

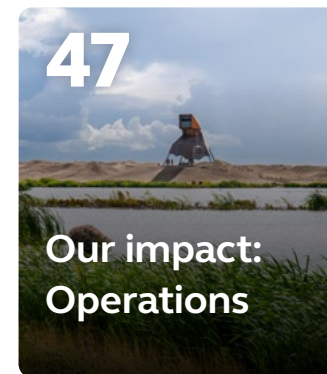
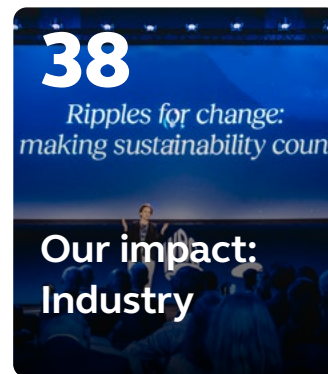
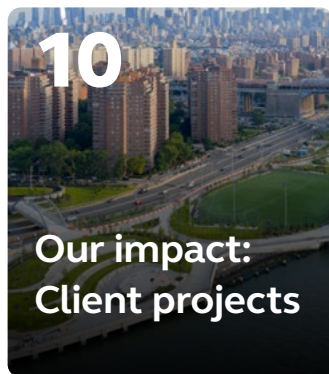
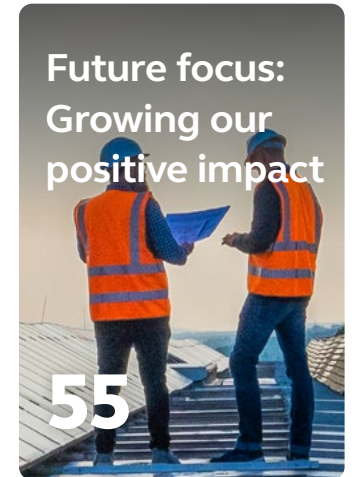
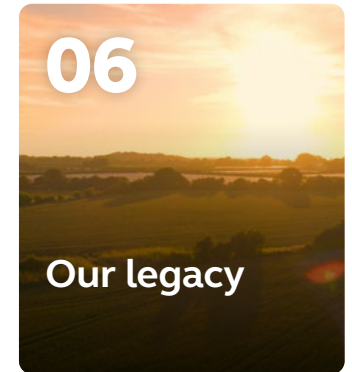
# Impact Positive

2025 Arcadis Impact Report





# Contents





# Why impact matters

A message from our Global Sustainability Director

Arcadis’ approach to sustainability is anchored by a commitment to shaping clear, positive outcomes for our clients, and the communities they operate in, through our projects. This is how Arcadis makes a positive impact towards a world we all want to live in, embodying our purpose to improve quality of life – and it has been fundamental to our success for over 100 years.

This inaugural Arcadis Impact Report reaffirms our legacy and renewed focus on delivering high-performing, sustainable projects, while continuing to act as a responsible business, partnering to advance industries and support communities across the globe.

The challenges facing our clients today are highly complex, with compounding economic, environmental and societal pressures dominating decision making and investment. Our world-leading design and engineering expertise, coupled with innovative data intelligence capabilities, supports our clients to navigate a clear path forward – helping manage their short-term risks while leveraging long-term value creation.

Within this report, I’m pleased to share the launch of our Arcadis Future IMPACT+™ program. This pioneering initiative has been successfully incubated over the last 12 months to advance the measurement of sustainability impact, ultimately facilitating robust benchmarking and bringing clarity to the financial benefits of sustainability-led investments.

Alongside our client projects, local and global community work remains core to our mission to improve quality of life. This year marks the 15th anniversary of our global Shelter program, delivered in partnership with UN Habitat, which has helped improve the lives of more than 26 million people worldwide.

Closer to home, our grassroots initiative, Local Sparks, supported by the Katalys Foundation, empowers our people to make a difference in their local communities. Since inception, these programs have helped us develop new solutions while supporting Arcadians in their professional development – creating a strong sense of shared value for Arcadis and the communities we support.

Industry leadership and collaboration are also crucial to amplifying our impact. By working with partners such as the World Business Council for Sustainable Development and engaging across the industry, we help shape best practices, drive innovation, and accelerate widespread adoption of sustainable solutions. Our participation in alliances enables us to influence standards and advocate for responsible business at scale, beyond the boundaries of our own client partnerships.

Reflecting on 2025 and looking ahead, we are determined to accelerate our positive impact across the value chain, delivering best-in-class project outcomes, and fostering collaboration with partners and stakeholders. We will continue to innovate, learn, and lead by example, ensuring Arcadis improves quality of life for our clients, communities and people.

**Mark McKenna**  
Global Sustainability Director



# About Arcadis

## We put imagination to work to solve critical infrastructure and environmental challenges.

Arcadis is a leading design and engineering business, bringing together the world's brightest architects, analysts, designers, engineers, project planners, and sustainability experts to solve the world's most complex infrastructure and environmental challenges.

From reducing catastrophic flood risks to designing net-zero data centers, we've been finding creative ways to improve quality of life for over 135 years.

### Worldwide reach, local expertise

With approximately 34,000 Arcadians operating in over 30 countries, we cultivate a deep understanding of the environments in which we work, while leveraging our global knowledge to bring end-to-end solutions to local communities. We pride ourselves on partnering with those most affected by our efforts to ensure lasting, positive impact.

### Sustainability is a guiding principle

We're working to foster positive change for communities around the world. From building fossil fuel-free sites to setting our own target of becoming a net zero company by 2035, every project we take on is guided by our commitment to sustainability.

**Across every project, our passion and purpose remain the same: to improve quality of life through a unique mix of creativity and science that applies our deep technical and engineering expertise to deliver innovative solutions to complex challenges.**



## 2025 global impact at a glance

 **34,000** people operating in 30+ countries

**Over €1.4 trillion**

in assets managed by our advisory teams powered by our Enterprise Data Analytics (EDA) platform

**Ranked top 2%**

in our industry in 2025 for ESG performance by Sustainalytics

**€4.9B**  
gross revenue

**Awarded A- for Climate Change response**

(Leadership Category) in 2025 by CDP

**Over €100 billion**

in client project capital assessing whole life carbon impact, with an aggregated 2,857,000 tCO<sub>2</sub>e in avoided emissions (or 37% reduction)



**One of Time's World's Best Companies**

for Sustainable Growth in 2026

**135 years of partnership with Katalys**

delivering positive community impact



# Our legacy

For more than a century, Arcadis has helped shape the relationship between people, places and the environment. Long before the definition of sustainability became what it is today, we were embedding environmental, social and economic thinking into the solutions we deliver – helping shape the future of environmental engineering.

Founded in the Netherlands in 1888, our legacy business, Heidemij, became an early pioneer in delivering positive environmental and social impact. Its work in peatland restoration, afforestation and flood protection reflected a belief that long-term progress depends on balancing human needs with responsible stewardship of natural resources.

### That principle continues to shape Arcadis today.

When Heidemij became Arcadis in 1997, we carried forward a legacy built on practical innovation, long-term thinking and sustainable progress. More than 135 years after our founding, we're proud to remain a leader in sustainable innovation – and continue to help clients and communities thrive in a changing world.

## 1922-29

Heathland restoration enables sustainable rural livelihoods

## 1942-49

Sustainable land reclamation supports WWII recovery

## 1960-68

Flood resilience strengthens communities on the Rhine

## 1987-89

Early green infrastructure creates connectivity in The Netherlands

## 2008-11

Nature-based engineering reshapes Dutch river landscapes

## 2018-24

Lower Manhattan coastal resilience project protects city from increasing flood and extreme weather risks

## 1932-39

Historic Zuiderzee Works set global standards in water management

## 1953-59

Coordinated large-scale tree planting enhances biodiversity

## 1973-79

Restored aquatic ecosystems improve livability in Amsterdam

## 1993-99

Westergasfabriek transformation sets benchmark for sustainable urban renewal

## 2007-12

Lasting environmental legacy for London Olympics

## 2020-Present

Pioneering nature-based urban solutions for Daye 'Sponge' City, China



## A legacy of lasting impact

Creating a legacy of positive environmental and social impact has been made possible through our long-standing client relationships, shaping the regions and communities we serve for generations.

These partnerships have allowed Arcadis to execute complex, city-scale transformation projects that improve quality of life – with impacts that often continue to be realized long after project delivery.

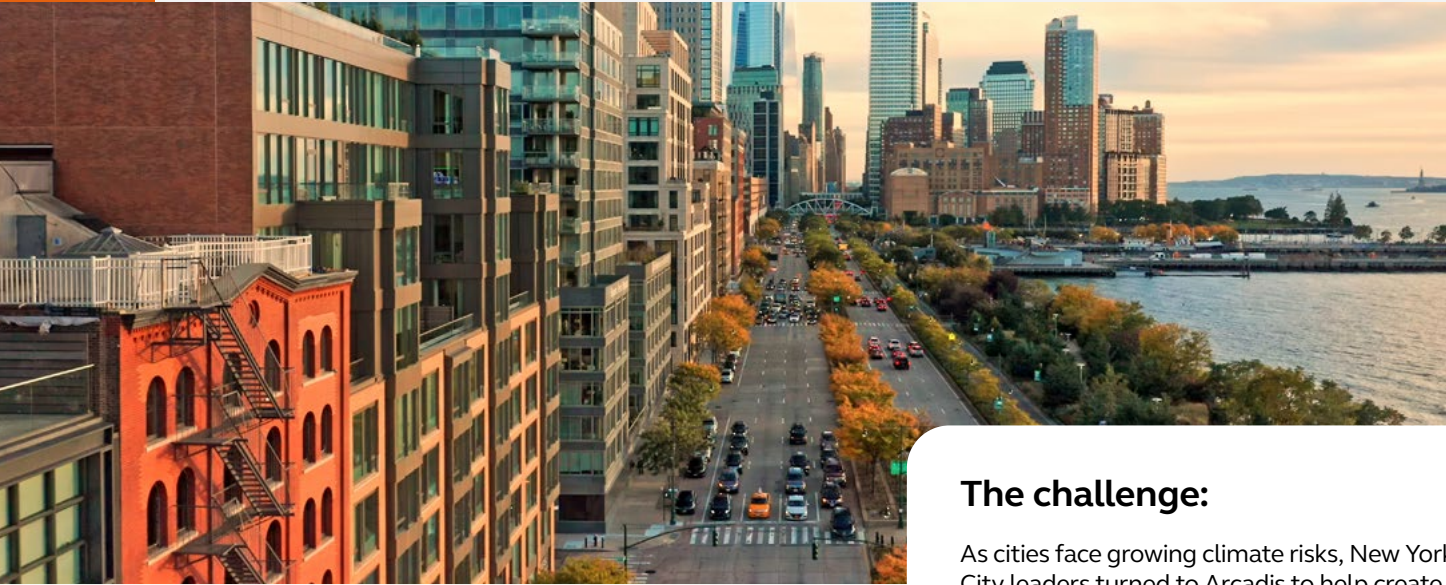
**30%** of our global key clients have been with Arcadis since 2018, contributing over €8.6 billion in revenue

**135 years** of partnership with Katalys, delivering positive community impact

**15 year** partnership with UN-Habitat providing international community support

Arcadis' long history of delivering high impact project outcomes using our suite of sustainable solutions is demonstrated in two legacy case studies: Protecting the Future of Lower Manhattan and Zanderij Crailo Nature Bridge. These projects highlight the scale of impact over time, improving long-term quality of life for the surrounding communities.





