C0. Introduction

C0.1

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

Arcadis is the leading global Design & Consultancy firm for natural and built assets. Established in 1888, we have applied our deep market sector insights, and collective Design, Consultancy, Engineering, Project and Management solutions for our clients to deliver exceptional and sustainable outcomes.

At the end of 2020, we had 27,939 employees, offices in over 30 countries and generated €3.303 billion in revenues. Arcadis is globally headquartered in Amsterdam, the Netherlands with a worldwide network 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 truly 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 on a variety of subject matters.

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 that Alexis Haass has joined as its first Chief Sustainability Officer ("**CSO**") to help drive the company's strategy and deliver on its goal of making a significant, quantifiable, and positive contribution to sustainable development. The CSO 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 Executive Leadership Team member responsible for Sustainability and the CSO. 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 is 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 2020	December 31 2020	Yes	3 years

C0.3

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

Australia
Belgium
Brazil
Canada
Chile
China
China, Hong Kong Special Administrative Region
China, Macao Special Administrative Region
France
Germany
India
Ireland
Italy
Malaysia
Netherlands
Philippines
Poland
Qatar
Romania
Saudi Arabia
Singapore
Spain
United Arab Emirates
United Kingdom of Great Britain and Northern Ireland
United States of America

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

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 1. 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 CSO 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 CSO 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 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 getting 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, among others, risk management 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 an operational risk area, described as: "the risk that Arcadis does not contribute effectively to the advancement of sustainable development either for its clients or within its own business". The EB ensures that the ARC framework works well through yearly review and ELT members take ownership of mitigating identified key risks and pursuing opportunities. On a quarterly basis, the key risks are reported to the AARC.
Chief Executive Officer (CEO)	Sustainability, including climate-related issues, is an integral part of our business strategy, client offerings, and indirect operations. It is at the core of what Arcadis does. Oversight of climate-related issues and decision-making for our strategy are owned by our ELT. Our CEO leads the ELT/Executive Board 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 CSO. The CEO is also engaged in decision making matters as appropriate. An example of the CEO's influence and engagement is seen via joining the Executive Committee of WBCSD in 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 in contributing to the sustainable practices of all the 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 of ours to encourage collaboration and accelerated action around climate change.
Other C-Suite Officer	Sustainability, including climate-related issues, is an integral part of our business strategy, client offerings, and indirect operations. Oversight of climate-related issues and decision-making for our strategy are 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 Market and Reputation climate-related risks. The ELTS work closely with the CSO and her 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 CSO uses this Committee to seek executive feedback regarding developing policies, programs, and progress.

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, with 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 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, CSO and the Sustainability Leadership Team work together to identify, assess, and integrate sustainability topics and issues into periodic ELT and Executive Board meetings. Examples of those topics is: review of sustainability strategy creation and targets, sustainability program development and implementation, sustainability-driven opportunities and directed business growth. Similarly, risks and the management thereof are also monitored, including topics such as 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 risk mitigation in line with our risk appetite and integrate the three pillars from Arcadis' Strategy: People & Culture, Innovation & Growth and Focus & Performance.

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>	As important matters arise
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, members with responsibility for regions where we operate, as well as members of the global C-suite and other key leadership positions, including the ELTS. The global CEO is an ELT and Executive Board member and 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 work.

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

Responsibility of the execution of supporting strategies and policies are 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 sustainability and ensuring climate-related issues are well addressed.

Sustainability Committee ('SusCo')

Formally established in 2020, 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 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 getting 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 Chief Sustainability Officer (CSO) 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 CSO is leading the implementation of our refreshed corporate sustainability strategy. The Sustainability Strategy is refreshed on a three-year basis, with a new strategy been kicked off in end of 2020, to run through the end of 2023. This work is owned by the SLT, which consists of representation from all the regions, the three sustainability program pillar leads, some support roles and the CSO, with the CSO reporting directly to the ELTS and the ELT.

Sustainability Leadership Team: The SLT 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 SLT is also responsible for global relationships with non-governmental organizations (NGOs), trade associations, and other network groups. Additional responsibilities include: 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 the 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 work of the Task Force of Climate Change Related Disclosure (TCFD).

Sustainability Steering Committee

The CSO also chairs the Sustainability Steering Committee that consists of 4 members of the ELT including the ELTS. Through this Steering Committee, the CSO 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 inventivized	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 3 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 all 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 to create impact through sustainable solutions.
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 3 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 all 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 to create impact through sustainable solutions.
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 3 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 all 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 to create impact through sustainable solutions.

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. It includes the business controls which are supported by policies, standards, procedures and guidelines, all of 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 all layers of 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 reduction 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, in order to derive a probability-adjusted estimated impact, which in turn is 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 importance & materiality of the risks is measured based on the impact assessment ranges defined above. 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 all layers of 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 the 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. The Arcadis strategy was re-launched in 2021. The Arcadis vision is as follows, with a strong emphasis on Sustainability & in particular climate change: We Improve Quality of Life by better understanding the human experience and connecting it with our scalable asset knowledge. Our deep asset knowledge combined with our data capabilities can be productized to improve the planning, designing, operating and maintaining of natural and built assets. The Arcadis Infinity Loop shows the continuous interaction of asset knowledge and human insights that will lead to enhancements in how we plan, create, operate and redefine natural and built assets. This Vision is perfectly aligned to our history and brings us closer to our on-going purpose of improving quality of life. We will deliver our Vision sustainably, with our business and our solutions pursuing the means to limit climate change to a 1.5 degree C temperature rise, in line with the 2015 Paris Climate Agreement. (3) Risk Management Committee – Arcadis has a Risk Management Committee chaired by the CFO, that advises the ELT and EB 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'), which was formally established in May 2020, including three members of the Supervisory Board (SB). This is responsible to oversee the high-level performance of Arcadis sustainability including climate-related risks. (6) The Sustainability Steering Committee includes four ELT members including the ELTS. The Global Sustainability Officer uses this committee as a sounding board to seek executive feedback regarding developing policies, programs, and progress, which includes the potential response to climate-related risks and opportunities. This Committee meets quarterly at a minimum, however more frequent meetings are held as needed. (7) The Arcadis global sustainability leadership team, SLT, 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 SLT 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 three-yearly basis, with a full new strategy being launched in 2020 as a core part of the overall Arcadis 3 year strategy. Transitional Risks & Opportunities Risk Management process is also built into our global EMS program, which is being 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. While Arcadis has been steadily reducing its GHG footprint and energy consumption throughout the years (for example 48.8% reductions since 2010 in the Netherlands), the EMS will allow us to better structure our sustainability program and drive continuous improvement. A crucial area for Arcadis is our ability to generate revenue by addressing sustainability in the services provided to our clients, and how we manage our risk in the procurement of services and goods. We are in the process of further assessing our risks and opportunities posed by climate change based on the work of the Task Force on Climate Change Related Disclosure (TCFD). The experience gained through this can then also be applied to work for clients. Physical Risks & Opportunities Physical risks are also assessed for our direct operations, but due to the limited amount of owned assets, as an inherent characteristic of our business, our direct operational impact of assets is limited. A significant number of our clients rely on Arcadis' expertise to deploy solutions for physical risks they may face, thereby impacting our revenue; if we are able to leverage our expertise well, this can be viewed as an opportunity.

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 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 deal with 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 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. In Europe there are existing carbon tax programs. 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 2020 Scope 1 & 2 (25,377 TCO2e), we would have an additional cost of €380,655. 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 deal with the regulations for our clients, we risk losing clients and projects and hence Revenues.
Technology	Relevant, always included	Technology and innovation are considered a relevant risk for Arcadis. If we are unable to develop the right cutting edge solutions for our clients, we risk losing clients and projects and hence Revenues. 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, Expedition DNA, an online program, enables all Arcadians to act upon 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 also has a specific module focused on Sustainability & climate change.
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	We deem this risk type relevant to Arcadis. 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 2020 this included specific issues such as climate change initiatives, covid-19 and Brexit. If we see a large portion of our clients struggle with climate adaptation, but we fail to update our services accordingly we may eventually lose clients and projects, and hence Revenues, to our competitors. If we foresee the growth for this type of services, we can prepare our company by hiring the right workforce and build on our relationships with our clients. For example, we have projects which are helping to drive the sustainable energy industry forward. In Germany we are supporting a complex multi billion euro project to develop transportation capacity to take renewable energy from the North and East of the country to the biggest electricity consumers in the South and West.
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 clients and projects, and hence Revenues, to our competitors. For example, we have projects which are helping to drive sustainable energy forward. With petrol and diesel cars gradually being phased out, we need to make it easier for people to make more sustainable, environmentally-conscious choices. And that’s exactly what we’ve been doing with Tesco. As one of the UK’s largest retailers, helping it design and install car charging points across nearly 400 stores nationwide will make a huge difference. When complete, it will mark a 14% increase in the number of public charging bays in the UK, making it easier for people to recharge whenever and wherever they are. Our contribution to the project is to provide clear processes and full guidelines for all areas of activity - from survey and installation to final handover. Ensured consistency and accuracy across all contractors involved.
Acute physical	Relevant, always included	Extreme changes in temperature, floods and wildfires are becoming more normal with impacts being felt across the world. These events potentially affect safety of our employees and access to our offices and project locations as well as the costs associated with our operations (e.g. energy spends). The structuring of our leases & business operations mitigates these risks for Arcadis’ operations. However they do 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, in particular, we have energy services to reduce costs and energy consumption, that takes 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. These risks may not directly impact Arcadis’ operations significantly. However, they impact our clients and the solutions we offer to our clients. The risk is that we do not provide these services effectively enough to our clients, and thereby lose Revenues. Addressing chronic physical risks such as flooding and sea level rise (SLR) is undertaken through our Water business line where we help many clients address their chronic physical risks. For example, in Lower Manhattan (New York) our resilience specialists are helping city leaders create a comprehensive action plan to protect the Financial District and Seaport neighborhoods from climate change threats like increased storm surge, tidal waves and severe rainfall.

