per unit of activity)
1.14

% of target achieved relative to base year [auto-calculated]
74.7217806041336

Target status in reporting year
New

Is this a science-based target?
Yes, and this target has been approved by the Science Based Targets initiative

Target ambition
1.5°C aligned

Please explain target coverage and identify any exclusions
This is one of our three approved science-based targets (called "Int1") with the following official target wording: "Arcadis commits to reduce scope 1 and 2 GHG emissions 74% per full time employee by 2035 from a 2019 base year." The numbers for the other two targets are given under "Oth3" and "Int2". Their official wording is: "Oth3": "Arcadis also commits to increase annual sourcing of renewable electricity from 6.8% in 2019 to 100% by 2022." "Int2": "Arcadis also commits to reduce scope 3 GHG emissions from fuel and energy related activities, business travel, and employee commuting 74% per full time employee by 2035 from a 2019 base year." In our scope 3 emissions, we have included working from home (WFH) emissions within employee commuting, as there is no separate category for WFH emissions.

Plan for achieving target, and progress made to the end of the reporting year
The plan to achieve the target involves all operating countries: the global sustainability team has worked on detailed plans including about 10 specific reduction measures associated with each country's operations to cover the relevant emission sources. As the scope 1+2 emissions per FTE in 2021 were 57% of the 2019 emissions per FTE, 74% of the target has been achieved.

List the emissions reduction initiatives which contributed most to achieving this target
<Not Applicable>

Target reference number
Int 2

Year target was set
2021

Target coverage
Company-wide

Scope(s)
Scope 3

Scope 2 accounting method
<Not Applicable>

Scope 3 category(ies)
Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)
Category 6: Business travel
Category 7: Employee commuting

Intensity metric
Metric tons CO2e per unit FTE employee

Base year
2019

Intensity figure in base year for Scope 1 (metric tons CO2e per unit of activity)
<Not Applicable>

Intensity figure in base year for Scope 2 (metric tons CO2e per unit of activity)
<Not Applicable>

Intensity figure in base year for Scope 3 (metric tons CO2e per unit of activity)
1.35

Intensity figure in base year for all selected Scopes (metric tons CO2e per unit of activity)
1.35

% of total base year emissions in Scope 1 covered by this Scope 1 intensity figure
<Not Applicable>

% of total base year emissions in Scope 2 covered by this Scope 2 intensity figure
<Not Applicable>

% of total base year emissions in Scope 3 (in all Scope 3 categories) covered by this Scope 3 intensity figure

100

% of total base year emissions in all selected Scopes covered by this intensity figure
100

Target year
2035

Targeted reduction from base year (%)
74

Intensity figure in target year for all selected Scopes (metric tons CO2e per unit of activity) [auto-calculated]
0.351

% change anticipated in absolute Scope 1+2 emissions
0

% change anticipated in absolute Scope 3 emissions
-74

Intensity figure in reporting year for Scope 1 (metric tons CO2e per unit of activity)
<Not Applicable>

Intensity figure in reporting year for Scope 2 (metric tons CO2e per unit of activity)
<Not Applicable>

Intensity figure in reporting year for Scope 3 (metric tons CO2e per unit of activity)
0.45

Intensity figure in reporting year for all selected Scopes (metric tons CO2e per unit of activity)
0.45

% of target achieved relative to base year [auto-calculated]
90.0900900900901

Target status in reporting year
New

Is this a science-based target?
Yes, and this target has been approved by the Science Based Targets initiative

Target ambition
1.5°C aligned

Please explain target coverage and identify any exclusions
This is the second of our three approved science-based targets covering our scope 3 emissions (called "Int2") with the following official target wording: "Arcadis also commits to reduce scope 3 GHG emissions from fuel and energy related activities, business travel, and employee commuting 74% per full time employee by 2035 from a 2019 base year." In our scope 3 emissions, we have included working from home emissions within employee commuting, as there is no separate category.

Plan for achieving target, and progress made to the end of the reporting year
The plan to achieve the target involves all operating countries: the global sustainability team has worked on detailed plans including about 10 specific reduction measures associated with each country's operations to cover the relevant emission sources. As the scope 3 emissions per FTE in 2021 were 33% of the 2019 emissions per FTE, 90% of the target has been achieved.

List the emissions reduction initiatives which contributed most to achieving this target
<Not Applicable>

Target reference number
Int 3

Year target was set
2021

Target coverage
Company-wide

Scope(s)
Scope 3

Scope 2 accounting method
<Not Applicable>

Scope 3 category(ies)
Category 6: Business travel

Intensity metric
Metric tons CO2e per unit FTE employee

Base year
2019

Intensity figure in base year for Scope 1 (metric tons CO2e per unit of activity)
<Not Applicable>

Intensity figure in base year for Scope 2 (metric tons CO2e per unit of activity)
<Not Applicable>

Intensity figure in base year for Scope 3 (metric tons CO2e per unit of activity)
1.35

Intensity figure in base year for all selected Scopes (metric tons CO2e per unit of activity)

1.06

% of total base year emissions in Scope 1 covered by this Scope 1 intensity figure
<Not Applicable>

% of total base year emissions in Scope 2 covered by this Scope 2 intensity figure
<Not Applicable>

% of total base year emissions in Scope 3 (in all Scope 3 categories) covered by this Scope 3 intensity figure
66

% of total base year emissions in all selected Scopes covered by this intensity figure
66

Target year
2025

Targeted reduction from base year (%)
50

Intensity figure in target year for all selected Scopes (metric tons CO2e per unit of activity) [auto-calculated]
0.53

% change anticipated in absolute Scope 1+2 emissions
0

% change anticipated in absolute Scope 3 emissions
-50

Intensity figure in reporting year for Scope 1 (metric tons CO2e per unit of activity)
<Not Applicable>

Intensity figure in reporting year for Scope 2 (metric tons CO2e per unit of activity)
<Not Applicable>

Intensity figure in reporting year for Scope 3 (metric tons CO2e per unit of activity)
0.45

Intensity figure in reporting year for all selected Scopes (metric tons CO2e per unit of activity)
0.2

% of target achieved relative to base year [auto-calculated]
162.264150943396

Target status in reporting year
Achieved

Is this a science-based target?
No, but we are reporting another target that is science-based

Target ambition
<Not Applicable>

Please explain target coverage and identify any exclusions
The "Int3" target is our target of a 50% reduction of the emissions from our domestic and international flights per FTE. This target is currently already achieved due to the influence of Covid restrictions on travel. We will keep tracking this target because we want to ensure that emissions don't rise again to pre-Covid levels and that we can keep the status "achieved" until 2025, even in case of a temporary increase in flight emissions after the end of the pandemic. Calculation details: In "Intensity figure in base year for all selected Scopes (metric tons CO2e per unit of activity)" we have given our 2019 flight emissions as per 28,115 MT CO2e/26,436 FTE and in "Intensity figure in reporting year for all selected Scopes (metric tons CO2e per unit of activity)" we have given our 2021 flight emissions as per 5,552 MT CO2e/28,019 FTE. This is a reduction of 81%, which leads to the automatically calculated 162% of "target achieved relative to base year".

Plan for achieving target, and progress made to the end of the reporting year
<Not Applicable>

List the emissions reduction initiatives which contributed most to achieving this target
In May 2021 we implemented a travel policy with a "virtual first" approach. Covid restrictions on travel taught us that virtual working and collaborative technology can be really effective, and is a very time- and cost-efficient solution for us and those with whom we are meeting. We want to use this experience and avoid a return to historical levels of travel and reduce on the long term towards not only our 2025 target, but also towards our net zero target. An extract of this policy: "All Arcadians are advised to take a 'virtual first' approach to travel planning. Start with an assumption that all meetings will be virtual requiring no travel, and then challenge yourself to justify which types of meetings need to be or should be in-person necessitating travel."

C4.2

(C4.2) Did you have any other climate-related targets that were active in the reporting year?
Other climate-related target(s)

C4.2b

(C4.2b) Provide details of any other climate-related targets, including methane reduction targets.

Target reference number
Oth 1

Year target was set
2014

Target coverage
Country/region

Target type: absolute or intensity
Absolute

Target type: category & Metric (target numerator if reporting an intensity target)

Renewable fuel consumption	Percentage of total fuel consumption that is from renewable sources

Target denominator (intensity targets only)
<Not Applicable>

Base year
2014

Figure or percentage in base year
42

Target year
2020

Figure or percentage in target year
100

Figure or percentage in reporting year
100

% of target achieved relative to base year [auto-calculated]
100

Target status in reporting year
Achieved

Is this target part of an emissions target?
Yes, it helped to achieve "Abs1".

Is this target part of an overarching initiative?
No, it's not part of an overarching initiative

Please explain target coverage and identify any exclusions
This is a country-level target for the Netherlands. Arcadis has set targets to purchase specific percentages of power from renewable sources. In recent years, some European countries' operations, such as the Netherlands, have been purchasing renewable energy. Green Power, as it is known in the Netherlands, provides 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 was to consume 100% Green Power (with quality label) of which a portion was self-generated. In 2020, Arcadis Netherlands consumed 96.5% green electricity of which 9% was self-generated. The remaining 3.5% electricity is from a renewable source via purchased certificates (GO's). Also, in 2021 this target was achieved and renewable electricity certificates have been purchased for the electricity not covered by direct contracts.

Plan for achieving target, and progress made to the end of the reporting year
<Not Applicable>

List the actions which contributed most to achieving this target
The direct contracts for renewable electricity and for the remainder the purchase of certificates.

Target reference number
Oth 2

Year target was set
2021

Target coverage
Company-wide

Target type: absolute or intensity
Absolute

Target type: category & Metric (target numerator if reporting an intensity target)

Low-carbon vehicles	Percentage of low-carbon vehicles in company fleet

Target denominator (intensity targets only)
<Not Applicable>

Base year
2019

Figure or percentage in base year
0

Target year
2030

Figure or percentage in target year
100

Figure or percentage in reporting year
11

% of target achieved relative to base year [auto-calculated]
11

Target status in reporting year
Underway

Is this target part of an emissions target?
Yes, as this helps reduce our scope 1 emissions, it is part of "Int1".

Is this target part of an overarching initiative?
Science Based targets initiative - other

Please explain target coverage and identify any exclusions
This target covers our entire fleet of company-owned vehicles, which also includes long-term hired cars (>6 months). The baseline value (given as 0 %) and the percentage in reporting year (11%) have been estimated based on surveying the operating countries in the context of our net zero reduction models (for the 2019 baseline) and in the context of our electric vehicle transition initiative.

Plan for achieving target, and progress made to the end of the reporting year
We are working together with the fleet managers and people directors in each country to achieve this target. The status differs from country to country.

List the actions which contributed most to achieving this target
<Not Applicable>

Target reference number
Oth 3

Year target was set
2021

Target coverage
Company-wide

Target type: absolute or intensity
Absolute

Target type: category & Metric (target numerator if reporting an intensity target)

Renewable fuel consumption	Percentage of total fuel consumption that is from renewable sources

Target denominator (intensity targets only)
<Not Applicable>

Base year
2019

Figure or percentage in base year
13

Target year
2022

Figure or percentage in target year
100

Figure or percentage in reporting year
90

% of target achieved relative to base year [auto-calculated]
88.5057471264368

Target status in reporting year
Underway

Is this target part of an emissions target?
Yes, it is part of our "Int1" target, as it helps to reduce our scope 2 emissions.

Is this target part of an overarching initiative?
No, it's not part of an overarching initiative

Please explain target coverage and identify any exclusions
Our global target to purchase of 100% renewable electricity by 2022 covers every Arcadis office globally.

Plan for achieving target, and progress made to the end of the reporting year
We plan to achieve this goal by: 1.) direct contracts with renewable electricity suppliers for our offices; and, 2.) by buying renewable electricity certificates for the offices where we still don't have contracts with direct suppliers. In 2021 we achieved 90%.

List the actions which contributed most to achieving this target
<Not Applicable>

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	10	
To be implemented*	0	0
Implementation commenced*	0	0
Implemented*	7	10579.97
Not to be implemented	0	0

C4.3b

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

Initiative category & Initiative type

Transportation	Company fleet vehicle efficiency

Estimated annual CO2e savings (metric tonnes CO2e)
2.98

Scope(s) or Scope 3 category(ies) where emissions savings occur
Scope 1

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
Example initiative from the Netherlands: More fuel efficient leased cars Every five years, eligible Arcadis employees may order a new lease car. As a result, a constant 'sustainability' check of the leased car fleet takes place, as more and more fuel-efficient cars are included in the fleet. In the Netherlands, this measure has led to savings of approximately 2.98 tons of CO2e and 41.91 GJ primary energy.

Initiative category & Initiative type

Low-carbon energy generation	Solar PV

Estimated annual CO2e savings (metric tonnes CO2e)
0

Scope(s) or Scope 3 category(ies) where emissions savings occur
Scope 2 (location-based)

Voluntary/Mandatory
Voluntary

Annual monetary savings (unit currency – as specified in C0.4)
5800

Investment required (unit currency – as specified in C0.4)
3000

Payback period
4-10 years

Estimated lifetime of the initiative
11-15 years

Comment
Example initiative from the Netherlands: Solar panels on offices In 2018, solar panels were placed on the roof of our office in Den Bosch, Netherlands (we have solar panels on more office roofs, those measures have already been accounted for in prior submissions). We were able to generate 157,950 kWh in 2021 through these panels. The annual CO2e savings are 0 because if we would not have solar panels, we would purchase green electricity, which has the same conversion factor for CO2e for scope 2

(market-based). If we had not purchased green electricity, the reduction in CO2e emissions would be 75.03 tCO2e in 2021.

Initiative category & Initiative type

Transportation	Company fleet vehicle replacement

Estimated annual CO2e savings (metric tonnes CO2e)
50

Scope(s) or Scope 3 category(ies) where emissions savings occur
Scope 1

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
Example initiative from the Netherlands: Electric leased cars Arcadis' ambition is to electrify its lease fleet. The starting point is entice, accelerate, oblige. Arcadis is a partner in the Anders Reizen Coalition. Together with 37 other large organizations, we have signed a declaration committing to a fossil-free fleet by 2025. Next step is to translate this ambition into our mobility scheme. Since most of Arcadis' consumption comes from business travel by leased cars, this measure will allow us to achieve significant savings. An increase in orders for fully electric cars in 2021 has led to savings of approximately 50.28 tons of CO2 and 7,220.50 GJ primary energy.

Initiative category & Initiative type

Transportation	Employee commuting

Estimated annual CO2e savings (metric tonnes CO2e)
17.6

Scope(s) or Scope 3 category(ies) where emissions savings occur
Scope 1
Scope 3 category 7: Employee commuting

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
Example initiative from the Netherlands: Encouraging cycling Employees are encouraged to come to the office by bike if they live within a realistic radius of an Arcadis office. Not only does this provide a benefit to the environment by limiting the use of other transport, but this measure also has a positive effect on the health of employees. Meanwhile, the Fynch app has also been implemented and cycling is rewarded through coins to be collected. The savings relate to scope 1 and scope 3. This measure has led to a saving of approximately 17.60 tons of CO2 and 224.28 GJ primary energy.

Initiative category & Initiative type

Transportation	Other, please specify (Biofuel for business flights with KLM)

Estimated annual CO2e savings (metric tonnes CO2e)
28.6

Scope(s) or Scope 3 category(ies) where emissions savings occur
Scope 3 category 6: Business travel

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
Example initiative from the Netherlands: Biofuel program KLM About half of Arcadis' business flights are operated by KLM. Since 2017, Arcadis has been purchasing biofuels from KLM through SkyNRG. These biofuels are used to offset the air travel Arcadis makes on KLM aircraft. In the period from January to December 2021, 28.6 tons of CO2 were reduced through this route.

Initiative category & Initiative type

Transportation	Business travel policy

Estimated annual CO2e savings (metric tonnes CO2e)
5.79

Scope(s) or Scope 3 category(ies) where emissions savings occur
Scope 3 category 6: Business travel

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
Example initiative from the Netherlands (Arcadis Nederland B.V.): Tightened control over air travel Since 2018, the control of business air travel has been tightened. Trips under 700 km to destinations that can also be easily reached by train/public transport can no longer be flown without justification as of 2018. Although it has not yet proved feasible to quantify this measure, which achieves a saving in emissions and primary energy, a clear reduction in the number of air journeys < 700 km has been observed. In 2020, a total of 57,547 km was flown on flights <700 km, in 2021 this was 14,803 km. This is a reduction of 42,744 km, of which 50% is due to this measure. This measure has led to a saving of approximately 5.79 tons of CO2 and 63.47 GJ of primary energy.

