

# Maximizing **our** impact

Sustainability at Arcadis Belgium in 2020

“Climate change, inequality and a growing global population put increasing strain on societies. In the last 50 years, we have consumed more resources than the whole of humanity before us. **At Arcadis, we help address these challenges by delivering sustainable client solutions, reducing our corporate footprint and actively supporting our people and the wider community around us. We are driven by our commitment to maximize our impact by creating a more sustainable world, now and for the next generations.”**

Kristof Peperstraete, CEO Arcadis Belgium



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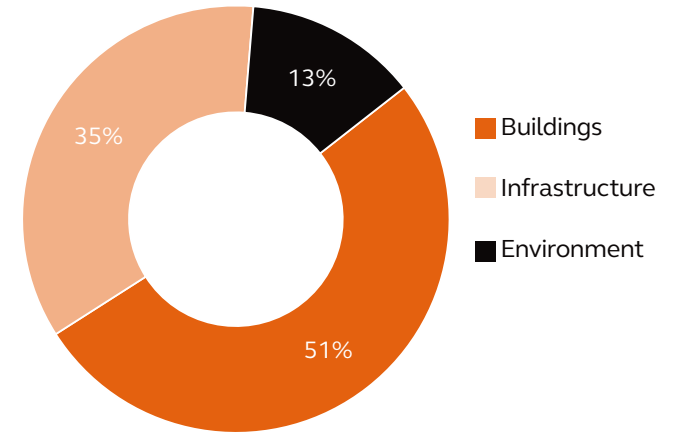
## This is Arcadis

### Our activities

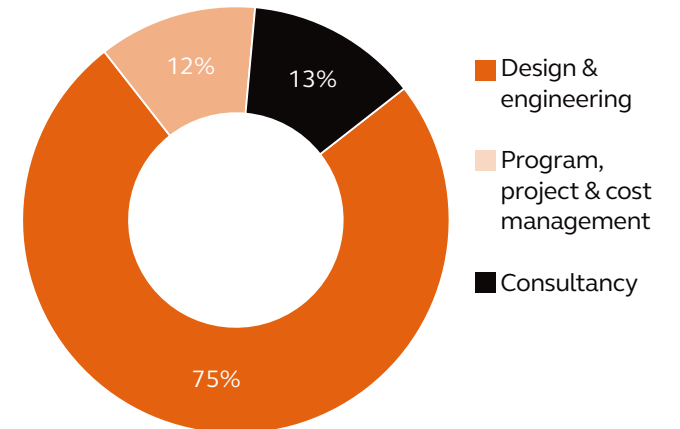
Arcadis is the world’s leading design, engineering and consultancy firm for natural and built assets. With sustainability at the heart of everything we do, our purpose is **to improve people’s quality of life**. Our people-centric solutions address important societal challenges in areas like water, the environment, buildings and infrastructure. As a pioneer in data and technology, we are capable of meeting new and complex client demands, driven by climate change, urbanization, digitization and evolving stakeholder demands.

Arcadis thrives on the enthusiasm of nearly 28,000 talented employees in more than 70 countries. Together, we generate **€3.3 billion in revenues**. In Belgium, we have 913 employees, including 55 freelancers. Together, we deliver sustainable outcomes in three areas of expertise: Buildings, Environment and Infrastructure. In these areas, we offer design & engineering, consultancy and program, project & cost management.

NET REVENUE % BY EXPERTISE OF ARCADIS BELGIUM



NET REVENUE % BY SERVICE OF ARCADIS BELGIUM



## Our ambitions

As the world changes, so do our ways of living and working. Unexpected events and megatrends like climate change and rapid urbanization are putting pressure on communities, cities and resources worldwide. As a business, we want **to maximize our impact** by harnessing the power of technology and data to develop solutions to today's global challenges. Our focus is on:

- improving the way resources are used;
- protecting our environment;
- creating mobility solutions;
- planning and creating places where we can work and live comfortably.

By maximizing not only our economic impact, but also our environmental and social impact, we want to make a positive and sustainable contribution to society.

## Our values

We differentiate ourselves through our talented and passionate people, our unique combination of capabilities covering the entire asset lifecycle, our deep market insights and our ability to seamlessly integrate health and safety, sustainability and digital components into the design of our solutions around the world.



# Sustainability highlights for Arcadis Belgium

**3** full electric cars, **67** hybrid cars, **34** plug-in hybrid cars out of a total of 427 cars

**1 in 4** lease cars is electric or hybrid

Carbon footprint reduced by **49%** since 2010

**80%** of our revenues related to relevant Sustainable Development Goals (SDGs)

**913** employees (including 55 freelancers)

**24** different nationalities

**40%** female employees

**€ 250** per employee for home office modifications, due to COVID-19



## Our COVID-19 response

In March 2020, the World Health Organization (WHO) officially declared the COVID-19 pandemic. Arcadis immediately started a Global COVID-19 Task Force, with a clearly defined mission: to **protect our people, their families, our business and our clients**. Businesswise, the COVID-19 crisis did not hit us very hard, as is shown by the fact that most of our clients were able to carry on working. But the impact on our employees was huge. Within two weeks, 90% of our people were working from home. Our IT teams ensured that everyone was properly equipped and our employees could apply for a budget of €250 to set up their home workplace ergonomically (used by 445 employees in 2020). We developed hygiene protocols and awareness campaigns, and international travel was limited for the whole of Arcadis.

As the year wore on, our focus shifted to **mental health**. People react differently to working in solitude or with children in the house. We organized informal online gatherings and allowed parents with small children to work fewer hours for the same wages, to soften the blow as much as possible. We also communicated new measures as quickly and clearly as possible, to give people time to prepare.



**“By guiding our clients towards more sustainable solutions, we create a big impact together”**

Kristof Peperstraete, CEO Arcadis Belgium

## CEO Kristof Peperstraete on sustainability

In 2020, Arcadis developed a new sustainability strategy that puts more emphasis than ever on collaboration. Arcadis Belgium supports the new approach wholeheartedly, says CEO Kristof Peperstraete: “We are always looking for new solutions to guide our clients in their sustainability efforts.”

### Why is sustainability important to Arcadis?

“Sustainability improves the quality of people’s lives. It protects our ecosystems and preserves natural resources for future generations. At the same time, **sustainability also creates business opportunities**. The market is changing and many companies are eager to become more sustainable. In a few more years, sustainable entrepreneurship may well become a license to operate. At Arcadis, we are always looking for new ways to support our clients in their sustainability efforts, using our market knowledge, technical expertise and digital tools.”

### Sustainability is a catch-all term that covers many aspects. How do you include it in your day-to-day operations?

“Sustainability has always been an essential part of our DNA. It is embedded in all our activities, from our business operations to our client solutions and our interactions with the wider world.”

“Making our **business operations** more sustainable was a logical first step. Over the past few years, we have reduced our use of energy, switched to paperless offices and optimized our mobility. A highlight in 2020 was the transition to hybrid and electric vehicles in our car policy. This had a significant impact, since more than 85 percent of our carbon footprint is generated by transport, mainly from employees driving company cars. We also stimulate people to work from home or use public transportation.”

“When it comes to **client solutions**, we focus on ‘creating impact together’. We support both clients who want to take sustainability to a higher level and customers who wish to take their first steps. By cooperating with our clients and guiding them towards better solutions, we can create a big impact on society together. We focus on areas in which we can make a difference, like mobility, sustainable cities and resilience. Digital and technological innovation often create significant benefits in such areas, both for our clients and for the environment.”

### Do you also aim to create an impact beyond the boundaries of your company?

“We have always paid attention to the **wider community around us**, through various partnerships and collaborations. Since 2010, Arcadis has been a partner of UN-Habitat, the United Nations agency for human settlements. In the context of UN-Shelter, we send people to areas that are affected by storms or flooding. We commit our employees, our expertise and our skills to help bring the UN-Habitat mission forward.”

“Not all our efforts span the world, of course. Every year, we organize a local Make a Difference Day. All our employees and even their families come together to plant trees or restore natural areas in Belgium. In 2020 we also became a sponsor and active partner of YouthStart, an organization that supports young people who have received limited education.”



**“Sustainability creates new business opportunities. At Arcadis, we help our clients unlock them”**

**Arcadis is a worldwide company. How does Arcadis Belgium give shape to the corporate sustainability strategy?**

“We align our efforts to the corporate framework for maximum impact. Additionally, we launch smaller, local initiatives, like the recent switch to fair trade tea in our offices. In many areas, we try to do better than the global Arcadis policy. After the COVID-19 crisis, for example, we plan to keep airplane travel at a very low level, preferring instead to meet online.”

**How do you see the future? Do you have specific plans to become an even more sustainable company?**

“As a design and engineering business, we use data and technology to develop solutions to today’s global challenges, like climate change, digitization and rapid urbanization. To measure our own progress, we are developing a **rating system** that assigns projects and clients a specific sustainability level. In time, we aim to work preferably with clients who set themselves ambitious sustainability goals, so we can collaborate to improve the quality of life and environment around the world.”