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 measure and manage our environmental impact is one of the risks we face. Many of our clients are prioritizing sustainability issues and seek to work with companies that share the same values as them. 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-low

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

Potential financial impact figure (currency)
11500000

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 2020 €2,494m. Risk of 5% reduction = €124.7m. Effect on operating profit calculated based on operating margin 9.2% = €11.5m.

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 / Regional 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
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. 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-low

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

Potential financial impact figure (currency)
6900000

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 2020 €2,494m. Risk of 3% reduction = €74.8m. Effect on operating profit calculated based on operating margin 9.2% = €6.9m.

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 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 Regional 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 / Regional 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
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-low

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

Potential financial impact figure (currency)
6900000

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 2020 €2,494m. Risk of 3% reduction = €74.8m. Effect on operating profit calculated based on operating margin 9.2% = €6.9m.

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 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 Regional 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 / Regional 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?
Direct operations

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
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.

Time horizon
Medium-term

Likelihood
Likely

Magnitude of impact
Medium-low

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

Potential financial impact figure (currency)
11500000

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 2020 €2,494m. 5% opportunity = €124.7m. Effect on operating profit calculated based on operating margin 9.2% = €11.5m.

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 / Regional level resources, together with investments in software & systems.

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

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

Potential financial impact figure (currency)
22900000

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 2020 €2,494m. 10% opportunity = €249.4m. Effect on operating profit calculated based on operating margin 9.2% = €22.9m.

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, Expedition DNA, an online program, enables all Arcadians to act upon 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 Regional levels. The cost calculation is based on additional investments required to fund these activities. This is based on the incremental costs of recruiting Corporate / Regional level resources.

Comment

Identifier
Opp3

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 resulting from increased demand for products and services

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. 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. 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

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

Potential financial impact figure (currency)
22900000

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 2020 €2,494m. 10% opportunity = €249.4m. Effect on operating profit calculated based on operating margin 9.2% = €22.9m.

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, Expedition DNA, an online program, enables all Arcadians to act upon 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 Regional levels. The cost calculation is based on additional investments required to fund these activities. This is based on the incremental costs of recruiting Corporate / Regional level resources.

Comment

C3. Business Strategy

C3.1

(C3.1) Have climate-related risks and opportunities influenced your organization's strategy and/or financial planning?

Yes

C3.1b

(C3.1b) Does your organization intend to publish a low-carbon transition plan in the next two years?

	Intention to publish a low-carbon transition plan	Intention to include the transition plan as a scheduled resolution item at Annual General Meetings (AGMs)	Comment
Row 1	Yes, in the next two years	No, we do not intend to include it as a scheduled AGM resolution item	In 2020, Arcadis committed to developing a low-carbon transition plan by signing up to the Science-Based Target Initiative (SBTi) aligned to 1.5 degrees. We plan to have our low-carbon transition plan approved by the SBTi in 2021 for our global company.

C3.2

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

Yes, qualitative and quantitative

C3.2a

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

Climate-related scenarios and models applied	Details
2DS	As part of the Arcadis enterprise risk management system, climate related risks are identified by both the Corporate Risk Team (CRT), and managed by the ELT/EB and the SLT. Enterprise-wide risk is assessed through the ARC Framework where we have identified key risks across strategic, operational and compliance categories. To monitor and manage, we currently have over 20 ISO14001 certified EMS across Arcadis operations and will expand this globally. These existing systems run on an OpCo level but are communicated to local and global management in the Management Review. For our scenario analysis, we used elements from the 2DS data input (trends, historic performance, modelling) on Scope 1+2 (location-based) and Scope 3 data where it is available and reliable (e.g. business travel, regional employee commuting numbers); Arcadis also utilizes additional data input which we record in our current environmental data reporting system (aforementioned certified EMS and our work to implement this at a global level), our Scope 1 and 2 energy consumption and trends across our regions. Assumptions, in line with others in our industry, for on economic growth, consumer behavioral shifts, technological advancements, and potential regulations that may impact us were also used to inform our scenarios. Arcadis looks at mid (3-10 years) and long-term (10+) potential impacts with respect to these assumptions. We set a goal for carbon neutrality by 2020 but still examine long-term periods (10+ years) for our reduction targets and goals to better align with our prescribed time horizons, as well as align better with the assumptions of low-carbon transition impacts. Based on an examination of our Scope 3 footprints, business travel remains the most significant footprint of the company and is often executed on behalf of our client work; we will examine in our strategy refresh for potential reduction opportunities which may include alternative transportation modes and methodology changes to account for selection of greener aviation companies. In terms of our Scope 1+2 absolute performance (100% of emissions for location-based), we examined the IPCC AR5 RCP2.6 scenario and compared it against our own performance. IPCC states that the minimum reduction requirement is 49% reduction by 2050 from a baseline of 2010, or a 1.23% year-on-year reduction. Based on an analysis of our own Scope 1+2 performance, we seek a yearly reduction of 4,2% for our Scope 1+2 emissions. In 2019, we decided to examine how a SBTi-approved target would work within our company with the evaluation currently in process. In 2020, we have committed to develop a science-based target which we aim to have approved by the Science Based Target Initiative in 2021. In 2020, we reviewed the lessons learned from the prior scope 3 analysis conducted in the Netherlands to develop an approach to evaluate our material scope 3 emissions globally. This program was initiated in 2021 and will support our SBTi target development. Insights generated from our 2D scenarios, and influences from other parts of the organization, have strengthened our desire to improve the quality of our global carbon footprint and to reducing our impact. This will be an on-going focus.

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 further discussed in question C3.4a. As a design and engineering company with a focus on sustainability, climate adaptation, sustainability advisory, climate mitigation, health & safety, biodiversity, and compliance are six of the services we deliver that are the most heavily influenced by climate-related risks and opportunities. Large portions of the aforementioned 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 ensures that strategic advantages are captured and leveraged). Strategies for all 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. A great example of that is the addition of climate adaptation 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 varies per 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 (for example we are assessing the viability of a SBTi-approved Scope 3 target and what that target should be). This will follow the time horizon of the EMS (3-5 years based on local OpCo strategy time horizon). The climate related risks are part of this analysis since we are looking at our environmental impacts in the value chain. An example case study: In Arcadis the Netherlands the results of the analysis showed we have a big impact in the way we design railroads. Therefore, we conducted a study to see how we could minimize this impact. Results of this study show how we can minimize our impacts and the strategic decision has been made this will be the new “normal” in our services. The impacts of this part of our organization our now structurally lower than they used to be.
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 (we have just extended our partnership an additional year into 2021/2022). In this partnership, we fund and coach start up companies that address sustainability-related challenges. For example, we recently 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.
Operations	Yes	Using Arcadis’ RMF and EMS, we have concluded that Arcadis has risks related to our operations. Given the 2020 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 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 is e.g. visible in the selection of new office spaces and reduction of global -in-person meetings. For example, our flexible working arrangements has allowed us to maximize the occupancy and minimize the associated area and energy consumption through our Activity Based Work (ABW) program that introduced an open floor system and hot-desking for major offices. Arcadis also has a flexible working program introduced in most of our OpCos. Electrical cars have also added to the company owned cars of Arcadis and we look for ways to support people using public transportation. An example case study: in 2020 we also invested in biofuels for our flights which led to significantly reduced flight emissions. 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 exercises, we identified several elements that were influenced by climate-related risks and opportunities. 1) Acquisitions and divestments: In 2020, we focused on the integration of our 2019 energy transition and climate adaptation services company OverMorgen. These services are an asset to our already existing services and an area we have expanded in 2020. For example, Arcadis and OverMorgen jointly won a sustainable district heating network project for the City of Antwerp. Combining data analytics, technical and financial know-how, and process knowledge, we engage stakeholders and develop a programmatic approach to societal transitions and then work alongside the client to support program implementation. 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 covid-19 strategy to make sure that all of our employees have the ability to work from home safely. 3) Revenues: As indicated below in question C3.4a, 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: In 2020, we prepared ourselves by focusing on cash collection and divesting of assets (e.g. energy assets in Brazil) to optimize our ability to allocate capital to enable our strategy. As such we are now able to implement our acquisition plan aligned with our strategic priorities. As sustainability is at the core of everything we do, it is also an important element in our capital allocation to strengthen our capabilities in that respect (e.g. knowledge and capability around climate change mitigation, climate change adaptation, and nature-based solutions).