Initiative category & Initiative type

Low-carbon energy consumption	Other, please specify (Renewable electricity purchase)

Estimated annual CO2e savings (metric tonnes CO2e)
10475

Scope(s) or Scope 3 category(ies) where emissions savings occur
Scope 2 (market-based)

Voluntary/Mandatory
Voluntary

Annual monetary savings (unit currency – as specified in C0.4)
0

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

Payback period
No payback

Estimated lifetime of the initiative
Ongoing

Comment
Example initiative from Arcadis globally: through the purchase of renewable electricity (20,077 MWh, see C8.2a and breakdown per country in C8.2e), we have reduced out market-based scope 2 emissions by 10,475 t CO2e.

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?

Yes

C4.5a

(C4.5a) Provide details of your products and/or services that you classify as low-carbon products.

Level of aggregation

Group of products or services

Taxonomy used to classify product(s) or service(s) as low-carbon

No taxonomy used to classify product(s) or service(s) as low carbon

Type of product(s) or service(s)

Other	Other, please specify (Design and Engineering consultancy)

Description of product(s) or service(s)

Arcadis provides a variety of engineering and design services for our clients to help them “improve quality of life”. In our projects we work on solving some of the biggest issues facing our world, such as sustainability, urbanization, and climate change. Often the solutions enable our clients’ GHG emissions to be reduced or address the physical risks associated with climate-related issues and ensure they meet regulatory requirements. In our Resilience Business Line, we assist clients in developing climate strategies and inventories for quantifying and addressing emission sources. In many cases, this involves switching to cleaner sources of energy and improving the efficiency of industrial processes. In our Places Business Line, we provide our clients with energy efficiency expertise and sustainable design of buildings in accordance with LEED and other sustainable design concepts. Providing renewable energy expertise and design services helps our clients move to more sustainable energy sources for their processes. At present, Arcadis quantifies avoided emissions within specific projects. We note that our services do not necessarily fit the CDP taxonomy for low-carbon products and services as these are geared toward single-type services or financial offerings. Arcadis does not produce any physical goods, although our work may be applied to making our clients’ products more sustainable and may lead to avoided emissions.

Have you estimated the avoided emissions of this low-carbon product(s) or service(s)

No

Methodology used to calculate avoided emissions

<Not Applicable>

Life cycle stage(s) covered for the low-carbon product(s) or services(s)

<Not Applicable>

Functional unit used

<Not Applicable>

Reference product/service or baseline scenario used

<Not Applicable>

Life cycle stage(s) covered for the reference product/service or baseline scenario

<Not Applicable>

Estimated avoided emissions (metric tons CO2e per functional unit) compared to reference product/service or baseline scenario

<Not Applicable>

Explain your calculation of avoided emissions, including any assumptions

<Not Applicable>

Revenue generated from low-carbon product(s) or service(s) as % of total revenue in the reporting year

3

C5. Emissions methodology

C5.1

(C5.1) Is this your first year of reporting emissions data to CDP?

No

C5.1a

(C5.1a) Has your organization undergone any structural changes in the reporting year, or are any previous structural changes being accounted for in this disclosure of emissions data?

Row 1

Has there been a structural change?
No

Name of organization(s) acquired, divested from, or merged with
<Not Applicable>

Details of structural change(s), including completion dates
<Not Applicable>

C5.1b

(C5.1b) Has your emissions accounting methodology, boundary, and/or reporting year definition changed in the reporting year?

	Change(s) in methodology, boundary, and/or reporting year definition?	Details of methodology, boundary, and/or reporting year definition change(s)
Row 1	Yes, a change in methodology Yes, a change in boundary	Changes in boundary - additional scope 3 categories: After having updated our detailed scope 3 analysis in 2021 to set our science-based target, we are disclosing numbers for three more scope 3 categories. These are category 3: "Fuel-and-energy-related activities (not included in Scope 1 or 2)" and category 7: "employee commuting" emissions and working from home (WFH) emissions as this became material to our footprint. As we collected the 2021 data for these categories outside our new Non-Financial Reporting (NFR) platform, these categories have not yet been in the scope of the limited assurance for our carbon footprint and have not yet been included in the overall footprint numbers published in our 2021 annual integrated report. We aim to include these categories next year (in 2023) in our AIR, also updating our 2019 baseline to align with our SBT and CDP disclosure. Changes in boundary - additional offices: Additional countries: For 2021 data, we have additionally included countries with smaller number of employees (Switzerland (54 FTE), Portugal (9 FTE), Turkey (2 FTE) and Panama (2 FTE). Not all of these have separate entities, the FTEs working in Panama are affiliated with our entity in Brazil and the FTEs working in Portugal are affiliated with our Spanish entity. Change in methodology: Emission factor switch (for electricity use only): until 2020, electricity emission factors from Ecoinvent 3.5 (2016) were used; but with the switch to the Non-Financial Reporting platform from Sphera for 2021 data, we are now using the factors from IEA (12/2020) for scope 2 (location-based) for electricity. For the market-based scope 2 numbers: where we buy green electricity, scope 2 emissions from electricity are accounted as zero (C8.2e) in scope 2. For the few countries where green electricity certificates have not been available for the same geography, we still purchased green electricity certificates from a neighbouring country but applied the residual mix emission factors from the RE-DISS project (version 05/2021) to stay in line with the requirements for scope 2 accounting. For all other non-electricity data, we continued to use the "UK Government GHG Conversion Factors for Company Reporting" from the Department for Environment Food & Rural Affairs ("Defra"), v10.0 (09/2021).

C5.1c

(C5.1c) Have your organization's base year emissions been recalculated as result of the changes or errors reported in C5.1a and C5.1b?

	Base year recalculation	Base year emissions recalculation policy, including significance threshold
Row 1	Yes	We aligned the 2019 base year scope with the scope of our science-based target, adding three more scope 3 categories (see C5.1b). Therefore, we have updated our 2019 base year, applying the most significant changes in our boundary, adding these three scope 3 categories, as well as the additional offices. As we are planning to integrate the 2019 base year into our new Non-Financial Reporting (NFR) platform as well, we have not yet the reflected the change in methodology, but will do this when integrating the 2019 base year into the NFR platform, where the new emission factors are used, for electricity only (as explained in C5.1b).

C5.2

(C5.2) Provide your base year and base year emissions.

Scope 1

Base year start
January 1 2019

Base year end
December 31 2019

Base year emissions (metric tons CO2e)
10549.4

Comment
Arcadis captures its operational impacts using the GHG Protocol Corporate Standard and ISO 14064-1. To calculate the scope 1 footprint, we used the database: "UK Government GHG Conversion Factors for Company Reporting" (Defra). 2019 data has not been in the scope of the limited assurance provided by Pricewaterhouse Coopers (PwC) for our carbon footprint.

Scope 2 (location-based)

Base year start
January 1 2019

Base year end
December 31 2019

Base year emissions (metric tons CO2e)
21963.7

Comment
Arcadis captures its operational impacts using the GHG Protocol Corporate Standard and ISO 14064-1. To calculate the scope 2 location-based footprint, we used the factors from IEA (12/2020) to convert our electricity consumption and Defra factors for all emissions except electricity (district heating). 2019 data has not been in the scope of the limited assurance provided by Pricewaterhouse Coopers (PwC) for our carbon footprint.

Scope 2 (market-based)

Base year start
January 1 2019

Base year end
December 31 2019

Base year emissions (metric tons CO2e)
20475.8

Comment
Arcadis captures its operational impacts using the GHG Protocol Corporate Standard and ISO 14064. To calculate the scope 2 market-based footprint, we used market-based factors to convert our renewable electricity consumption and a zero factor where we had documentation of green electricity purchases. We used the factors from IEA (12/2020) to convert our non-renewable electricity consumption and Defra factors for all emissions except electricity (district heating). 2019 data has not been in the scope of the limited assurance provided by Pricewaterhouse Coopers (PwC) for our carbon footprint.

Scope 3 category 1: Purchased goods and services

Base year start
January 1 2019

Base year end
December 31 2019

Base year emissions (metric tons CO2e)

Comment
The emissions from purchased goods and services were judged to be not material in our 2021 materiality assessment, as they were below the 20% threshold for inclusion in our science-based target.

Scope 3 category 2: Capital goods

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

Scope 3 category 3: Fuel-and-energy-related activities (not included in Scope 1 or 2)

Base year start
January 1 2019

Base year end
December 31 2019

Base year emissions (metric tons CO2e)
5635

Comment
2019 data has not been in the scope of the limited assurance provided by Pricewaterhouse Coopers (PwC) for our carbon footprint. This scope 3 category has not yet been included in our overfootprint published in our annual report. We aim to include it next year (in 2023) as we'll be adjusting the scope of our 2019 baseline to match the scope of our recently approved science-based targets. For our targets in chapter 4, this category has therefore also been considered.

Scope 3 category 4: Upstream transportation and distribution

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

Scope 3 category 5: Waste generated in operations

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

Scope 3 category 6: Business travel

Base year start
January 1 2019

Base year end
December 31 2019

Base year emissions (metric tons CO2e)
42815

Comment
Our business travel includes plane travel, business travel with private vehicles, public transport, hired vehicles (short-term hired vehicles, <6 months) and taxi travel. 2019 data has not been included in the scope of the limited assurance provided by Pricewaterhouse Coopers (PwC) for our carbon footprint.

Scope 3 category 7: Employee commuting

Base year start
January 1 2019

Base year end
December 31 2019

Base year emissions (metric tons CO2e)
11003

Comment
As our scope 3 analysis in 2021 showed the materiality of employee commuting to our emissions, this has been included in our SBT, and we therefore also add this to our CDP reporting. The given value (11,003 MT CO2e) excludes our WFH number which is given separately under "Other upstream". 2019 data has not been included in the scope of the limited assurance provided by Pricewaterhouse Coopers (PwC) for our carbon footprint. This scope 3 category has not yet been included in our overall footprint published in our annual report. We aim to include it next year (in 2023) as we'll be adjusting the scope of our 2019 baseline to match the scope of our recently approved science-based targets. For our targets in chapter 4, this category has therefore also been considered.

Scope 3 category 8: Upstream leased assets

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

Scope 3 category 9: Downstream transportation and distribution

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

Scope 3 category 10: Processing of sold products

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

Scope 3 category 11: Use of sold products

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

Scope 3 category 12: End of life treatment of sold products

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

Scope 3 category 13: Downstream leased assets

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

Scope 3 category 14: Franchises

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

Scope 3 category 15: Investments

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

Scope 3: Other (upstream)

Base year start
January 1 2019

Base year end
December 31 2019

Base year emissions (metric tons CO2e)
2967

Comment
WFH emissions: As our scope 3 analysis in 2021 showed the materiality of WFH to our emissions, this has been included in our SBT, and we therefore also add this to our CDP reporting. In the light of continuous improvement, we are aiming to integrate the calculation of this scope 3 category into our Non-Financial Reporting NFR. 2019 data has not been in the scope of the limited assurance provided by Pricewaterhouse Coopers (PwC) for our carbon footprint. This scope 3 category has not yet been included in our overall footprint published in our annual report. We aim to include it next year (in 2023) as we'll be adjusting the scope of our 2019 baseline to match the scope of our recently approved science-based targets. For our targets in chapter 4, this category has therefore also been considered.

Scope 3: Other (downstream)

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

C5.3

(C5.3) Select the name of the standard, protocol, or methodology you have used to collect activity data and calculate emissions.
ISO 14064-1
The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition)
The Greenhouse Gas Protocol: Scope 2 Guidance

C6. Emissions data

C6.1

(C6.1) What were your organization's gross global Scope 1 emissions in metric tons CO2e?

Reporting year

Gross global Scope 1 emissions (metric tons CO2e)
7672

Start date
January 1 2021

End date
December 31 2021

Comment

Past year 1

Gross global Scope 1 emissions (metric tons CO2e)
8947

Start date
January 1 2020

End date
December 31 2020

Comment

Past year 2

Gross global Scope 1 emissions (metric tons CO2e)
10484.3

Start date
January 1 2019

End date
December 31 2019

Comment

Past year 3

Gross global Scope 1 emissions (metric tons CO2e)
11090

Start date
January 1 2018

End date
December 31 2018

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
11762

Scope 2, market-based (if applicable)
1287

Start date
January 1 2021

End date
December 31 2021

Comment

Past year 1

Scope 2, location-based
18130.3

Scope 2, market-based (if applicable)
16955.4

Start date
January 1 2020

End date
December 31 2020

Comment

Past year 2

Scope 2, location-based
21963.7

Scope 2, market-based (if applicable)
20475.8

Start date
January 1 2019

End date
December 31 2019

Comment

Past year 3

Scope 2, location-based
22819

Scope 2, market-based (if applicable)
21388

Start date
January 1 2018

End date
December 31 2018

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
Miscellaneous office equipment (ACs and refrigerators).

Relevance of Scope 1 emissions from this source
Emissions are not relevant

Relevance of location-based Scope 2 emissions from this source
No emissions from this source

Relevance of market-based Scope 2 emissions from this source (if applicable)
No emissions from this source

Explain why this source is excluded
We do not consider emissions from office equipment (ACs and refrigerators) as relevant as this is assumed to be less than 1% of our total emissions.

Estimated percentage of total Scope 1+2 emissions this excluded source represents
1

Explain how you estimated the percentage of emissions this excluded source represents
The materiality of emitted and refilled cooling agents due to leakages has been assessed in our 2015 analysis and found not to be relevant. Going forward, we plan to collect these amounts in our NFR platform for completeness, but expect this will not be material.

C6.5

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

Purchased goods and services

Evaluation status
Not relevant, explanation provided

Emissions in reporting year (metric tons CO2e)
<Not Applicable>

Emissions calculation methodology
<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners
<Not Applicable>

Please explain
In 2021, we have updated our materiality assessment of our scope 3 emissions for our global operations in 2019 and 2020. Examples of the analyzed emission categories that were analyzed are: Purchased goods and services, capital goods, up- and downstream transportation and distribution, fuel-and-energy-related activities (not included in Scope 1 or 2), waste, business travel, employee commuting and home workplaces, processing of sold products, use of sold product (reports), end-of-life of sold products, downstream leased assets, franchises, investments. Our main purchased goods and service are office paper, laptops, phones, IT, office furniture and food. Based on that analysis, the emissions associated with our purchased goods and services were considered not relevant.

Capital goods

Evaluation status
Not relevant, explanation provided

Emissions in reporting year (metric tons CO2e)
<Not Applicable>

Emissions calculation methodology
<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners
<Not Applicable>

Please explain
In 2021, we updated our materiality assessment of our scope 3 emissions for our global operations in 2019 and 2020. The purchase of capital goods is negligible as we mostly lease our office space. Based on that analysis, the emissions associated with our capital goods were considered not relevant.

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

Evaluation status
Relevant, calculated

Emissions in reporting year (metric tons CO2e)
2483

Emissions calculation methodology
Fuel-based method
Other, please specify (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
100

Please explain
Our "fuel-and-energy-related activities (not included in Scope 1 or 2)" have been calculated using our new NFR platform, based on Defra emission factors for the used fuels. For the fuel consumptions, actual numbers have been collected (primary activity data), therefore the percentage of emissions calculated using data obtained from suppliers or value chain partners is 100%. The emissions from "fuel-and-energy-related activities (not included in Scope 1 or 2)" have not been in the scope of the limited assurance provided by Pricewaterhouse Coopers (PwC) for our carbon footprint and therefore have not yet been included in our overall footprint published in our annual report and we aim to include it next year (in 2023), also adjusting our 2019 baseline. For our science-based targets (Int1+Int2, see chapter 4), this category has already been considered.

Upstream transportation and distribution

Evaluation status
Not relevant, explanation provided

Emissions in reporting year (metric tons CO2e)
<Not Applicable>

Emissions calculation methodology
<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners
<Not Applicable>

Please explain
Arcadis is a company that provides design and consultancy services rather than products. As such, our scope 3 upstream transportation and distribution emissions are considered not relevant and would account for 0-1% of total emissions. Arcadis updated its materiality assessment in 2021 and this category is not considered material.