**“We use data and technology to develop solutions to today’s global challenges, like climate change and rapid urbanization”**

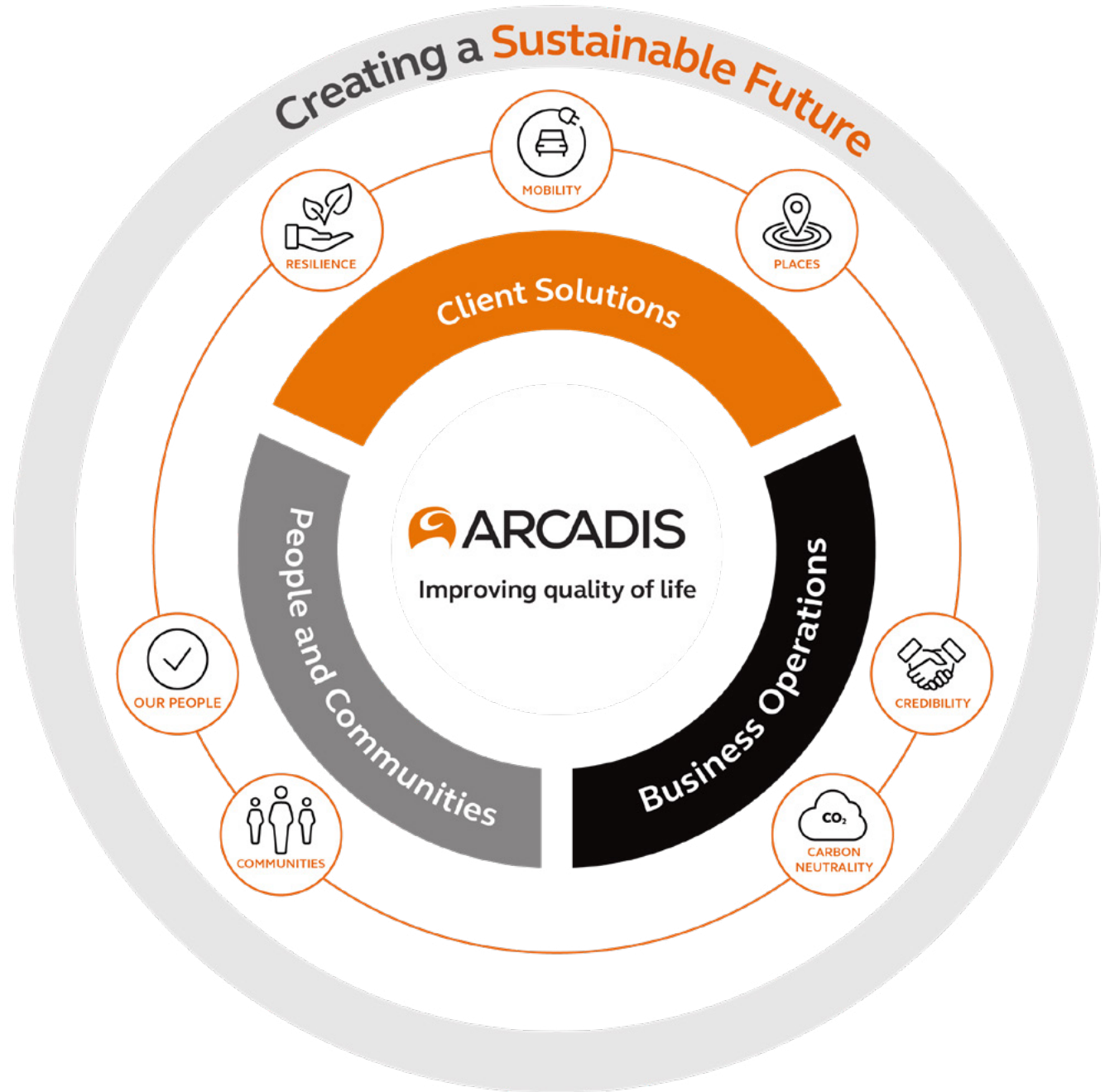


# Our views on sustainability



## Liveable places. Great work environment. Sustainable future.

By 2050, two out of three people worldwide are likely to be living in cities or urban centers. Urban and industrial (re) development are crucial to reduce our environmental footprint and become a carbon neutral society. A comprehensive digitization process and smart and shared infrastructure will help us achieve our climate goals. Arcadis's role is to plan, design, build and maintain liveable and healthy communities. We support industries in becoming carbon neutral and adapt our infrastructure to new mobility patterns. We make living and working affordable and sustainable.



## Our strategy

All Arcadians share a call to action: we want to **create a sustainable future** and improve the quality of life for everyone. We care about where we operate, what we deliver and how we leverage our global expertise. To maximize our impact, we focus on three strategic pillars: our business operations, our client solutions and our interactions with people and communities.



### Client solutions: delivering sustainable outcomes

We translate the sustainability policy of our clients into practical measures and offer sustainable solutions for their projects. Until 2020, we divided our activities into three areas of expertise: Buildings, Infrastructure and Environment. From 2021 on, we will recategorize our projects into three business areas:



There has never been a better time to **rethink and redesign our transportation networks**. Arcadis develops sustainable and innovative solutions to transform the way we move in and between our cities. We reduce emissions in city centers by designing public transport systems, optimizing land use and offering future-oriented mobility solutions.



Arcadis derives its name from the ancient Greek word 'Arcadia': the best place on earth to live. At Arcadis, we create **attractive cities that have a positive impact on people's quality of life**. In all our designs, we aim for an efficient use of energy and resources. Green data centers, zero-energy buildings and circular building materials are at the heart of our concepts.



Our earth provides everything we need to live. But for several decades now, we have been exhausting our resources and jeopardizing our future. At Arcadis, we aim to **protect our natural environment** and to help communities adapt for climate change. Together with our clients, we aim to reduce our carbon and water footprints, to produce less waste, to increase biodiversity, to remediate our soil, to protect and restore our seas and oceans, to provide clean water and to protect our coasts, cities and landscapes from the adverse effects of climate change.



### Business operations: our footprint

Arcadis walks the talk: we live our values and take responsibility for our impact as a business. Through our environmental management system, we aim to reduce our energy consumption and our carbon footprint and to incorporate sustainability into all our choices. From 2018 to 2020, we committed ourselves to:

- **being ahead of** legal and stakeholder requirements and the ISO14001 standard for environmental management systems;
- **reduce our carbon footprint** and achieve carbon neutrality.



### People & Communities: driving better outcomes for all

We actively support our society by sharing our time and knowledge and by financial report. We stimulate our employees to bring their whole self to work and aim to improve the quality of life for our people and our communities. From 2018 to 2020, we committed ourselves to:

- **engage and involve our people;**
- **support the wider community around us,** through various partnerships and collaborations.

## Science based targets

Arcadis wants to make a significant, quantifiable and positive contribution to a more sustainable world. We take steps to maximize our economic, environmental and social benefits. By 2030, we are committing ourselves to **reducing our greenhouse gas emissions to zero, in line with the Science Based Target initiative (SBTi)**. Until then we will balance out all our scope 1, 2 and 3 carbon emissions by investing in accredited abatement and compensation programs.

But we look further than greenhouse gases. Due to detrimental human activities, nature is reaching a point of no return. That is why we have recently joined the **Science Based Targets Network Corporate Engagement Program**. As a member, we help develop and test various tools and offer guidance on science-based targets to protect people and the planet. We welcome the opportunity to work with the Science Based Targets Network to ensure our efforts to protect and restore nature are in line with the latest science.



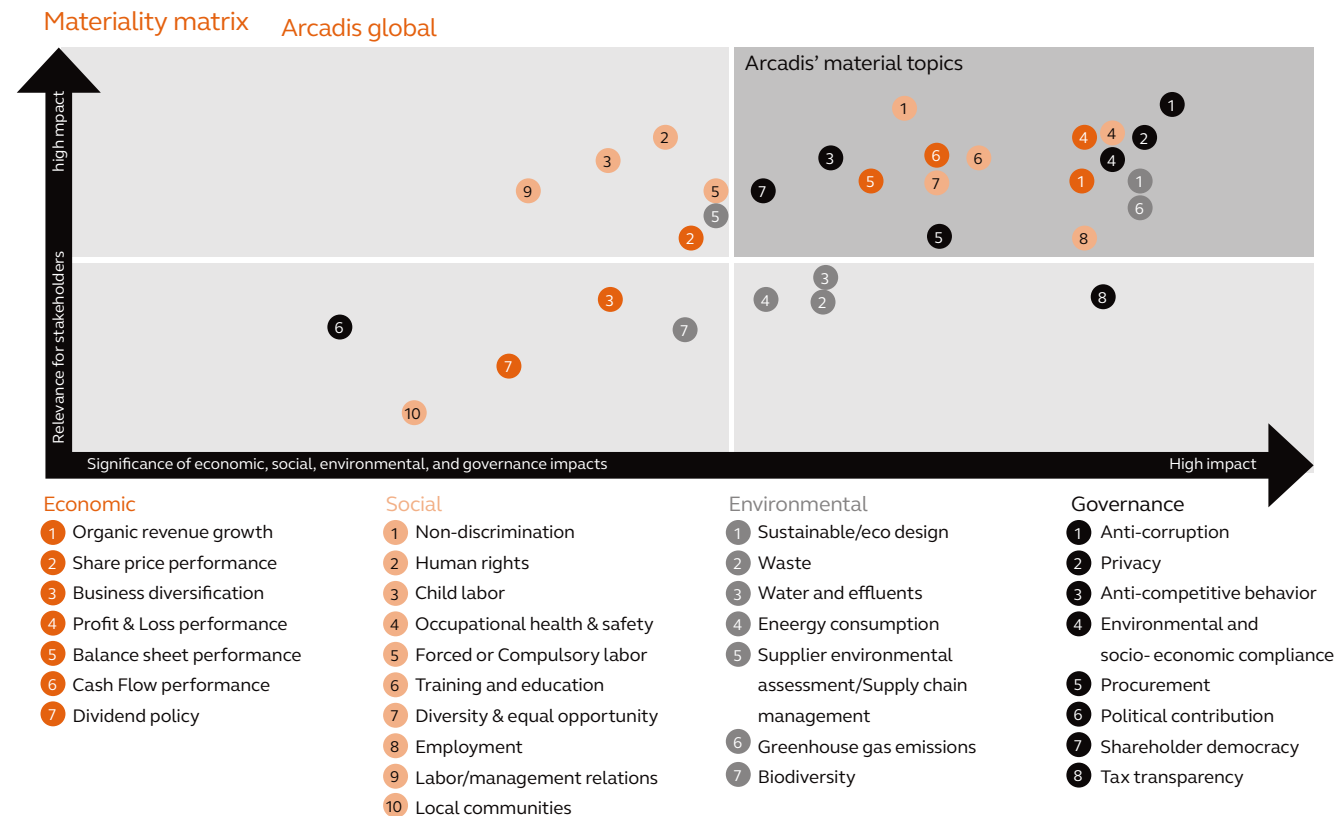
## How we developed our sustainability strategy