*Our actions will protect Lower Manhattan into the next century.*

*Bill De Blasio | Mayor of New York, 2014-21*

LEGACY CASE STUDY

# Protecting the future of Lower Manhattan, USA

Shaping long-term resilience for one of the world’s most economically significant urban environments.

### The challenge:

As cities face growing climate risks, New York City leaders turned to Arcadis to help create a Climate Resilience Master Plan to protect the future of Lower Manhattan.

### The solution:

Strengthening climate change resilience across the Financial District and Seaport neighborhoods, Arcadis’ work supported long-term strategies addressing sea level rises, storm surges and severe rainfall in an area that’s home to more than 62,000 people and thousand of businesses.

### The impact:

The master plan provided a comprehensive strategy that’s essential to protecting residents and businesses, while ensuring Lower Manhattan’s livelihood well into the next century – providing a legacy of lasting resilience in a rapidly changing world.

**\$37.8 billion** future losses avoided by implementing flood protection

**62,000** Residents protected

**19 subway lines** protected through future resilience planning



LEGACY CASE STUDY

# Zanderij Crailoo Nature Bridge, Netherlands

Restoring connection between nature reserves and fauna

## The challenge:

As roads and railways increasingly fragmented natural habitats across North Holland, the Goois Natuurreservaat foundation partnered with Arcadis to reconnect vital ecosystems and improve ecological connectivity across the region.

## The solution:

Arcadis led the design and delivery of the Zanderij Crailoo Nature Bridge – an 800-meter-long, 50-meter-wide ecoduct, and the longest of its kind in the world. Opened in 2006, the bridge seamlessly links the Bussumerheide and Spanderswoud nature reserves, overcoming four major infrastructure barriers, including a busy provincial road and railway line, to restore wildlife movement and enable sustainable recreation for local communities.

## The impact:

This landmark €14.7 million project demonstrates how infrastructure and nature can be integrated to deliver long-term environmental and social value. With research showing regular wildlife crossings and around 3,000 pedestrians, cyclists, and horse riders using the bridge each week, Arcadis’ commitment to ecological connectivity and lasting landscape solutions has created a legacy of resilience for nature and people across the Heuvelrug and Gooi regions.

## World’s longest ecoduct

at 800 meters in length and 50 meters in width

## ~3,000 weekly users

including pedestrians, cyclists and horse riders



# Our impact: Client projects

Lower Manhattan Shoreline Resilience Project, USA



## Collaborating with clients to achieve positive impact

In today's rapidly evolving business landscape, sustainability is the cornerstone of resilient growth and long-term value.

At Arcadis, sustainability is integral to how we deliver value to our clients; grounded in rigorous evidence, and enhanced through the latest innovations and technology to deliver measurable project impact. We combine impact-driven processes with a portfolio of digital intelligence capabilities, including Enterprise Decision Analytics (EDA), to deliver positive outcomes for our clients and communities. By empowering smarter decision-making and greater efficiency, we make innovation an integral driver of sustainable impact, now and into the future.

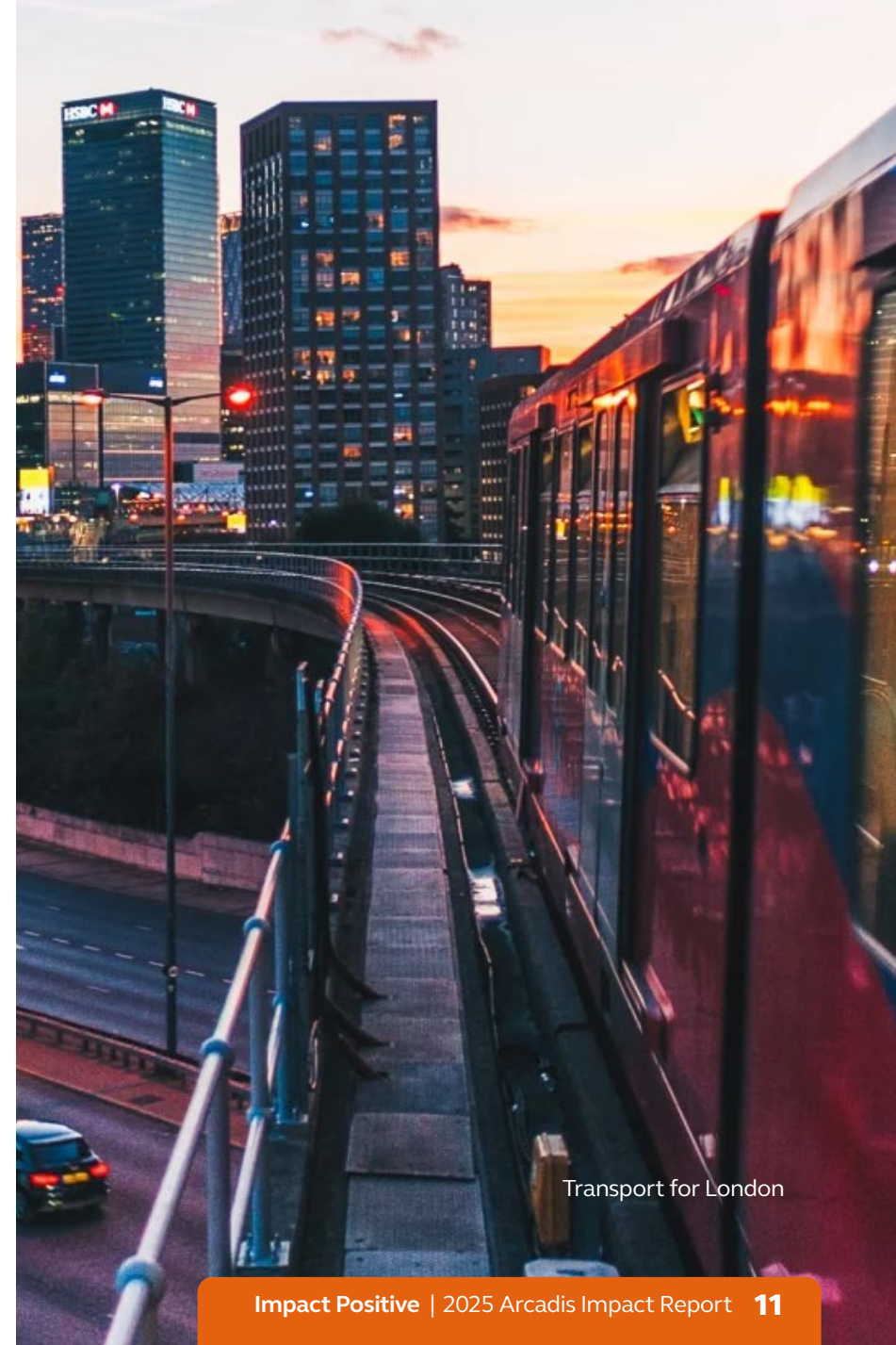
Embedding sustainability into every stage of the project value chain transforms client challenges – such as vulnerability to climate change, carbon emissions liabilities, biodiversity loss, water scarcity and social equity – into opportunities for innovation, efficiency and financial advantage.

This is sustainability with a commercial pulse: purposeful, pragmatic, and powerful, delivering a clear return on investment, with return on impact embedded. Working across sectors – including transportation, energy and water, real estate and development, technology, and industrial manufacturing – we combine advanced analytics, multidisciplinary expertise and global insight to help clients reduce costs, accelerate approvals, strengthen reputation and improve long-term business performance.

The result? Projects that don't just exist in the world but improve it – turning sustainability ambitions into lasting positive impact, and creating long-term value for our clients and communities.

*“The key is having accurate quantification of the carbon impacts of the decisions we make. Having this as part of the currency of our decision-making process is the first step...that's where we rely on consultants like Arcadis to give us the intelligence and analytical capability about what are the real carbon impacts.”*

Alex Williams | Chief Customer & Strategy Officer, Transport for London



Transport for London




# Arcadis Future IMPACT+™

## A global framework for sustainable success

Arcadis Future IMPACT+™ helps clients measure and manage sustainability performance across the full project lifecycle. Rather than treating sustainability as a compliance exercise, our global framework transforms it into a driver of commercial performance – integrating robust measurement and actionable insights to maximize the value of every project.

Businesses today face deeply interconnected challenges, including climate adaptation, rising energy costs, freshwater scarcity, supply-chain disruption and social inequity. Yet the full operational and economic impact of these challenges often remains difficult to quantify, limiting the speed and scale of action.

Arcadis Future IMPACT+™ addresses this directly, and is guided by a straightforward principle: what gets measured gets managed – and optimized.

This framework provides a consistent methodology for quantifying sustainability impact across five key areas: Carbon, Nature, Water, Circularity, and Social Impact. By embedding rigorous measurement throughout the project lifecycle, sustainability becomes a source of competitive advantage rather than a regulatory burden – helping clients reduce costs, accelerate approvals, and build stronger stakeholder trust.

## Arcadis Future IMPACT+™ Key client benefits

### Reduce cost

Significant cost savings across construction and operations.

### Accelerate approvals

Faster project completion enabled by transparent, evidence-based outcomes.

### Achieve targets

Clear alignment with corporate sustainability targets.

### Maximize value

Improved reputations, enhanced market positioning and tangible benefits for local communities.



825 Pacific St, Artists' Studios, Vancouver, British Columbia, Canada

## Delivering lasting value beyond project boundaries

Beyond individual projects, aggregating environmental and social impact data through a consistent methodology creates a global evidence base, revealing where investments can deliver the strongest return on impact. This is particularly evident when supporting clients to leverage impact at the portfolio level, where the benefits of scale and robust baselining support improved buying power, smarter capital allocation, stronger risk evaluation and long-term business agility.

The robust, data-driven approach of Arcadis Future IMPACT+™ transforms sustainability from an aspiration into a proven business strategy – one that creates measurable returns, stronger risk management and lasting positive impact for clients, society and the environment.