Waste generated in operations

Evaluation status
Not relevant, explanation provided

Emissions in reporting year (metric tons CO2e)
<Not Applicable>

Emissions calculation methodology
<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners
<Not Applicable>

Please explain
Arcadis is a company that provides design and consultancy services rather than products. As such, our scope 3 emissions from waste generated in operations are considered not relevant and would account for 0-1% of total emissions. Arcadis updated its materiality assessment in2021, and this category is not considered material.

Business travel

Evaluation status
Relevant, calculated

Emissions in reporting year (metric tons CO2e)
12613

Emissions calculation methodology
Other, please specify (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
88

Please explain
Our business travel includes our plane travel, business travel with private vehicles, public transport, hired vehicles (short-term hired vehicles, <6 months) and taxi travel. For the percentage of emissions calculated using data obtained from suppliers or value chain partners: the emissions have been calculated using the data collected from travel management companies or e.g., invoices from airlines, taxi or car rental (hiring) companies (for a total of 88% of the emissions), and in the case of private vehicles (12% of the emissions), data from employees' data related to reimbursement by Arcadis has been used. The 2021 emissions from business travel have been in the scope of the limited assurance provided by Pricewaterhouse Coopers (PwC) for our carbon footprint.

Employee commuting

Evaluation status
Relevant, calculated

Emissions in reporting year (metric tons CO2e)
4.529

Emissions calculation methodology
Other, please specify (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
0

Please explain
The emissions for employee commuting have been calculated based on surveying the employees for their commuting distances, modes of transport/fuel types and frequency of commute. For our science-based target, the emissions from working from home have been reported together with the commuting emissions, but here these are reported separately below under "Other (upstream)". The emissions from employee commuting have not been in the scope of the limited assurance provided by Pricewaterhouse Coopers (PwC) for our carbon footprint and therefore have not yet been included in our overall footprint published in our annual report and we aim to include it next year (in 2023), also adjusting our 2019 baseline. For our science-based targets (Int1+Int2, see chapter 4), this category has already been considered.

Upstream leased assets

Evaluation status
Not relevant, explanation provided

Emissions in reporting year (metric tons CO2e)
<Not Applicable>

Emissions calculation methodology
<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners
<Not Applicable>

Please explain
Arcadis does not have any upstream leased assets, therefore this scope 3 source is not relevant to our operations.

Downstream transportation and distribution

Evaluation status
Not relevant, explanation provided

Emissions in reporting year (metric tons CO2e)
<Not Applicable>

Emissions calculation methodology
<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners
<Not Applicable>

Please explain
Arcadis is a company that provides design and consultancy services rather than products. As such, our scope 3 downstream transportation and distribution is considered not relevant and would account for 0-1% of total emissions. Arcadis updated its materiality assessment in 2021 and this category is not considered material.

Processing of sold products

Evaluation status
Not relevant, explanation provided

Emissions in reporting year (metric tons CO2e)
<Not Applicable>

Emissions calculation methodology
<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners
<Not Applicable>

Please explain
Arcadis is a company that provides design and consultancy services rather than products. As such, this scope 3 category is considered not relevant and would account for 0-1% of total emissions. Arcadis updated its materiality assessment in 2021 and this category is not considered material.

Use of sold products

Evaluation status
Not relevant, explanation provided

Emissions in reporting year (metric tons CO2e)
<Not Applicable>

Emissions calculation methodology
<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners
<Not Applicable>

Please explain
Arcadis is a company that provides design and consultancy services rather than products. As such, this scope 3 category is considered not relevant and would account for 0-1% of total emissions. Arcadis updated its materiality assessment in 2021 and this category is not considered material.

End of life treatment of sold products

Evaluation status
Not relevant, explanation provided

Emissions in reporting year (metric tons CO2e)
<Not Applicable>

Emissions calculation methodology
<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners
<Not Applicable>

Please explain
Arcadis is a company that provides design and consultancy services rather than products. As such, this scope 3 category is considered not relevant and would account for 0-1% of total emissions. Arcadis updated its materiality assessment in 2021 and this category is not considered material.

Downstream leased assets

Evaluation status
Not relevant, explanation provided

Emissions in reporting year (metric tons CO2e)
<Not Applicable>

Emissions calculation methodology
<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners
<Not Applicable>

Please explain
Arcadis does not own any assets and therefore does not have any downstream leased assets, therefore this scope 3 category is not relevant to our operations.

Franchises

Evaluation status
Not relevant, explanation provided

Emissions in reporting year (metric tons CO2e)
<Not Applicable>

Emissions calculation methodology
<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners
<Not Applicable>

Please explain
Subsidiary companies (i.e., CallisonRTKL and Arcadis Gen) are reported within our Scope 1 and 2 emissions; we do not have any franchises.

Investments

Evaluation status
Not relevant, explanation provided

Emissions in reporting year (metric tons CO2e)
<Not Applicable>

Emissions calculation methodology
<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners
<Not Applicable>

Please explain
Arcadis does not have an investment portfolio. This scope 3 source is not relevant.

Other (upstream)

Evaluation status
Relevant, calculated

Emissions in reporting year (metric tons CO2e)
13891

Emissions calculation methodology
Other, please specify (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
0

Please explain
This number represents our emissions from working from home (wfh) and has been calculated using estimated data from Arcadis' employees on how many days they work at home and then applying country-specific factors from the Ecometrica model (https://www.emissionfactors.com/homeworker-factors). These homeworker factors provide a homeworker emission rate per day for over 219 different countries. The factors take into consideration the need for heating / cooling per country, the electricity factor per country, and the percentage of GHG emissions which can be attributed to homeworking. The methodology can be downloaded from the cited page. The emissions from working from home have not been in the scope of the limited assurance provided by Pricewaterhouse Coopers (PwC) for our carbon footprint and therefore have not yet been included in our overall footprint published in our annual report and we aim to include it next year (in 2023), also adjusting our 2019 baseline. For our science-based targets (Int1+Int2, see chapter 4), this category has already been considered.

Other (downstream)

Evaluation status
Please select

Emissions in reporting year (metric tons CO2e)
<Not Applicable>

Emissions calculation methodology
<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners
<Not Applicable>

Please explain

C6.5a

(C6.5a) Disclose or restate your Scope 3 emissions data for previous years.

Past year 1

Start date
January 1 2020

End date
December 31 2020

Scope 3: Purchased goods and services (metric tons CO2e)

Scope 3: Capital goods (metric tons CO2e)

Scope 3: Fuel and energy-related activities (not included in Scopes 1 or 2) (metric tons CO2e)
2738

Scope 3: Upstream transportation and distribution (metric tons CO2e)

Scope 3: Waste generated in operations (metric tons CO2e)

Scope 3: Business travel (metric tons CO2e)
12507

Scope 3: Employee commuting (metric tons CO2e)
10764

Scope 3: Upstream leased assets (metric tons CO2e)

Scope 3: Downstream transportation and distribution (metric tons CO2e)

Scope 3: Processing of sold products (metric tons CO2e)

Scope 3: Use of sold products (metric tons CO2e)

Scope 3: End of life treatment of sold products (metric tons CO2e)

Scope 3: Downstream leased assets (metric tons CO2e)

Scope 3: Franchises (metric tons CO2e)

Scope 3: Investments (metric tons CO2e)

Scope 3: Other (upstream) (metric tons CO2e)
14373

Scope 3: Other (downstream) (metric tons CO2e)

Comment
Under "Other (upstream)", we included the working from home emissions for 2020 (14,373 MT CO2e). 2020 emissions have not been in the scope of the limited assurance provided by Pricewaterhouse Coopers (PwC) for our carbon footprint.

Past year 2

Start date
January 1 2019

End date
December 31 2019

Scope 3: Purchased goods and services (metric tons CO2e)

Scope 3: Capital goods (metric tons CO2e)

Scope 3: Fuel and energy-related activities (not included in Scopes 1 or 2) (metric tons CO2e)
5635

Scope 3: Upstream transportation and distribution (metric tons CO2e)

Scope 3: Waste generated in operations (metric tons CO2e)

Scope 3: Business travel (metric tons CO2e)
42815

Scope 3: Employee commuting (metric tons CO2e)
11003.6

Scope 3: Upstream leased assets (metric tons CO2e)

Scope 3: Downstream transportation and distribution (metric tons CO2e)

Scope 3: Processing of sold products (metric tons CO2e)

Scope 3: Use of sold products (metric tons CO2e)

Scope 3: End of life treatment of sold products (metric tons CO2e)

Scope 3: Downstream leased assets (metric tons CO2e)

Scope 3: Franchises (metric tons CO2e)

Scope 3: Investments (metric tons CO2e)

Scope 3: Other (upstream) (metric tons CO2e)
2966

Scope 3: Other (downstream) (metric tons CO2e)

Comment
Under "Other (upstream)", we included the working from home emissions for 2019 (2,966 MT CO2e). 2019 emissions have not been in the scope of the limited assurance provided by Pricewaterhouse Coopers (PwC) for our carbon footprint.

Past year 3

Start date
January 1 2018

End date
December 31 2018

Scope 3: Purchased goods and services (metric tons CO2e)

Scope 3: Capital goods (metric tons CO2e)

Scope 3: Fuel and energy-related activities (not included in Scopes 1 or 2) (metric tons CO2e)

Scope 3: Upstream transportation and distribution (metric tons CO2e)

Scope 3: Waste generated in operations (metric tons CO2e)

Scope 3: Business travel (metric tons CO2e)
34269.6

Scope 3: Employee commuting (metric tons CO2e)

Scope 3: Upstream leased assets (metric tons CO2e)

Scope 3: Downstream transportation and distribution (metric tons CO2e)

Scope 3: Processing of sold products (metric tons CO2e)

Scope 3: Use of sold products (metric tons CO2e)

Scope 3: End of life treatment of sold products (metric tons CO2e)

Scope 3: Downstream leased assets (metric tons CO2e)

Scope 3: Franchises (metric tons CO2e)

Scope 3: Investments (metric tons CO2e)

Scope 3: Other (upstream) (metric tons CO2e)

Scope 3: Other (downstream) (metric tons CO2e)

Comment
For 2018, we only calculated the business travel emissions and did not calculate emissions from employee commuting, work from home and fuel and "energy-related activities (not included in Scopes 1 or 2)". 2018 emissions have not been in the scope of the limited assurance provided by Pricewaterhouse Coopers (PwC) for our carbon footprint.

C6.7

(C6.7) Are carbon dioxide emissions from biogenic carbon relevant to your organization?
No

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
0.00000349

Metric numerator (Gross global combined Scope 1 and 2 emissions, metric tons CO2e)
8958

Metric denominator
unit total revenue

Metric denominator: Unit total
2565000000

Scope 2 figure used
Market-based

% change from previous year
52

Direction of change
Decreased

Reason for change
This significant decrease is mainly due to the decrease in our market-based scope 2 emissions because we purchased green electricity for 90% of our office electricity consumption in 2021.

Intensity figure
0.32

Metric numerator (Gross global combined Scope 1 and 2 emissions, metric tons CO2e)
8958

Metric denominator
full time equivalent (FTE) employee

Metric denominator: Unit total
28019

Scope 2 figure used
Market-based

% change from previous year
67

Direction of change
Decreased

Reason for change
This significant decrease is mainly due to the decrease in our market-based scope 2 emissions because we purchased green electricity for 90% of our office electricity consumption in 2021. Additionally our FTEs increased from 26731 in 2020 to 28019 in 2021.

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 CO2e)	GWP Reference
CO2	7604	IPCC Fourth Assessment Report (AR4 - 100 year)
CH4	14.8	IPCC Fourth Assessment Report (AR4 - 100 year)
N2O	49.3	IPCC Fourth Assessment Report (AR4 - 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 CO2e)
Australia	13
Belgium	1326
Bahrain	0
Brazil	14
Chile	0
China	19.7
Hong Kong SAR, China *includes Macau*	3.4
Czechia	67.3
France	298
Germany	944
India	24.5
Malaysia	14.8
Netherlands	1644
Oman	0
Philippines	40.4
Poland	159
Qatar	0
Romania	0
Singapore	0
Slovakia	17.2
Spain	11.1
Saudi Arabia	0
Thailand	0
United Arab Emirates	0
United Kingdom of Great Britain and Northern Ireland *includes data from offices in Ireland*	194
United States of America *Includes data from Canada and Puerto Rico*	2572.3
Viet Nam	1.08
Italy	218
Peru	0
Turkey	2.23
Switzerland	24.7
Portugal	1.24
Serbia	0
Panama	0
Canada	61.6

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+Australia	116
Europe+ Middle East	4907
Americas (including Canada and Puerto Rico)	2648
CallisonRTKL, this data is not disclosed in one of the specific countries as CRTKL is located across all the different regions.	0.04

C7.3c

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

Activity	Scope 1 emissions (metric tons CO2e)
Business and commuter travel by company-owned vehicles	6410
Stationary energy for company facilities	1262

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)
Australia	409	0
Belgium	127	22.6
Bahrain *1.5 FTE which worked from home only.*	0	0
Brazil	21.9	0
Chile	48	43
China	757	0
Hong Kong SAR, China *includes Macau*	392	0
Czechia	70.3	0
France	12.9	0
Germany	309	94
India	187	0
Malaysia	313	313
Netherlands	1040	286
Oman *2.6 FTE which worked from home only.*	0	0
Philippines	254	254
Poland	110	22.8
Qatar	113	128
Romania	85	0
Singapore	75.4	75
Slovakia	4.64	3.57
Spain	12.2	0
Saudi Arabia	35.2	35
Thailand	23.5	0
United Arab Emirates	163	0
United Kingdom of Great Britain and Northern Ireland	231	0
United States of America *CallisonRTKL'S Scope 2 emissions are added under United States: United States (incl. Puerto Rico) (7363.9) + CallisonRTKL (1655.3)*	6816	5.85
Viet Nam	16.5	0
Italy	32.2	0
Peru	0.103	0
Turkey	1.85	0
Switzerland	65.4	0.03
Portugal	0.95	0
Serbia	1.03	0
Panama	0.021	0
Canada	36.1	3

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 (metric tons CO2e)	Scope 2, market-based (metric tons CO2e)
Asia+Australia	2262	641.8
Europe+Middle East	2275	593
Americas (including Canada and Puerto Rico)	6112	52.2
CallisonRTKL, this data is not disclosed in one of the specific countries as CRTKL is located across all the different regions	1113	0

C7.6c

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

Activity	Scope 2, location-based (metric tons CO2e)	Scope 2, market-based (metric tons CO2e)
District heating	119	119
Cooling consumption	12.3	12
Company-owned and long-term leased (>6 months) electric cars	303	303
Electricity	11327	852

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	10475	Decreased	54	We calculated the difference of our Scope 2 market-based vs location-based, as this decrease of 10,475 MT CO2e is due to the purchase of renewable electricity for our offices which is reflected in our market-based footprint only.
Other emissions reduction activities	70.6	Decreased	1	These are the reductions from the most relevant measures from our Dutch operations. These are 1% of our global scope1+scope2 (market-based). See descriptions of these initiatives (implemented in 2021) in C4.3b: more fuel-efficient leased cars, solar panels at offices, electric leased cars, encouraging cycling).
Divestment		<Not Applicable>		
Acquisitions		<Not Applicable>		
Mergers		<Not Applicable>		
Change in output		<Not Applicable>		
Change in methodology		<Not Applicable>		
Change in boundary	94.2	Increased	0.48	Addition of scope 1+2 emission of Switzerland, Turkey, Panama.
Change in physical operating conditions		<Not Applicable>		
Unidentified		<Not Applicable>		
Other		<Not Applicable>		

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?

Location-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 undertook this energy-related activity in the reporting year
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	No
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 (renewable and non-renewable) MWh
Consumption of fuel (excluding feedstock)	Unable to confirm heating value	350	34707	35057
Consumption of purchased or acquired electricity	<Not Applicable>	20077	2242	22318
Consumption of purchased or acquired heat	<Not Applicable>	0	698	698
Consumption of purchased or acquired steam	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>
Consumption of purchased or acquired cooling	<Not Applicable>	0	18.2	18.2
Consumption of self-generated non-fuel renewable energy	<Not Applicable>	1804	<Not Applicable>	1804
Total energy consumption	<Not Applicable>	22231	37665	59896

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	Yes
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.