C3.4a

(C3.4a) Provide any additional information on how climate-related risks and opportunities have influenced your strategy and financial planning (optional).

In 2020, Arcadis released its updated 3-year strategy 'Maximize Impact'. This strategy redefines the focus of our business to position ourselves to address 4 main mega-trends that impact all of us around the world: climate change, urbanization, digitalization, and societal expectations. By focusing and scaling our efforts to provide sustainable solutions and leveraging digital technologies, we accelerate transition to a sustainable world. We have established 3 main business areas. 1) Resilience (how we use, renew and protect the resources we need), Places (where we live, work, and play), and Mobility (how we move people and goods). To develop this strategy and business approach, and following the mega-trends, Arcadis conducted significant external research on how climate-related risks and opportunities can impact ourselves, our clients, and society positively and negatively. We interviewed our key stakeholders (e.g. clients, investors, our staff, industry associations, and other partners), conducted market research, and engaged our business leaders in business planning workshops. We will drive current and future decisions with this screening criteria as a core focus.

C4. Targets and performance

C4.1

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

C4.1a

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

Target reference number
Abs 1

Year target was set
2012

Target coverage
Country/region

Scope(s) (or Scope 3 category)
Scope 1+2 (market-based) +3 (upstream & downstream)

Base year
2010

Covered emissions in base year (metric tons CO2e)
8348

Covered emissions in base year as % of total base year emissions in selected Scope(s) (or Scope 3 category)
21

Target year
2020

Targeted reduction from base year (%)
30

Covered emissions in target year (metric tons CO2e) [auto-calculated]
5843.6

Covered emissions in reporting year (metric tons CO2e)
2414

% of target achieved [auto-calculated]
236.942980354576

Target status in reporting year
Achieved

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

Target ambition
Well-below 2°C aligned

Please explain (including target coverage)
The Abs 1 target is set for our operations in the Netherlands. In 2015, the Netherlands achieved its 2012-2015 emissions reduction goals previously set and updated its goals to 2020 to reflect a longer-term vision of continuous improvement (30% reduction compared against its 2010 baseline year for Scope 1 and 2 market based emissions). We consider this target as a science-based target as the operations has a yearly 2.72% reduction in Scope 1 and 2 (market-based emissions) which is more ambitious than the well-below 2D target for the absolute contraction for SBTi (2.5% yearly reduction). In 2016, Arcadis began assessing whether these rigorous goals aligned with science-based targets which is anticipated to continue into 2019. To date, the Netherlands achieved its goal, -48.8% reduction compared against its 2010 baseline year. The number 48,8% is taking into account an increase of 12,1% in scope 3 emissions due to measures that have been taken. E.g. one of the measures taken is promoting working from home. This results in an increase of the electricity usage at home, which falls under Arcadis' scope 3 emissions. This means that even though there is a Netto reduction in scope 2, there is still an increase in scope 3 emissions (12,1%). These effects have been taken into account when calculating the overall reduction. Please note our Dutch Organization is locally obliged to use conversion factors that are different from the dataset we use for Global. To keep reporting consistent with previous years, the target above is calculated using the Dutch -local- set of conversion factors (https://www.co2emissiefactoren.nl/). This will be updated with new targets set for 2030.

Target reference number
Abs 2

Year target was set
2019

Target coverage
Company-wide

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

Base year
2008

Covered emissions in base year (metric tons CO2e)
88931

Covered emissions in base year as % of total base year emissions in selected Scope(s) (or Scope 3 category)
100

Target year
2030

Targeted reduction from base year (%)
100

Covered emissions in target year (metric tons CO2e) [auto-calculated]
0

Covered emissions in reporting year (metric tons CO2e)
37749.3

% of target achieved [auto-calculated]
57.5521471702781

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 (including target coverage)
Please note 100% of our 2020 footprint will be Offset. The Global emissions are lower than they were in 2008. In 2019, Arcadis set a zero-carbon goal, through the purchase of offsets, by 2030. In 2020 our full Carbon Footprint will be offset through purchase of high-quality carbon offset. We note that, in line with the SBTi, our main priority is to achieve reductions through energy efficiency and elimination. The remaining emissions will be neutralized by Carbon Removal projects as of 2030, in which we start investing in 2020. In 2020, Arcadis pledged to SBTi (1.5C) and we are now developing targets for our material Scope 1, 2 and 3 emissions.

Target reference number
Abs 3

Year target was set
2020

Target coverage
Company-wide

Scope(s) (or Scope 3 category)
Scope 1+2 (location-based) +3 (upstream)

Base year
2019

Covered emissions in base year (metric tons CO2e)
60031

Covered emissions in base year as % of total base year emissions in selected Scope(s) (or Scope 3 category)
100

Target year
2050

Targeted reduction from base year (%)
74

Covered emissions in target year (metric tons CO2e) [auto-calculated]
15608.06

Covered emissions in reporting year (metric tons CO2e)
37749.3

% of target achieved [auto-calculated]
50.1580939937789

Target status in reporting year
Underway

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

Target ambition
1.5°C aligned

Please explain (including target coverage)
In 2020 Arcadis pledged to SBTi to reduce it's emissions in line with 1.5C science-based targets. The details of these targets (including short-, mid- and long-term milestones), are being developed and submitted to SBTi in 2021.

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 [auto-calculated]
100

Target status in reporting year
Achieved

Is this target part of an emissions target?
Abs1 and Abs2

Is this target part of an overarching initiative?
Other, please specify (Arcadis' Global 2030 Zero Carbon Initiative)

Please explain (including target coverage)
Arcadis has set targets to purchase specific percentages of power from renewable sources. In recent years some European countries 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 is to consume 100% Green Power (with quality label) of which a portion will be 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 (purchased by building management), however, it is considered "grey" by Dutch standards as it is not sourced from the Netherlands.

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	3	1000
To be implemented*	6	5100
Implementation commenced*	0	0
Implemented*	4	347.33
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)
115.82

Scope(s)
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
<1 year

Estimated lifetime of the initiative
3-5 years

Comment
Arcadis owns a number of vehicles, approx. every 5 years these cars will be replaced. We aim to use this natural moment to exchange these cars for a more environmentally friendly model. Partly this goal is achieved by educating our employees on how they can reduce as much as possible, in addition we have added more environmentally friendly models to the list employees can select their cars from. In total this reduces approx. 1.10 tCO2e/ year. Sharpening the existing requirements in order to apply for a company owned car (from a minimum of 15,000 km/ year to 17,500 km/ year) has reduced our emissions with an additional 114.72 tCO2e/ year. Due to COVID in 2020 the actual reduction of the measures we took is lower than expected. This has to do with the fact that overall, our employees travelled much less, and offices were closed. So even though measures were implemented, if the energy is not consumed there is no major reduction visible in the data.

Initiative category & Initiative type

Low-carbon energy generation	Solar PV

Estimated annual CO2e savings (metric tonnes CO2e)
99.51

Scope(s)
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)
30000

Payback period
4-10 years

Estimated lifetime of the initiative
11-15 years

Comment
In 2018 Solar panels were placed on the roof of one of our offices (we have solar panels on more office roofs, those measures have already been accounted for in prior submissions). We were able to generate 178,975 kWh in 2020 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. In case we would not purchase green electricity the reduction in CO2e emissions would be 99.51 tCO2e/ year. Due to COVID in 2020 the actual reduction of the measures we took is lower than expected. This has to do with the fact that overall, our employees travelled much less, and offices were closed. So even though measures were implemented, if the energy is not consumed there is no major reduction visible in the data.

Initiative category & Initiative type

Transportation	Business travel policy

Estimated annual CO2e savings (metric tonnes CO2e)
132

Scope(s)
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
<1 year

Estimated lifetime of the initiative
3-5 years

Comment
In 2015 we changed our business travel policy for company owned vehicles and made electric vehicles (EV) available for our employees in the selection system, which were previously excluded due to the high investment cost. When you select an EV you now have a higher budget so employees can select them. The investment cost for the purchase of EVs evens out because we pay less tax. In 2020 we reduced our footprint by approx. 132 tCO2e by using EV's. There was no material investment necessary besides promotion and education for these measures because selecting a more environmentally friendly version of a car does not mean higher investment. All Arcadians receive a budget they can spend on the car. Due to COVID in 2020 the actual reduction of the measures we took is lower than expected. This has to do with the fact that overall, our employees travelled much less, and offices were closed. So even though measures were implemented, if the energy is not consumed there is no major reduction visible in the data.

C4.3c

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

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

C4.5

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

C4.5a

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

Level of aggregation
Group of products

Description of product/Group of products
Arcadis provides a variety of engineering and design services for our clients to help them “improve quality of life”. We have worked to solve 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. Experts in our Water Business Line focus on providing the most energy-efficient systems to our clients, with savings often documented as a comparison to Business as Usual scenarios. For example, our resilience specialists are helping the city leaders of Manhattan, New York create a comprehensive action plan to protect the Financial District and Seaport neighborhoods from climate change threats like increased storm surge, tidal waves and severe rainfall. The challenge is to help protect 62,000 residents. In early 2020, the team successfully hosted an immersive open house where participants learned about climate risk and its impacts to Lower Manhattan. The team also recently launched an online engagement portal (https://fidiseaportclimate.nyc/)– a website where visitors can learn about the project and share their insights and feedback, all from the comfort and safety of their own home. In our Environment 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 Buildings Business Line, we provide our clients with energy efficiency expertise and Sustainable Design of Buildings in recognition of LEED and other sustainable design concepts. Providing renewable energy expertise and design services has helped clients move to more sustainable energy sources for their processes. At present, Arcadis quantifies avoided emissions as warranted by 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.