### Stakeholder consultation

To draw up our new sustainability strategy, we contacted **40 leaders from different branches of our business**. We asked them to look at our current business and sustainability strategies and to think about where we are now and where we should be in three years' time. What impact does Arcadis have on society and on the environment? What kind of information do our stakeholders need to get a clear picture of our efforts? We also asked them to rank the 169 indicators of the Sustainable Development Goals (SDG) by business relevance. The results were corroborated via our 2020 stakeholder analysis, which included clients, partners, investors and Arcadis staff.

### Materiality matrix

To visualize our own goals and the findings of our stakeholder consultation, we drew up a materiality matrix. The matrix identifies the most relevant or 'material' economic, social, environmental and governance priorities that are consistent with our business strategy. Crucial topics are **anti-corruption, health & safety, profit & loss performance and sustainable design**.



## Our contribution to the Sustainable Development Goals

We align our sustainability efforts with the United Nations' Sustainable Development Goals, also known as the SDGs. These goals were designed as a **universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity** by 2030, without compromising the lives of future generations. The 17 SDGs represent an action plan to address poverty, hunger and climate change, among other issues, such as affordable and clean energy, gender equality, clean water and decent work.

### Our 'focused impact' SDGs

Arcadis Belgium is committed to advancing all SDGs, as they are one and indivisible. After engaging with our internal and external stakeholders, we selected five **'focused impact' SDGs**: specific goals where we can leverage our skills, expertise and global scale to make a substantial positive contribution.



SDG 6

**Clean water and sanitation:** We help ensure that clean water is accessible and sustainably managed. In large parts of Belgium, water is scarce. We protect surface water and groundwater sources and focus on reuse and recycling. We also provide clean water and sanitation in other places in the world, through various partnerships.



SDG 7

**Affordable and clean energy:** Together with our clients, we aim to provide access to affordable, reliable and sustainable energy sources.



SDG 9

**Industry innovation and infrastructure:** We build resilient infrastructure, foster innovation and promote inclusive and sustainable development. Through our consulting and design activities, we support clients in developing innovative and sustainable infrastructure solutions for water, waste, energy and transportation



SDG 11

**Sustainable cities and communities:** We help make cities and communities safe, inclusive and sustainable. We develop 'green city plans' and support other communities through the UN-Habitat 'Shelter' program.



SDG 13

**Climate action:** We take urgent action to mitigate the effects of climate change and to adapt to life in a changing environment. We develop carbon reduction strategies and focus on energy-efficient buildings, sustainable energy and mitigation plans. In 2020, Arcadis Belgium was carbon neutral for the first time.

### Our 'specialized impact' SDGs

We have also selected three 'specialized impact' SDGs that help us make a positive contribution:



SDG 3

**Good health and wellbeing:** We promote health and wellbeing for people of all races and ages. Within our company, we aim to keep our employees healthy, safe, satisfied and committed. A healthy work-life balance results in higher retention, more involvement and better inclusive business results.



SDG 12

**Responsible consumption and production:** We make sure that what we consume and produce is sustainable for people and the environment.



SDG 15

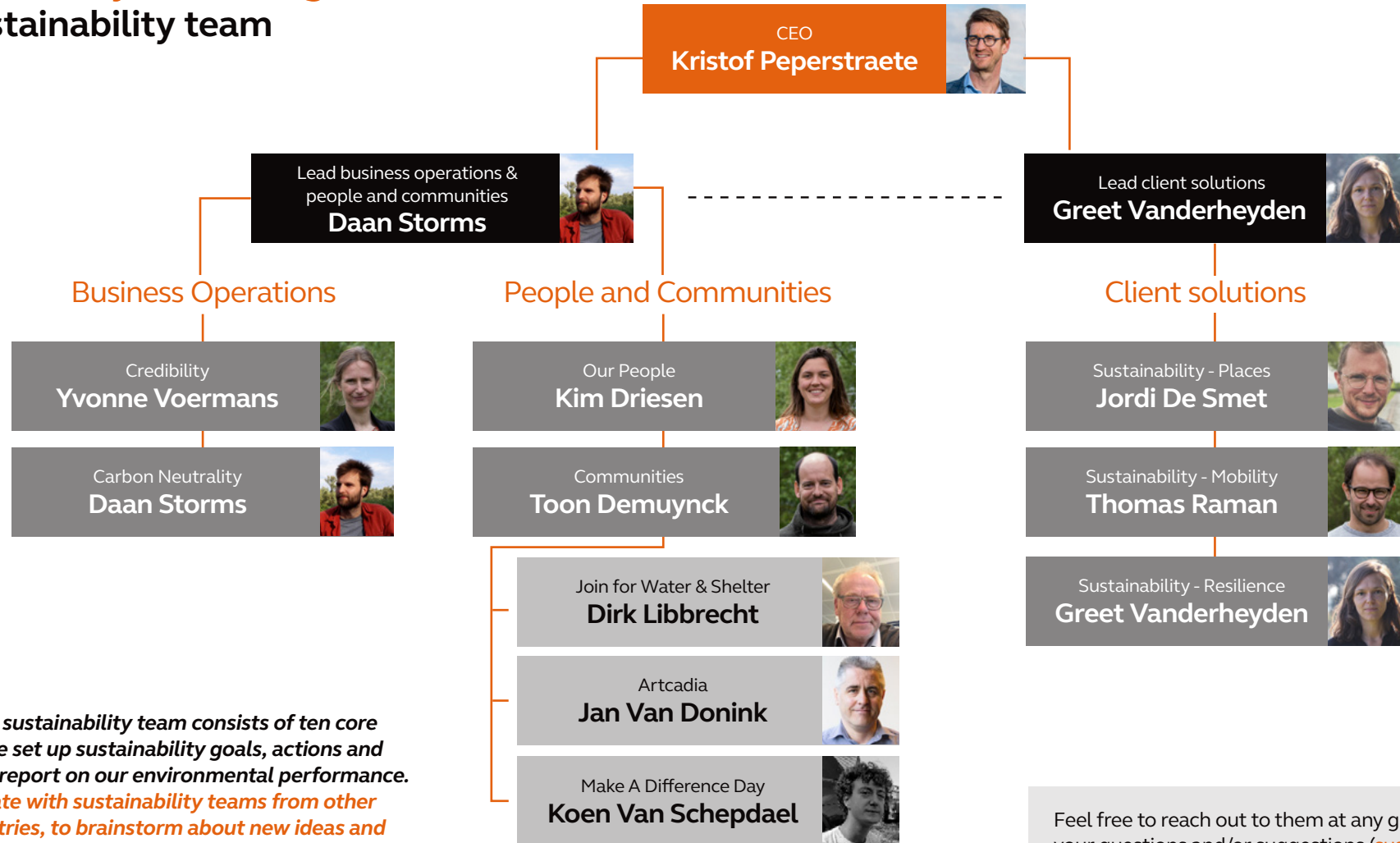
**Life on land:** We protect and restore ecosystems, sustainably manage forests, combat desertification, reverse land degradation and stop the loss of biodiversity. Arcadis aims to limit its negative impact on the environment while enabling development in a sustainable and resilient way.





## Sustainability in our organization

### Our sustainability team



*“The Belgian sustainability team consists of ten core members. We set up sustainability goals, actions and budgets and report on our environmental performance. We collaborate with sustainability teams from other Arcadis countries, to brainstorm about new ideas and maintain contact with our stakeholders. Every two months we meet up to monitor our progress and our sustainability program.”*

Daan Storms, project engineer mobility & sustainability lead

Feel free to reach out to them at any given time with your questions and/or suggestions ([sustainability@arcadis.com](mailto:sustainability@arcadis.com)). Together, we can maximize our impact.



Creating a  
sustainable  
world – our  
performance





## Client solutions

### How we incorporate sustainability into our business

Sustainability is an integral part of our responsibility. We incorporate sustainability from the start in all our assignments, in each step of every project.