Sustainable biomass

Heating value

Unable to confirm heating value

Total fuel MWh consumed by the organization

0

MWh fuel consumed for self-generation of electricity

<Not Applicable>

MWh fuel consumed for self-generation of heat

<Not Applicable>

MWh fuel consumed for self-generation of steam

<Not Applicable>

MWh fuel consumed for self-generation of cooling

<Not Applicable>

MWh fuel consumed for self- cogeneration or self-trigeneration

<Not Applicable>

Comment

N.a.

Other biomass

Heating value
Unable to confirm heating value

Total fuel MWh consumed by the organization
0

MWh fuel consumed for self-generation of electricity
<Not Applicable>

MWh fuel consumed for self-generation of heat
<Not Applicable>

MWh fuel consumed for self-generation of steam
<Not Applicable>

MWh fuel consumed for self-generation of cooling
<Not Applicable>

MWh fuel consumed for self- cogeneration or self-trigeneration
<Not Applicable>

Comment
N.a.

Other renewable fuels (e.g. renewable hydrogen)

Heating value
Unable to confirm heating value

Total fuel MWh consumed by the organization
350

MWh fuel consumed for self-generation of electricity
<Not Applicable>

MWh fuel consumed for self-generation of heat
<Not Applicable>

MWh fuel consumed for self-generation of steam
<Not Applicable>

MWh fuel consumed for self-generation of cooling
<Not Applicable>

MWh fuel consumed for self- cogeneration or self-trigeneration
<Not Applicable>

Comment
Bioethanol

Coal

Heating value
Unable to confirm heating value

Total fuel MWh consumed by the organization
0

MWh fuel consumed for self-generation of electricity
<Not Applicable>

MWh fuel consumed for self-generation of heat
<Not Applicable>

MWh fuel consumed for self-generation of steam
<Not Applicable>

MWh fuel consumed for self-generation of cooling
<Not Applicable>

MWh fuel consumed for self- cogeneration or self-trigeneration
<Not Applicable>

Comment
N.a.

Oil

Heating value
Unable to confirm heating value

Total fuel MWh consumed by the organization
0

MWh fuel consumed for self-generation of electricity
<Not Applicable>

MWh fuel consumed for self-generation of heat
<Not Applicable>

MWh fuel consumed for self-generation of steam
<Not Applicable>

MWh fuel consumed for self-generation of cooling
<Not Applicable>

MWh fuel consumed for self- cogeneration or self-trigeneration
<Not Applicable>

Comment
N.a.

Gas

Heating value
Unable to confirm heating value

Total fuel MWh consumed by the organization
5444

MWh fuel consumed for self-generation of electricity
<Not Applicable>

MWh fuel consumed for self-generation of heat
<Not Applicable>

MWh fuel consumed for self-generation of steam
<Not Applicable>

MWh fuel consumed for self-generation of cooling
<Not Applicable>

MWh fuel consumed for self- cogeneration or self-trigeneration
<Not Applicable>

Comment
Natural gas for stationary energy.

Other non-renewable fuels (e.g. non-renewable hydrogen)

Heating value
Unable to confirm heating value

Total fuel MWh consumed by the organization
29262

MWh fuel consumed for self-generation of electricity
<Not Applicable>

MWh fuel consumed for self-generation of heat
<Not Applicable>

MWh fuel consumed for self-generation of steam
<Not Applicable>

MWh fuel consumed for self-generation of cooling
<Not Applicable>

MWh fuel consumed for self- cogeneration or self-trigeneration
<Not Applicable>

Comment
Includes gasoline (petrol) for stationary energy (43.2 MWh) and gasoline for company-owned vehicles (16,465 MWh), diesel for company-owned vehicles (10,634 MWh), ethanol for company-owned vehicles (2,097 MWh) and LPG for for company-owned vehicles (23 MWh).

Total fuel

Heating value
Unable to confirm heating value

Total fuel MWh consumed by the organization
35057

MWh fuel consumed for self-generation of electricity
<Not Applicable>

MWh fuel consumed for self-generation of heat
<Not Applicable>

MWh fuel consumed for self-generation of steam
<Not Applicable>

MWh fuel consumed for self-generation of cooling
<Not Applicable>

MWh fuel consumed for self- cogeneration or self-trigeneration
<Not Applicable>

Comment
Total fuels for stationary energy and for company-owned vehicles.

C8.2d

(C8.2d) 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	158	158	158	158
Heat	1358	1358	1358	1358
Steam	0	0	0	0
Cooling	287	287	287	287

C8.2e

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

Sourcing method
Unbundled energy attribute certificates (EACs) purchase

Energy carrier
Electricity

Low-carbon technology type
Solar

Country/area of low-carbon energy consumption
Australia

Tracking instrument used
Australian LGC

Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)
575

Country/area of origin (generation) of the low-carbon energy or energy attribute
Australia

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)

Comment

Sourcing method
Unbundled energy attribute certificates (EACs) purchase

Energy carrier
Electricity

Low-carbon technology type
Wind

Country/area of low-carbon energy consumption
Poland

Tracking instrument used
GO

Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)

135

Country/area of origin (generation) of the low-carbon energy or energy attribute
Poland

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)

Comment

Sourcing method
Unbundled energy attribute certificates (EACs) purchase

Energy carrier
Electricity

Low-carbon technology type
Wind

Country/area of low-carbon energy consumption
Romania

Tracking instrument used
GO

Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)
267

Country/area of origin (generation) of the low-carbon energy or energy attribute
Romania

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)

Comment

Sourcing method
Unbundled energy attribute certificates (EACs) purchase

Energy carrier
Electricity

Low-carbon technology type
Wind

Country/area of low-carbon energy consumption
Brazil

Tracking instrument used
I-REC

Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)
230

Country/area of origin (generation) of the low-carbon energy or energy attribute
Brazil

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)

Comment

Sourcing method
Unbundled energy attribute certificates (EACs) purchase

Energy carrier
Electricity

Low-carbon technology type
Wind

Country/area of low-carbon energy consumption
Czechia

Tracking instrument used
GO

Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)
142

Country/area of origin (generation) of the low-carbon energy or energy attribute
Czechia

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)

Comment

Sourcing method
Unbundled energy attribute certificates (EACs) purchase

Energy carrier
Electricity

Low-carbon technology type
Wind

Country/area of low-carbon energy consumption
Spain

Tracking instrument used
GO

Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)
49

Country/area of origin (generation) of the low-carbon energy or energy attribute
Spain

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)

Comment

Sourcing method
Unbundled energy attribute certificates (EACs) purchase

Energy carrier
Electricity

Low-carbon technology type
Solar

Country/area of low-carbon energy consumption
Thailand

Tracking instrument used
I-REC

Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)
48

Country/area of origin (generation) of the low-carbon energy or energy attribute
Thailand

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)

Comment

Sourcing method
Unbundled energy attribute certificates (EACs) purchase

Energy carrier
Electricity

Low-carbon technology type
Solar

Country/area of low-carbon energy consumption
Viet Nam

Tracking instrument used
I-REC

Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)
36

Country/area of origin (generation) of the low-carbon energy or energy attribute
Viet Nam

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)

Comment

Sourcing method
Unbundled energy attribute certificates (EACs) purchase

Energy carrier
Electricity

Low-carbon technology type
Wind

Country/area of low-carbon energy consumption
Mexico

Tracking instrument used
I-REC

Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)
32

Country/area of origin (generation) of the low-carbon energy or energy attribute
Mexico

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)

Comment

Sourcing method
Unbundled energy attribute certificates (EACs) purchase

Energy carrier
Electricity

Low-carbon technology type
Wind

Country/area of low-carbon energy consumption
Turkey

Tracking instrument used
I-REC

Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)
4

Country/area of origin (generation) of the low-carbon energy or energy attribute
Turkey

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)

Comment

Sourcing method
Unbundled energy attribute certificates (EACs) purchase

Energy carrier
Electricity

Low-carbon technology type
Wind

Country/area of low-carbon energy consumption
Slovakia

Tracking instrument used
GO

Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)
4

Country/area of origin (generation) of the low-carbon energy or energy attribute
Slovakia

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)

Comment

Sourcing method
Unbundled energy attribute certificates (EACs) purchase

Energy carrier
Electricity

Low-carbon technology type
Wind

Country/area of low-carbon energy consumption
Portugal

Tracking instrument used
GO

Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)
3

Country/area of origin (generation) of the low-carbon energy or energy attribute
Portugal

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)

Comment

Sourcing method
Unbundled energy attribute certificates (EACs) purchase

Energy carrier
Electricity

Low-carbon technology type
Wind

Country/area of low-carbon energy consumption
Belgium

Tracking instrument used

GO

Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)
605

Country/area of origin (generation) of the low-carbon energy or energy attribute
Belgium

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)

Comment

Sourcing method
Unbundled energy attribute certificates (EACs) purchase

Energy carrier
Electricity

Low-carbon technology type
Solar

Country/area of low-carbon energy consumption
Canada

Tracking instrument used
I-REC

Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)
263

Country/area of origin (generation) of the low-carbon energy or energy attribute
Canada

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)

Comment

Sourcing method
Unbundled energy attribute certificates (EACs) purchase

Energy carrier
Electricity

Low-carbon technology type
Wind

Country/area of low-carbon energy consumption
Chile

Tracking instrument used
I-REC

Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)
109

Country/area of origin (generation) of the low-carbon energy or energy attribute
Chile

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)

Comment

Sourcing method
Unbundled energy attribute certificates (EACs) purchase

Energy carrier
Electricity

Low-carbon technology type
Wind

Country/area of low-carbon energy consumption
China

Tracking instrument used
I-REC

Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)
1229

Country/area of origin (generation) of the low-carbon energy or energy attribute
China

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)

Comment

Sourcing method
Unbundled energy attribute certificates (EACs) purchase

Energy carrier
Electricity

Low-carbon technology type
Wind

Country/area of low-carbon energy consumption
France

Tracking instrument used
GO

Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)
220

Country/area of origin (generation) of the low-carbon energy or energy attribute
France

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)

Comment

Sourcing method
Unbundled energy attribute certificates (EACs) purchase

Energy carrier
Electricity

Low-carbon technology type
Wind

Country/area of low-carbon energy consumption
Hong Kong SAR, China

Tracking instrument used
I-REC

Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)
532

Country/area of origin (generation) of the low-carbon energy or energy attribute
Hong Kong SAR, China

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)

Comment

Sourcing method
Unbundled energy attribute certificates (EACs) purchase

Energy carrier
Electricity

Low-carbon technology type
Solar

Country/area of low-carbon energy consumption
India

Tracking instrument used
Indian REC

Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)
249

Country/area of origin (generation) of the low-carbon energy or energy attribute
India

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)

Comment

Sourcing method
Unbundled energy attribute certificates (EACs) purchase

Energy carrier
Electricity

Low-carbon technology type
Wind

Country/area of low-carbon energy consumption
Ireland

Tracking instrument used
GO

Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)
1

Country/area of origin (generation) of the low-carbon energy or energy attribute

Ireland

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)

Comment

Sourcing method
Unbundled energy attribute certificates (EACs) purchase

Energy carrier
Electricity

Low-carbon technology type
Wind

Country/area of low-carbon energy consumption
Italy

Tracking instrument used
GO

Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)
116

Country/area of origin (generation) of the low-carbon energy or energy attribute
Italy

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)

Comment

Sourcing method
Unbundled energy attribute certificates (EACs) purchase

Energy carrier
Electricity

Low-carbon technology type
Wind

Country/area of low-carbon energy consumption
Serbia

Tracking instrument used
GO

Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)
1

Country/area of origin (generation) of the low-carbon energy or energy attribute
Serbia

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)

Comment

Sourcing method
Unbundled energy attribute certificates (EACs) purchase

Energy carrier
Electricity

Low-carbon technology type
Wind

Country/area of low-carbon energy consumption
Switzerland

Tracking instrument used
GO

Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)
639

Country/area of origin (generation) of the low-carbon energy or energy attribute
Switzerland

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)

Comment

Sourcing method
Unbundled energy attribute certificates (EACs) purchase

Energy carrier
Electricity

Low-carbon technology type
Solar

Country/area of low-carbon energy consumption
United Arab Emirates

Tracking instrument used
I-REC

Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)
313

Country/area of origin (generation) of the low-carbon energy or energy attribute
United Arab Emirates

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)

Comment

Sourcing method
Unbundled energy attribute certificates (EACs) purchase

Energy carrier
Electricity

Low-carbon technology type
Wind

Country/area of low-carbon energy consumption
United Kingdom of Great Britain and Northern Ireland

Tracking instrument used
GO

Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)
1035

Country/area of origin (generation) of the low-carbon energy or energy attribute
United Kingdom of Great Britain and Northern Ireland

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)

Comment

Sourcing method
Unbundled energy attribute certificates (EACs) purchase

Energy carrier
Electricity

Low-carbon technology type
Solar

Country/area of low-carbon energy consumption
United States of America

Tracking instrument used
I-REC

Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)
11050

Country/area of origin (generation) of the low-carbon energy or energy attribute
United States of America

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)

Comment

Sourcing method
Unbundled energy attribute certificates (EACs) purchase

Energy carrier
Electricity

Low-carbon technology type
Wind

Country/area of low-carbon energy consumption
Germany

Tracking instrument used
GO

Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)
572

Country/area of origin (generation) of the low-carbon energy or energy attribute
Germany

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)

Comment

Sourcing method
Unbundled energy attribute certificates (EACs) purchase

Energy carrier
Electricity

Low-carbon technology type
Wind

Country/area of low-carbon energy consumption
Netherlands

Tracking instrument used
GO

Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)
2570

Country/area of origin (generation) of the low-carbon energy or energy attribute
Netherlands

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)

Comment

C8.2g

(C8.2g) Provide a breakdown of your non-fuel energy consumption by country.