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

Taxonomy, project or methodology used to classify product(s) as low-carbon or to calculate avoided emissions
Other, please specify (Arcadis does not provide the services that are applicable to the taxonomy, project or methodology used to classify products, some of these projects and services may conform with standards listed by CDP.)

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

% of total portfolio value
<Not Applicable>

Asset classes/ product types
<Not Applicable>

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

C5. Emissions methodology

C5.1

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

Scope 1

Base year start
January 1 2008

Base year end
December 31 2008

Base year emissions (metric tons CO2e)
20158

Comment
Arcadis captures its impacts from all operations, or OpCos, using on the GHG Protocol Corporate Standard and ISO 14064. Relevant calculations such as GWP (Global Warming Potential) are used to determine the CO2e. To develop the Scope 1 CO2e footprint, we used the database: “UK Government GHG Conversion Factors for Company Reporting” for all emissions . This is applicable to Abs 2 target.

Scope 2 (location-based)

Base year start
January 1 2008

Base year end
December 31 2008

Base year emissions (metric tons CO2e)
33419

Comment
Arcadis captures its impacts from all operations, or OpCos, using on the GHG Protocol Corporate Standard and ISO 14064. To develop the Scope 2 location based CO2e footprint, we used the database: “UK Government GHG Conversion Factors for Company Reporting” for all emissions except electricity. We used Ecoinvent 3.5 (2016), location based, data to convert our electricity consumption. This is applicable to Abs 2 target.

Scope 2 (market-based)

Base year start
January 1 2008

Base year end
December 31 2008

Base year emissions (metric tons CO2e)
33419

Comment
Arcadis captures its impacts from all operations, or OpCos, using on the GHG Protocol Corporate Standard and ISO 14064. To develop the Scope 2 market based CO2e footprint, we used the database: “UK Government GHG Conversion Factors for Company Reporting” for all emissions except electricity. We used local emission data to convert our electricity consumption where this is conscious purchased green. Otherwise we use Ecoinvent 3.5 (2016), location based, data to convert our electricity consumption. This is applicable to Abs 2 target.

C5.2

(C5.2) 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)

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)
7222.6

Start date
January 1 2020

End date
December 31 2020

Comment
Arcadis updated its reporting systems in reporting year 2019. We have changed our Natural gas consumption reporting from reporting these emissions under scope 3 to reporting these emissions under scope 1, which was misclassified. Natural gas consumption, compared to our total calculated CO2 emissions, accounts for 2% or less. It accounts ~10% of our scope 1 emissions.

Past year 1

Gross global Scope 1 emissions (metric tons CO2e)
10583

Start date
January 1 2019

End date
December 31 2019

Comment

Past year 2

Gross global Scope 1 emissions (metric tons CO2e)
11090

Start date
January 1 2018

End date
December 31 2018

Comment

Past year 3

Gross global Scope 1 emissions (metric tons CO2e)
12164

Start date
January 1 2017

End date
December 31 2017

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
18154.2

Scope 2, market-based (if applicable)
16979.3

Start date
January 1 2020

End date
December 31 2020

Comment

Past year 1

Scope 2, location-based
14901

Scope 2, market-based (if applicable)
13324

Start date
January 1 2019

End date
December 31 2019

Comment

Past year 2

Scope 2, location-based
22819

Scope 2, market-based (if applicable)
21388

Start date
January 1 2018

End date
December 31 2018

Comment

Past year 3

Scope 2, location-based
22435

Scope 2, market-based (if applicable)
21004

Start date
January 1 2017

End date
December 31 2017

Comment

C6.4

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

C6.4a

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

Source
Emissions from Portugal, Turkey and Switzerland

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

Relevance of location-based Scope 2 emissions from this source
Emissions are not relevant

Relevance of market-based Scope 2 emissions from this source (if applicable)
Emissions are not relevant

Explain why this source is excluded
We are missing data for Portugal, Turkey and Switzerland , however, the entirety of this is estimated to account for less than 1% of our total estimated footprint based on fte. Therefore we do not consider these emissions relevant.

Source
CH4 and N2O vehicle emission in select countries

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

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

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

Explain why this source is excluded
We do not consider this relevant as leased vehicle CH4 and N2O emissions are estimated to be less than 1% of the total emissions.

Source
Miscellaneous office equipment (refrigerators and fire extinguishers)

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

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

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

Explain why this source is excluded
We do not consider this relevant as this is less than 1% of our emissions. Emissions from office equipment (CO2e and HFCs) are estimated to be less than 1% of the total emissions.

Source
Steam and cooling from select offices

Relevance of Scope 1 emissions from this source
No emissions excluded

Relevance of location-based Scope 2 emissions from this source
Emissions are not relevant

Relevance of market-based Scope 2 emissions from this source (if applicable)
Emissions are not relevant

Explain why this source is excluded
All steam and cooling data is reported in Scope 2 emissions. Inquiries indicated that all our offices utilize electricity, natural gas, and/or fuel oil for heating and cooling.

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

Metric tonnes 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 2015, we have performed a materiality of our entire value chain scope 3 sources for our Dutch OpCo. Examples of a few upstream emissions that were analyzed are: purchases of goods and services, capital goods, upstream transportation, and distribution, downstream we analyzed usage of our sold product (reports), end-of-life of sold products, investments, etc. Based on that analysis, our supplier purchases are material to Arcadis but the usage is limited. Our main purchase for goods and service is that of office paper. The usage of paper is considered immaterial as it was calculated to be less than 1% emission of our total footprint. Arcadis' other OpCos have similar usage patterns, and therefore the results of this analyses can be extrapolated to other regions of Arcadis as the type of service we deliver is very similar. Arcadis is currently updating its materiality assessment and the results of this should be available by Q3,2021.

Capital goods

Evaluation status
Not relevant, explanation provided

Metric tonnes 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 2015, we have performed a materiality of our entire value chain scope 3 sources for our Dutch OpCo. The purchase of capital goods for Arcadis Netherlands, and other regions is negligible as we often lease our office space. Based on that analysis our capital goods were considered immaterial. The results of this analyses can be extrapolated to other regions of Arcadis as the type of service we deliver is very similar. Arcadis is currently updating its materiality assessment and the results of this should be available by Q3,2021.

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

Evaluation status
Not relevant, explanation provided

Metric tonnes 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
We are revising our Global Emissions program. This includes revising the scopes in which we report some of our emissions. This specific category of emissions has been included in scope 1 (fuel) emissions. The emissions have been reported in previous years under scope 3 and thus were part of Arcadis' footprint.

Upstream transportation and distribution

Evaluation status
Not relevant, explanation provided

Metric tonnes 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 upstream transportation and distribution Scope 3 is considered not relevant and would account for 0-1% of total emissions. Arcadis is currently updating its materiality assessment in which this category is included, the results of this should be available by Q3,2021.

Waste generated in operations

Evaluation status
Not relevant, explanation provided

Metric tonnes 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. Analysis of our operational waste profile indicated that our main waste produced is paper. We track our paper usage in most of our regions and previously calculated the percentage, by region, of this Scope 3. In each of the regions it was less than 1% of our total regional emissions. As such, our waste generated in operations Scope 3 is considered not relevant and would account for 0-1% of total emissions. Arcadis is currently updating its materiality assessment in which this category is included, the results of this should be available by Q3,2021.

Business travel

Evaluation status
Relevant, calculated

Metric tonnes CO2e
12372.5

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

Percentage of emissions calculated using data obtained from suppliers or value chain partners
81

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

Employee commuting

Evaluation status
Relevant, calculated

Metric tonnes CO2e
10764

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

Percentage of emissions calculated using data obtained from suppliers or value chain partners
48

Please explain
Arcadis considers employee-commuting related Scope 3 emissions relevant. We have estimated a portion of our employee reported data available (provided). We see there is room for improvement and are looking into means to report this information globally. Part of these measures are being incorporated into our global EMS that will help collect more specific and consistent data on commuter travel.

Upstream leased assets

Evaluation status
Not relevant, explanation provided

Metric tonnes 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

Metric tonnes 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 downstream transportation and distribution Scope 3 is considered not relevant and would account for 0-1% of total emissions. Arcadis is currently updating its materiality assessment in which this category is included, the results of this should be available by Q3,2021.

Processing of sold products

Evaluation status
Not relevant, explanation provided

Metric tonnes 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 (including intermediary products). As such, our processing of sold products Scope 3 is considered not relevant and would account for 0-1% of total emissions. Arcadis is currently updating its materiality assessment in which this category is included, the results of this should be available by Q3,2021.

Use of sold products

Evaluation status
Not relevant, explanation provided

Metric tonnes 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 use of products sold Scope 3 is considered not relevant and would account for 0-1% of total emissions. Arcadis is currently updating its materiality assessment in which this category is included, the results of this should be available by Q3,2021.