Set goals	Define baseline	Develop strategies	Implement solutions	Monitor & Report
Together with our clients, we outline a sustainability vision and set specific goals.	We define a starting point for the project and use it to measure progress.	We develop a clear roadmap towards our client's goals.	We implement the right solutions in energy, E&S impact assessments, water, green infrastructure and biodiversity.	We track the progress towards our client's sustainability goals and report internally and externally.

***“We provide solutions that address our clients’ greatest challenges and deliver sustainable outcomes that have a positive impact on society, communities and our planet.”***

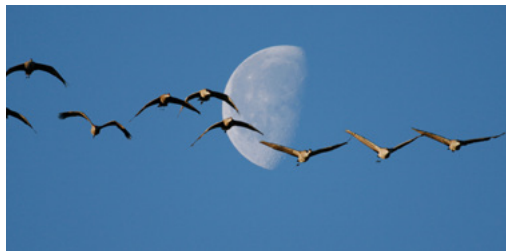
Greet Vanderheyden, Senior consultant sustainability

## Sustainable solutions

Arcadis's first and most important task is to support our clients. We translate their sustainability policies into practical measures and offer sustainable solutions for their challenges and projects. To maximize our impact, we focus on energy and carbon reduction, conserving nature and biodiversity, climate adaptation and the circular economy. Our main business areas are Places, Resilience and Mobility.

### Innovative solutions in Resilience

We support our customers in improving their sustainability performance, creating more sustainable products and increasing natural capital. The sustainable services that we offer include life cycle assessments, reducing waste footprints, reducing carbon and water footprints, outlining remediation designs for contaminated sites etc.



#### Biodiversity

- **Nature-inclusive design:** We design and build in accordance with nature to tackle climate change, strengthen and restore biodiversity and improve people's quality of life.
- **Biodiversity for business:** We develop scientifically sound action plans to fight biodiversity loss, in line with Zero Net Loss and Nature Positive objectives. We have already completed several assignments for clients with ambitious biodiversity targets and for the European Commission. We are also co-lead of the Nature Action Project of the World Business Council for Sustainable Development (WBCSD).



#### Product sustainability

Reducing the social and environmental footprint of a product can be very challenging. Companies need to think about sustainable design, complex supply chains, ambitious circularity goals etc. We provide the expertise to implement flexible and science-based solutions. From measuring a product's footprint (with a product LifeCycle Assessment (LCA) or activity-based footprinting) to setting meaningful targets that can be achieved through specific roadmaps.



#### Environmental, Social & Governance (ESG)

ESG is a comprehensive way to tackle sustainability in a company by addressing key environmental, societal and governance factors. The concept allows a company to bring sustainability into its core values. Arcadis offers a clear roadmap for understanding and improving your ESG performance. We identify material issues, help you define a vision, set goals, define a baseline, develop strategies and solutions and evaluate the action plan through monitoring and reporting.



#### On good soil

One of our main environmental pillars is soil remediation with innovative techniques. We offer expertise in site remediation solutions, soil stewardship, emerging contaminants, landfill mining and restoring soil quality.

## Innovative solutions in Places

We incorporate energy and resource efficiency into our designs, striving for maximum impact within our clients' budgets. From Blue-Green Infrastructure (BGI) to zero-energy buildings and circular building materials: with our innovative solutions, we help expand the carbon-neutral society of tomorrow.

### Sustainable energy concepts

Our engineers and consultants are experts in state-of-the-art building techniques like geothermal energy, heat-cold networks and smart buildings. We apply our expertise to a wide range of projects, from residential developments and office construction to data centers and industry.

### Circular building

Arcadis is well acquainted with Building Information Modelling (BIM). We efficiently develop Life Cycle Assessments (LCA) and Life Cycle Cost studies (LCC). These provide answers to complex questions, like: Is the production energy of extra insulation sufficiently compensated by avoided heat loss? The analyses guide us to a new, circular way of designing and building.



## Innovative solutions in Mobility

Arcadis re-imagines and plans new mobility concepts to help solve citizens' needs. We leverage our deep asset knowledge and the power of data analytics to improve our future mobility.

We help reduce emissions from urban areas by designing better public transport systems, optimizing land use and providing integrated master planning solutions. As a partner in infrastructure development and management, we contribute to flexible and future-oriented mobility solutions, like mobility planning, intelligent transport systems, integrated designs, mobility hubs etc.

## Innovative carbon footprint solutions

By 2050, greenhouse gas emissions in Belgium should be reduced to practically zero. If we don't pick up speed and tackle our challenges more efficiently, that goal will be hard to achieve. **Arcadis Belgium supports the transition to climate neutrality** by helping governments, local authorities, contractors, developers and the industry to implement the right solutions. We focus on:



**Redevelopment.** Urban redevelopment (and with it the redevelopment of our industries) is crucial to reduce our footprint on the environment. Digitization, smart buildings and shared blue-green infrastructure are needed to create sustainable communities.



**Asset management.** Belgium has more than 4.5 million buildings and over 150,000 km of roads. About 70% of our greenhouse gas emissions come from infrastructure, transport and buildings. Creating healthy, comfortable and ecofriendly buildings and sustainable communities is key to meeting our environmental targets.



**Energy transition.** In 2020, about 20% of our energy consumption was from renewable sources. To become a leader in energy transition, we need new regulations, new investments and changes to our heating systems and to our governance approach. Arcadis Belgium offers proven and affordable solutions to shift quickly to sustainable energy. From planning to permits, from financing to asset management: Arcadis is the perfect partner to help Belgium become carbon neutral.

## Impact through Places

### Smart City Seraing

Client: Ville de Seraing, AREBS, SPI



**Challenge**

How do you provide an entire district with sustainable energy and emit 40% less CO<sub>2</sub>? Arcadis is researching this in the Smart City Seraing project, commissioned by the city of Seraing.

**Solution**

Through feasibility studies and individual energy profiles, we analyze how we can provide the Ougrée Trasenster district with smart energy. The reflection concerns the energy renovation of the buildings as well as a sustainable sharing of the production and consumption of energy, in particular for heating and electricity. We also explore the possibilities of integrating electric cars and charging points into the new smart network.

**Impact**

The city of Seraing has set itself ambitious climate goals for 2030. By reducing general energy consumption by 32.5% and using more energy from renewable sources, much lower levels of CO<sub>2</sub> emissions should be possible.

### Lab building on the Groenenborger campus

Client: Antwerp University



**Challenge**

Antwerp University has grown exponentially in recent years. To guarantee high-quality education, the university has decided to build three new chemistry labs on the Groenenborger campus: ORSY, LADCA and PLASMANT.

**Solution**

The new lab building has a surface area of 6,100 m<sup>2</sup> and is dedicated to sustainability, safety and flexibility. Among other things, it features an underground bicycle park, state-of-the-art technological equipment and a heat pump. A carefully thought-out design, smart technical installations and a separate storage building for gases and chemicals ensure the safety of the campus.

**Impact**

The structural grid of the building allows for a multitude of future uses and interpretations and is fully in line with the energy transition. As soon as the Groenenborger campus installs an energy grid, the new building can connect to it.

### New Learning and Innovation Center for VUB - ULB

Client: Beliris



**Challenge**

The Brussels universities ULB and VUB are planning a new university building on the border between their campuses. The Learning and Innovation Centre will combine high-tech equipment with a strategic lay-out to support knowledge exchange. It will be an exemplary building in all areas: sustainable, energy-neutral, integrated into the green landscape and equipped with high-performance ICT applications.

**Solution**

Arcadis guided the design team in defining the concept and translating the sustainability ambitions into practical choices and techniques. We organized design meetings and carried out thermal dynamic simulations and feasibility studies. The concept focuses on energy efficiency, sustainability and climate adaptability through simple techniques: natural nighttime ventilation a helophyte filter, LT heating, structural sun blinds and heat pumps.

**Impact**

The project focuses on smart, circular and innovative solutions that lead to a fossil-free and sustainable Nearly zero-energy building (NZEB). Applying Smart Building applications is an integral part of the building's DNA.

## Impact through Resilience

### Flood control in the Demer valley

Client: De Vlaamse Waterweg nv



Challenge	<p>The Demer valley between the cities of Werchter and Diest suffers from flooding in the winter and periods of drought in the summer. A solution for both problems is needed.</p> <p>Within the framework of the Flemish Sigma Plan, the Demer is currently being reconnected with old meanders to increase its water retention capacity. Residential areas and business parks are protected by constructing or optimizing safety dikes. In time, the Demer will also be developed as a trajectory for kayaking and canoeing. Arcadis designed the development plan for the project, did the hydrological modelling, drew up the environmental permit, the environmental impact assessment and a social cost-benefit analysis and provided the ecological design of the meanders. Our different business lines worked together to create a cohesive whole.</p>
Solution	<p>The meanders will collect excess rainwater and divert it to an adjacent valley area, to avoid flooding in built-up areas. In dry periods, the river will drain the water more slowly, which prevents it from drying out. The surrounding riverbanks are designed in a natural, ecological way to improve water quality and create more living space for animals.</p>
Impact	<p>The meanders will collect excess rainwater and divert it to an adjacent valley area, to avoid flooding in built-up areas. In dry periods, the river will drain the water more slowly, which prevents it from drying out. The surrounding riverbanks are designed in a natural, ecological way to improve water quality and create more living space for animals.</p>

### Pollinators

Client: European Commission (DG ENV)