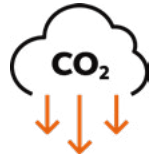
Project resilience and performance depend on the balance between different impacts that are deeply interlinked; optimizing

purely for nature restoration, for example, may produce higher carbon emissions if carbon impact is not measured.

By measuring across five technical workstreams – carbon, nature, water, circularity and social impact – Arcadis Future IMPACT+™ provides a comprehensive picture of sustainability performance, enabling evidence-based decisions that drive better project outcomes.

*“By embracing this framework across our teams, we can quantify the value of our projects in a comprehensive way and aggregate those results globally, demonstrating the true scale of environmental, social and financial benefits Arcadis delivers for our clients, communities, and the planet.”*

Steve Cook | Program Director, Arcadis Future IMPACT+™



# Arcadis Future IMPACT+™ | Carbon

The global deployment of our Arcadis Future Impact+™ framework sets the foundations for a step change in impact-led advisory, design and engineering. Commencing with Carbon Impact, we increased the number of Arcadis technical experts trained in Whole Life Carbon (WLC) by 400%, embedding these skills in core design and engineering roles.

With these enhanced skills, our teams are equipped to provide advanced asset design solutions, helping clients achieve substantial reductions in both capital and operational costs while lowering their whole life carbon impact.

### Demonstrating the value of scalable, measurable Carbon Impact

Arcadis is committed to redefining industry standards for sustainable infrastructure, creating substantial cost savings for clients and demonstrating that significant carbon reductions are achievable, scalable and replicable worldwide.

In the last 12 months Arcadis has assessed over €100 billion in major client project capital for WLC impact, with an initial estimated 7,665,000 tCO<sub>2</sub>e. Through our global WLC design framework, we have helped projects deliver an estimated 2,857,000 tCO<sub>2</sub>e in avoided emissions. Predicted carbon reductions for individual projects range between 5% and 77%, averaging 37% across the portfolio.



Merlata Bloom, Milan, Italy



CARBON CASE STUDY

# The Eastern Freeway – Burke Road to Tram Road upgrade, Australia

## Improving Melbourne’s network and changing the way people move around the city

Refer to the Case Studies for additional examples

*“This upgrade is more than a road project—it’s a complete rethinking of how people move across Melbourne’s northeast. By combining innovative design, environmental care, integrated transport and sustainable solutions, we’re helping create a safer, faster and more connected future for the community.”*

*Bernard O’Mally, Senior Project Director, Arcadis*

### The challenge:

The Victorian Government committed to widening the Eastern Freeway, improving public transport links, and providing safer walking and cycling routes. Alongside project partners, Arcadis was tasked with designing a future-ready corridor that reduces congestion, improves mobility, enhances sustainability, and strengthens community connections.

### The solution:

As part of the Eastern Freeway Burke to Tram Alliance with Victorian Infrastructure Delivery Authority, Symal, Laing O’Rourke and WSP, our team delivered integrated, multidisciplinary design across civil, structural, environmental and ITS systems. The \$4.3B upgrade creates a future-ready, high-capacity transport corridor with seamless multimodal connections, while delivering a negative 10% design growth metric – creating greater contingency for construction while maintaining design compliance and integrity.

### The impact:

The upgrade provides a faster, safer, more sustainable freeway; reducing travel time by 35 minutes, removing 15,000 trucks from local roads and dramatically improving public, active and green transport links. Sustainable design practices have reduced GHG emissions from energy and material use by 140,716 tCO<sub>2</sub>e – equivalent to 30,000 fewer cars on the road for a year. Additionally, design optimizations alone (including adoption of low carbon materials and redesign to reduce material quantities) contribute to a 20% reduction in the project’s lifecycle footprint.

**140,716 tCO<sub>2</sub>e**  
avoided GHG emissions

**20%** reduction in  
project’s lifecycle footprint



# Arcadis Future IMPACT+™ | Nature

Biodiversity was the first focus area with the Arcadis Future IMPACT+™ Nature Impact initiative, reflecting a strong desire from clients to better translate and measure the value of nature for their business.

Synthesizing international best practice, we developed a global methodology that can be applied to assess and optimize biodiversity net gain outcomes across all types of habitats and projects anywhere in the world.

Using this proprietary methodology, over the last 12 months, Arcadis assessed biodiversity impact across an estimated 18,200 hectares of land across our global projects, resulting in an average 14% biodiversity net gain. This included projects in the UK, Canada, Belgium and the Netherlands, alongside portfolio-level assessments for clients with sites in the UK, China, Slovakia, Brazil and South Africa.

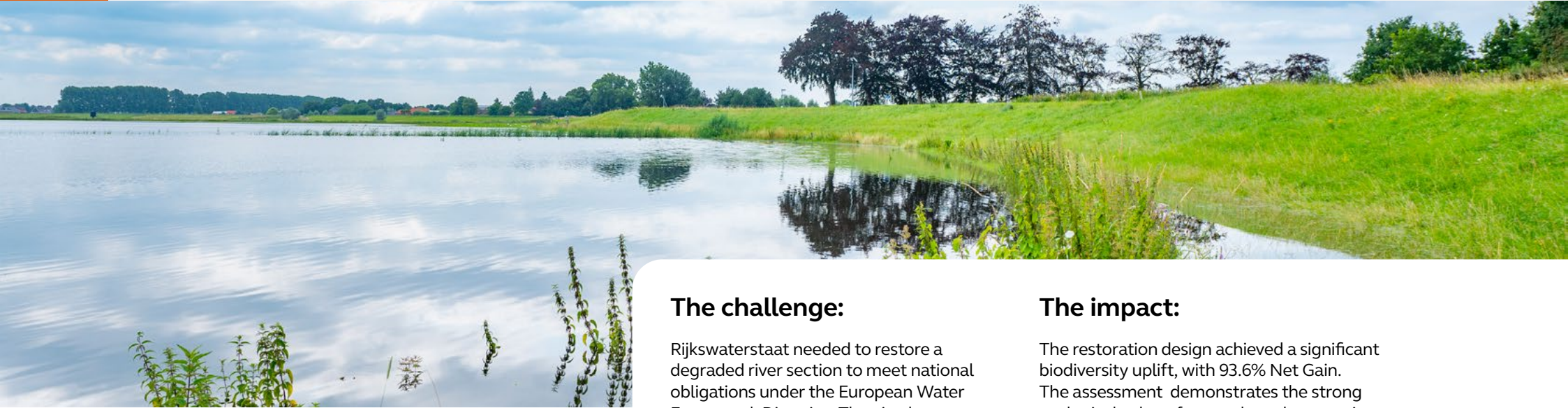
These projects presented opportunities to pilot biodiversity measurement approaches for their suitability across a range of project contexts, while identifying practical client risk exposure and opportunities.

The methodology developed through these pilots is globally applicable across habitats, sectors and project types. Building on this foundation, Arcadis is expanding its Nature Impact metrics into the future to include broader land quality indicators, including contamination remediation and soil health enhancement.

## Arcadis Future IMPACT+™ | Nature Key Results:

**80%** of pilot projects achieved a biodiversity net gain outcome

.....  
Average biodiversity net gain was approximately **14%** across assessed projects



**NATURE CASE STUDY**

# Rijkswaterstaat KRW-Zuid, Netherlands

## Restoring riverine habitats to meet national obligations

### The challenge:

Rijkswaterstaat needed to restore a degraded river section to meet national obligations under the European Water Framework Directive. The nine hectare area consisted mostly of production grassland with limited ecological value, and the project required a clear understanding of how habitat changes from the restoration design would influence biodiversity outcomes.

### The solution:

Arcadis applied the Biodiversity Net Gain Calculator (BNGC) to establish a biodiversity baseline, and estimate expected gains from the proposed restoration. Using remote sensing, national datasets, and expert ecological review, the team developed habitat maps and overcame significant data gaps.

### The impact:

The restoration design achieved a significant biodiversity uplift, with 93.6% Net Gain. The assessment demonstrates the strong ecological value of nature based restoration and reveals pathways for improving habitat quality and informed future monitoring needs. The project also led to enhanced confidence in the BNGC as the global tool for Arcadis Future Impact+™.

**9.26 hectares** of asset measured for biodiversity

**93.6%** Biodiversity Net Gain using the Arcadis BNGC



# Arcadis Future IMPACT+™ | Water

Launching in 2026, our Water Impact initiative focuses on quantifying freshwater consumption to assess water efficiency improvements generated through conservation and reuse measures.

The methodology enables clients to identify projects located in water-stressed regions, where demand exceeds available supply, helping inform more sustainable choices across asset design and material selections.

These insights support the development of bespoke solutions that improve water efficiency and help clients better understand the short and long-term impacts on their projects and wider value chains.

The next phase of our Water Impact initiative will broaden the metrics to include water quality assessments.

*“The rollout of Arcadis’ Water Impact methodology has delivered the most significant measurable impact, enabling consistent quantification of water efficiency improvements across major projects. By leveraging existing project data, we have demonstrated reductions in freshwater consumption and improved system performance at scale. This has allowed clients to clearly evidence water outcomes aligned with sustainability and regulatory expectations.”*

Tugba Ergin | Global SME Water Stewardship, Arcadis





WATER CASE STUDY

# Build Up Cook, USA

## Building long-term resilience for Cook County

Refer to the Case Studies for additional examples

### The challenge:

Cook County’s Build Up Cook program targets long-standing infrastructure deficits in historically disadvantaged Chicagoland communities, backed by an initial USD 30 million federal commitment. Many communities face ageing water systems, high losses, lead service lines, failing mains, hydrants and valves, limited finances, and difficulty securing capital funding.

### The solution:

In collaboration with Cook County and Ardmore Roderick, Arcadis’ solutions included developing lead service line replacement plans for 10 communities, securing state financing, and accelerating lead removal. We also managed water main improvements, hydrant and valve replacement, and emergency response. Using Enterprise Decision Analytics (EDA), Arcadis evaluated 150+ capital projects against 30+ funding sources, establishing optimal funding pathways and ensuring program sustainability. Additionally, Arcadis deployed advanced metering and local capacity building for effective water system management.

### The impact:

The program is delivering measurable improvements that directly benefit communities across Cook County. Over USD 52 million in IEPA loans - mostly grant-

equivalent - have enabled lead service line replacements, ensuring safer drinking water. Critical upgrades like the USD 1.42 million Halsted Street Bridge water main and quarter-mile replacements in four neighborhoods enhance reliability and emergency response. Eight communities now have restored firefighting capacity through hydrant and valve programs. Arcadis has established a fundable investment pipeline, empowering communities to proactively manage water systems and reduce 20–50% non-revenue losses for long-term sustainability. Ultimately, these improvements are significantly elevating the quality of life for these residents, providing safer, more reliable water and resilient infrastructure.