Country/area
Australia

Consumption of electricity (MWh)
548

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
548

Is this consumption excluded from your RE100 commitment?
<Not Applicable>

Country/area
Philippines

Consumption of electricity (MWh)
361

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
361

Is this consumption excluded from your RE100 commitment?
<Not Applicable>

Country/area
Poland

Consumption of electricity (MWh)
128

Consumption of heat, steam, and cooling (MWh)
61.4

Total non-fuel energy consumption (MWh) [Auto-calculated]
189.4

Is this consumption excluded from your RE100 commitment?
<Not Applicable>

Country/area
Peru

Consumption of electricity (MWh)
0.51

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
0.51

Is this consumption excluded from your RE100 commitment?
<Not Applicable>

Country/area
Panama

Consumption of electricity (MWh)
0.12

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
0.12

Is this consumption excluded from your RE100 commitment?
<Not Applicable>

Country/area
Malaysia

Consumption of electricity (MWh)
473

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
473

Is this consumption excluded from your RE100 commitment?
<Not Applicable>

Country/area
Romania

Consumption of electricity (MWh)
254

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
254

Is this consumption excluded from your RE100 commitment?
<Not Applicable>

Country/area
Qatar

Consumption of electricity (MWh)
238

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
238

Is this consumption excluded from your RE100 commitment?
<Not Applicable>

Country/area
Brazil

Consumption of electricity (MWh)
219

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
219

Is this consumption excluded from your RE100 commitment?
<Not Applicable>

Country/area
Singapore

Consumption of electricity (MWh)
194

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
194

Is this consumption excluded from your RE100 commitment?
<Not Applicable>

Country/area
Czechia

Consumption of electricity (MWh)
142

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
142

Is this consumption excluded from your RE100 commitment?
<Not Applicable>

Country/area
Spain

Consumption of electricity (MWh)
49

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
49

Is this consumption excluded from your RE100 commitment?
<Not Applicable>

Country/area
Thailand

Consumption of electricity (MWh)
48.4

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
48.4

Is this consumption excluded from your RE100 commitment?
<Not Applicable>

Country/area
Viet Nam

Consumption of electricity (MWh)
36.3

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
36.3

Is this consumption excluded from your RE100 commitment?
<Not Applicable>

Country/area
Mexico

Consumption of electricity (MWh)
32

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
32

Is this consumption excluded from your RE100 commitment?
<Not Applicable>

Country/area
Turkey

Consumption of electricity (MWh)
4

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
4

Is this consumption excluded from your RE100 commitment?
<Not Applicable>

Country/area
Slovakia

Consumption of electricity (MWh)
3.81

Consumption of heat, steam, and cooling (MWh)
20.9

Total non-fuel energy consumption (MWh) [Auto-calculated]
24.71

Is this consumption excluded from your RE100 commitment?
<Not Applicable>

Country/area
Portugal

Consumption of electricity (MWh)
3.25

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
3.25

Is this consumption excluded from your RE100 commitment?
<Not Applicable>

Country/area
Belgium

Consumption of electricity (MWh)
495

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
495

Is this consumption excluded from your RE100 commitment?
<Not Applicable>

Country/area
Canada

Consumption of electricity (MWh)
266.7

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
266.7

Is this consumption excluded from your RE100 commitment?
<Not Applicable>

Country/area
Chile

Consumption of electricity (MWh)
109

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
109

Is this consumption excluded from your RE100 commitment?
<Not Applicable>

Country/area
China

Consumption of electricity (MWh)
1229

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
1229

Is this consumption excluded from your RE100 commitment?
<Not Applicable>

Country/area
France

Consumption of electricity (MWh)
220

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
220

Is this consumption excluded from your RE100 commitment?
<Not Applicable>

Country/area
Germany

Consumption of electricity (MWh)
558

Consumption of heat, steam, and cooling (MWh)
505

Total non-fuel energy consumption (MWh) [Auto-calculated]
1063

Is this consumption excluded from your RE100 commitment?
<Not Applicable>

Country/area
Hong Kong SAR, China

Consumption of electricity (MWh)
532

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
532

Is this consumption excluded from your RE100 commitment?
<Not Applicable>

Country/area
India

Consumption of electricity (MWh)
249

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
249

Is this consumption excluded from your RE100 commitment?
<Not Applicable>

Country/area
Ireland

Consumption of electricity (MWh)
0.64

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
0.64

Is this consumption excluded from your RE100 commitment?
<Not Applicable>

Country/area
Italy

Consumption of electricity (MWh)
116

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
116

Is this consumption excluded from your RE100 commitment?
<Not Applicable>

Country/area
Netherlands

Consumption of electricity (MWh)
1955

Consumption of heat, steam, and cooling (MWh)
77.2

Total non-fuel energy consumption (MWh) [Auto-calculated]
2032.2

Is this consumption excluded from your RE100 commitment?
<Not Applicable>

Country/area
Saudi Arabia

Consumption of electricity (MWh)
68

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
68

Is this consumption excluded from your RE100 commitment?
<Not Applicable>

Country/area
Serbia

Consumption of electricity (MWh)
1.41

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
1.41

Is this consumption excluded from your RE100 commitment?
<Not Applicable>

Country/area
Switzerland

Consumption of electricity (MWh)
638

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
638

Is this consumption excluded from your RE100 commitment?
<Not Applicable>

Country/area
United Arab Emirates

Consumption of electricity (MWh)
313

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
313

Is this consumption excluded from your RE100 commitment?

<Not Applicable>

Country/area
United Kingdom of Great Britain and Northern Ireland

Consumption of electricity (MWh)
1016

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
1016

Is this consumption excluded from your RE100 commitment?
<Not Applicable>

Country/area
United States of America

Consumption of electricity (MWh)
11046

Consumption of heat, steam, and cooling (MWh)
34.3

Total non-fuel energy consumption (MWh) [Auto-calculated]
11080.3

Is this consumption excluded from your RE100 commitment?
<Not Applicable>

Country/area
Bahrain

Consumption of electricity (MWh)
47.5

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
47.5

Is this consumption excluded from your RE100 commitment?
<Not Applicable>

C9. Additional metrics

C9.1

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

Description
Other, please specify (% of revenues that relate to relevant SDGs)

Metric value
78

Metric numerator
%

Metric denominator (intensity metric only)

% change from previous year
2

Direction of change
Decreased

Please explain
Our deep industry and asset knowledge, combined with the strength of our sustainability advisory practice, makes us uniquely placed to deliver end-to-end sustainability services and solutions to our clients. The Arcadis KPI for Leading through sustainable solutions is the % of revenues that relate to relevant SDGs. In 2021 the result was 78%. (For more information on our contribution to the SDGs refer to the Supporting the Sustainable Development Goals section of our Annual Integrated Report 2021, pages 47-49.)

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 emissions, and attach the relevant statements.

Verification or assurance cycle in place
Annual process

Status in the current reporting year
Complete

Type of verification or assurance
Limited assurance

Attach the statement
Arcadis Annual Integrated Report 2021.pdf

Page/ section reference
See attached statement, pages 3 and 53 for the KPI and metrics, page 289 for the independent auditor's report until page 301 (see also page 299 for what the independent auditor has examined, including the Arcadis carbon footprint for our material Scope 1, 2 and 3 emissions)

Relevant standard
Standard 3810N Assurance engagements relating to sustainability reports of the Royal Netherlands Institute of Registered Accountants

Proportion of reported emissions verified (%)
100

C10.1b

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

Scope 2 approach
Scope 2 location-based

Verification or assurance cycle in place
Annual process

Status in the current reporting year
Complete

Type of verification or assurance
Limited assurance

Attach the statement
Arcadis Annual Integrated Report 2021.pdf

Page/ section reference
See attached statement, pages 3 and 53 for the KPI and metrics, page 289 for the independent auditor's report until page 301 (see also page 299 for what the independent auditor has examined, including the Arcadis carbon footprint for our material Scope 1, 2 and 3 emissions), page 321 for the scope 2 details

Relevant standard
Standard 3810N Assurance engagements relating to sustainability reports of the Royal Netherlands Institute of Registered Accountants

Proportion of reported emissions verified (%)
100

C10.1c

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

Scope 3 category
Scope 3: Business travel

Verification or assurance cycle in place
Annual process

Status in the current reporting year
Complete

Type of verification or assurance
Limited assurance

Attach the statement
Arcadis Annual Integrated Report 2021.pdf

Page/section reference
See attached statement, pages 3 and 53 for the KPI and metrics, page 289 for the independent auditor's report until page 301 (see also page 299 for what the independent auditor has examined, including the Arcadis carbon footprint for our material Scope 1, 2 and 3 emissions)

Relevant standard
Standard 3810N Assurance engagements relating to sustainability reports of the Royal Netherlands Institute of Registered Accountants

Proportion of reported emissions verified (%)
100

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?
No, but we are actively considering verifying within the next two years

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
Forests

Project identification
For 2021, we are offsetting our material scope 1, 2 and 3 emissions by investing in high quality, accredited abatement and compensation programs. The following project relates to our current offsetting using these credits for our emissions besides Arcadis Netherlands (see the next project description for Arcadis Netherlands). Arcadis invests in the KeoSeimaREDD+ Project. Keo Seima features the highest number of species recorded for any Cambodian protected area, with 15 species new to science. The project has world-class biodiversity monitoring and data. The project has defended the traditional rights of the forest-dwelling indigenous Bunong people, helping them to secure the first Indigenous Community Land Title in Cambodia. The project's community benefit sharing model is paving a path toward sustainable prosperity for the communities living in the forest. Some impact highlights of this project: - 25,000 hectares of deforestation avoided since 2010 - World's largest stable populations of key endangered primate species - First Indigenous Community Land Title issued in Cambodia -7 total to date. The credits for 2021 have not yet been cancelled as of mid-July 2022, but will be cancelled still in 2022.

Verified to which standard
VCS (Verified Carbon Standard)

Number of credits (metric tonnes CO2e)
40449

Number of credits (metric tonnes CO2e): Risk adjusted volume
40449

Credits cancelled
No

Purpose, e.g. compliance
Voluntary Offsetting

Credit origination or credit purchase
Credit purchase

Project type
Energy efficiency: households

Project identification
Our Dutch operations (Arcadis Netherlands) has been offsetting its total Scope 1, 2 and 3 (business travel) emissions since 2015, continuing through 2021. Besides having an aggressive reduction target to minimize their impact on the environment via efficiency measures and stakeholder engagement means, the remaining CO2e emissions are offset by investing in a Gold Standard certified cookstoves project from FairClimateFund. To offset the Dutch 2021 emissions, the Dutch operations invested in ~2,025 cookstoves, which help 1,012 families on the countryside of India. Cookstoves are designed to replace the open fires that use wood (thus contributing to CO2e emissions, particulate matter generation and other air quality problems) and they allow families to cook their dinners in a cleaner, more efficient way. Besides the advantages in saving energy, the project also supports local employment since these ovens are fabricated and serviced locally. The program documents the offsets from this transition. The credits for 2021 have not been cancelled as of mid-July 2022, but will be cancelled still in 2022.

Verified to which standard
Gold Standard

Number of credits (metric tonnes CO2e)
2025

Number of credits (metric tonnes CO2e): Risk adjusted volume
2025

Credits cancelled
No

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
Supplier engagement

GHG Scope
Scope 1
Scope 2
Scope 3

Application
Arcadis has an internal carbon price to help drive energy efficiency and change management - even our static price of €13 has been helpful in forward-thinking strategies. This program is primarily used as an internal planning tool to decision-making at the regional or project-level. For example, our emissions related to Scope 3 business travel is generally our most substantial carbon contribution, such flights may be subject to carbon pricing and taxation/cap-and-trade, particularly in Europe where such legislation is already in place. This price may be reflected in our related business costs and the use of the internal carbon price has helped us justify transitional programs such as use of sustainable bio-fuels for air travel where it exists. For example, our Dutch operations and headquarters use KLM, a member of SkyNRG. Arcadis will roll out such programs where they are available and make sense from a cost perspective.

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
Implicit price
Offsets

Impact & implication
Arcadis uses an informal internal carbon price to steer decisions such as around sustainable aviation fuels. We anticipate creating a formal systematized internal carbon prices in the next two years to hardwire carbon pricing into many of our internal travel decisions. Arcadis has an internal carbon price to help drive energy efficiency and change management. This program is primarily used as an internal planning tool to decision-making at the regional or project-level. For example, our emissions related to Scope 3 business travel are generally our most substantial carbon contribution; such flights may be subject to carbon pricing and taxation/cap-and-trade, particularly in Europe where such legislation is already in place. This price may be reflected in our related business costs and the use of the internal carbon price has helped us justify transitional programs such as use of sustainable bio-fuels for air travel where it exists. For example, our Dutch operations use KLM, a member of SkyNRG. Arcadis will roll out such programs where they are available and make sense from a cost perspective.

C12. Engagement

C12.1

(C12.1) Do you engage with your value chain on climate-related issues?
Yes, our suppliers
Yes, our customers/clients

C12.1a

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

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
1

% total procurement spend (direct and indirect)
6

% of supplier-related Scope 3 emissions as reported in C6.5
62

Rationale for the coverage of your engagement
Arcadis' engagement with suppliers is prioritized based on our largest emitting activities, particularly with respect to our entire emissions footprint. With respect to our Scope 3 footprint and overall carbon footprint, one of our largest sources of emissions is business travel-related (36% of our total reported CO2 footprint, including scope 3 emissions). The largest portion, approximately 37% of this, is caused by our business flights. Although the number of suppliers is relatively low, the impact is high and as a result we collect information to determine the contribution of supplier-related emissions. Data is collected regularly and Arcadis processes this information on at least an annual basis for our yearly reporting efforts. We are actively working with a carbon advisor to optimize our travel emission reporting, traveller behaviour and carbon reduction strategy aligned with Arcadis SBTs. In addition, across industries, we are currently running a "Supplier Sustainability Collaboration Pilot" with selected suppliers in order to extend our understanding, engagement and supplier involvement on sustainability, explicitly including GHG emission capturing, reporting, and reduction. This pilot involves a few selected suppliers including [1] indirect spend suppliers, [2] project related suppliers, and [3] IT service suppliers. For the IT category, we engaged with global suppliers to get insights into emissions of data centers (as potentially energy intense services) that can be assigned to Arcadis scope 3. Next to those global initiatives, also numerous local and tender initiatives and supplier engagements have sustainability and climate related matters as an integrated part (as one smaller example, the Go Green program of DHL was adopted in Italy, leasing companies, hotel chains, office furniture suppliers).

Impact of engagement, including measures of success
Arcadis seeks to reduce its supplier-related emissions. Business-related travel represents a large portion of our entire value chain GHG emissions, and as a company focused on "improving quality of life" and dedicated to sustainability, we are taking strides in reducing our impacts here, namely through obtaining data, but also changing our purchasing options (and regional policies, where possible) with respect to Scope 3 emissions. Our Dutch operations and headquarters in Amsterdam have, since 2017, been investing in purchasing sustainable aviation fuel from available KLM flights. We are fully aware of the importance of corporations supporting the aviation industry to accelerate the reduction in the overall carbon footprint. This has also played a role in being an active member of the KLM bio-fuel program and we are actively exploring additional actions regarding the upscaling and investment in SAF. In 2021, we agreed to participate for at least two years in the Air France KLM corporate sustainable aviation fuel program [in 2021 we purchased 1,7 megaton biofuel, realizing a reduction of 4.03 tCO2e in our footprint]. By making this investment, we stimulate the development of this relatively new type of low carbon aviation fuel. SkyNRG needs these investments in order to further expand their production and the development of (new) techniques. Arcadis sees this as a growing trend for the airlines industry and is expected to leverage these technologies and companies when they become available in other countries and regions as a means to reduce our Scope 3 – business travel footprint. Our current "Supplier Sustainability Collaboration Pilot" establishes the basis for meaningful supplier collaboration and target setting and guidance for the years to come, mindful of the diverse supplier base we have (varying from multinationals to SMEs). It captures a growing variety of suppliers in for instance the IT industry (data centers), construction industry, and laboratory services industry. Our data center services are for a big part and increasingly provided on the basis of "energy from renewable sources". Our policies (including our travel policies) target one of the most decisive factors: specifications of whether and what we buy from our suppliers (e.g., encouraging trains over planes).

Comment

C12.1b

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

Type of engagement & Details of engagement

Collaboration & innovation	Run a campaign to encourage innovation to reduce climate change impacts

% of customers by number
100

% of customer - related Scope 3 emissions as reported in C6.5
0

Please explain the rationale for selecting this group of customers and scope of engagement
Arcadis runs multiple sustainability-focused educational campaigns throughout the year. In 2021, we published campaigns around the Energy Transition and Electric Vehicle adoption. These campaigns were made available to our clients to encourage them to make more sustainable choices in the designs and projects that we support them on. Our intention is to give clients the knowledge necessary to reduce their own climate change impacts and then to support them in implementing projects that can achieve sustainable outcomes. Because the projects we work on in the energy transition and electric vehicle spaces are entirely owned and operated by our clients, the emissions associated with the design/operation related choices that are clients make are not counted in our Scope 3 emissions. We undertake these campaigns with our clients to help them operate more sustainably for the benefit of all of us rather than to impact our Scope 3 emissions accounting.

Impact of engagement, including measures of success
When we publish thought leadership videos and reports, we track the number of video views and downloads. The video that accompanied our Electric Vehicle report had over 140,000 views and the report was downloaded 1593 times. The video that accompanies our Energy Transition report was viewed over 130,000 times and the report was downloaded 2,823 times.

C12.2

(C12.2) Do your suppliers have to meet climate-related requirements as part of your organization's purchasing process?
No, but we plan to introduce climate-related requirements within the next two years

C12.3

(C12.3) Does your organization engage in activities that could either directly or indirectly influence policy, law, or regulation that may impact the climate?

Row 1

Direct or indirect engagement that could influence policy, law, or regulation that may impact the climate
Yes, we engage indirectly by funding other organizations whose activities may influence policy, law, or regulation that may significantly impact the climate

Does your organization have a public commitment or position statement to conduct your engagement activities in line with the goals of the Paris Agreement?
Yes

Attach commitment or position statement(s)
The attached press release statement was issued at the occasion of a Capital Markets Day organized by Arcadis on the topic of Sustainability. Our principle activity that may influence policy, law or regulation which may impact the climate is through the World Business Council for Sustainable Development .
arcadis-commits-to-achieving-net-zero-across-its-global-oper.pdf

Describe the process(es) your organization has in place to ensure that your engagement activities are consistent with your overall climate change strategy
Within Arcadis, the responsibility for climate policy engagement lies with the Policy, Rating & Risk Manager (PRRM) in the Impact & Systems Team of the company's Global Sustainability Department. While Arcadis may put forward experts to contribute to engagement efforts on specific topics, these interactions are under the supervision of the PRRM who is also the senior liaison with the organizations which are funded for this purpose. The PRRM performance is supervised by the Director for Impact & Systems. Policy activities are planned with the Global Sustainability Officer prior to engagement.