Challenge	<p>There has been a dramatic decline in the numbers of pollinators – such as bees, hoverflies, moths, butterflies and beetles – around the world. This puts various ecosystems at risk. The EU Pollinators Initiative aims to address the decline in the numbers of pollinators by encouraging collaboration and a more effective use of existing tools and policies. One of the priorities is to make companies aware of the risks that come with the decline of pollinators and to show them what actions they can take.</p>
Solution	<p>Arcadis, together with the International Union for the Conservation of Nature (IUCN) and the Institute for European Environmental Policy (IEEP), provides technical support to the European Commission (DG ENV). We support the Pollinators Initiative by developing concise, practical guides for various business areas, from the agri-food industry to urban planning and tourism.</p>
Impact	<p>Our guides will raise awareness as to the importance of pollinators and encourage companies, landowners and land users to take action.</p>

### Tour&Taxis

Client: Extensa



Challenge	<p>Construction in urban areas generates large amounts of excavated soil and rock. From a resource perspective, these could be used as new construction materials. The city of Brussels wants to minimize the transport of excavated soil within its boundaries and encourage local reuse, within the limits of the strict Brussels soil legislation.</p>
Solution	<p>Reusing excavated soil and rock reduces soil waste and helps minimize environmental and human health hazards. In the context of the construction of an underground car park, we investigated how we can reuse as much soil as possible on the site, instead of evacuating.</p>
Impact	<p>Less soil discharge, less impact on traffic and lower costs for soil processing and treatment.</p>



## Impact through Mobility

### New bicycle highway on the coast

Client: the Province of West-Flanders



**Challenge**

The Province of West-Flanders wants to set up a bicycle highway along the coast. The new bike path should stimulate more sustainable tourism and offer commuters an attractive alternative to car travel.

**Solution**

Arcadis is developing a bicycle highway of approximately 20 km, which is 1/3 of the Flemish coast. The bike path will cross five coastal towns: Ostend, Bredene, De Haan, Blankenberge and Zeebrugge. To create a straight route with few intersections, the bike highway will follow the Koninklijke Baan as much as possible. The path will be designed according to the needs of today's cyclists: it will be 4 to 6 meters wide and allow space for slower and faster bikes.

**Impact**

We will turn the Koninklijke Baan into an attractive multimodal boulevard that stimulates the transition towards more sustainable transportation.

### Redevelopment of the Brussels Ring

Client: Flemish government



**Challenge**

The Brussels Ring is the main access road to the Belgian capital. It was designed sixty years ago with little regard for safety issues, public transport, habitat fragmentation etc. Changes are needed to meet today's needs.

**Solution**

The main goal is to separate transit traffic and local traffic by creating separate lanes. An 'annex' infrastructure with tram lines and bicycle bridges will improve the link between the periphery and the capital. Arcadis and its partner Sweco are contributing to this ambitious project.

**Impact**

Arcadis is working on a road and infrastructure design to make traffic smoother and safer and the environment greener. In addition, we offer bid advice and stakeholder management.

### Safer tunnels in Flanders

Client: Flemish Agency for Roads and Traffic (AWV)



**Challenge**

The Flemish Agency for Roads and Traffic (AWV) is responsible for the management of more than 20 major traffic tunnels in Flanders. In the near future, AWV wants to focus on the renovation and smarter management of its tunnels, using the latest digital tools.

**Solution**

Arcadis will create an inventory of all tunnel plans in an intelligent and dynamic BIM 3D model. This 'digital twin' will enable AWV to prepare renovation projects right down to the last detail and to organize maintenance in a smarter way, according to the most up-to-date principles of asset management. We will carry out further checks and investigations to bring the relevant safety and renovation files up to date.

**Impact**

Much of the tunnel infrastructure was designed more than 50 years ago and now requires thorough maintenance or upkeep effort. Investing in digitization is very important for the safety and quality of the Flemish tunnels and for a smooth flow of traffic.

## Impact through multidisciplinary solutions

### District Heating Program Antwerp

Client: City of Antwerp



#### Challenge

The city of Antwerp is largely heated by fossil fuels. This has a big impact on climate. To achieve its climate ambitions, the city is planning a new city-wide district heating network that will transport carbon neutral waste heat from the chemical cluster in the Port of Antwerp to nine pilot zones in the city.

#### Solution

We are supporting the city of Antwerp with program management and strategic consultancy to set up a framework for the project. The framework covers topics such as organization of third-party access, local regulations, master planning and so on. As a second part of our mission, we provide technical assistance and second opinions.

#### Impact

The planned district heating network will unlock industrial waste heat from Europe's largest chemistry cluster. By 2030, the first pilot zones will reduce the total CO<sub>2</sub> emissions of the city by 8.1%.

### Sustainable city hall in Roeselare

Client: City of Roeselare



#### Challenge

The city of Roeselare wants to have its town hall renovated according to strict sustainability standards, with a pandemic-proof design. The city aims to obtain a BREEAM Excellent certificate: a sustainability label for buildings with minimal environmental impact.

#### Solution

The existing town hall will be restored and expanded with a new building along the Botermarkt. The whole renovation will be carried out using a timber construction. Wood is lighter than concrete and offers more design and construction possibilities. The town hall will be connected to a local heat network for heating and cooling. Arcadis and B-architects are also developing a pandemic-proof design that avoids touching surfaces as much as possible, for example by using automatic doors and smart buttons. The location will be easily accessible for cyclists and pedestrians and offer charging stations for electric bicycles. To top it all off, there will be a biological garden, a biodiverse green roof and nesting places for birds.

#### Impact

The new city hall will excel in terms of sustainability and innovation.

### Light plan Luwa

Client: SOFICO



#### Challenge

Arcadis is taking part in the LuWa project, a part of the Plan Lumière 4.0, which aims to make road lights in Wallonia smarter and more sustainable.

#### Solution

The smart lighting project consists of replacing the old sodium lamps from the Walloon road network with the latest LED technology. The LuWa project also prepares Walloon infrastructures for the transition to autonomous vehicles. A number of selected roads are set to become the first connected motorways in Europe.

#### Impact

The project will reduce CO<sub>2</sub> emissions by 166,000 tons and reduce energy consumption by 76%.



## Business operations

### Arcadis walks the talk

At Arcadis, we **live our values and take responsibility for our corporate impact**. We are committed to operating in ways that improve people's quality of life while reducing harm to the environment, our economy and our society. Through our environmental management system, we are reducing our energy consumption and our carbon footprint and we are building sustainability into all our choices. We embed environmental, social and governance considerations in our value chain and report transparently on our performance.

In today's complex business environment, **integrity is a core value** which stimulates us to conduct our business honestly, responsibly and to the highest professional standards. It allows us to deliver exceptional and sustainable outcomes to our clients safely and consistently.

From 2018 to 2020, we set ourselves two specific sustainability goals for our business operations:

- **To maintain our credibility** by complying with legal and stakeholder requirements and with the ISO14001 standard. An external auditor keeps a check on our continuous cycle of progress.
- **To reduce our carbon footprint by 30%** compared to 2010. We actually exceeded this goal and achieved a reduction of 32%. By compensating for the remaining emissions, our business operations have been carbon neutral since 2018.

## How we increase our credibility

Arcadis complies with **legal and stakeholder requirements and with the ISO14001 standard** for environmental management systems. Arcadis Belgium has been ISO14001 certified since 2012. We run a systematic Plan, Do, Check & Act (PDCA) process cycle that includes, among other things: analyzing our environmental impact, identifying our main risks and opportunities, defining sustainability objectives, implementing program actions and monitoring our performance.

### Audits & certificates

In 2020 we further incorporated sustainability and our risk-based approach into all our processes. Our certification body conducted **two external audits**, one in April and one in October. Both audits yielded positive results. We also conducted various **internal compliance audits** and received a **CO<sub>2</sub>-Neutral® certificate** from a validated external party. In 2021, we will continue our risk-based approach, starting with the renewal of our ISO14001 certificate.



### Results of April 2020 external audit

The first 2020 audit identified one minor and one major non-conformity (NC) for the ISO 14001 standard. A context and stakeholder analysis needed to be done for each PDCA process. To meet these requirements, we developed a process review: a template and a methodology to carry out a full assessment for each process.

### Results of October 2020 external audit

The second audit was performed partly on location and partly remotely, due to COVID-19 restrictions. **No major or minor non-conformities** were observed, only a few focus points and suggestions for improvement. .