**20–50%** non-revenue water losses targeted through system assessment, AMI/AMR, and capacity building

**USD 52+ million** secured in IEPA loans for LSLR, with the majority provided as principal forgiveness (grant-equivalent funding)

**150+** capital projects assessed through Enterprise Decision Analytics



# Arcadis Future IMPACT+™ | Circularity

Circularity is a system-based principle embedded in our design philosophy. Across industries however, measuring the effectiveness of ‘circularity potential’ remains under-developed, presenting several challenges including circularity-linked finance and in-project decision-making.

Throughout 2025, we developed, tested and refined a dedicated system-level Circularity Impact methodology. This supports a standardized approach for measuring design-driven material avoidance, reuse and recycling, helping embed circular economy principles across key client projects.

Launching globally in 2026, this methodology enables clients to systematically assess and reduce the volume of materials required to construct and operate assets.

This supports more effective resource management across the asset lifecycle, from design and construction to operation, decommissioning and demolition.

By increasing the use of reclaimed materials that meet equivalent performance standards, we help clients reduce reliance on virgin resources while lowering costs, minimizing waste and streamlining manufacturing timelines – turning circularity into measurable operational value.

***“The key is connecting the big picture with practical delivery. We help clients turn technical analysis - whether that is carbon modeling, circularity assessment, climate risk or materials optioneering - into clear actions that designers, contractors and supply chains can actually implement. That is how sustainability becomes more than a report: it becomes measurable impact in design decisions, procurement choices, construction methods and long-term asset performance.”***

Emma Maltby | Technical Director, Sustainability Advisory, Arcadis



Domain CityGate Apartments, Naperville, Illinois, USA



CIRCULARITY CASE STUDY

# M5 Junction 10, UK

## Embedding circular strategies in a major highway project

Refer to the Case Studies for additional examples

### The challenge:

The United Kingdom’s M5 Junction 10 Improvements Scheme aims to improve access to the M5 motorway and support growth in the Cheltenham–Gloucester area. Challenges included managing environmental impacts effectively while maintaining safety, performance and durability, and meeting the client’s ambition for whole-life carbon reduction.

### The solution:

Arcadis embedded circular-economy principles into the scheme’s design by refining alignments, optimizing embankment design to use less material, and incorporating recycled aggregate and asphalt in pavement and fill layers – reducing reliance on primary materials without compromising performance. The detailed design solution monitored both carbon impact and material flows helping inform the delivery of a sustainable highway infrastructure design.

### The impact:

The M5 Junction 10 Improvements Scheme design delivers enhanced motorway access, reduced congestion, improved safety, and better facilities for pedestrians and cyclists.

Arcadis’ detailed design reduced scheme A1-A5 life cycle stage carbon emissions by 25% relative to the preliminary baseline, reduced material demand and incorporated 15% recycled content in high-mass components. Internationally-recognized metrics quantified the impact of design options on material flow performance; individually and collectively demonstrating the measurement of material circularity during scheme design, while quantifying improvements and providing robust circularity and ESG-ready metrics.

**61%** of the scheme’s materials came from or will become recycled or reused

**15%** recycled content in high-mass components



# Arcadis Future IMPACT+™ | Social

Launching in late 2026, Social Impact will become the final focus area integrated within the Arcadis Future IMPACT+™ framework. Putting communities at the heart of our work, Social Impact introduces a standardized approach for measuring positive socio-economic impacts generated through our clients' projects.

The Social Impact design approach aims to quantify and assess a range of community impacts, including job and skills creation, local economic growth, improved health outcomes and reduced social and economic inequalities.

By creating a consistent and measurable view of social impact, we'll help clients assess and integrate decisions that contribute to stronger communities and more sustainable growth – for business and for people.

***“This year, we have helped clients better understand where climate hazards create the greatest exposure across assets, operations, and communities, and then translate that insight into prioritized actions to help mitigate that risk. The impact is real and tangible: reduced risk to critical infrastructure, clearer investment priorities, avoided future losses, and more resilient communities.”***

Roni Deitz | Global Solution Director, Climate Adaptation, Arcadis.





**SOCIAL CASE STUDY**

# Chiila Estates, Canada

**Supporting housing security and community wellbeing through Indigenous-led development.**

*Refer to the Case Studies for additional examples*

### The challenge:

Across Canada, Indigenous communities are taking vital steps to develop their lands to support prosperous economic opportunities and address the housing crisis. Tsuut'ina Nation in Alberta, Canada, sought to identify and develop a parcel of land to create a new inclusive community, providing long-term housing and commercial amenities to address the Nation's housing shortage and accommodate future population growth.

### The solution:

Arcadis worked with Tsuut'ina Nation and Indigenous Services Canada on the development of Chiila Estates, a 370-acre mixed-use master plan for a new community on Tsuut'ina Nation lands. Through extensive site analysis and community engagement, we viewed all available lands and identified the Cow Camp Lands as the best site for future development and community potential.

### The impact:

Bringing together development and infrastructure expertise with community collaboration and understanding, we created a master plan to support not only housing security but community wellbeing. The plan included housing for families, Elders, and future generations, along with essential services, cultural spaces, parks, and local amenities designed to reflect Tsuut'ina Nation values and way of living.

**370-acre** mixed use development

**1500** residential units



# Intelligence

## Driving impact through digital intelligence

In a rapidly evolving world where complexity and technological change accelerate daily, we are proud to lead with innovation - delivering solutions that are secure, high-quality, and transformative. Our approach combines the power of artificial intelligence, proprietary digital products, and a strong ecosystem of partners.

Digital Intelligence is the catalyst that amplifies our ability to create meaningful change. By collaborating closely with our domain experts, we maintain the technical oversight and trusted judgment required to achieve positive, sustainable outcomes. This approach allows us to respond swiftly and confidently amid regulatory uncertainty and global supply chain challenges - enabling our clients to make clear, informed decisions in the face of complexity. The result: increased investment confidence and more efficient resource distribution.

Our advanced computing capabilities unlock new ways to tackle complexity, delivering greater impact than ever before. By embedding sustainability into every solution - using predictive analytics and optimization - we empower clients to take defensible, measurable action. This enhanced decision-making accelerates stakeholder alignment and narrows the gap between strategy and execution.

The scale of our impact is demonstrated by Enterprise Data Analytics (EDA), which manages over €1.4 trillion in assets. This includes rail assets which support over 22.5m trips per day and water infrastructure with an extensive 400,000 kilometers of pipes that deliver enough water daily to fill over 6,600 Olympic-sized swimming pools, ensuring reliable services for millions.

Whether it's optimizing energy use in industrial assets, strengthening emergency response for vulnerable populations, simulating physical risks to rail infrastructure, or providing safe drinking water to millions, Arcadians consistently deliver life-enhancing outcomes. By harnessing the synergy of digital and human innovation, we are redefining what's possible for our clients and our communities.



***“Arcadis is advancing data-enabled design, combining structured data capture from concept through to handover with an integrated, multidisciplinary approach to maximize sustainable opportunities across every aspect of a project.”***

Aoife Kelly | Global Lead Sustainable Design – Pharmaceuticals & Advanced Technology, Arcadis



# Our impact: Community





# Transforming expertise into measurable impact for local and global communities

Our purpose is “Improving Quality of Life” and this shapes how we deliver value for clients, how we operate as a business, how we support and develop our people, and the role we play in communities worldwide.

Across the globe, communities face mounting pressures – from existential climate risks to inadequate access to infrastructure, basic services, and opportunities. Addressing these issues requires more than good intentions. It requires expertise applied with purpose and precision; and sustainable solutions grounded in real-world needs.

Through Arcadis’ Community Impact programs, we extend our capabilities beyond commercial projects, applying pro bono technical expertise and local insight to deliver impact where it’s needed most.

Our contribution to these community projects delivers shared value: strengthening our solution capabilities while investing in the growth of our people and communities.

In our home base of the Netherlands, our philanthropic partner, Katalys, has played a pivotal role in driving community impact. By providing advisory services, connecting local initiatives to valuable networks, offering technical expertise, and delivering comprehensive project support, Katalys ensures that community-led projects achieve meaningful and lasting results – fostering stronger, more resilient communities across the country.

*“I’m incredibly proud of what the Community Impact Program represents for Arcadis. It reflects the best of our people - talented professionals who are passionate about applying their expertise to make a real difference. I’m excited to see Arcadians across regions, industries, and sectors step forward to strengthen communities of interest and the places where we live and work, turning our skills into meaningful, lasting impact.”*

Anna Laloë | Arcadis Community Impact Director



Shelter Project: e-Mobility Hub Project, Tanzania.



On a global scale, two key programs anchor our approach. For 15 years, the Shelter Program – delivered in partnership with UN-Habitat – has applied Arcadis’ expertise to complex urban challenges, supporting recovery and resilience in vulnerable communities.

Closer to home, since 2019, our Local Sparks Program has enabled Arcadians from more than 250 offices worldwide to lead locally-driven initiatives, translating their skills into practical solutions that respond directly to community needs where we work and live.

The impact goes beyond the project boundaries. Communities benefit from tangible, lasting outcomes. Our people build skills, leadership, and purpose. And our business strengthens credibility, attracts top-tier talent, and demonstrates how professional expertise creates lasting value.

To date, thousands of Arcadians have contributed their time, knowledge, and skills across hundreds of pro bono and volunteer projects worldwide. While each project is unique, they are united by a common approach: combining technical excellence with local understanding to deliver meaningful, lasting impact.

Our global community programs enable us to put our purpose into practice: strengthening communities, advancing our capabilities, and improving quality of life for millions of people around the world – more than 6.8 million via our Shelter Program over the last three years alone.



Shelter:

- 2010 - 2024
- 2025
- 2026

Local Sparks:

- 2019 - 2024
- 2025

Katalys



# Our Community Impact highlights

## 2025 Community Impact

**13,450 +**

hours dedicated by Arcadians

**~645** Arcadians

engaged

**33** Global Projects

delivered

**~3.8M** community members

supported

## Community Impact since 2010\*

**68,000 +**

hours donated

**~4000** Arcadians

engaged

**270** Global Projects

delivered

**~26M+** community members

supported

\*Estimated figures based on existing data



# SHELTER PROGRAM Celebrating 15 years of global impact

Transforming expertise into measurable impact for local and global communities

Urbanization is one of the defining challenges of our time. As cities expand, pressure on infrastructure, environment and basic services continues to grow, particularly in regions where resources are most constrained. For millions of people, access to safe, resilient communities remains out of reach.

Since 2010, Arcadis has partnered with UN-Habitat through the Shelter Program to directly address this challenge. By contributing pro bono technical expertise - with the generous support of the Lovinklaan Foundation for more than 13 years of the program's history - we apply our capabilities in infrastructure, water, environment, and urban planning to projects that improve living conditions for some of the world's most vulnerable people.