End of life treatment of sold products

Evaluation status
Not relevant, explanation provided

Metric tonnes 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 end-of-life treatment of sold products Scope 3 is considered not relevant and would account for 0-1% of total emissions. Arcadis is currently updating its materiality assessment in which this category is included, the results of this should be available by Q3,2021.

Downstream leased assets

Evaluation status
Not relevant, explanation provided

Metric tonnes 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 source is not relevant to our operations.

Franchises

Evaluation status
Not relevant, explanation provided

Metric tonnes 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
All subsidiary companies (e.g. Calliston RTKL 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

Metric tonnes 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
Not relevant, explanation provided

Metric tonnes 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
All emissions considered in our scope 3 analyses have been reported.

Other (downstream)

Evaluation status
Not relevant, explanation provided

Metric tonnes 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
All emissions considered in our scope 3 analyses have been reported.

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
0.000007327

Metric numerator (Gross global combined Scope 1 and 2 emissions, metric tons CO2e)
25376.8

Metric denominator
unit total revenue

Metric denominator: Unit total
3303000000

Scope 2 figure used
Market-based

% change from previous year
6.4

Direction of change
Increased

Reason for change
We have changed the way we calculate our footprint by using the same dataset to calculate all emissions instead of using country specific data. This has caused an increase in specifically our scope 2 electricity emissions (+43%). When we compare data using the same conversion factors our footprint the 2019 intensity factor would have been 0,000008074 and overall our footprint would be down by 9.25%. This was partly caused by measures we took in 2020 and partly due to COVID which generally led us to travel less and close buildings that were not in use due to restrictions to travel to the office.

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	7222.6	IPCC Second Assessment Report (SAR - 100 year)
CH4	8.5	IPCC Second Assessment Report (SAR - 100 year)
N2O	25.7	IPCC Second Assessment Report (SAR - 100 year)

C7.2

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

Country/Region	Scope 1 emissions (metric tons CO2e)
Australia	0
Belgium	1182.6
Bahrain	0
Brazil	29
Chile	0
China	81.8
China, Hong Kong Special Administrative Region	3.2
China, Macao Special Administrative Region	0
Czechia	77.1
France	319.4
Germany	1018.2
India	0
Malaysia	6.9
Netherlands	1871.6
Oman	0
Philippines	62.9
Poland	148.5
Qatar	0
Romania	0.8
Singapore	0
Slovakia	22.8
Spain	6.9
Saudi Arabia	0
Thailand	0
United Arab Emirates	0
United Kingdom of Great Britain and Northern Ireland *includes data from offices in Ireland*	255
United States of America *Includes data from Canada and Puerto Rico*	1950.2
Viet Nam	0
Italy	184.8
Peru	1.1

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	154.7
Australia	0
Europe	5087.7
Latin America	30.1
Middle East	0
North America (incl Canada and Puerto Rico)	1950.2
CallisonRTKL, this data is not disclosed in one of the specific countries as CRTKL is located across all the different regions. There are no Scope 1 emissions in 2020.	0

C7.3c

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

Activity	Scope 1 emissions (metric tons CO2e)
Leased vehicle travel for business purposes (incl. incidental car hire)	6463.5
Leased vehicle travel for office commuting and personal reasons	4.6
Natural gas consumption	754.6

C7.5

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

Country/Region	Scope 2, location-based (metric tons CO2e)	Scope 2, market-based (metric tons CO2e)	Purchased and consumed electricity, heat, steam or cooling (MWh)	Purchased and consumed low-carbon electricity, heat, steam or cooling accounted for in Scope 2 market-based approach (MWh)
Australia	446.5	446.5	456.5	
Belgium	73	73	265.35	
Bahrain	52.76	52.76	91.75	
Brazil	159.7	159.7	539.58	
Chile	298.4	298.4	467.73	
China	1374.6	1374.6	1117.56	
China, Hong Kong Special Administrative Region	842.6	842.6	685.05	
China, Macao Special Administrative Region	63.2	63.2	51.39	
Czechia	112.9	112.9	143.59	
France	24.3	24.3	411.16	
Germany	515.7	515.7	1243.9	
India	905.2	905.2	580.56	
Malaysia	563.4	563.4	639.53	
Netherlands	1694.6	519.724	2637.03	1174.88
Oman	19.85	19.85	34.52	
Philippines	349	349	760.33	
Poland	150.3	150.3	138.38	
Qatar	35.74	35.74	62.16	
Romania	81.4	81.4	163.13	
Singapore	98.6	98.6	203.25	
Slovakia	3.6	3.6	3.34	
Spain	15.9	15.9	44.58	
Saudi Arabia	27.28	27.28	47.44	
Thailand	53.3	53.3	74.84	
United Arab Emirates	139.58	139.58	242.75	
United Kingdom of Great Britain and Northern Ireland	982.3	982.3	1738.55	
United States of America *CallisonRTKL'S Scope 2 emissions are added under United States: United States (7363.9) + CallisonRTKL (1655.3)*	9019.2	9019.2	12739.05	
Viet Nam	21.9	21.9	47.82	
Italy	21.7	21.7	52.14	
Peru	7.7	7.7	19.42	

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	4271.8	4271.8
Australia	446.5	446.5
Europe	3675.6	2500.7
Latin America	465.8	465.8
Middle East	275.2	275.2
North America (incl. Canada and Puerto Rico)	7363.9	7363.9
CallisonRTKL, this data is not disclosed in one of the specific countries as CRTKL is located across all the different regions	1655.3	1655.3

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)
Electricity consumption	18004.8	16829.92
Purchased and generated heat	149.4	149.4

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	0	No change	0	Arcadis still purchased the same amount of renewable energy, but in 2020 less electricity was purchased due to Covid-19. This impact is calculated in the row 'Other' of this question (C7.9a).
Other emissions reduction activities	260.91	Decreased	1.04	Several measures have led to a decrease of our emissions. We have: 1) Arcadis owns a number of vehicles, approx. every 5 years these cars will be replaced. We use this natural moment to exchange these cars for a more environmentally friendly model. Partly this goal is achieved by educating our employees on how they can reduce as much as possible, in addition we have added more environmentally friendly models to the list employees can select their cars from. In order to calculate the effect, we have used the following assumptions: Emission per liter in 2019: 3,031.61 gCO2e/ liter Emission per liter in 2018: 3,047.03 gCO2e/ liter Improved: 3.049,33-3.115,64 = -15.42 gCO2e/ liter Assumption, 75% of reduction can be calculated to measure: -15.42*75% = - 11.65 gCO2e/ liter Used liters in 2020: 475,852 liter Reduction: 475,852*-11.65 = -5.5 tCO2e/ 5 (cars will be deducted in 5 years) = 1.1 tCO2e 2) Sharpening the existing requirements in order to apply for a company owned car (from a minimum of 15,000 km/ year to 17,500 km/ year). In order to calculate the effect, we have used the following assumptions: Percentage of lease cars per FTE in 2019: 33.52% FTE in 2019: 1,954 Amount lease cars percentage would be the same in 2020: 664.52 (in Arcadis Netherlands). Actual lease cars 20120: 634 Reduced lease cars due to measure: 664.52-634 = -30.52 Assumption, 75% of reduction can be calculated to measure: -30.52 * 75% = -22.89 lease cars less because of measure. Emission per lease car in 2020: 5.01 tCO2e/ year Reduction: -22.89*5.01 = -114.72 tCO2e 3) In addition, we have made electric cars available for employees . Due to the high investment of electric cars they were initially excluded based on price. In order to calculate the effect we have used the following assumptions: Driven km/ electrical car: 1,470,096 km (measured) Difference in CO2e emission electric versus “normal” -90 gCO2e/km (based on own car consumption) Reduction: -90*1,470,096/1.000.000 = -132 tCO2e.
Divestment		<Not Applicable>		
Acquisitions		<Not Applicable>		
Mergers		<Not Applicable>		
Change in output		<Not Applicable>		
Change in methodology	2761.23	Increased	7.98	We have changed our Conversion factor database to calculate our CO2e. Previously we worked with conversion factors from the countries, this year we made the switch to one dataset (UK Government GHG Conversion Factors for Company Reporting) all OpCo's use (with specific electricity factors from Ecoinvent 3.5 for the countries). When we look at last years footprint, calculated with the new conversion factors the effect was an increase of 2,761.23 CO2e. Which is the number we will be basing our comparison off of (hence the increase) Emission 2019: 23,907+2.761=26,668 tCO2e. 26,668-24,761=1,907 tCO2e difference (corrected) between 2019 and 2020 for Scope 1+2.
Change in boundary		<Not Applicable>		
Change in physical operating conditions		<Not Applicable>		
Unidentified		<Not Applicable>		
Other	1600	Decreased	5.67	In 2020 COVID had a big impact on our company and the way we run our business. From one day to the next our employees were home bound, we were unable to visit clients and offices were closed where possible. A big portion of this reduction can be seen in our Scope 3 emissions as we had a rapid decrease of flights and public transportation (>50%). But where possible we also closed buildings and our employees did not have to commute or travel to as many clients as before. To investigate the effects of this pandemic we sent out a COVID calculation sheet at the end of 2020. Which held some basic questions to calculate the impact on the countries we have presence and we were able to analyze the effect is approx. 5,6% decrease of Scope 1&2 emissions. This accounts for 24,201.9*5,6%= 1,355.3 tCO2e.