## How we reduce our carbon emissions

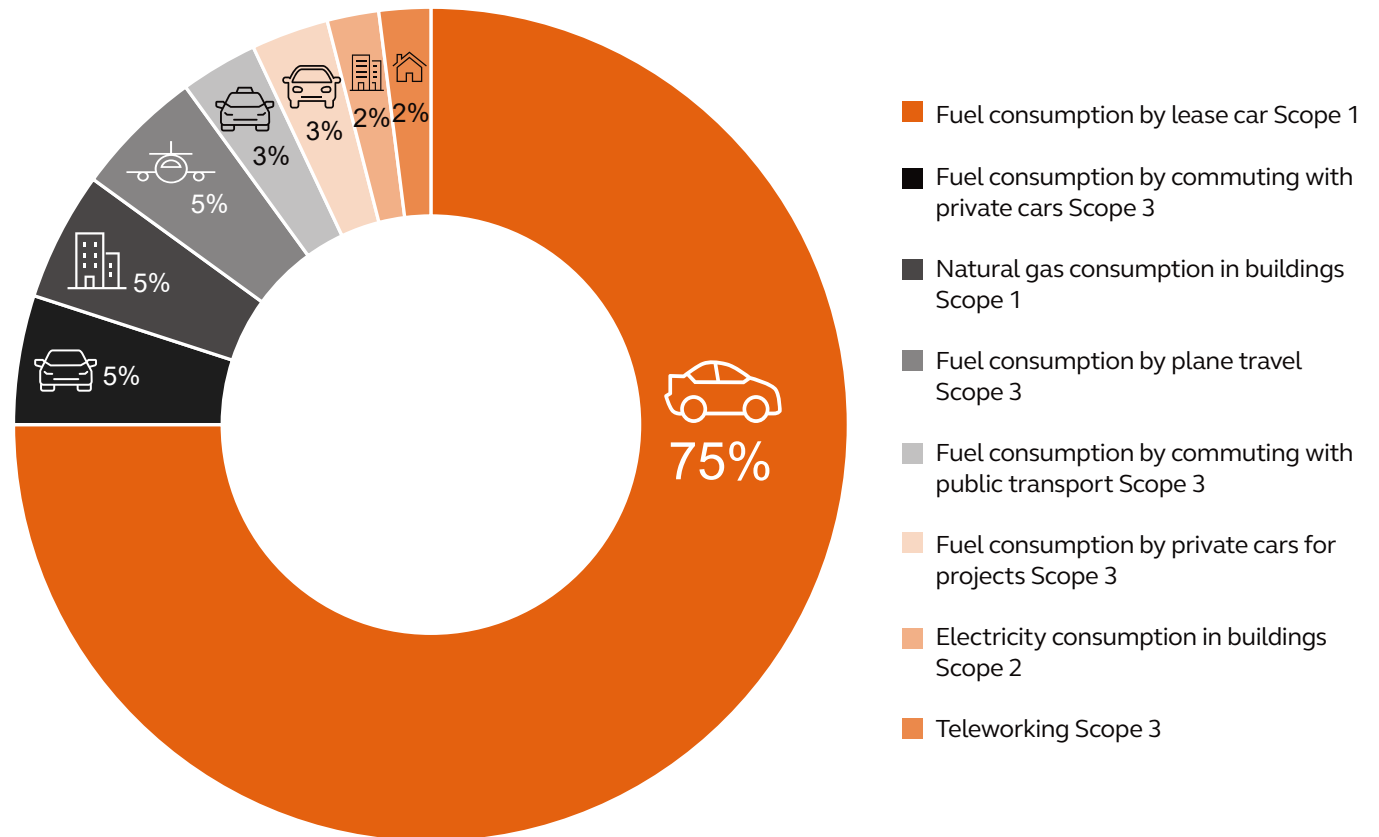
By 2020, Arcadis Belgium aimed to **reduce its carbon footprint per full-time equivalent (FTE) by 30%** compared to 2010. We already exceeded this goal in 2018 and obtained a 49% reduction by 2020. Our full 2020 carbon footprint came to 1,488 tons of CO<sub>2</sub> (or 1,94 tons of CO<sub>2</sub>/FTE), a result that was validated by external experts. By compensating for the remaining emissions, our business operations have been carbon neutral since 2018.

The sharp decrease in our CO<sub>2</sub> emissions in 2020 was partly due to the COVID-19 crisis. It will be a challenge to maintain our good results after the pandemic, when the economy picks up again.

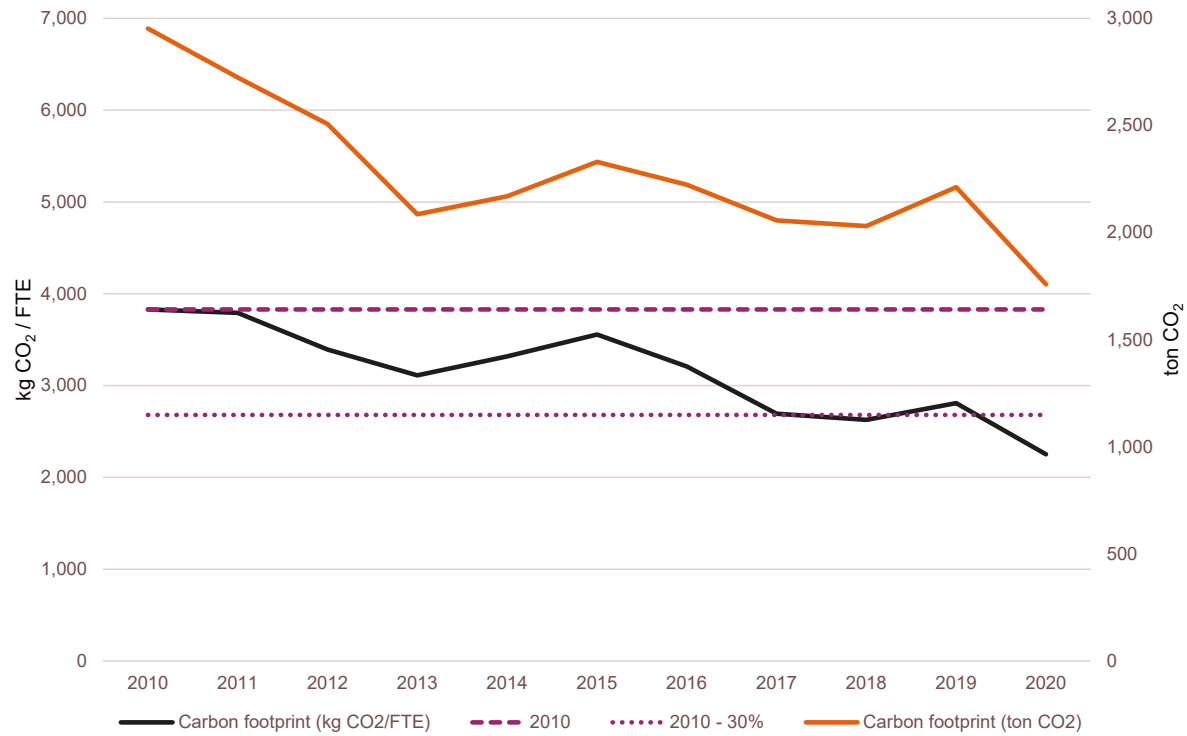
### Sustainable mobility

Most of our carbon footprint is generated by transport and mobility. Together, they account for 93% of our footprint. More than 74% comes from lease cars, another 8% from private cars. The number of lease cars at Arcadis Belgium has doubled between 2010 and 2020.

- We encourage our employees to make **sustainable commuting choices**. Our incentives include free public transport, a bicycle grant, a bike fee per km, the use of showers and lockers at work, etc. In 2021, we will continue to stimulate a modal split for commuting and for project-related transport.
- To reduce our emissions, we have launched a **transition plan towards lower emission cars**. We stimulate the use of electric and hybrid vehicles and take steps to phase out diesel completely. In 2020, we added three electric cars to our lease fleet. This number is set to grow exponentially in 2021 and 2022.
- We discourage long-distance transport and replace it with **virtual meetings** (whenever possible). If more intense collaboration is necessary, train transport is preferred over planes.



CARBON FOOTPRINT ARCADIS BELGIUM





### Paperless office

Between 2010 and 2020, **our use of paper decreased by 92%**: a spectacular result. This major trend is the result of various initiatives, from digitization to limited filing space in our offices and reducing paper weight. The small amount of paper we still use is either recycled (60%) or Ecolabel / FSC-labelled.

### Less energy consumption

Between 2010 and 2020, our **natural gas consumption decreased by 63%**. Our **electricity consumption even fell by 90%**. There are various reasons for these achievements:

- We moved to **new office buildings** with a better energy performance;
- We implemented a **desk sharing policy**, which led to less energy consumption from heating and cooling;
- We increasingly purchase **green electricity** with zero CO<sub>2</sub> emissions;
- We take energy use into account when we purchase **IT and office equipment**.

### Compensating the remaining emissions

Since 2018, our business operations in Belgium have been **carbon neutral**. We compensated for unavoidable emissions by participating in a Gold Standard compensation project of CO2logic. More specifically, we supported the Eritrea Water Project in 2019 and 2020, a project which contributes to:

- building or restoring of 18 wells;
- preservation of 884 hectares of forest;
- 38 million liters of clean water;
- 445 000 saved trees;
- positive impact on 14 000 people.





## People & communities

### Better quality of life for everyone

Our company's **most important asset are our people** and the communities where they live, work and give back to society. We cultivate a workforce that is diverse, inclusive and motivated to create a more sustainable world, improving the quality of life for everyone.

Our commitment to sustainability extends beyond our client projects. All around the world, people work **pro bono** and volunteer their time and expertise to make communities more livable and resilient. In 2020, we celebrated the ten-year anniversary of the UN-Shelter program and formally renewed our partnership with UN-Habitat. Closer to home, we also support initiatives that benefit Belgian society, such as tree planting days and organizations that support underprivileged young people.