Over 15 years, this partnership has scaled individual projects into a global platform for impact. Over this period Arcadians have invested more than 54,000 labor hours, supporting 149 projects in 44 countries, working alongside local governments and communities to tackle challenges ranging from post-disaster recovery to climate resilience and sustainable urban development.

*“Over the past 15 years, the Shelter Program collaboration between Arcadis and UN-Habitat has demonstrated the value of partnerships that connect global expertise with local leadership to advance sustainable urbanization and adequate housing. Through our collaboration, city leaders in more than 100 cities across the globe have accessed specialized knowledge and practices that would otherwise remain beyond reach, enabling them to respond to their specific urban challenges.”*

*Edlam Abera Yemeru | Director, Knowledge and Innovation Branch, Global Knowledge & Advocacy Division, UN-Habitat*



Shelter project, Nampula, Mozambique



Shelter project, Nampula, Mozambique

A consistent principle underpins this work: combining global expertise with local insight. Each Shelter project is shaped through direct engagement with communities and local stakeholders – resulting in sustainable solutions that are technically robust, locally and environmentally appropriate, and built to last.

As the program has evolved, so too has its impact. Early projects focused on immediate response to urgent needs. Today, Shelter supports structured, resilient interventions, while Shelter Workshops and the annual Shelter Academy help build local capacity to accelerate sustainable urban development starting at the community level. For Arcadians, engagement in the program has grown significantly over time, combining powerful professional development with real-world impact.

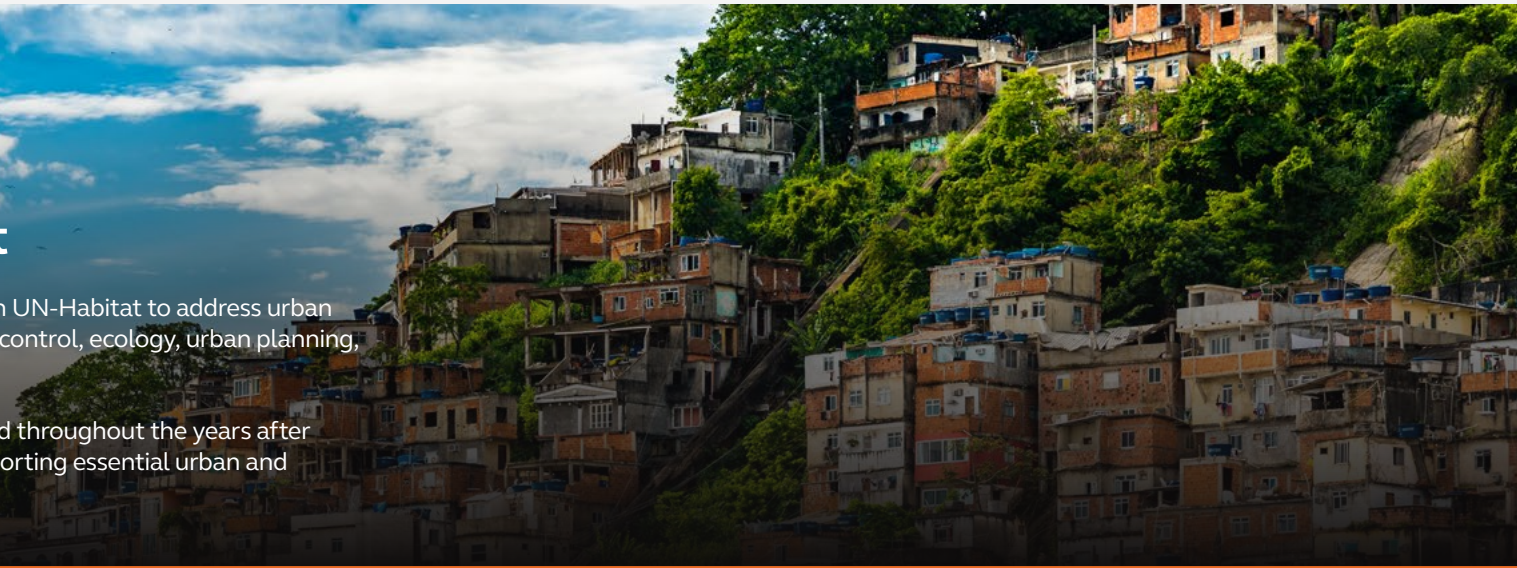
The result is clear: applying expertise where it's needed most delivers measurable and lasting value – strengthening communities, building resilience, sharpening skills, and improving quality of life for millions of people around the world.



# Local context, global impact

Over the past 15 years, Arcadis experts have partnered with UN-Habitat to address urban challenges such as water management, sanitation, erosion control, ecology, urban planning, architecture, and waste management.

These projects highlight how our expertise has been applied throughout the years after natural disasters, in climate resilience planning, and in supporting essential urban and environmental planning.



**2010**

post-earthquake recovery planning in **Haiti**

**2011**

water management and urban planning in **Indonesia**

**2012**

urban planning and water management in **Costa Rica**

**2013**

national natural disaster recovery plan for the **Philippines**

**2014**

urban and climate resilience planning in the **Solomon Islands**

**2015**

post-earthquake recovery planning in **Nepal**

**2016**

climate resilience priorities in **Belize**

**2017**

community relocation planning in **São Tomé and Príncipe**

**2018**

environmental and social safeguards for **Global UN-Habitat HQ**

**2019**

coastal resilience planning in **Ghana**

**2020**

rapid global support during COVID-19 for **Global UN-Habitat HQ**

**2021**

multi-modal metropolitan mobility plan recommendations in **Bolivia**

**2022**

sustainable housing and urban planning designs in **Democratic Republic of Congo**

**2023**

wastewater treatment solutions in **Sri Lanka**

**2024**

city-wide climate strategy in **India**

**2025**

scalable e-mobility hub in **Tanzania**



## SHELTER 2025: Delivering impact at scale

In 2025, Shelter built on its 15-year foundation to deliver seven projects across Europe, Africa, Southeast Asia, and the Middle East.

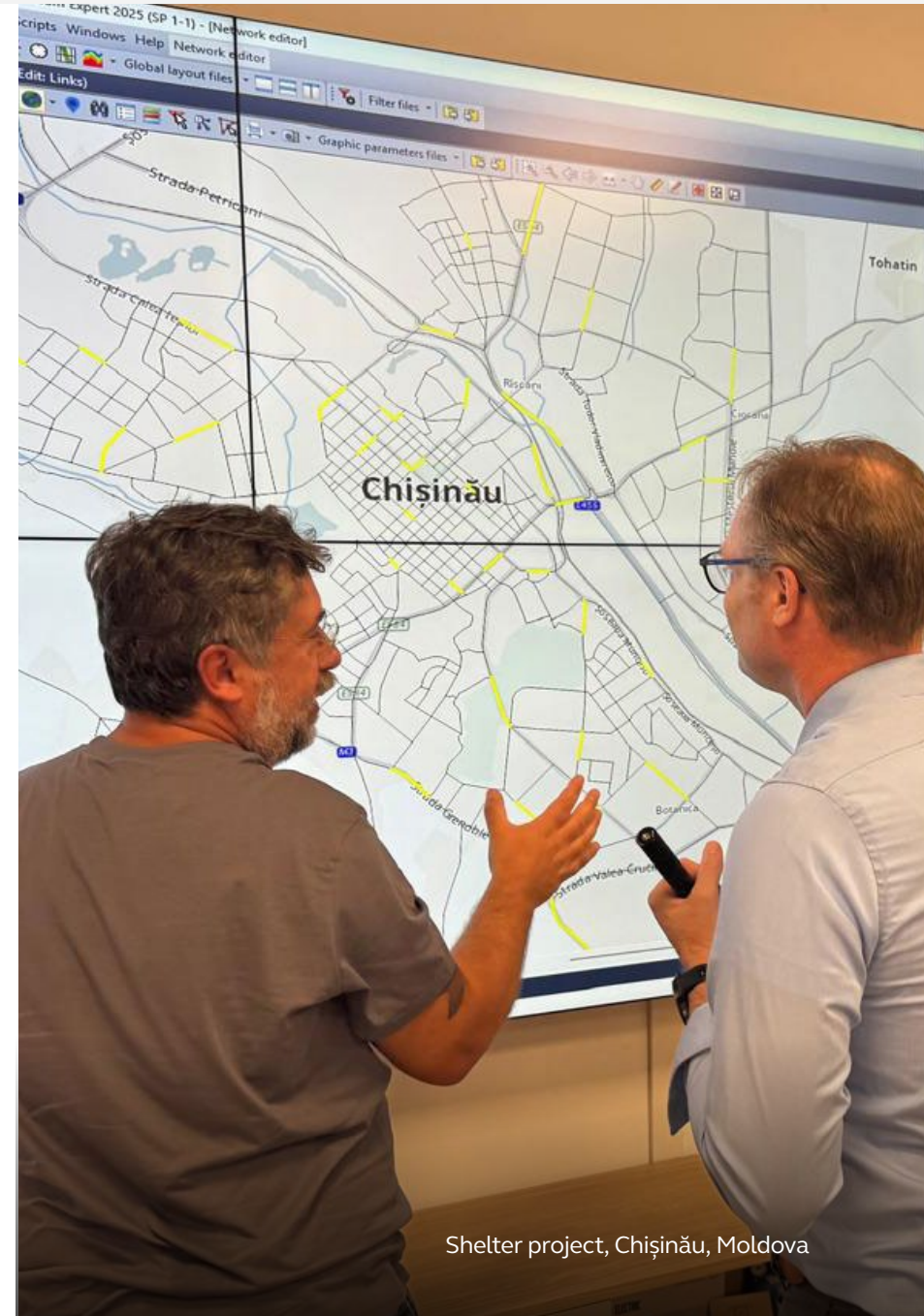
In Chişinău, Moldova’s capital city, the Shelter team collaborated with government and community stakeholders to provide low-cost solutions to improve active transportation, immediately benefiting around 95,000 community members. In Africa, projects in Namibia and Mozambique supported over 100,000 people by identifying strategies to strengthen climate resilience.

And in Vietnam, nature-based solutions for landslide risk reduction were developed to protect up to 40,000 community members – including schools and critical infrastructure in typhoon-prone Son La Province.

Fusing expertise and purpose, approximately 100 Arcadians participated in the Shelter program in 2025 – improving quality of life for approximately 3.8 million people.