Primary reason for not engaging in activities that could directly or indirectly influence policy, law, or regulation that may impact the climate
<Not Applicable>

Explain why your organization does not engage in activities that could directly or indirectly influence policy, law, or regulation that may impact the climate
<Not Applicable>

C12.3c

(C12.3c) Provide details of the funding you provided to other organizations in the reporting year whose activities could influence policy, law, or regulation that may impact the climate.

Type of organization
Other, please specify (Member organization geared towards providing a platform for corporations to support and accelerate sustainable progress in economic settings)

State the organization to which you provided funding
World Business Council for Sustainable Development

Funding figure your organization provided to this organization in the reporting year (currency as selected in C0.4)
200000

Describe the aim of this funding and how it could influence policy, law or regulation that may impact the climate
Above funding excludes the labor cost of Arcadis people participating in council programs and activities. The funding provided by Arcadis directly supports select WBCSD programs that are aligned to creating a world where 9 billion people thrive. Given our and other members' funding, the WBCSD is able to provide the technical and management experts to consolidate member best practices and emerging research to generate policy guidance that drives the transition to an equitable, nature positive, and net zero world. The WBCSD is a key stakeholder in many key thought leadership fora and conferences around the world including Vision 2050, COP, Stockholm 50+, and WEF.

Have you evaluated whether this funding is aligned with the goals of the Paris Agreement?
Yes, we have evaluated, and it is aligned

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).

Publication
In mainstream reports

Status
Complete

Attach the document
Arcadis Annual Integrated Report 2021.pdf

Page/Section reference
Annual Integrated Report 2021: - Governance: TCFD Disclosures (page 303) and Sustainability chapter (page 76) - Strategy: TCFD Disclosures (page 302, 304) and Sustainability chapter (page 75) - Risks & opportunities: TCFD Disclosures (pages 304-308) and Enterprise Risk Management chapter (pages 167-181) - Emission figures: TCFD Disclosures (pages 308-309) and Sustainability chapter (pages 83-86) - Emission targets: TCFD Disclosures (pages 308-309) and Sustainability chapter (pages 83-86)

Content elements
Governance
Strategy
Risks & opportunities
Emissions figures
Emission targets

Comment
n/a

C15. Biodiversity

C15.1

(C15.1) Is there board-level oversight and/or executive management-level responsibility for biodiversity-related issues within your organization?

	Board-level oversight and/or executive management-level responsibility for biodiversity-related issues	Description of oversight and objectives relating to biodiversity	Scope of board-level oversight
Row 1	Yes, board-level oversight	The Arcadis Supervisory Board Sustainability Committee (SusCo) oversees the company's activities in the area of sustainability. This includes the entire scope of sustainable considerations and impacts on Environmental (including nature), Social and Governance topics. SusCo To further institutionalize sustainability-related discussions at Board level, the Sustainability Committee ("SusCo") meets on at least a quarterly basis and comprises three SB members. The CEO, the ELTS, one rotating (quarterly) Regional CEO and the GSO are permanent guests. The SusCo advises the SB in the area of sustainability, assists the SB in fulfilling its responsibilities and prepares the plenary discussion and decision-making by the SB about the major items within the SusCo's scope of work. The members of the SusCo may directly liaise with and advise the ELT member responsible for sustainability, the GSO and other people in the organization . The SusCo focuses on: a) the sustainability approach and culture of the Company; b) sustainability as a fiduciary duty; c) the linkage between the Company strategy and sustainability; d) the appropriate framework for non-financial reporting on sustainability; e) sustainability as an element of remuneration; f) the enhancement of sustainability in the Company's organization; g) external positioning and the further development of positioning as a sustainable business in the market through thought leadership and otherwise, and earning the related recognition; h) the impact for clients through provision of services; i) opportunities and risks in the area of sustainability; j) the relationship with other 'related topics' such as Governance and Integrity; and k) other sustainability items/elements as determined from time to time.	<Not Applicable>

C15.2

(C15.2) Has your organization made a public commitment and/or endorsed any initiatives related to biodiversity?

	Indicate whether your organization made a public commitment or endorsed any initiatives related to biodiversity	Biodiversity-related public commitments	Initiatives endorsed
Row 1	Yes, we have endorsed initiatives only	<Not Applicable>	SDG Other, please specify (Pledge for business for nature, Align – Aligning Accounting Approaches for Nature, Business & Biodiversity Platform, The Shift, World Business council: Nature action group , SBTN - science based network for nature; Natural Capital Protocol)

C15.3

(C15.3) Does your organization assess the impact of its value chain on biodiversity?

	Does your organization assess the impact of its value chain on biodiversity?	Portfolio
Row 1	No, but we plan to assess biodiversity-related impacts within the next two years	<Not Applicable>

C15.4

(C15.4) What actions has your organization taken in the reporting year to progress your biodiversity-related commitments?

	Have you taken any actions in the reporting period to progress your biodiversity-related commitments?	Type of action taken to progress biodiversity- related commitments
Row 1	Yes, we are taking actions to progress our biodiversity-related commitments	Land/water management Education & awareness Law & policy

C15.5

(C15.5) Does your organization use biodiversity indicators to monitor performance across its activities?

	Does your organization use indicators to monitor biodiversity performance?	Indicators used to monitor biodiversity performance
Row 1	No, we do not use indicators, but plan to within the next two years	Please select

C15.6

(C15.6) Have you published information about your organization's response to biodiversity-related issues for this reporting year in places other than in your CDP response? If so, please attach the publication(s).

Report type	Content elements	Attach the document and indicate where in the document the relevant biodiversity information is located
In mainstream financial reports	Governance Biodiversity strategy	Nature and biodiversity is one of the five sustainability themes that Arcadis prioritizes (see page 80-86) Arcadis Annual Integrated Report 2021.pdf

C16. 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.

n/a

C16.1

(C16.1) Provide details for the person that has signed off (approved) your CDP climate change response.

	Job title	Corresponding job category
Row 1	Chief Executive Officer (CEO)	Chief Executive Officer (CEO)

SC. Supply chain module

SC0.0

(SC0.0) If you would like to do so, please provide a separate introduction to this module.

With climate change accelerating, sustainability is recognized as one of today's most critical global issues. Organizations have realized the importance of supporting activities to benefit the world's environmental, economic, and social well-being in a balanced way rather than contributing to one at the expense of the others. Companies that track sustainable performance as a core business process are not only having a positive effect on the world, but also tend to face positive results against their bottom line and longevity.

Arcadis is the world's leading company delivering sustainable design, engineering, and consultancy solutions for natural and built assets. Established in 1888, we have applied our deep market sector insights, and collective Design, Consultancy, Engineering, Program, Project and Cost Management solutions for our clients to deliver exceptional and sustainable outcomes. Our passion is to "improve quality of life". We are recognized as a leader for our capabilities creating exceptional and sustainable outcomes for our clients in natural and built asset environments. We support our clients solve some of the biggest issues facing our world – such as sustainability, urbanization, asset productivity, resource scarcity, and climate change. We do that by delivering comprehensive solutions that create social, environmental, and economic value for our clients and the communities in which we live and work. Arcadis sees potential climate-related impacts through two means, 1) the work and projects we execute on behalf of our clients and 2) our internal operational and sustainability programs.

Increasingly, our clients are interested in their own environmental impact in the value chain. To this end and to credibly demonstrate our progress for interested clients, Arcadis quantifies and discloses the impacts its business-related activities have on carbon footprint. We continue to refine our inventory and gain robust perspectives on how our actions impact our other supply chain members, amongst which our clients. Through innovation and collaboration, we seek to identify opportunities to reduce our emissions with clients that are mutually beneficial to Arcadis, our clients, and our impact on society and the environment.

SC0.1

(SC0.1) What is your company's annual revenue for the stated reporting period?

	Annual Revenue
Row 1	3378486

SC1.1

(SC1.1) Allocate your emissions to your customers listed below according to the goods or services you have sold them in this reporting period.

Requesting member
Bank of America

Scope of emissions
Scope 1

Allocation level
Company wide

Allocation level detail
<Not Applicable>

Emissions in metric tonnes of CO2e
12

Uncertainty (±%)
10

Major sources of emissions
Travel by company owned vehicles and consumption of natural gas for heating our buildings and tap water.

Verified
No

Allocation method
Allocation based on the volume of products purchased

Market value or quantity of goods/services supplied to the requesting member

Unit for market value or quantity of goods/services supplied
Currency

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made
Arcadis reports its emissions at a corporate level according to the Greenhouse Gas Protocol Corporate Standard using the operational control approach. Our Scope 1 emissions include the sources for direct emissions over which we have operational control. Scope 1 includes the emissions of our company-owned vehicles and fuels (mostly natural gas) which are used for heating our buildings. In some offices, where we do not have measured data available for our consumption (e.g. we are part of multi-tenanted buildings), we have made assumptions based on average usage from other parts of our business. For example, if we lack accurate natural gas data used for heating in an office in Spain, we do not rely on data from the Netherlands due to different climates; instead we rely on other offices in the same country, neighboring country information like Italy or country average data to estimate consumption in combination with the local degree days, heating degree days (HDD) and cooling degree days (CDD) to normalize information for the area. Based on previous experiences with these assumptions, where we have received measured data in a later stage, the assumptions have always been below our 10% uncertainty threshold.

Requesting member
Bank of America

Scope of emissions
Scope 2

Allocation level
Company wide

Allocation level detail
<Not Applicable>

Emissions in metric tonnes of CO2e
2.01

Uncertainty (±%)
10

Major sources of emissions
Electricity consumption and cold and heating for our buildings.

Verified
No

Allocation method
Allocation based on the volume of products purchased

Market value or quantity of goods/services supplied to the requesting member

Unit for market value or quantity of goods/services supplied
Currency

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made
Arcadis reports its emissions at a corporate level according to the GHG Protocol Corporate Standard using the operational control approach. From this year on (reporting for 2021), we will use our market-based scope 2 emissions for the allocation to our requesting customers. As we purchased green electricity for most of our consumption, the values are considerably lower. Our Scope 2 (market-based) emissions include sources of indirect emissions over which we have operational control. Scope 2 (market-based) includes the emissions of our electricity consumption (also taking into account our green electricity purchases) and purchased or generated cold and heat. In instances where we lack accurate measured data, we have made assumptions based on average usage from other (comparable) parts of our business. For example, if we lack electricity consumption data in one of our offices, climate-independent electricity consumption has been extrapolated based on the average climate-independent electricity consumption per day from the previous periods. For climate-dependent electricity consumption estimates, additionally the heating/cooling degree days have been considered. Based on previous experiences with these assumptions, where we have received measured data in a later stage, the assumptions have always been well below our 10% uncertainty threshold.

Requesting member
Barclays

Scope of emissions
Scope 1

Allocation level
Company wide

Allocation level detail
<Not Applicable>

Emissions in metric tonnes of CO2e
1.86

Uncertainty (±%)
10

Major sources of emissions
Travel by company owned vehicles and consumption of natural gas for heating our buildings and tap water.

Verified
No

Allocation method
Allocation based on the volume of products purchased

Market value or quantity of goods/services supplied to the requesting member

Unit for market value or quantity of goods/services supplied
Currency

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made
Arcadis reports its emissions at a corporate level according to the Greenhouse Gas Protocol Corporate Standard using the operational control approach. Our Scope 1 emissions include the sources for direct emissions over which we have operational control. Scope 1 includes the emissions of our company-owned vehicles and fuels (mostly natural gas) which are used for heating our buildings. In some offices, where we do not have measured data available for our consumption (e.g. we are part of multi-tenanted buildings), we have made assumptions based on average usage from other parts of our business. For example, if we lack accurate natural gas data used for heating in an office in Spain, we do not rely on data from the Netherlands due to different climates; instead we rely on other offices in the same country, neighboring country information like Italy or country average data to estimate consumption in combination with the local degree days, heating degree days (HDD) and cooling degree days (CDD) to normalize information for the area. Based on previous experiences with these assumptions, where we have received measured data in a later stage, the assumptions have always been below our 10% uncertainty threshold.

Requesting member
Barclays

Scope of emissions
Scope 2

Allocation level

Company wide

Allocation level detail
<Not Applicable>

Emissions in metric tonnes of CO2e
0.31

Uncertainty (±%)
10

Major sources of emissions
Electricity consumption and cold and heating for our buildings.

Verified
No

Allocation method
Allocation based on the volume of products purchased

Market value or quantity of goods/services supplied to the requesting member

Unit for market value or quantity of goods/services supplied
Currency

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made
Arcadis reports its emissions at a corporate level according to the GHG Protocol Corporate Standard using the operational control approach. From this year on (reporting for 2021), we will use our market-based scope 2 emissions for the allocation to our requesting customers. As we purchased green electricity for most of our consumption, the values are considerably lower. Our Scope 2 (market-based) emissions include sources of indirect emissions over which we have operational control. Scope 2 (market-based) includes the emissions of our electricity consumption (also taking into account our green electricity purchases) and purchased or generated cold and heat. In instances where we lack accurate measured data, we have made assumptions based on average usage from other (comparable) parts of our business. For example, if we lack electricity consumption data in one of our offices, climate-independent electricity consumption has been extrapolated based on the average climate-independent electricity consumption per day from the previous periods. For climate-dependent electricity consumption estimates, additionally the heating/cooling degree days have been considered. Based on previous experiences with these assumptions, where we have received measured data in a later stage, the assumptions have always been well below our 10% uncertainty threshold.

Requesting member
CSX Corporation

Scope of emissions
Scope 1

Allocation level
Company wide

Allocation level detail
<Not Applicable>

Emissions in metric tonnes of CO2e
15.51

Uncertainty (±%)
10

Major sources of emissions
Travel by company owned vehicles and consumption of natural gas for heating our buildings and tap water.

Verified
No

Allocation method
Allocation based on the volume of products purchased

Market value or quantity of goods/services supplied to the requesting member

Unit for market value or quantity of goods/services supplied
Currency

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made
Arcadis reports its emissions at a corporate level according to the Greenhouse Gas Protocol Corporate Standard using the operational control approach. Our Scope 1 emissions include the sources for direct emissions over which we have operational control. Scope 1 includes the emissions of our company-owned vehicles and fuels (mostly natural gas) which are used for heating our buildings. In some offices, where we do not have measured data available for our consumption (e.g. we are part of multi-tenanted buildings), we have made assumptions based on average usage from other parts of our business. For example, if we lack accurate natural gas data used for heating in an office in Spain, we do not rely on data from the Netherlands due to different climates; instead we rely on other offices in the same country, neighboring country information like Italy or country average data to estimate consumption in combination with the local degree days, heating degree days (HDD) and cooling degree days (CDD) to normalize information for the area. Based on previous experiences with these assumptions, where we have received measured data in a later stage, the assumptions have always been below our 10% uncertainty threshold.

Requesting member
CSX Corporation

Scope of emissions
Scope 2

Allocation level
Company wide

Allocation level detail
<Not Applicable>

Emissions in metric tonnes of CO2e
2.6

Uncertainty (±%)

Major sources of emissions
Electricity consumption and cold and heating for our buildings.

Verified
No

Allocation method
Allocation based on the volume of products purchased

Market value or quantity of goods/services supplied to the requesting member

Unit for market value or quantity of goods/services supplied
Currency

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made
Arcadis reports its emissions at a corporate level according to the GHG Protocol Corporate Standard using the operational control approach. From this year on (reporting for 2021), we will use our market-based scope 2 emissions for the allocation to our requesting customers. As we purchased green electricity for most of our consumption, the values are considerably lower. Our Scope 2 (market-based) emissions include sources of indirect emissions over which we have operational control. Scope 2 (market-based) includes the emissions of our electricity consumption (also taking into account our green electricity purchases) and purchased or generated cold and heat. In instances where we lack accurate measured data, we have made assumptions based on average usage from other (comparable) parts of our business. For example, if we lack electricity consumption data in one of our offices, climate-independent electricity consumption has been extrapolated based on the average climate-independent electricity consumption per day from the previous periods. For climate-dependent electricity consumption estimates, additionally the heating/cooling degree days have been considered. Based on previous experiences with these assumptions, where we have received measured data in a later stage, the assumptions have always been well below our 10% uncertainty threshold.

Requesting member
Downer EDI

Scope of emissions
Scope 1

Allocation level
Company wide

Allocation level detail
<Not Applicable>

Emissions in metric tonnes of CO2e
1.13

Uncertainty (±%)
10

Major sources of emissions
Travel by company owned vehicles and consumption of natural gas for heating our buildings and tap water.