C7.9b

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

Market-based

C8. Energy

C8.1

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

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

C8.2

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

	Indicate whether your organization 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	0	28021.19	28021.19
Consumption of purchased or acquired electricity	<Not Applicable>	1700.83	23142.85	24843.68
Consumption of purchased or acquired heat	<Not Applicable>	0	1107.64	1107.64
Consumption of purchased or acquired steam	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>
Consumption of purchased or acquired cooling	<Not Applicable>	0	113.21	113.21
Consumption of self-generated non-fuel renewable energy	<Not Applicable>	178.98	<Not Applicable>	178.98
Total energy consumption	<Not Applicable>	1879.8	52384.9	54264.7

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.

Fuels (excluding feedstocks)

Diesel

Heating value

Unable to confirm heating value

Total fuel MWh consumed by the organization

8343.05

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>

Emission factor
2.546

Unit
kg CO2e per liter

Emissions factor source
The emission factor we use to calculate kg CO2e/ liter for the consumption of Diesel is from database: “UK Government GHG Conversion Factors for Company Reporting”.

Comment

Fuels (excluding feedstocks)
Petrol

Heating value
Unable to confirm heating value

Total fuel MWh consumed by the organization
7828.28

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>

Emission factor
2.168

Unit
kg CO2e per liter

Emissions factor source
The emission factor we use to calculate kg CO2e/ liter for the consumption of Petrol is from database: “UK Government GHG Conversion Factors for Company Reporting”.

Comment

Fuels (excluding feedstocks)
Liquefied Petroleum Gas (LPG)

Heating value
Unable to confirm heating value

Total fuel MWh consumed by the organization
17.06

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>

Emission factor
1.555

Unit
kg CO2e per liter

Emissions factor source
The emission factor we use to calculate kg CO2e/ liter for the consumption of LPG is from database: “UK Government GHG Conversion Factors for Company Reporting”.

Comment

Fuels (excluding feedstocks)
Other, please specify (Fuel captured in KM (mix of Diesel, Petrol and LPG))

Heating value
Unable to confirm heating value

Total fuel MWh consumed by the organization
8506.37

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>

Emission factor
2.365

Unit
kg CO2e per liter

Emissions factor source
The emission factor we use to calculate kg CO2e/ liter for the consumption of Fuel captured in km's is from database: “UK Government GHG Conversion Factors for Company Reporting”. Unit is: kg CO2e per km..

Comment
These are the km's driven by company owned cars where we don't have access to liters only km's. The conversion factor of these emissions is 0.171 kg CO2e/ km, we multiplied the number by an average distance per liter (13,8) to get to the reported emission factor: 0.171*13,8=2.365.

Fuels (excluding feedstocks)
Ethylene

Heating value
Unable to confirm heating value

Total fuel MWh consumed by the organization
253.73

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>

Emission factor
0.00837

Unit
kg CO2e per liter

Emissions factor source
In our Brazil business we drive on Ethanol. Since this was not an option in the list we classified this under "Ethylene". The emission factor we use to calculate kg CO2e/ liter for the consumption of Ethanol (bioethanol) is from database: “UK Government GHG Conversion Factors for Company Reporting”.

Comment

Fuels (excluding feedstocks)
Natural Gas

Heating value
Unable to confirm heating value

Total fuel MWh consumed by the organization
2588.03

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>

Emission factor
0.184

Unit
metric tons CO2e per MWh

Emissions factor source
The emission factor we use to calculate mtCO2e/ MWh for the consumption of Natural gas is from database: “UK Government GHG Conversion Factors for Company Reporting”.

Comment

Fuels (excluding feedstocks)
Natural Gas

Heating value
Unable to confirm heating value

Total fuel MWh consumed by the organization
3072.69

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>

Emission factor
2.023

Unit
kg CO2e per m3

Emissions factor source
The emission factor we use to calculate kg CO2e/ Nm3 for the consumption of Natural gas is from database: “UK Government GHG Conversion Factors for Company Reporting”.

Comment

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	178.98	178.98	178.98	178.98
Heat	335	335	335	335
Steam	0	0	0	0
Cooling	323	323	323	323

C8.2e

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

Sourcing method
Unbundled energy attribute certificates, Guarantees of Origin

Low-carbon technology type
Wind

Country/area of consumption of low-carbon electricity, heat, steam or cooling
Netherlands

MWh consumed accounted for at a zero emission factor
1700.83

Comment

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
80

Metric numerator
%

Metric denominator (intensity metric only)

% change from previous year
1

Direction of change
Increased

Please explain
In 2020, leaders from across our company and sustainability specialists in every region where we operate took a detailed look at the Sustainable Development Goals (SDGs) to prioritize ways we can contribute. Stakeholders ranked each of the 169 targets tied to the seventeen SDGs on their relevance to our client work, our business operations, and the work we do with our communities. Based on this, we have selected 'focused impact' SDGs, where we can leverage our skills, expertise, and global scale to make an outsized, positive contribution to their achievement. We have also selected three 'specialized impact' SDGs, where we can make a positive contribution through specific areas of our business. The Focused Impact SDGs are: 6 Clean Water and Sanitation, 7 Affordable and Clean Energy, 9 Industry, Innovation and Infrastructure, 11 Sustainable Cities and Communities, and 13 Climate Action. The Specialized Impact SDGs are 3 Good Health and Wellbeing, 12 Responsible Consumption and Production, and 15 Life on Land. We track our contributions towards these goals by identifying the portions of our revenue that have a positive impact on our focus goals and presenting case studies as examples.

C10. Verification

C10.1

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

	Verification/assurance status
Scope 1	No third-party verification or assurance
Scope 2 (location-based or market-based)	No third-party verification or assurance
Scope 3	No third-party verification or assurance

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

Energy efficiency: households

Project identification

Our Dutch operations (Arcadis Netherlands) has been offsetting total Scope 1, 2 and 3 (business travel) emissions since 2015. 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. Annually, the Dutch operations invests in ~7,000 cookstoves, which helps 3,500 families on the countryside of India. Cookstoves are designed to replace the open fires that use wood (thus contributing to CO2e emissions, particular 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 above mentioned is one of the projects we have invested in in 2020.

Verified to which standard

Gold Standard

Number of credits (metric tonnes CO2e)

4697

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

4697

Credits cancelled

Yes

Purpose, e.g. compliance

Voluntary Offsetting

Credit origination or credit purchase

Credit purchase

Project type

Forests

Project identification

From 2020, we continue our journey as a global company to net-zero, offsetting all 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 all emissions besides Arcadis Netherlands (see the previous project description for Arcadis Netherlands). Arcadis invests in the 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 2020 will be canceled in 2021.

Verified to which standard

VCS (Verified Carbon Standard)

Number of credits (metric tonnes CO2e)

35700

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

35700

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, the use of the internal carbon price has helped us justify programs such as use of sustainable bio-fuels for air travel where it exists, e.g. our Dutch operations and HQ use KLM a member of SkyNRG. We anticipate these forward-thinking companies to be more resistant to price volatility and shocks. 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
Offsets

Impact & implication
Arcadis uses an informal internal carbon price to steer decisions such as around sustainable aviation fuels. We anticipate in creating a formal systematized internal carbon prices in the next two years to hardwire carbon pricing into every internal travel decision. 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 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, 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, e.g. our Dutch operations use KLM a member of SkyNRG. We anticipate these forward-thinking companies to be more resistant to price volatility and shocks. 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

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
10

% total procurement spend (direct and indirect)
5

% of supplier-related Scope 3 emissions as reported in C6.5
65

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 (75% of our total reported CO2 footprint, including scope 3 emissions). By far the largest portion, approximately half of this, is caused by our business flights. Although the number 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. As a case study, we collect information from our travel service providers (e.g. Concur) for our business-related travel, which makes up 75% of our total GHG footprint. We have also used our information collection help win projects through engagement campaigns.

Impact of engagement, including measures of success
As Arcadis has improved its data collection process, we will also make strides in reducing our supplier-related emissions. Business-related travel does represent 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 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. [in total we purchased 21 megaton biofuel in 2020, realizing a reduction of 49.8 tCO2e on 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 (for example Delta and JetBlue have both announced intentions to shift toward biofuels in 2020 prior to the coronavirus pandemic; the timeline may be impacted but we do expect that we will have preferred airlines) and is expected to leverage these technologies and companies when then become available in other countries and regions as a means to reduce our Scope 3 – business travel footprint. Arcadis measures success for these impacts through the reduction in our own Scope 3 footprint, and as part of our global EMS deployment are considering an approved-SBTi target, which will need to include Scope 3 target(s), as it is over 40% of our overall GHG footprint. We are currently evaluating the long- and short-term target, however we have examples where we deem success.