*“[The Shelter Program team] offered invaluable technical assistance in developing a viable project. Drawing from lessons and best practices in Pakistan and other South Asian Pacific countries, the Arcadis project emphasizes integrated systems that blend technology and capacity across all levels to deliver cohesive waste management services.”*

Jawed Ali Khan | UN-Habitat Pakistan | Shelter Integrated Soil Municipal Waste Management Project, 2024



Shelter project, Chişinău, Moldova



*“Working with the Shelter team to apply technical knowledge to local issues and ideas was a rewarding experience. Local stakeholders were excited by the potential for change and improved sustainability.”*

Nick Larin | Electrical Engineer, Arcadis Australia

COMMUNITY CASE STUDY

# e-Mobility Hub concept design for smarter, cleaner travel, Tanzania

Refer to the Case Studies for additional examples

### The challenge:

Widespread electric vehicle (EV) adoption in Tanzania is challenging due to a lack of supporting infrastructure. To increase EV adoption rates, UN-Habitat requested Arcadis’ support to develop a concept design for an e-Mobility Hub at Dar es Salaam’s Magufuli Rail Station. But with up to 9,000 passengers moving through the station daily, congestion at the main entrance was already a problem – and an opportunity to improve the experience for those who depend on it most.

### The solution:

The Shelter team worked closely with transport governing bodies and local drivers and customers to ensure the e-Mobility Hub design responded to real community needs. The resulting concept provides a repeatable blueprint for optimized traffic flow, sheltered waiting areas, and EV charging infrastructure, with potential for solar installation to reduce energy demand.

### The impact:

For millions of customers and staff, the design enables reduced congestion, better shelter and cleaner connections, as well as new economic opportunities for drivers through EV adoption. An improved experience for Magufuli Rail Station’s 3+ million annual passengers is only the beginning, with potential to scale across the entire network.

Improved travel experience for **3+ million** passengers per year



## LOCAL SPARKS

# Transforming local ideas into lasting impact

Across Arcadis’ global operations, the impact we deliver transcends large-scale projects. It also starts locally – with passionate people who understand and are committed to supporting their communities, using their professional expertise.

Since 2019, the Local Sparks program has empowered Arcadians to lead community-driven initiatives in the places where they live and work. Backed by Arcadis shareholders, [Katalys](#), and previously the [Lovinklaan Foundation](#), the program provides funding, guidance and a global platform to turn local ideas into meaningful outcomes.

Arcadians around the world can drive impactful change in their own communities by identifying a local challenge and applying their skills to solve it. From one-day activities to longer-term programs, Local Sparks turns expertise into practical action – supporting projects and people to reach their full potential.

For six years, Local Sparks projects have been delivered through two program streams, enabling both immediate action and scalable impact. Challenge projects support short-term initiatives, delivering fast and visible benefits for communities. Accelerator projects focus on longer-term impact, providing up to €30,000 in funding and two years of pro bono support to scale sustainably over time.

Together, these approaches translate Arcadis’ expertise into practical, place-based outcomes to deliver lasting improvements in quality of life. With more than 120 projects positively impacting nearly 400,000 community members around the world since 2019, Local Sparks shows how local action can create global impact – one project at a time.

**“Local Sparks has two impacts – team building and improving our future and our way of life.”**

Brigitte Noe | Arcadis Germany



Local Sparks project: Green Hows, Philippines



Local Sparks project: Sea Turtle Conservation, Philippines

## Local Sparks | 2025 project impact

In 2025, Local Sparks supported **26** projects in seven countries, with **35** Arcadians working alongside hundreds of partners. Together, they contributed over **10,000** hours of expertise, delivering impact for around **47,000** community members across Europe, Asia, and the Americas.



COMMUNITY CASE STUDY

# Recovery Channel: Conservation in action, Philippines

Refer to the Case Studies for additional examples

*“Local Sparks empowers [Arcadians] to make a direct impact and improve quality of life for others. It’s a unique chance to make a difference, connect with colleagues, and see the power of collective action in creating lasting change.”*

Mihaela Olteanu | GIS & CAD Specialist, Arcadis Romania

### The challenge

Environmental conservation in the Philippines is often under-resourced and overlooked. Coastal ecosystems face mounting pressure, with communities on the frontline lacking the support needed to respond effectively.

### The solution

Launched in August 2024 with Local Sparks Accelerator funding, Recovery Channel is a diversified conservation program that mobilizes Arcadians alongside local communities to tackle multiple environmental challenges simultaneously. Each activity targets a specific issue – from reef restoration to reforestation to wildlife protection – ensuring focused, effective outcomes across different ecosystems.

### The impact

Across 716 volunteer hours, 97 Arcadians collaborated with local communities to deliver tangible environmental outcomes: 80 artificial reef cubes installed to reproduce coral habitats and provide shelter for marine life; 1,000 guyabano seedlings planted ahead of the rainy season to support reforestation; and 57 Arcadians contributing to sea turtle conservation efforts.

**716** volunteer hours contributed

**97** Arcadians engaged

**80** artificial reef cubes installed



## KATALYS & ARCADIS JOINT PROGRAM

### Sustaining a legacy to improve quality of life

With roots stretching back more than 135 years, Katalys and Arcadis have evolved from a single idealistic association into two distinct organizations, both committed to improving quality of life for communities.

Today, this partnership is visible not only in collaborative programs like Local Sparks, but also in Katalys’ work as an independent foundation dedicated to empowering local communities across the Netherlands.

Katalys, an Arcadis shareholder, serves as a driving force behind community-led improvement, offering practical advice, financial support, and access to a robust network of partners and experts. The foundation’s impact reaches into areas such as collective local ownership of land and real estate, initiatives for local meeting places such as community centers or neighborhood gardens, and small-scale housing initiatives that help keep communities vibrant and livable.

By providing tailored guidance and resources through workshops, coaching and project management to ensure projects succeed and endure, Katalys strengthens local initiatives and helps build resilient, connected communities – making it a true catalyst for positive change in the Dutch living environment.

Supporting our communities is at the heart of Arcadis’ values; from delivering large-scale social impact on multi-billion-dollar mega projects, to making a difference in the quality of life for one community by supporting grassroots initiatives.

*“Our partnership with Arcadis shows what becomes possible when local energy meets professional expertise of highly motivated Arcadians. Together, we support local residents who turn ideas into places that are greener, more social and truly theirs. Shaping these places together makes people feel more connected – improving quality of life in communities and in society as a whole.”*

*Jitske Tiemersma | Director of Katalys*



# *Ripples for change: making sustainability count*

## Our impact: **Industry**





## Shaping industry to safeguard and accelerate progress

At Arcadis, industry engagement is essential to achieving sustainable outcomes for clients and communities. We operate at the intersection of business, government, and civil society – forging partnerships that drive improvements in industry policy, standards and best practice outcomes.

We are working to lead in a new era of sustainability – one that delivers resilient, AI-led positive impacts for our clients, industry and communities. But real progress can only be achieved when entire industries move forward together.

When leaders collaborate to innovate, raise standards and embed sustainability into how value is created, we shift from ambition to action; from exception to expectation. That's when real change happens: when sustainable solutions become the baseline for commercial success and long-term growth.

Driving this shift requires more than technical expertise. It demands the ability to convene, influence and collaborate across the value chain and changing business landscapes. Through purposeful partnerships and active engagement with leading industry bodies, Arcadis helps shape the direction and accelerate the pace of change – translating vision into measurable progress, and co-designing outcomes that improve quality of life.



New York Climate Action Week, 2025



## From ambition to impact

To achieve our vision of a sustainable future, Arcadis' industry impact strategy is built on three mutually reinforcing pillars.

Together, they ensure we deliver impact at scale in our industries: setting direction and standards; co-designing and scaling solutions; and driving their adoption to ensure benefits are accessible, equitable, resilient and measurable.

### STRATEGIC PILLAR 1:

#### LEAD | Setting the agenda and defining standards

We help shape the rules and frameworks that guide our sectors, accelerating the transition to a more sustainable future. Through leadership roles in organizations such as WBCSD, USGBC and CIEEM, we co-author standards, influence policy, and convene critical dialogues. Our goal is not just to follow best practice, but to define it – setting the direction on globally-critical issues including decarbonization, nature-based solutions and circularity.

### STRATEGIC PILLAR 2:

#### INNOVATE | Co-designing scalable solutions for life

Innovation at Arcadis is grounded in a deep understanding of challenges facing our clients, coupled with real-world delivery. We collaborate with clients, industry peers, and technology partners to design, test, and scale practical solutions – from pioneering adaptation strategies to advancing zero-emission mobility. Our focus is on turning ambition into market-ready models that set new benchmarks and deliver measurable impact.

### STRATEGIC PILLAR 3:

#### ADVOCATE | Driving adoption for equitable impact

Setting new benchmarks is critical, but scaled adoption is what delivers real impact. Arcadis advocates for sustainability advancements that are both measurable and deliverable, engaging on leading industry platforms to help drive uptake at scale. Our approach is evidence-based and partnership-driven – making the industry case for sustainable solutions that deliver meaningful outcomes for all.



# Industry Activation

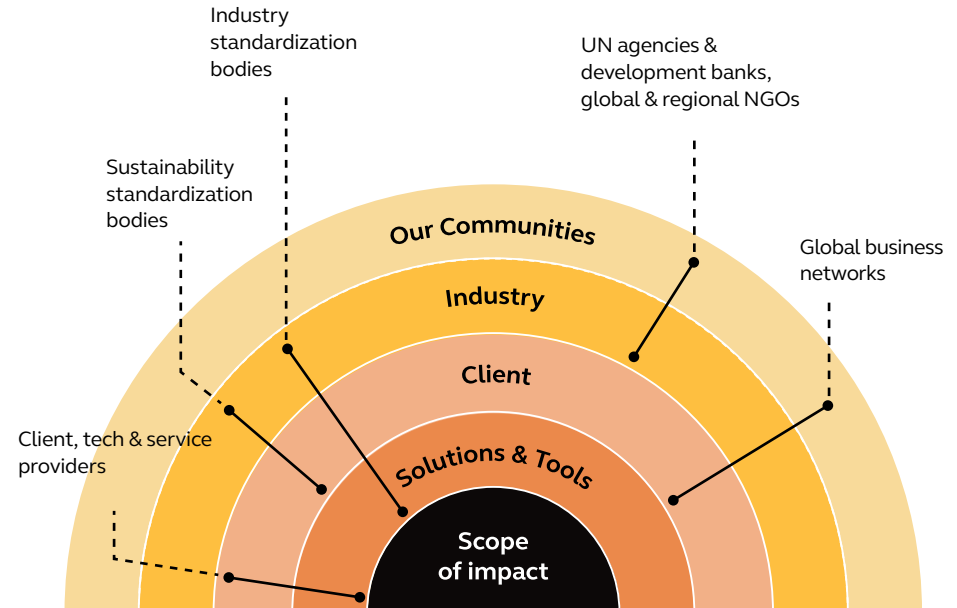
## Shaping progress through partnerships

The impact of our industry leadership is defined not by the partnerships we hold, but by the collective impact we deliver.