Verified
No

Allocation method
Allocation based on the volume of products purchased

Market value or quantity of goods/services supplied to the requesting member

Unit for market value or quantity of goods/services supplied
Currency

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made
Arcadis reports its emissions at a corporate level according to the Greenhouse Gas Protocol Corporate Standard using the operational control approach. Our Scope 1 emissions include the sources for direct emissions over which we have operational control. Scope 1 includes the emissions of our company-owned vehicles and fuels (mostly natural gas) which are used for heating our buildings. In some offices, where we do not have measured data available for our consumption (e.g. we are part of multi-tenanted buildings), we have made assumptions based on average usage from other parts of our business. For example, if we lack accurate natural gas data used for heating in an office in Spain, we do not rely on data from the Netherlands due to different climates; instead we rely on other offices in the same country, neighboring country information like Italy or country average data to estimate consumption in combination with the local degree days, heating degree days (HDD) and cooling degree days (CDD) to normalize information for the area. Based on previous experiences with these assumptions, where we have received measured data in a later stage, the assumptions have always been below our 10% uncertainty threshold.

Requesting member
Downer EDI

Scope of emissions
Scope 2

Allocation level
Company wide

Allocation level detail
<Not Applicable>

Emissions in metric tonnes of CO2e
0.19

Uncertainty (±%)
10

Major sources of emissions
Arcadis reports its emissions at a corporate level according to the GHG Protocol Corporate Standard using the operational control approach. From this year on (reporting for 2021), we will use our market-based scope 2 emissions for the allocation to our requesting customers. As we purchased green electricity for most of our consumption, the values are considerably lower. Our Scope 2 (market-based) emissions include sources of indirect emissions over which we have operational control. Scope 2 (market-based) includes the emissions of our electricity consumption (also taking into account our green electricity purchases) and purchased or generated cold and heat. In instances where we lack accurate measured data, we have made assumptions based on average usage from other (comparable) parts of our business. For example, if we lack electricity consumption data in one of our offices, climate-independent electricity consumption has been extrapolated based on the average climate-independent electricity consumption per day from the previous periods. For climate-dependent electricity consumption estimates, additionally the heating/cooling degree days have been considered. Based on previous experiences with these assumptions, where we have received measured data in a later stage, the assumptions have always been well below our 10% uncertainty threshold.

Verified
No

Allocation method
Allocation based on the volume of products purchased

Market value or quantity of goods/services supplied to the requesting member

Unit for market value or quantity of goods/services supplied
Currency

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made
Arcadis reports its emissions at a corporate level according the GHG Protocol Corporate Standard using the operational control approach. Our Scope 2 emissions include sources over which we have operational control. Scope 2 includes the emissions of our electricity consumption and purchased or generated cold and heat. In instances where we lack, quality measured data available we have made assumptions based on average usage from other (comparable) parts of our business. For example if we lack electricity consumption in one of our offices in Belgium, we will look at the consumption per FTE in one of the other offices in the country using roughly the same appliances (laptops, screens, etc.). Based on previous experiences with these assumptions, where we have received measured data in a later stage, the assumptions have always been well below our 10% uncertainty threshold.

Requesting member
HSBC Holdings plc

Scope of emissions
Scope 1

Allocation level
Company wide

Allocation level detail
<Not Applicable>

Emissions in metric tonnes of CO2e
70.03

Uncertainty (±%)
10

Major sources of emissions
Travel by company owned vehicles and consumption of natural gas for heating our buildings and tap water.

Verified
No

Allocation method
Allocation based on the volume of products purchased

Market value or quantity of goods/services supplied to the requesting member

Unit for market value or quantity of goods/services supplied
Currency

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made
Arcadis reports its emissions at a corporate level according to the Greenhouse Gas Protocol Corporate Standard using the operational control approach. Our Scope 1 emissions include the sources for direct emissions over which we have operational control. Scope 1 includes the emissions of our company-owned vehicles and fuels (mostly natural gas) which are used for heating our buildings. In some offices, where we do not have measured data available for our consumption (e.g. we are part of multi-tenanted buildings), we have made assumptions based on average usage from other parts of our business. For example, if we lack accurate natural gas data used for heating in an office in Spain, we do not rely on data from the Netherlands due to different climates; instead we rely on other offices in the same country, neighboring country information like Italy or country average data to estimate consumption in combination with the local degree days, heating degree days (HDD) and cooling degree days (CDD) to normalize information for the area. Based on previous experiences with these assumptions, where we have received measured data in a later stage, the assumptions have always been below our 10% uncertainty threshold.

Requesting member
HSBC Holdings plc

Scope of emissions
Scope 2

Allocation level
Company wide

Allocation level detail
<Not Applicable>

Emissions in metric tonnes of CO2e
11.75

Uncertainty (±%)

10

Major sources of emissions
Electricity consumption and cooling and heating for our buildings.

Verified
No

Allocation method
Allocation based on the volume of products purchased

Market value or quantity of goods/services supplied to the requesting member

Unit for market value or quantity of goods/services supplied
Currency

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made
Arcadis reports its emissions at a corporate level according to the GHG Protocol Corporate Standard using the operational control approach. From this year on (reporting for 2021), we will use our market-based scope 2 emissions for the allocation to our requesting customers. As we purchased green electricity for most of our consumption, the values are considerably lower. Our Scope 2 (market-based) emissions include sources of indirect emissions over which we have operational control. Scope 2 (market-based) includes the emissions of our electricity consumption (also taking into account our green electricity purchases) and purchased or generated cold and heat. In instances where we lack accurate measured data, we have made assumptions based on average usage from other (comparable) parts of our business. For example, if we lack electricity consumption data in one of our offices, climate-independent electricity consumption has been extrapolated based on the average climate-independent electricity consumption per day from the previous periods. For climate-dependent electricity consumption estimates, additionally the heating/cooling degree days have been considered. Based on previous experiences with these assumptions, where we have received measured data in a later stage, the assumptions have always been well below our 10% uncertainty threshold.

Requesting member
Itaú Unibanco Holding S.A.

Scope of emissions
Scope 1

Allocation level
Company wide

Allocation level detail
<Not Applicable>

Emissions in metric tonnes of CO2e
0.28

Uncertainty (±%)
10

Major sources of emissions
Travel by company owned vehicles and consumption of natural gas for heating our buildings and tap water.

Verified
No

Allocation method
Allocation based on the volume of products purchased

Market value or quantity of goods/services supplied to the requesting member

Unit for market value or quantity of goods/services supplied
Currency

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made
Arcadis reports its emissions at a corporate level according to the Greenhouse Gas Protocol Corporate Standard using the operational control approach. Our Scope 1 emissions include the sources for direct emissions over which we have operational control. Scope 1 includes the emissions of our company-owned vehicles and fuels (mostly natural gas) which are used for heating our buildings. In some offices, where we do not have measured data available for our consumption (e.g. we are part of multi-tenanted buildings), we have made assumptions based on average usage from other parts of our business. For example, if we lack accurate natural gas data used for heating in an office in Spain, we do not rely on data from the Netherlands due to different climates; instead we rely on other offices in the same country, neighboring country information like Italy or country average data to estimate consumption in combination with the local degree days, heating degree days (HDD) and cooling degree days (CDD) to normalize information for the area. Based on previous experiences with these assumptions, where we have received measured data in a later stage, the assumptions have always been below our 10% uncertainty threshold.

Requesting member
Itaú Unibanco Holding S.A.

Scope of emissions
Scope 2

Allocation level
Company wide

Allocation level detail
<Not Applicable>

Emissions in metric tonnes of CO2e
0.05

Uncertainty (±%)
10

Major sources of emissions
Electricity consumption and cooling and heating for our buildings.

Verified
No

Allocation method
Allocation based on the volume of products purchased

Market value or quantity of goods/services supplied to the requesting member

Unit for market value or quantity of goods/services supplied
Currency

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made
Arcadis reports its emissions at a corporate level according to the GHG Protocol Corporate Standard using the operational control approach. From this year on (reporting for 2021), we will use our market-based scope 2 emissions for the allocation to our requesting customers. As we purchased green electricity for most of our consumption, the values are considerably lower. Our Scope 2 (market-based) emissions include sources of indirect emissions over which we have operational control. Scope 2 (market-based) includes the emissions of our electricity consumption (also taking into account our green electricity purchases) and purchased or generated cold and heat. In instances where we lack accurate measured data, we have made assumptions based on average usage from other (comparable) parts of our business. For example, if we lack electricity consumption data in one of our offices, climate-independent electricity consumption has been extrapolated based on the average climate-independent electricity consumption per day from the previous periods. For climate-dependent electricity consumption estimates, additionally the heating/cooling degree days have been considered. Based on previous experiences with these assumptions, where we have received measured data in a later stage, the assumptions have always been well below our 10% uncertainty threshold.

Requesting member
Johnson & Johnson

Scope of emissions
Scope 1

Allocation level
Company wide

Allocation level detail
<Not Applicable>

Emissions in metric tonnes of CO2e
28.34

Uncertainty (±%)
10

Major sources of emissions
Travel by company owned vehicles and consumption of natural gas for heating our buildings and tap water.

Verified
No

Allocation method
Allocation based on the volume of products purchased

Market value or quantity of goods/services supplied to the requesting member

Unit for market value or quantity of goods/services supplied
Currency

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made
Arcadis reports its emissions at a corporate level according to the Greenhouse Gas Protocol Corporate Standard using the operational control approach. Our Scope 1 emissions include the sources for direct emissions over which we have operational control. Scope 1 includes the emissions of our company-owned vehicles and fuels (mostly natural gas) which are used for heating our buildings. In some offices, where we do not have measured data available for our consumption (e.g. we are part of multi-tenanted buildings), we have made assumptions based on average usage from other parts of our business. For example, if we lack accurate natural gas data used for heating in an office in Spain, we do not rely on data from the Netherlands due to different climates; instead we rely on other offices in the same country, neighboring country information like Italy or country average data to estimate consumption in combination with the local degree days, heating degree days (HDD) and cooling degree days (CDD) to normalize information for the area. Based on previous experiences with these assumptions, where we have received measured data in a later stage, the assumptions have always been below our 10% uncertainty threshold.

Requesting member
Johnson & Johnson

Scope of emissions
Scope 2

Allocation level
Company wide

Allocation level detail
<Not Applicable>

Emissions in metric tonnes of CO2e
4.75

Uncertainty (±%)
10

Major sources of emissions
Electricity consumption and cooling and heating for our buildings.

Verified
No

Allocation method

Allocation based on the volume of products purchased

Market value or quantity of goods/services supplied to the requesting member

Unit for market value or quantity of goods/services supplied
Currency

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made
Arcadis reports its emissions at a corporate level according to the GHG Protocol Corporate Standard using the operational control approach. From this year on (reporting for 2021), we will use our market-based scope 2 emissions for the allocation to our requesting customers. As we purchased green electricity for most of our consumption, the values are considerably lower. Our Scope 2 (market-based) emissions include sources of indirect emissions over which we have operational control. Scope 2 (market-based) includes the emissions of our electricity consumption (also taking into account our green electricity purchases) and purchased or generated cold and heat. In instances where we lack accurate measured data, we have made assumptions based on average usage from other (comparable) parts of our business. For example, if we lack electricity consumption data in one of our offices, climate-independent electricity consumption has been extrapolated based on the average climate-independent electricity consumption per day from the previous periods. For climate-dependent electricity consumption estimates, additionally the heating/cooling degree days have been considered. Based on previous experiences with these assumptions, where we have received measured data in a later stage, the assumptions have always been well below our 10% uncertainty threshold.

Requesting member
Nokia Group

Scope of emissions
Scope 1

Allocation level
Company wide

Allocation level detail
<Not Applicable>

Emissions in metric tonnes of CO2e
3.92

Uncertainty (±%)
10

Major sources of emissions
Travel by company owned vehicles and consumption of natural gas for heating our buildings and tap water.

Verified
No

Allocation method
Allocation based on the volume of products purchased

Market value or quantity of goods/services supplied to the requesting member

Unit for market value or quantity of goods/services supplied
Currency

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made
Arcadis reports its emissions at a corporate level according to the Greenhouse Gas Protocol Corporate Standard using the operational control approach. Our Scope 1 emissions include the sources for direct emissions over which we have operational control. Scope 1 includes the emissions of our company-owned vehicles and fuels (mostly natural gas) which are used for heating our buildings. In some offices, where we do not have measured data available for our consumption (e.g. we are part of multi-tenanted buildings), we have made assumptions based on average usage from other parts of our business. For example, if we lack accurate natural gas data used for heating in an office in Spain, we do not rely on data from the Netherlands due to different climates; instead we rely on other offices in the same country, neighboring country information like Italy or country average data to estimate consumption in combination with the local degree days, heating degree days (HDD) and cooling degree days (CDD) to normalize information for the area. Based on previous experiences with these assumptions, where we have received measured data in a later stage, the assumptions have always been below our 10% uncertainty threshold.

Requesting member
Nokia Group

Scope of emissions
Scope 2

Allocation level
Company wide

Allocation level detail
<Not Applicable>

Emissions in metric tonnes of CO2e
0.66

Uncertainty (±%)
10

Major sources of emissions
Electricity consumption and cooling and heating for our buildings.

Verified
No

Allocation method
Allocation based on the volume of products purchased

Market value or quantity of goods/services supplied to the requesting member

Unit for market value or quantity of goods/services supplied
Currency

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made
Arcadis reports its emissions at a corporate level according to the GHG Protocol Corporate Standard using the operational control approach. From this year on (reporting for 2021), we will use our market-based scope 2 emissions for the allocation to our requesting customers. As we purchased green electricity for most of our consumption, the values are considerably lower. Our Scope 2 (market-based) emissions include sources of indirect emissions over which we have operational control. Scope 2 (market-based) includes the emissions of our electricity consumption (also taking into account our green electricity purchases) and purchased or generated cold and heat. In instances where we lack accurate measured data, we have made assumptions based on average usage from other (comparable) parts of our business. For example, if we lack electricity consumption data in one of our offices, climate-independent electricity consumption has been extrapolated based on the average climate-independent electricity consumption per day from the previous periods. For climate-dependent electricity consumption estimates, additionally the heating/cooling degree days have been considered. Based on previous experiences with these assumptions, where we have received measured data in a later stage, the assumptions have always been well below our 10% uncertainty threshold.

SC1.2

(SC1.2) Where published information has been used in completing SC1.1, please provide a reference(s).

Emission allocations are based on Arcadis' 2021 year for carbon footprint and revenue data. This information is publicly available on the Arcadis corporate website and in the Annual Integrated Report.

SC1.3

(SC1.3) What are the challenges in allocating emissions to different customers, and what would help you to overcome these challenges?

Allocation challenges	Please explain what would help you overcome these challenges
Customer base is too large and diverse to accurately track emissions to the customer level	We provide our clients with Design and Consultancy services in diverse countries, regions, and markets. One request of a client might involve colleagues from multiple offices within a country or even from multiple different countries. In addition, we have a large, global group of colleagues working in more supporting roles like HR, PAs, client development, marketing and communications, the development of new services and solutions, etc. It is virtually impossible to determine for each and every one of our clients the percentage of these services they have been provided following their request (we have global, regional and local account leads but they may request different projects and engage with different teams). Arcadis bases its new and evolving services by monitoring trends and researching new market segments in a highly competitive industry. Without these services there is a fair chance we will be unable to fulfil emerging and competitive requests from clients. In order to gather more specific data we could implement a system where also supporting roles register their spent hours on specific clients. However, we still envision difficulties in obtaining quality, measured data and this effort would likely take an unreasonably large resource pool to fulfil this specific request and we don't expect a material impact to our overall emissions.

SC1.4

(SC1.4) Do you plan to develop your capabilities to allocate emissions to your customers in the future?
Yes

SC1.4a

(SC1.4a) Describe how you plan to develop your capabilities.

Arcadis strongly believes it is at the forefront of GHG reporting and environmental stewardship. As a leader in the industry, Arcadis works to develop new ways to track, report and reduce GHG emissions. Internally, Arcadis has rolled out a professional platform software (Non-Financial Reporting (NFR) system) for managing data from its 350+ offices and 29,236 employees (as of end of 2021). The current system of reporting is able to aggregate emissions from regional to global level. Arcadis plans to calculate emissions for service offerings and projects affecting the footprints of our clients. In the last two years, Arcadis has invested in hiring sustainability professionals with experience in emissions calculations on the corporate and project level.