Comment

C12.1b

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

Type of engagement
Education/information sharing

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

% of customers by number
100

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

Portfolio coverage (total or outstanding)
<Not Applicable>

Please explain the rationale for selecting this group of customers and scope of engagement
Our clients/customers are essential to our operations and throughout our work on projects with them, we pursue our passion for "improving quality of life". Outreach to our existing and potential new customers- particularly on our climate-related services offerings- is a key part of our growth strategy. Arcadis embraces sustainability in our operations as well as our products & services. We support clients in understanding and addressing their climate-related physical risks; for example, we help them establish strategies for achieving climate-related targets, provide GHG inventory assistance and develop climate action plans. As this is one of our core services offerings, we create several marketing campaigns each year to highlight some these services and exemplary projects. These campaigns are public and involve social media exposure and coverage in conference circuits. As a result, we believe this to have a 100% exposure to customers. An example of a relevant campaign we executed in 2020 was our 'Reimagining sustainable station transformation' paper. The future of urban transit stations revolves around transit-oriented development. This paper provides insights into how agencies can reimagine urban station transformation and outlines four key areas to incorporate into short- and long-term plans, including how to build future resilience and sustainability. The paper includes case studies to educate and inform customers on sustainable station design. This engagement campaign was run via our website and social media.

Impact of engagement, including measures of success
This engagement helps us demonstrate our thought leadership capabilities to win new work and new clients. We measure campaign success through a variety of digital interactions: social media interactions (e.g. mentions, re-posts, comments, etc.), download of reports, page views and time spent on campaign pages). The social impressions for this campaign were over 8,000.

C12.3

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

Direct engagement with policy makers

Trade associations

Funding research organizations

C12.3a

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

Focus of legislation	Corporate position	Details of engagement	Proposed legislative solution
Adaptation or resilience	Support	Arcadis works directly with local, state, and national governments providing design and consultancy expertise as it relates to climate adaption resiliency. Work and guidance provided by Arcadis contributes to the development of sound policy as it relates to climate change and other environmental issues. We may provide insight into solutions and better analysis that needs to be undertaken to achieve maximum mid- and long-term impacts. As a case study: as a part of New York City's comprehensive resiliency strategy for Lower Manhattan, city leaders partnered with Arcadis experts to safeguard the low-lying Financial District and Seaport neighborhoods. Arcadis was brought in for this work thanks to experience we have on similar projects in the Netherlands – proving the value of global collaboration which allows us to apply lessons learned in one region to other regions experiencing similar challenges. To create a solution that would best serve all stakeholders, Arcadis developed an online 'Engagement Portal' that allows people who live or work in the area to see updates on project progress and to make suggestions or voice concerns about proposed plans.	Arcadis supports sound climate change adaptation policies that reflect social, environmental, and economic conditions of the area. As experts, we may also provide technical expertise for policy-makers on adaption and resilience to ensure mitigating the impacts of climate-related risks for their communities.

C12.3b

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

Yes

C12.3c

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

Trade association

World Business Council for Sustainable Development (WBCSD)

Is your position on climate change consistent with theirs?

Consistent

Please explain the trade association's position

WBCSD is proactive on business' role and impact on climate change and are involved with getting companies committed to reducing environmental impacts. The organization is involved in a number of key processes and dialogues around the world, particularly the United Nations Framework Convention on Climate Change (UNFCCC). The WBCSD has been present at the annual Convention of Parties (COP) since 1995 and has a leading business role at COP15 in Copenhagen in 2009. Climate change can only be resolved through cooperation that includes all elements of society, in particular between governments and business. A new global climate agreement will be essential to establishing the right framework conditions that will deliver long-term, large scale greenhouse gas (GHG) reductions. WBCSD's recommendations are based on the view that it is essential that a new international agreement on climate change is agreed in 2010 to provide a framework for climate legislation and action that offers clarity, predictability and a level-playing field for business. This should include: • A global target (cap) on emissions by 2050 and pathways to get there; • Developed country commitments to deep emissions reductions and emissions reduction plans for developing countries; • Establishing a framework that provides strong incentives for the development and deployment of the clean technologies that will be necessary to enable the world to move towards a low carbon economy; • Policy measures to promote technology innovation and diffusion; • A framework to help accelerate clean technology diffusion in developing countries; • A signal that the carbon markets will continue beyond 2012, and that a global carbon market with a price on carbon will be established; • Adaptation funding • Support for reducing emissions for deforestation and forest degradation - REDD. WBCSD believes tackling climate change requires an integrated approach that addresses the issues of competitiveness and economic sustainability, energy security, the environment and development, as well as adaptive capacity for inevitable climate impacts.

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

In 2014, Arcadis joined the WBSCD. Together with its members, the council applies its respected thought leadership and effective advocacy to generate constructive solutions and take shared action. The council is made up of 192 global firms and acts as the voice of business in several bodies (e.g. UN Climate Summit, Sustainability Development Goals). Arcadis was formally admitted into the WBCSD on the 9th of April 2014. Since then it has become actively involved in the following workstreams: Water Cluster, Zero Emission Cities Sector Project, Ecosystem & Landscape Management Cluster, and Redefining Value Cross Cutting Project / Natural Capital Protocol. In November 2014, our then global CEO participated in the WBSCD Council Meeting in Atlanta, in the United States, where WBSCD members focused on Redefining Value (moving from financial to natural and social capital) and 'Business Setting the Pace'. In 2015, Arcadis joined global world leaders at the COP in Paris, where our global CEO joined a panel discussion Chaired by UN-Habitat on 'The City We Need'. The purpose of the event was to engage the private sector on cities and climate change. During the event, business and city leaders alike expressed their commitment to solving urban sustainability challenges in advance of the forthcoming United Nations Conference of Housing and Sustainable Urban Development (Habitat III). In 2017 Peter Oosterveer was appointed as CEO and Chairman of the Arcadis Executive Board, and took over responsibilities at WBCSD and had joined several council meetings in 2018 and 2019. In 2019, we expanded our position with Peter joining the Executive Committee of WBCSD, which is a role was still holding during current reporting year 2020.

C12.3d

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

No

C12.3f

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

Arcadis is a company that is concerned with “improving quality of life” and sustainability is integrated into our core values and pillars, and services offerings. We also have a robust risk and opportunity identification and management system that also extends to our business offerings and clients via the Arcadis Way. When engaging with organizations, research organizations, and policy makers, Arcadis reflects on its Business Control Framework to ensure our activities and outreach are consistent with our Mission, Vision, Values, and overall strategy, including that of climate change. This Framework is used globally by all our OpCos.

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 NV Annual Integrated Report 2020-422021 (1).pdf

Page/Section reference
Annual Integrated Report 2020: - Governance: throughout the document (specific chapter starts pg. 147) - Strategy: throughout the document (specific chapter starts pg. 34) - Risks & opportunities: throughout the document (specific chapter risk management starts pg. 159) - Emission figures: Chapter Performance & developments, Innovation & Growth (pg. 81) and specifically pg. 92

Content elements
Governance
Strategy
Risks & opportunities
Emissions figures

Comment

C15. 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

C15.1

(C15.1) 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 and Chairman of the Executive Board	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 a global leader in design & consultancy. Our passion is to "improve quality of life" and 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.

Some of 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	3303208000

SC0.2

(SC0.2) Do you have an ISIN for your company that you would be willing to share with CDP?

Yes

SC0.2a

(SC0.2a) Please use the table below to share your ISIN.

	ISIN country code (2 letters)	ISIN numeric identifier and single check digit (10 numbers overall)
Row 1	NL	0006237562

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
13.89

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

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 Greenhouse Gas Protocol Corporate Standard using the operational control approach. Our Scope 1 emissions include all sources over which we have operational control. Scope 1 includes the emissions of our company-owned vehicles and natural gas that is used for

heating our buildings. In the offices, we do not have available measured data available of our operations (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 quality natural gas data used for heating 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, HDD and 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
34.92

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

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
Barclays

Scope of emissions
Scope 1

Allocation level
Company wide

Allocation level detail
<Not Applicable>

Emissions in metric tonnes of CO2e
0.31

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 market value of products purchased

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 Greenhouse Gas Protocol Corporate Standard using the operational control approach. Our Scope 1 emissions include all sources over which we have operational control. Scope 1 includes the emissions of our company-owned vehicles and natural gas that is used for heating our buildings. In the offices, we do not have available measured data available of our operations (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 quality natural gas data used for heating 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, HDD and 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
0.78

Uncertainty (±%)
10

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

Verified
No

Allocation method
Allocation based on the market value of products purchased

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
Downer EDI

Scope of emissions
Scope 1

Allocation level
Company wide

Allocation level detail
<Not Applicable>

Emissions in metric tonnes of CO2e
21.49

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 market value of products purchased

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 Greenhouse Gas Protocol Corporate Standard using the operational control approach. Our Scope 1 emissions include all sources over which we have operational control. Scope 1 includes the emissions of our company-owned vehicles and natural gas that is used for heating our buildings. In the offices, we do not have available measured data available of our operations (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 quality natural gas data used for heating 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, HDD and 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
54.03

Uncertainty (±%)
10

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

Verified
No

Allocation method
Allocation based on the market value of products purchased

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
68.21

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 market value of products purchased

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 Greenhouse Gas Protocol Corporate Standard using the operational control approach. Our Scope 1 emissions include all sources over which we have operational control. Scope 1 includes the emissions of our company-owned vehicles and natural gas that is used for heating our buildings. In the offices, we do not have available measured data available of our operations (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 quality natural gas data used for heating 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, HDD and 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
171.45