Systemic change cannot be achieved in isolation. We collaborate with those who share our commitment to advancing sustainable solutions at scale, embedding ourselves in leading networks and global forums as active contributors. Through these partnerships, we build trust and co-design approaches to emerging challenges – translating collective ambition into practical outcomes and accelerating the adoption of sustainable practices across the industry.

To action large-scale change for industry, our clients and our communities, Arcadis has strategically selected an ecosystem of partners and stakeholders, some of which include:

- Global Business Networks: World Business Council for Sustainable Development, the World Economic Forum and The Climate Group.
- Global and Regional NGOs: IUCN, IUCN NL and WHC.
- UN Agencies and Development Banks: UN Habitat, UN Global Compact and UN Race to Zero.
- Industry Standardization Bodies: FIDIC, WBGC and ICE
- Sustainability Standardization Bodies: CDP, SBTN and TNFD
- Technology and Service Providers: OneClick, Autodesk and Jupiter



**Solutions & Tools:** Communicating solutions and taking action to impact communities on the ground.

**Client:** Influencing the sustainable transition of sectors through standards, guidance and roadmaps.

**Industry:** Partnering to allow clients to set best practice and innovate resilient solutions for business.

**Our Communities:** Contributing to the development of new products and scaling up sustainable solutions and services.



## Driving transformation through leadership insight

Leadership insights are a core way Arcadis contributes to advancing our industry. By developing and sharing evidence-based research and best practice, in collaboration with our partners, we help shape the sector direction, inform policy and promote continual improvement.

Our insights deliver value on multiple levels – providing clients with clear, actionable guidance, strengthening the expertise of our people and enabling partnerships to tackle shared challenges. This is how we turn ideas into action; and this is how we help drive meaningful progress across the industry.

*“Arcadis is a leading example of how business can turn complex sustainability challenges into practical, scalable solutions. Their ability to combine deep technical expertise with systems thinking and real world delivery has made them a trusted partner across our work on climate, nature and mobility. Through active leadership, co authored guidance and coalition building, Arcadis helps move sustainability from ambition to implementation – accelerating progress where collective action matters most.”*

Diane Holdorf | Executive Vice President, WBCSD



Across 2025 and in collaboration with WBCSD, Arcadis has led and contributed to several industry leading publications, aligned to our growth sectors.

**ENERGY TRANSITION**

**[Renewable Industrial Heat Navigator →](#)**

Part of a series of navigator briefs, Arcadis led the outline of technical work on parameters that added to insights from the Renewable Thermal Collective and their member companies. Designed to support industrial companies in assessing renewable heat solutions and providing insights for informed investment decisions, this work contributes to decarbonized industrial processes, reduced long-term energy costs, and enhanced operational resilience.

**ENVIRONMENTAL RESTORATION: NATURE & BIODIVERSITY**

**[Insights into nature-related metrics and target-setting along the value chain →](#)**

Arcadis was a core contributor to this WBCSD insights piece, which provides practical guidance for businesses on selecting and applying nature-related metrics and targets throughout their value chains.

The report highlights the growing importance of measuring nature impacts, dependencies, and risks, and outlines key frameworks to help companies assess and manage their relationship with nature. It offers real-world examples, shares best practices, and emphasizes the need for transparent, consistent metrics to drive meaningful progress on nature-positive outcomes.

**WATER STEWARDSHIP**

**[50 Liter Home Coalition →](#)**

Arcadis is an active partner in the 50L Home Coalition, a global initiative convened by the WBCSD and World Economic Forum to radically reduce domestic water use through system innovation, technology, and behavioral change. The coalition brings together leading organizations – including Procter & Gamble, Kohler, Electrolux, and city and research partners – with Arcadis contributing its water engineering and urban sustainability expertise.

Putting theory into practice, in 2025, we hosted a 50L Home internal strategic session at our London office, reinforcing leadership in advancing decentralized water reuse, greywater recycling, and real-time consumption technologies. The initiative’s broader efforts also include a 2025 paper sponsored with USGBC California and global pilot programs that demonstrate significant water savings through retrofits and smart monitoring. This partnership helps shape scalable, practical solutions for future water-efficient homes, contributing to international collaboration and progress on water resilience.



**BUSINESS ADVISORY**

**[Adaptation Planning for Business →](#)**

In 2025, we contributed to “Adaptation Planning for Business – Navigating uncertainty to build long-term resilience” in collaboration with over 70 global business and adaptation experts. The guide provides a four-step process for those looking to start or enhance their adaptation strategy, addressing the need for businesses to move beyond identifying climate risks to effectively planning for and managing them.

**[Physical Risk and Resilience in Value Chains →](#)**

In collaboration with WBCSD and several partner members, Arcadis was a core contributor to the CEO Handbook for Executive Engagement. This resource aims to support meaningful discussions between C-Suite executives on managing physical risks and resilience across value chains, an increasing concern among boards and investors. The work draws on insights from over 30 interviews with corporates, experts, and financial institutions, with input from the Sustainability Committee of the Federation of European Risk Management Associations (FERMA) and the Global Association of Risk Professionals (GARP).

**MAJOR INFRASTRUCTURE: TRANSPORTATION**

**[Democratizing Electric Trucks in India →](#)**

India’s road freight sector is crucial for the economy but contributes significantly to CO<sub>2</sub> emissions and pollution. Partnering with other WBCSD members, Arcadis led concept and development of a financing model, designed to accelerate zero-emission trucking (ZET) transition by tackling financial barriers and creating a scalable, flexible pathway to unlock zero-emission vehicle (ZEV) deployment. While developed for the Indian e-truck context, the model is adaptable across vehicle types and geographies.

**MAJOR INFRASTRUCTURE: BUILT ENVIRONMENT**

**[Circular Transition Indicators for the Built Environment →](#)**

Buildings account for 50% of global material use, yet only 10% of materials re-enter the economy after demolition. At the same time, regulatory pressures, investor expectations and market demand for sustainable and circular business models are accelerating. Building on WBCSD’s globally recognized Circular Transition Indicators (CTI), the CTI for Buildings guidance adopts an extensive list of metrics that helps companies set roadmaps and targets to reduce their embodied carbon emissions. As an official partner, Arcadis contributed both technically on the guidance and delivered support for consultation with a large stakeholder group.



## 2025 Partnerships in Action

### Accelerating nature-based solutions

Arcadis co-designed WBCSD's flagship initiative on nature for the built environment, developing the business case and metrics needed to support adoption of nature positive approaches, with a focus on nature-based solutions. This work contributed to best-practice guidance, with featured case studies in Rotterdam and New York.

### Decarbonizing the built environment

At the World Circular Economy Forum 2025, Arcadis partnered with global coalitions to advance BIM-based standards and circularity metrics – helping shape procurement, design and regulatory approaches across the built environment. In collaboration with Autodesk, WBCSD, AECOM, Arup, Foster + Partners, Ramboll, and Skidmore, Owings & Merrill, we contributed to the development of [“A Guide to Alignment in the Built Environment”](#), providing recommendations for consistent and transparent embodied carbon assessments through Building Information Modeling (BIM) workflow optimization.

### Climate resilience and adaptation

In collaboration with Vale and WBCSD, Arcadis led socio-economic assessments along the Carajás Railroad in Brazil, identifying 38 adaptation actions to boost resilience for communities and critical infrastructure.

### Zero-emission mobility transformation

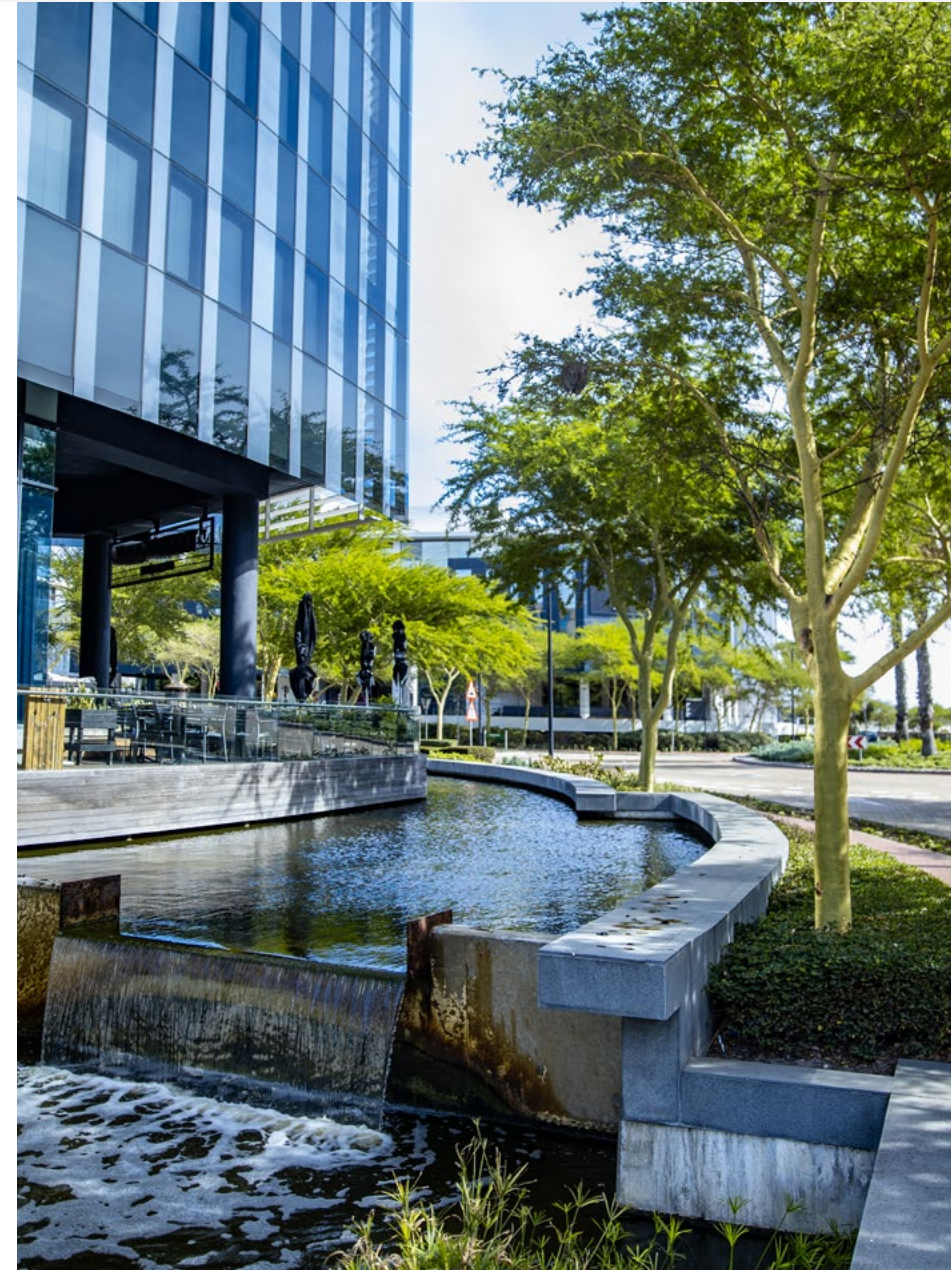
Arcadis led the design of innovative financing models for zero-emission freight vehicles in India and drove coalition-building in Mexico, accelerating the uptake of electric vehicles and charging infrastructure.