SC2.1

(SC2.1) Please propose any mutually beneficial climate-related projects you could collaborate on with specific CDP Supply Chain members.

Requesting member
Bank of America

Group type of project
Change to supplier operations

Type of project
Other, please specify (Increased resource efficiency in supplier operations)

Emissions targeted
Actions that would reduce our own supply chain emissions (our own scope 3)

Estimated timeframe for carbon reductions to be realized
1-3 years

Estimated lifetime CO2e savings

Estimated payback
1-3 years

Details of proposal
Arcadis will continue to work with Bank of America to ensure compliance with federal, state, and local sustainability regulations. Through this work, Arcadis hopes to collaborate with Bank of America to identify emissions reduction opportunities for their suppliers or other vendors beyond compliance with regulations. These emissions reductions may result from resource efficiency (energy, water, and waste) in Bank of America's supply chain. While some of these activities would not directly lower the Bank's emissions, they may reduce emissions from suppliers or other vendors and help drive sustainability commitments within their supply chain and beyond their direct suppliers, thus resulting in an overall global reduction in GHG emissions.

Requesting member
Barclays

Group type of project
Change to supplier operations

Type of project
Implementation of energy reduction projects

Emissions targeted
Actions to reduce customers' operational emissions (customer scope 1 & 2)

Estimated timeframe for carbon reductions to be realized
Please select

Estimated lifetime CO2e savings

Estimated payback
Please select

Details of proposal
Arcadis are involved in a project technical assurance role on four large campus projects in the UK – Projects Grant, Nova, Churchill Place and Radbroke. Other than Project Grant, the other three projects are refurbishment projects within existing Barclays' buildings or campus locations. Each of the projects has sustainability and/or carbon reduction targets as part of the strategic requirements of the projects. The targets for project Nova are BREEAM Excellent and WELL Silver. The target for project Radbroke Babbage is BREEAM Very Good. The selected strategic targets will be audited and accredited by either UK or globally recognized independent third-party audit and accreditation bodies. The two external bodies and sustainability measurement criteria selected for external accreditation are BREEAM and WELL. Arcadis' project technical assurance role helps Barclays to ensure that their strategic property objectives for each project are being considered, the various options to meet them are being actively pursued and within the constraints of project budgets and timescales to help Barclays deliver on its sustainability targets for the projects we are commissioned upon.

Requesting member
CSX Corporation

Group type of project
Please select

Type of project
Please select

Emissions targeted
Please select

Estimated timeframe for carbon reductions to be realized
Please select

Estimated lifetime CO2e savings

Estimated payback
Please select

Details of proposal

Requesting member
Downer EDI

Group type of project
Please select

Type of project
Please select

Emissions targeted
Please select

Estimated timeframe for carbon reductions to be realized
Please select

Estimated lifetime CO2e savings

Estimated payback
Please select

Details of proposal

Requesting member

HSBC Holdings plc

Group type of project
Reduce Logistics Emissions

Type of project
Other, please specify (Fleet electrification and associated infrastructure and financing)

Emissions targeted
Actions to reduce customers' operational emissions (customer scope 1 & 2)

Estimated timeframe for carbon reductions to be realized
3-5 years

Estimated lifetime CO2e savings

Estimated payback
1-3 years

Details of proposal
Arcadis work on many projects to support organisations on decarbonising their vehicles as part of their Net Zero Strategy. Opportunities for collaboration could include HSBC providing the financing of associated vehicles and charging infrastructure. Saving on CO2 will depend on the size of the fleet, type of vehicles and the number of properties including the energy mix. We would be happy to explore these options with HSBC across a range of typical projects including Police, Health, Defence, Department of Transport etc.

Requesting member
Itaú Unibanco Holding S.A.

Group type of project
Change to provision of goods and services

Type of project
Other, please specify (Use of technology to reduce travel emissions (remote work) and adoption of sustainable remediation technologies (less materials, less waste, alternative sources of energy))

Emissions targeted
Actions that would reduce both our own and our customers' emissions

Estimated timeframe for carbon reductions to be realized
0-1 year

Estimated lifetime CO2e savings

Estimated payback
0-1 year

Details of proposal
Our projects 1) One of our greatest impacts to Itaú's carbon footprint is realized in our project work, so the incorporation of sustainable strategies in our investigation and remediation project can be a great contribution to Itaú's goals regarding emissions reductions. By incorporate system thinking into our remediation evaluations, Arcadis can assess technological and process alternatives with a financial, environmental, and social lens and offer the most sustainable solution. Examples include : - The patented Thermal In-situ Sustainable Remediation (TISRTM) technology. TISRTM utilizes solar panels to heat groundwater and thereby generate temperature enhanced biotic and/or abiotic degradation. TISR is effective for a range of contaminants and is associated with a modest capital and O&M cost compared to conventional remediation strategies. Furthermore, approximately 50% of the infra-structure can be re-used at other remediation sites or for other purposes. - Waste management – reuse of extracted soil material instead of disposal (waste generation in itself and its transportation costs and emissions) and recycling/reuse of equipment after assessing their quality during demobilization We will continue to use electronic submission of invoices and virtual communication platforms such as Teams to improve communications across offices allowing us to provide a best team approach while minimizing travel and offering cost savings. We are currently developing a CO2 calculator to support the quantifying project emissions. 2) Immersive digital and remote technologies - Arcadis can incorporate hardware and access to cloud-based software platforms to deploy immersive digital and remote technologies when needed to facilitate efficient collaboration and communications. Remote Expert technology is a tool that allows for real-time work activity visualization, guidance, and collaboration. In this application, site personnel use handheld devices or don a hardhat-mounted heads-up display headset that allows the worker a completely hands-free, voice-controlled user interface. We use this seamless connection to stream live video from the field and digitally annotate site features to provide expert guidance and oversight from anywhere. Remote Expert allows on-site workers to consult in real-time with subject matter experts, project managers, partners, and other stakeholders. Arcadis is using remote expert technology now to perform kick-off meetings, engage technical experts, assist lone-workers, honor social distancing recommendations, and continue routine client/agency site inspections remotely, without need for travel, to maintain project continuity and get work done. - Arcadis has been successfully deploying apps for field data collection, such as FieldNow and Fulcrum, which not only allow for real-time input of information and upload of photos and files, but also generate automated reports, saving time and ensuring standardized deliverables. This has the added bonus of reducing errors in data management, as well as reducing costs and time. - Having maps and survey forms on the tablets allows teams to be dynamic and work across the whole scheme, as well on different surveys types where appropriate. - Drones and UAVs (Unmanned Aerial Vehicle) can be used to reduce field personnel in the collection of geolocalized data and topographic measurements, adding agility and reducing the cost of data capture. 3) Videoconferencing - By reducing in-person client meetings and visits, we reduce fuel consumption and optimize the time of the team of professionals that was previously spent traveling. Even with the lifting of social distancing rules as COVID-19 becomes more manageable, Arcadis is committed to reflecting on the cost benefit of face-to-face meetings and opt for videoconferencing as much as possible. 4) Emission offsets - Offsets could be achieved by including site revegetation into existing remediation services or purchasing offsets through greenhouse gas (GHG) reduction projects.

Requesting member
Johnson & Johnson

Group type of project
Relationship sustainability assessment

Type of project
Assessing products or services life cycle footprint to identify efficiencies

Emissions targeted
Actions to reduce customers' operational emissions (customer scope 1 & 2)

Estimated timeframe for carbon reductions to be realized
1-3 years

Estimated lifetime CO2e savings

Estimated payback
1-3 years

Details of proposal
Arcadis will continue to work with Johnson & Johnson (J&J) to ensure compliance with all federal, state, and local sustainability regulations and identify operational efficiencies that could result in energy reductions. Through this work Arcadis hopes to collaborate with J&J in identifying areas where performance can be improved beyond compliance while generating reductions in operational emissions. These emissions reductions may result from reductions in waste generation, increased recycling, and improved building energy and water efficiency. While some of these activities would not directly lower the J&J's or Arcadis' emissions, they may reduce emissions from suppliers or other vendors and help drive sustainability commitments within their supply chain and beyond their direct suppliers, thus resulting in an overall global reduction in GHG emissions. These reduction initiatives include virtual site visits, WTP/pumping optimization, focus on efficiency as we support design on new buildings and on and improving efficiency during our engagement on existing buildings/equipment, programmatic optimization related to energy transition and/or water conservation. While some of these activities may not lower J&J's emissions, they may reduce emissions from suppliers or other vendors, thus resulting in an overall global reduction in GHG emissions.

Requesting member
Johnson & Johnson

Group type of project
Reduce Logistics Emissions

Type of project
Other, please specify (Electronic submittals and communication)

Emissions targeted
Actions that would reduce both our own and our customers' emissions

Estimated timeframe for carbon reductions to be realized
0-1 year

Estimated lifetime CO2e savings

Estimated payback
0-1 year

Details of proposal
Arcadis continues to work with Johnson & Johnson (J&J) to improve sustainability. Project deliverables, invoices (via Ariba and others), proposals, qualifications and similar are all delivered electronically. Additionally, we utilize electronic communication platforms such as Teams to improve communications across offices and with J&J, allowing us to provide a best team approach while minimizing travel and offering cost savings. To the extent possible, we will also utilize public transportation and continue to lease energy efficient buildings. Throughout the year, we will continue to actively formulate new concepts and ways for Arcadis and J&J to partner, improving our living environment and collective sustainability impacts.

Requesting member
Johnson & Johnson

Group type of project
Change to provision of goods and services

Type of project
Other, please specify (Green remediation)

Emissions targeted
Actions to reduce customers' operational emissions (customer scope 1 & 2)

Estimated timeframe for carbon reductions to be realized
0-1 year

Estimated lifetime CO2e savings

Estimated payback
0-1 year

Details of proposal
One of our greatest impacts to Johnson & Johnson's (J&J's) carbon footprint is realized in our project work and the incorporation of sustainable strategies in our remediation and investigation projects. We routinely incorporate the Triple Bottom Line, as outlined by the Sustainable Remediation Forum (SURF), into our remediation evaluations and feasibility studies for assessment of the combined financial, environmental, and social impacts of remedial strategies. Arcadis values partnering with J&J in developing and implementing sustainable solutions to J&J's environmental liabilities. Examples of solutions developed by J&J and Arcadis that incorporate sustainability include: - Development of site-specific risk based remedial goals limiting cost, time, and resources, while being protective of human health and the environment. - Implementation of in-situ strategies, including: o Enhanced reductive dichlorination remedies that enhances natural biochemical processes and the destruction of contaminants of concern. o Transitioning from pumping and treating to in-situ strategies, reducing ex-situ wastewater and treatment related O&M cost. - Implementation of monitored natural attenuation while being protective of human health and the environment. - Transitioning to no-purge groundwater sampling methods reducing investigation derived waste (IDW)generation and sampling cost. - Transitioning to all digital data gathering and tracking platforms that promotes real-time QA/QC protocols and tracking of samples and field data. In instances where the less sustainable practice of soil excavation has been the most pragmatic or protective remedial solution, the design has included reducing the volume of material to be excavated and disposed in landfills and increasing the re-use of site soil. Arcadis has developed technologies and practices that in the future can further support J&J's sustainable goals. Examples include the patented Thermal In-situ Sustainable Remediation (TISRTM) technology. TISRTM utilizes solar panels to heat groundwater and thereby generate temperature enhance biotic and/or abiotic degradation. TISR is effective for a range of contaminants and is associated with a modest capital and O&M cost compared to conventional remediation strategies. Furthermore, approximately 50% of the infrastructure can be re-used at other remediation sites or for other purposes. We will continue to actively formulate new concepts and ways for Arcadis and J&J to partner, improving our living environment and collective sustainability impacts. We are committed to continuing our journey with J&J and partnering on developing innovative and sustainable solutions to new and existing challenges.

Requesting member
Johnson & Johnson

Group type of project

Relationship sustainability assessment

Type of project
Aligning goals to feed into customers targets and ambitions

Emissions targeted
Actions to reduce customers' operational emissions (customer scope 1 & 2)

Estimated timeframe for carbon reductions to be realized
1-3 years

Estimated lifetime CO2e savings

Estimated payback
1-3 years

Details of proposal
Arcadis is collaborating with Johnson & Johnson (J&J) on their Women in Science, Technology, Engineering, Math, Manufacturing and Design (WiSTEM2D) outreach in Europe. Our joint workstreams include several sustainability topics and events. All planning, collaboration and outreach activities are virtual. Through this work Arcadis and J&J will drive the development of the next generation of young women around STEM2D and Sustainability, increasing awareness, knowledge and interest. While these activities would not directly lower J&J's or Arcadis' emissions, they are nurturing the future of sustainability and STEM2D, thus contributing to resulting in an overall global reduction in GHG emissions.

Requesting member
Los Angeles Department of Water and Power

Group type of project
Relationship sustainability assessment

Type of project
Assessing products or services life cycle footprint to identify efficiencies

Emissions targeted
Actions that would reduce both our own and our customers' emissions

Estimated timeframe for carbon reductions to be realized
Other, please specify (3-10 years)

Estimated lifetime CO2e savings
96000

Estimated payback
Other, please specify (3-10 years)

Details of proposal
Arcadis recognizes the importance of early engagement and collaboration in achieving sustainability goals. Arcadis is currently working with a Southern California municipality to capture, treat, and beneficially reuse stormwater and wastewater. This project is anticipated to achieve Envision Platinum. Arcadis sees a similar opportunity with LADWP's Operation NEXT and would like to discuss it in more detail.

Requesting member
Los Angeles Department of Water and Power

Group type of project
Relationship sustainability assessment

Type of project
Assessing products or services life cycle footprint to identify efficiencies

Emissions targeted
Actions that would reduce both our own and our customers' emissions

Estimated timeframe for carbon reductions to be realized
3-5 years

Estimated lifetime CO2e savings
100000

Estimated payback
3-5 years

Details of proposal
Arcadis understands LADWP is working towards refining and reducing its Scope 3 emissions. To the extent that help is needed, Arcadis would be glad to help. Otherwise, Arcadis would appreciate the opportunity to discuss how we can best help LADWP reduce said emissions.

Requesting member
Los Angeles Department of Water and Power

Group type of project
Relationship sustainability assessment

Type of project
Assessing products or services life cycle footprint to identify efficiencies

Emissions targeted
Actions that would reduce both our own and our customers' emissions

Estimated timeframe for carbon reductions to be realized
3-5 years

Estimated lifetime CO2e savings
100000

Estimated payback
3-5 years

Details of proposal
Arcadis read LADWP's recent LA100 study and admires the commitment towards renewable energy and United Nations Sustainable Development Goals. Arcadis would appreciate the opportunity to present a few additional ideas that might warrant further study, specifically as it relates to the energy-water nexus and the use of bi-directional chargers.

Requesting member
Nokia Group

Group type of project
Change to supplier operations

Type of project
Undertaking life-cycle assessment

Emissions targeted
Actions to reduce customers' operational emissions (customer scope 1 & 2)

Estimated timeframe for carbon reductions to be realized
Please select

Estimated lifetime CO2e savings

Estimated payback
Please select

Details of proposal
CRTKL has a long-term relationship with Nokia Real Estate. As a design collaborator, CRTKL is responsible for all phases of the project from programming through design, construction administration, and change management. This team contributes to reducing Nokia's CO2e by proposing "right sizing of real estate," to avoid unnecessary resource consumption, and by analyzing sites to understand what built materials as well as furniture, fixtures, and equipment that can potentially be reused, repurposed, or moved during renovations.

SC2.2

(SC2.2) Have requests or initiatives by CDP Supply Chain members prompted your organization to take organizational-level emissions reduction initiatives?
No

SC4.1

(SC4.1) Are you providing product level data for your organization's goods or services?
No, I am not providing data

Submit your response

In which language are you submitting your response?
English

Please confirm how your response should be handled by CDP

	I understand that my response will be shared with all requesting stakeholders	Response permission
Please select your submission options	Yes	Public

The European Climate Pact Submission

Please indicate your consent for CDP to showcase your disclosed environmental actions on the European Climate Pact website as pledges to the Pact.
No, we do not wish to pledge under the European Climate Pact at this stage

Please confirm below
I have read and accept the applicable Terms