Uncertainty (±%)
10

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

Verified
No

Allocation method
Allocation based on the market value of products purchased

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
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
0.04

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 market value of products purchased

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 Greenhouse Gas Protocol Corporate Standard using the operational control approach. Our Scope 1 emissions include all sources over which we have operational control. Scope 1 includes the emissions of our company-owned vehicles and natural gas that is used for heating our buildings. In the offices, we do not have available measured data available of our operations (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 quality natural gas data used for heating 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, HDD and 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
0.1

Uncertainty (±%)
10

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

Verified
No

Allocation method
Allocation based on the market value of products purchased

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
Johnson & Johnson

Scope of emissions
Scope 1

Allocation level
Company wide

Allocation level detail
<Not Applicable>

Emissions in metric tonnes of CO2e
24.71

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 market value of products purchased

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 Greenhouse Gas Protocol Corporate Standard using the operational control approach. Our Scope 1 emissions include all sources over which we have operational control. Scope 1 includes the emissions of our company-owned vehicles and natural gas that is used for

heating our buildings. In the offices, we do not have available measured data available of our operations (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 quality natural gas data used for heating 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, HDD and 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
62.11

Uncertainty (±%)
10

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

Verified
No

Allocation method
Allocation based on the market value of products purchased

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
Los Angeles Department of Water and Power

Scope of emissions
Scope 1

Allocation level
Company wide

Allocation level detail
<Not Applicable>

Emissions in metric tonnes of CO2e
6.52

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 market value of products purchased

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 Greenhouse Gas Protocol Corporate Standard using the operational control approach. Our Scope 1 emissions include all sources over which we have operational control. Scope 1 includes the emissions of our company-owned vehicles and natural gas that is used for heating our buildings. In the offices, we do not have available measured data available of our operations (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 quality natural gas data used for heating 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, HDD and 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
Los Angeles Department of Water and Power

Scope of emissions
Scope 2

Allocation level
Company wide

Allocation level detail
<Not Applicable>

Emissions in metric tonnes of CO2e
16.38

Uncertainty (±%)
10

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

Verified
No

Allocation method
Allocation based on the market value of products purchased

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
National Grid PLC

Scope of emissions
Scope 1

Allocation level
Company wide

Allocation level detail
<Not Applicable>

Emissions in metric tonnes of CO2e
10.27

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 market value of products purchased

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 Greenhouse Gas Protocol Corporate Standard using the operational control approach. Our Scope 1 emissions include all sources over which we have operational control. Scope 1 includes the emissions of our company-owned vehicles and natural gas that is used for heating our buildings. In the offices, we do not have available measured data available of our operations (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 quality natural gas data used for heating 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, HDD and 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
National Grid PLC

Scope of emissions
Scope 2

Allocation level
Company wide

Allocation level detail
<Not Applicable>

Emissions in metric tonnes of CO2e
25.82

Uncertainty (±%)
10

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

Verified
No

Allocation method
Allocation based on the market value of products purchased

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
Pinsent Masons LLP

Scope of emissions
Scope 1

Allocation level
Company wide

Allocation level detail
<Not Applicable>

Emissions in metric tonnes of CO2e
0.57

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 market value of products purchased

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 Greenhouse Gas Protocol Corporate Standard using the operational control approach. Our Scope 1 emissions include all sources over which we have operational control. Scope 1 includes the emissions of our company-owned vehicles and natural gas that is used for heating our buildings. In the offices, we do not have available measured data available of our operations (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 quality natural gas data used for heating 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, HDD and 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
Pinsent Masons LLP

Scope of emissions
Scope 2

Allocation level
Company wide

Allocation level detail
<Not Applicable>

Emissions in metric tonnes of CO2e
1.42

Uncertainty (±%)
10

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

Verified
No

Allocation method
Allocation based on the market value of products purchased

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
SSE

Scope of emissions
Scope 1

Allocation level
Company wide

Allocation level detail
<Not Applicable>

Emissions in metric tonnes of CO2e
7.86

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 market value of products purchased

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 Greenhouse Gas Protocol Corporate Standard using the operational control approach. Our Scope 1 emissions include all sources over which we have operational control. Scope 1 includes the emissions of our company-owned vehicles and natural gas that is used for heating our buildings. In the offices, we do not have available measured data available of our operations (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 quality natural gas data used for heating 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, HDD and 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
SSE

Scope of emissions
Scope 2

Allocation level
Company wide

Allocation level detail
<Not Applicable>

Emissions in metric tonnes of CO2e
19.77

Uncertainty (±%)
10

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

Verified
No

Allocation method
Allocation based on the market value of products purchased

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
Stanley Black & Decker, Inc.

Scope of emissions
Scope 1

Allocation level
Company wide

Allocation level detail
<Not Applicable>

Emissions in metric tonnes of CO2e
0.12

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 market value of products purchased

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 Greenhouse Gas Protocol Corporate Standard using the operational control approach. Our Scope 1 emissions include all sources over which we have operational control. Scope 1 includes the emissions of our company-owned vehicles and natural gas that is used for

heating our buildings. In the offices, we do not have available measured data available of our operations (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 quality natural gas data used for heating 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, HDD and 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
Stanley Black & Decker, Inc.

Scope of emissions
Scope 2

Allocation level
Company wide

Allocation level detail
<Not Applicable>

Emissions in metric tonnes of CO2e
0.29

Uncertainty (±%)
10

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

Verified
No

Allocation method
Allocation based on the market value of products purchased

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.

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' 2020 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
Managing the different emission factors of diverse and numerous geographies makes calculating total footprint difficult	Gathering data from 30+ countries all over the world presents a challenge. One of those challenges is finding a data library and conversion methodology that allocates all emission factors for all of our regions and countries in the same way. Each region is currently responsible for conversions and calculations. With setting up a Global EMS Standard we see greater reliability in our data and consistency between regions and years. In case, we are unable to find a library and or methodology that covers the globe, Arcadis will be looking for libraries and methodologies that complement each other and use the same basic calculation models, or rely on local best practice that meets minimum requirements.
Customer base is too large and diverse to accurately track emissions to the customer level	We provide our clients with Design and Consultancy services all over the world. One request for 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 consumed with 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 were also supporting roles register their spend 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.
Other, please specify (Scope 3 life cycle emission data)	

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 recognizes the need to develop a more robust system for managing data from its 400+ offices and 27,875 employees. While the current system of reporting is able to aggregate emissions at the regional level, Arcadis would like to improve the granularity of its approach to get a better understanding of how individual activities, service offerings and projects affect the footprints of our clients.

In 2020:

- we developed our Global Environmental Management System Standard (EMSS) which in 2021 will be rolled out globally. The EMSS will set a global baseline the way we work together to reduce our environmental impact and achieve our targets.

- we focused on setting up our Global Non-Financial Reporting (NFR) system, which will be rolled out in 2021. The way we work together is also embedded in the EMSS.

SC2.1

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

Requesting member
Itaú Unibanco Holding S.A.

Group type of project
Reduce Logistics Emissions

Type of project
Other, please specify (Use of technology to reduce travel emissions)

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 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 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 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 all 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
National Grid PLC

Group type of project
Reduce Logistics Emissions

Type of project
Other, please specify (Use of technology to reduce travel emissions)

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 in close partnership with National Grid to improve sustainability through effective implementation of our projects. Consistent with National Grid, Microsoft Teams is our communication platform for connecting the client with the project team and we share information visually which reduces the need for face-to-face meetings therefore reducing carbon emissions for National Grid. We also utilize interactive GIS platforms to facilitate remote workshops with multiple attendees where feasible. We use the Coupa system to upload invoices online and submit all documentation electronically to reduce paper consumption. In the UK, we are at the forefront of implementing Biodiversity Net Gain (BNG) and proactively identify opportunities to deliver the minimum requirements across the projects we have been commissioned. In addition, we hold regular workshops with National Grid management which provides a platform to share best practice as we continually strive to driving effective and sustainable solutions through project delivery including appropriate net zero carbon solutions. In the US, Arcadis and National Grid have provided virtual site visits and pre-bid meetings to limit personnel travel (and associated greenhouse gas emissions), provide video information that can be used by bidders and offer an more efficient way to schedule the meeting by limiting time necessary for the various parties to travel to the site. Arcadis also is a registered and approved vendor under National Grid's New York EV Program. We would invite the opportunity to discuss more ways we could partner to support National Grid's sustainability ambitions.

Requesting member
Stanley Black & Decker, Inc.

Group type of project
Reduce Logistics Emissions

Type of project
Other, please specify (Use of technology to reduce travel emissions)

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
We have gone completely virtual in our engagement with Stanley Black & Decker in 2020 . Arcadis uses video conferencing and a variety of file sharing tools to accomplish the work with the client. The only in person work we have done with Stanley Black & Decker has involved sampling and surveys that require an in-person presence.

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
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 all 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
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
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 infra-structure 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.

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 am submitting to	Public or Non-Public Submission	Are you ready to submit the additional Supply Chain questions?
I am submitting my response	Investors Customers	Public	Yes, I will submit the Supply Chain questions now

Please confirm below
I have read and accept the applicable Terms