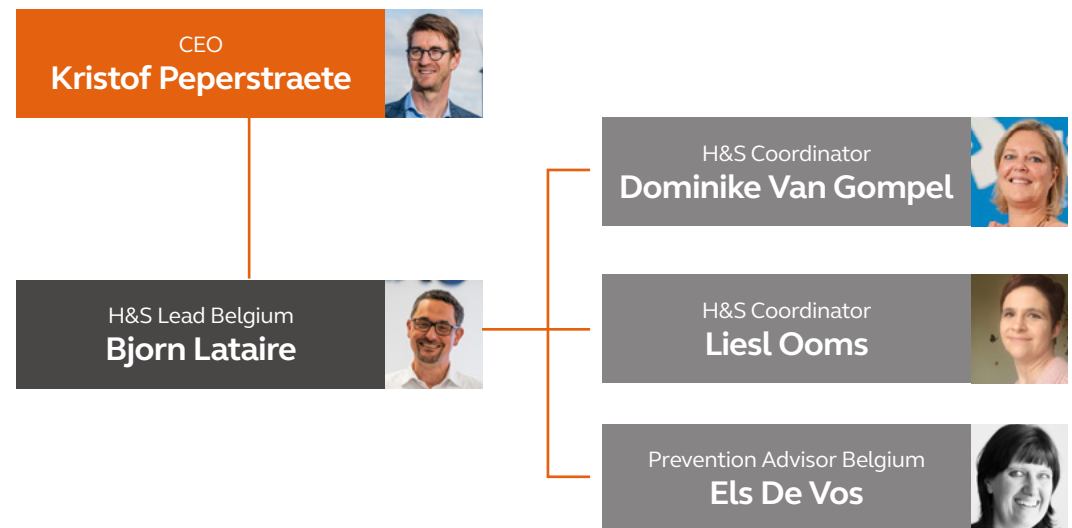
## Safe and healthy workplace

A safe and healthy working environment is a basic right for every Arcadis employee. The physical and mental wellbeing of our people is at the heart of our concerns.

### Health & Safety (H&S)

On a corporate level, we use a **uniform Health & Safety Program**. Our global H&S Management System focuses on proactive hazard recognition, risk assessment and risk control to prevent accidents. It also allows for the nuances of local culture, client expectations and regulations. Through various basic and job-specific training programs, we aim to keep our people safe. Best practices and lessons learned from workplace incidents are shared via documentation or information systems.

In 2019, Arcadis Belgium had **three accidents giving rise to lost work time**. In 2020, there was only one accident, without lost work time: a great result. There may be a connection with the COVID-19 crisis since more people were working from home. At the same time, the pandemic also offered opportunities. For example, the number of colleagues who carried out a proactive H&S action increased. No less than 57 line managers completed stewardship training and we organized a specific training for evacuators. We will endeavor to maintain this trend when the situation returns to normal.



The health and safety team of Arcadis Belgium helps our employees with any related H&S issues. Feel free to reach out to them at any given time ([health.safety@arcadis.com](mailto:health.safety@arcadis.com)).

## Mental wellbeing

To monitor our people's **mental wellbeing**, we arrange at least two meetings per person per year: private interviews in which we inquire about someone's workload, stress levels, work aspirations, coaching by the manager etc. We aim to keep track of people's wellbeing and their professional progress. New colleagues receive an onboarding presentation.

**COVID-19** turned 2020 into an unusual and sometimes difficult year for our employees. We tried to support them by sharing tips for a healthy home office, organizing online gatherings and allowing parents with small children to work fewer hours for the same wages. We communicated new measures as quickly and clearly as possible, to give people time to prepare.



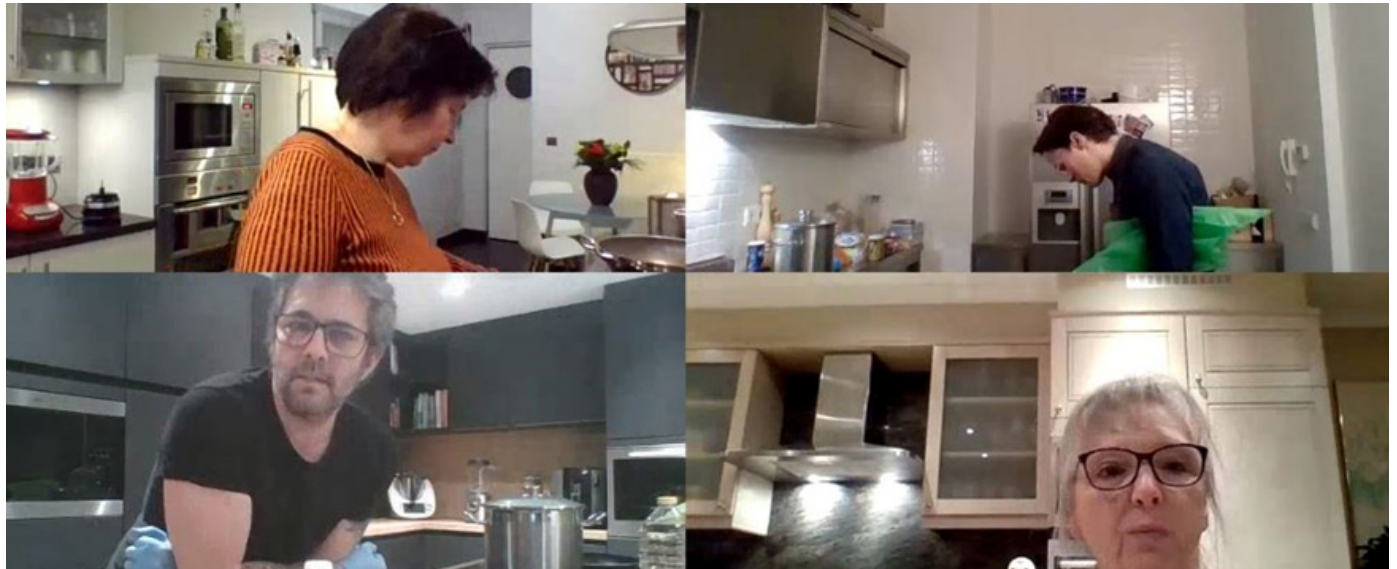


## Wellbeing highlights 2020

- COVID-19-proof walks
- Webinars on ergonomics, perfectionism, digital detox etc.
- Resilience barometer: how are people coping?
- DiscobArcadis: Share and request music
- Various quizzes
- Online cooking workshops
- Online Tai-Chi sessions
- MS Teams site 'Together we will get through this', with news and inspiration

## Workshop Thai fish cakes

During one of the online cooking workshops we organized, the participants were taught how to make Thai fish cakes. **Jan Verbraeken**, senior project manager at Arcadis, took part. "It was surprisingly nice to get to work with my laptop in the kitchen. We were all cutting vegetables and making noise together, showing each other our handiwork and cursing if something went wrong. The Thai fish cakes were delicious. I discovered a whole new cuisine! Even the less adventurous eaters in our household were satisfied. The only downside: my laptop needed a wash after cooking."



## DiscobArcadis

The concept of DiscobArcadis is simple: an afternoon of working with music in the background. Colleagues Katrien Verlaet, Piet Kiekens and Johan Vanmarsenille organized a broadcast on the theme of digitization. Between the musical requests, experts were interviewed about the digital tools we already use and the tools we can expect in the future. Katrien Verlaet: "To make the broadcasts interactive, I always try to incorporate a game or competition. It's nice to see via chat which songs are popular or not. An afternoon of DiscobArcadis is always a fun experience!"



## Engaging professional journey

Arcadis is a truly people-driven company. We aim to be a great place to work and to offer our employees plenty of opportunities to develop and empower themselves. At the same time, our people work to address global challenges such as climate change, urbanization, digitization and poverty. At Arcadis, **self-development goes hand in hand with contributing to the community.** Our work is guided by our company's core values: People First, Integrity, Client Success, Collaboration and Sustainability.

### Create your own career

We are committed to providing a challenging and engaging work environment for all our people. We offer them opportunities to **learn and develop themselves**, like the Expedition DNA program, through which people can acquire important digital skills for their future careers. Our Global Shapers program offers early-career employees opportunities to grow their networks and their professional skills. To maintain a healthy balance, we promote physical and mental wellbeing and a sustainable work-life balance.

In addition to supporting our people's careers, we encourage them to **transform the world for the better**. Through our innovative client solutions, we contribute to a more sustainable world. We also partner with UN-Habitat in the UN-Shelter program, in which we help people pro bono. We encourage our employees to incorporate sustainability into all their projects and into their daily lives.



### Engagement highlights 2020

#### More & better sustainability communication

We engage all our employees to become Arcadis ambassadors for sustainability. In 2019/2020 we issued our 2018 sustainability report and published 36 articles in our newsletter Arc@news and on our intranet. We raised awareness by reporting about sustainable and environmental projects, buildings and mobility solutions, a variety of CSR (corporate social responsibility) initiatives and internal sustainability initiatives.

We communicate about sustainability through our website and social media. On LinkedIn, we post updates on 'The liveable city of the future' and many other topics. We also give lectures at events and provide sustainability advice.

#### Sustainable mobility survey

We polled our employees about their mobility choices and their expectations in that area. Who drives a car to work? Who rides a bike, uses public transportation or combines various methods? In time, Arcadis aims to reduce the number of (car) journeys, make electric driving more accessible and promote sustainable initiatives like bike sharing, car sharing and a mobility budget.

## Helping people around the world

Our commitment to sustainability extends beyond our client projects. In collaboration with UN-Habitat, we participate in the humanitarian **UN-Shelter program**. In addition, we support initiatives that benefit our own Belgian society, like tree planting days and organizations that support underprivileged young people. In 2020, a tree planting event was not possible because of COVID-19, but we did provide financial support for our partner Natuurpunt so that they could still plant the trees themselves.

### Make a Difference Day 2019

In 2019, Arcadis Belgium organized its sixth tree planting day. Seventy-six of our employees participated, many with their families. Together with our partner Natuurpunt, we planted 1,000 trees in the De Spicht nature reserve in Lubbeek. The new forest shelters several pools and will provide a habitat for salamanders. After the hard work, everyone enjoyed coffee and cake.





## UN-Habitat & Shelter

Arcadis supports UN-Habitat in improving citizens' quality of life around the world. Together, we build inclusive, safe, resilient and sustainable cities and communities. UN-Habitat promotes urbanization as a positive transformative force for people and communities, reducing inequality, discrimination and poverty.



## Shelter in emergency

In many places, we share our knowledge and expertise through UN-Shelter, an international program that guarantees access to adequate shelter in humanitarian emergencies. In 2019-2020, four Arcadis Belgium colleagues participated in a Shelter mission:

- Guillaume Poquette helped protect coastal communities in **Ghana** against the impact of climate change.
- Sofie Willems helped protect coastal communities in **Ivory Coast** against the impact of climate change.
- Mike Van Acoleyen was part of a post-disaster recovery support operation in **Mozambique** after a cyclone damaged or destroyed 90% of the city of Beira and its surroundings.
- Kateljne Vanhoutte travelled to the **Philippines** to organize training on urban development for local authorities.

In 2020, we **celebrated the ten-year anniversary of the UN-Shelter program** and renewed our partnership..

### “Unforgettable experience”

Sofie Willems travelled to Ivory Coast to help the local coastal communities protect themselves against the effects of climate change. Sofie Willems: “Our main aim was to **obtain funding from the international Adaptation Fund**. We visited ten villages on the coast of Abidjan and spoke with mayors, councilors and local chieftains. We learned about their problems, like coastal erosion, frequent flooding, polluted lagoons, no more fishing etc. We brainstormed about possible solutions and analyzed their feasibility. It was an unforgettable experience”





## Local Corporate Social Responsibility (CSR) projects

Corporate social responsibility is a top priority for Arcadis. We aim to contribute to a better society. In 2019/2020, we supported three CRS projects, chosen by our employees:

- **Ouders van Verongelukte Kinderen** (OVK) is a support group for parents who have lost a child in a traffic accident. OVK facilitates contact with other parents, promotes road safety and raises awareness with governments, professionals and the general public.
- The **Climbing for Life project** of the Diabetes Liga offers medical support to diabetes patients who want to take on a demanding sports challenge.
- **Sebastian Indian Social Projects** (SISP) is a non-profit organization that operates in the slums around Trivandrum in India. SISP strives to improve the quality of life of young people and families by offering, among other things, second chance education and counseling for unemployed youngsters and single mothers.

From 2021, Arcadis Belgium will support local CSR projects through the **Local Sparks program**. This umbrella initiative brings together more than 200 social projects worldwide. Local Sparks encourages people to share existing community projects and launch new initiatives. The program also offers opportunities to raise additional funds for a project. At the end of 2020, we called on our employees to suggest new project ideas.



## Belgian City Shapers

The Global Shapers Community is a network of inspiring young people who work together to address local, regional and global challenges: from responding to disasters to fighting climate change and building inclusive communities. The community spans 430 city-based hubs in 150 countries. The local City Shapers chapters are mainly incubator programs that offer young professionals a chance to solve complex urban challenges in their own habitats.

### Local challenges

In 2019, twenty young Arcadis employees started a City Shapers chapter in Brussels. Together, they tackle important challenges in their surroundings.

- In 2019, the Belgian City Shapers took part in a Port of Antwerp contest to find innovative solutions to **remove microplastics from natural areas**. They came up with a concept for an engineered wetland that 'floats' microplastics out of the area.
- In 2020, the Belgian team tackled various **waste issues in Brussels**. They sought ways to reduce the amount of waste per household, to encourage people to sort their waste properly and to decrease the carbon footprint of waste collecting, for example by using cargo bikes.

The Belgian City Shapers will continue their work in 2021.



## Raising funds for good causes

Throughout the year, our Belgian Arcadis employees join forces and set up initiatives to raise funds for good causes. Our initiatives in 2019/2020 included, among others:

- **Collecting 'red coins'.** The 1 and 2 eurocent coins were discontinued in Belgium in 2020. Our colleagues collected their last red coins and raised €135 for Kom op tegen Kanker.
- **Board game nights.** In December 2019, more than 30 colleagues had a fun night with pizza, drinks and board games. The event raised €310 for CLT Gent, a housing project for vulnerable people.
- **Goodies for Christmas.** Many Belgian families still live in poverty. Every year, poverty organization De Samaritanen collects goodies for Christmas: cookies, crisps, waffles, soft drinks ... In 2019, Arcadis Belgium took part and our people prepared hundreds of packages.



## Artcadia: inspiring young people

Arcadis Belgium participates in Artcadia, an **art-technology competition for 13- and 14-year-old high school students** from Flanders and the Netherlands. The students develop ideas on the topics of tomorrow's mobility, housing, water and environment. To succeed, they need to match their technical knowledge to the right design and presentation techniques.

### Belgian winner

Arcadis supports the contest to raise young people's awareness of their own living environment. We visit the selected schools, tell the students about our work and offer them advice as to how to develop their projects. In 2019, the **Flemish horticultural school Tuinbouwschool Melle won the contest** with their sea farming project. In 2020, two Belgian schools (Don Bosco Kortrijk and Middenschool Geraardsbergen) made it to the finals. Unfortunately, the final event was cancelled due to the COVID-19 pandemic. In 2021, Arcadis is committed to supporting the competition more actively than ever.





## Next steps

### Measuring our impact

Arcadis is creating a sustainable future. The best way to do this is through **collaboration**: we translate the sustainability policy of our clients into practical measures and offer sustainable solutions for their projects. In 2021, we will explore various possibilities to measure this positive impact.

We need to **stay accountable to ourselves, our clients and the rest of the world**. To achieve this, we will develop a short list of non-financial Key Performance Indicators (KPIs) to measure our progress in achieving our strategic goals. These KPIs will be disclosed as part of our global 2021 Annual Integrated report.

### Short-term sustainability goals

Specifically for Arcadis Belgium, our main sustainability aims for 2021 are:

- to create a **strong Belgian sustainability team** that shares knowledge and collaborates with all other teams;
- to **integrate sustainability in the client solutions we offer**, in collaboration with our experts and commercial teams;
- to **promote innovation in sustainability solutions**, by further increasing our knowledge and investing in at least three innovative sustainability tools that make a difference for our clients;
- to **further reduce our carbon footprint** by promoting cycling, public transport and full-electric vehicles;
- to **comply with and stay ahead of the regulations**, for example on sustainability reporting, ISO14001-EMS certification and our CO<sub>2</sub> emissions performance;
- to **increase our impact on local communities** through local and structural collaborations, for example with Natuurpunt, Join For Water and UN-Habitat.

# Our long-term sustainability goals

Worldwide, Arcadis aims to make a significant, quantifiable and positive contribution to sustainable development. To achieve that ambition, we have committed to tangible goals in three strategic areas: our business operations, our client solutions and our interactions with people and communities.

## Goals for our client solutions

- We will make sustainability a demonstrable aspect of all our technical and advisory solutions.
- We will make sustainability a part of every project, every bid and every client engagement.
- By 2023, we will no longer engage in projects that have a net, long-term negative impact on quality of life or on the advancement of the SDGs.



## Goals for our business operations

- From 2020, we continue our journey to net-zero, balancing out all our carbon emissions by investing in abatement and compensation programs.
- By 2030, we will have reduced our greenhouse gas (GHG) emissions to operate in line with 1.5°C science-based targets.
- From 2023, we will disclose climate and sustainability-related financial information according to The Task Force for Climate-Related Disclosures.
- From 2023, we will include updates on all our non-financial KPIs as part of our quarterly financial disclosures.
- We will also maintain and improve upon our top-quartile performance as ranked by our core rating agencies

## Goals for our people and communities

- We will provide appropriate, practical training to empower and equip all our employees to deliver sustainable outcomes for clients and help make our own operations more sustainable.
- By 2023, our workforce will be more than 40% female.
- By 2023, we will achieve top quartile performance for professional services, as measured by our 'Your Voice' staff surveys.
- By 2023, we will reduce voluntary staff turnover to less than 10 percent a year.
- By 2022, we will develop a globally coordinated platform that fosters community engagement programs for our people, so we can deliver more sustainable outcomes in the field of community outreach and environmental conservation and inspire careers in design and engineering.

## About this report

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### Reporting period: 2019-2020.

Arcadis publishes a sustainability report every two years. This report, published in 2021, is the sixth edition.

### Scope: Arcadis Belgium.

This includes all our Belgian offices, including our head office in Brussels, and projects on location (POL). We have recently moved to new office locations in Antwerp (2019), Liège (2019) and Brussels (2020).

### Activities:

Arcadis is the world's leading company delivering **sustainable design, engineering and consultancy solutions** for natural and built assets. We employ more than 27,000 people in over 70 countries and are dedicated to improving people's quality of life worldwide.

### Memberships:

Arcadis collaborates with (or follows the guidelines of) various sustainable organizations and initiatives, such as The Shift, Natuurpunt, World Business Council for Sustainable Development, Science Based Targets initiative, Science Based Targets Network and Join for Water.

### Contributors to the report:

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