### Reporting matters: elevating corporate disclosures

Arcadis' approach to thoughtful design and transparent reporting was featured in WBCSD's [“Reporting Matters 2025”](#), showcasing how impact reporting can be elevated for both sustainability performance and market credibility.

***“We see Arcadis as a trusted partner where we share ideas, collaborate and push each other to raise the bar of sustainable design in the built environment.”***

Joe Speicher | Chief Sustainability Officer, Autodesk





### Driving global collaboration strategies

During Hong Kong's International Infrastructure and Projects Leaders' Summit (IIPLS), Arcadis Global Cities Director, John Batten, shared insights on "Powerful Partnerships". Drawing on Arcadis' experience from major projects such as the New York Hudson Tunnel and Tencent's Shenzhen Dachan Bay Future Technology City, the session reinforced the value of integrated project management models in delivering complex infrastructure.

### Shaping Forma solutions for environmental analysis

Arcadis has collaborated closely with Autodesk to help shape the development of Autodesk Forma's environmental analysis and schematic design capabilities, providing practitioner insight into how sustainability data can better inform early-stage design decisions. Through ongoing user testing, Arcadis has helped guide enhancements to Forma's carbon, daylight, and environmental analysis tools that drive scalable, data-driven and sustainable design outcomes across the built environment.

### Advancing adaptive reuse via 'see through walls' research

Arcadis and Autodesk collaborated on research applying AI, sensor data and predictive modeling to help architects and engineers better understand existing buildings before renovation begins. The "see through walls" research worked to identify hidden structural systems and material conditions in renovation projects, helping accelerate adaptive reuse, reduce demolition waste and support lower-carbon, circular design strategies across the built environment.

### Championing sustainability at Autodesk University

Arcadis has been a participant in the AU Sustainability Leaders' Summit for the last three years and counting, a crucial voice in conversation with experts from design, engineering and technology industries. Arcadis consistently contributes to exploring shared approaches to sustainable infrastructure delivery, digital innovation and cross-sector action on climate and resilience challenges.



Why impact matters

About Arcadis

2025 global impact at a glance

Our legacy

Our impact: Client projects

Our impact: Community

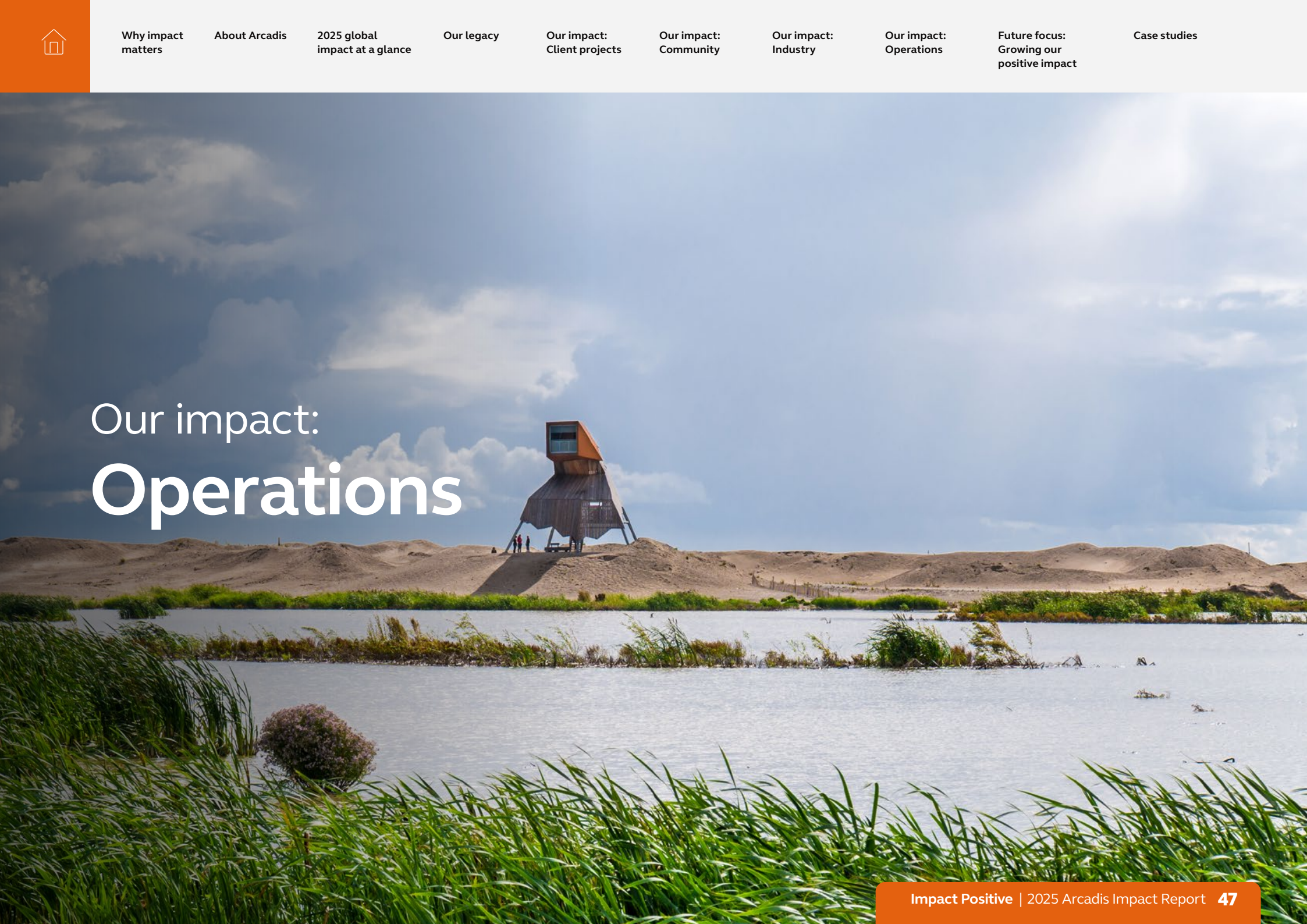
Our impact: Industry

Our impact: Operations

Future focus: Growing our positive impact

Case studies

# Our impact: Operations





# Responsible operations that future-proof our success

Impact in sustainability starts with acting responsibly in our business activities, and this means operating with integrity, transparency and accountability. These values are core to Arcadis and have underpinned our standing as a global sustainability leader for decades.

At Arcadis we proactively manage environmental and social risks across every level of our business, integrating sustainability into strategy, operational plans, procedures and decision-making.

This integration is reflected across three core areas of operations: robust ESG governance and performance to manage risk; respect for human rights across our value chain; and decisive action to reduce our environmental footprint in line with our Net Zero targets.

We also maintain transparent reporting for our investors, clients and communities, standing by our word and holding ourselves accountable.

Together, these efforts strengthen our resiliency, while demonstrating the standards we help others achieve. This is sustainable operations in practice – reducing risk, improving performance and delivering long-term value for our partners and people.

## 2025 Operational Highlights

### A- (Leadership)

Carbon Disclosure Project (CDP) Score 2025

### Top 5%

Corporate Sustainability Assessment (CSA) S&P Global 2025

### ~€8 Million

Saved reducing ~7,000 tCO<sub>2</sub>e from business travel emissions

### UN Business & Human Rights Accelerator

2025 Participant

### 66% Reduction

Scope 1 & 2 greenhouse gas emissions from 2019 baseline



Harmony Commons, University of Toronto  
Scarborough, Toronto, Ontario, Canada



# ESG Performance and Impact

## Building trust through strong ESG performance

Arcadis' impact is underpinned by strong environmental, social and governance (ESG) performance across our global operations. Our ESG performance is a clear mark of quality – building trust with our clients and shareholders, and safeguarding the long-term future of the business.

Guided by our Sustainability Policy, we manage and report on ESG topics in line with the EU Corporate Sustainability Reporting Directive (CSRD). This framework shapes how we operate across the business – from policy decisions to project delivery – ensuring clear oversight and strengthening our resilience to environmental and social risks.

To measure progress and remain accountable, we participate in recognized global ESG ratings and assessments, including Sustainalytics, CDP, MSCI, ISS, S&P CSA and EcoVadis. These independent evaluations provide external validation of our sustainability practices, enhancing transparency and helping identify opportunities for continuous improvement.

In 2025, Arcadis maintained strong ESG performance across multiple industry benchmarks, including a top 5% rating in the S&P Global Corporate Sustainability Assessment, and a CDP A- score – proudly placing us in the Leadership category for climate change policies, targets, and practices.

**Our ESG performance is a clear mark of quality – building trust with our clients and shareholders, and safeguarding the long-term future of the business.**





# ESG Awards, Rankings and Recognition

Top 250 Sustainability Companies 2025 – Sustainability Magazine

Green Buildings Category Winner – 2025 Europa Awards

TIME World’s Best Companies in Sustainable Growth 2026\*

2026 S&P Global Sustainability Yearbook Member\*

## ESG RATINGS

\*Awarded based on 2025 performance

Year	2025	
Rating Agency	Score	Rank
<b>Sustainalytics</b> Note: lower ESG Risk Rating score = lower risk	ESG Risk Rating: 15.7 (Low Risk)	Top 2% (4th place) in industry. Top 14% of all companies.
<b>EcoVadis</b>	83/100 points (Gold medal)	Top 3% in industry. Top 2% of all companies.
<b>MSCI</b>	AA ('Leader')	N/A
<b>ISS ESG Corporate Rating</b>	C+ ('Prime' status)	Within the top 20% (2nd decile) of industry.
<b>CDP Climate Change Questionnaire</b>	A-	Leadership Category
<b>S&amp;P Global - Corporate Sustainability Assessment</b>	63/100	Top 5% in industry.



# Human Rights

## Protecting people across our operations and value chain

At Arcadis, we recognize the role corporations play in society, and our responsibility to respect and protect human rights across our operations and business relationships.

Treating people with dignity and respect is core to our values, guiding how we work, who we work with and where we operate.

By establishing clear standards, due diligence and accountability mechanisms, we embed human rights into our business decisions and practices – helping prevent harm, and contributing to a more inclusive and equitable world.

### Human rights due diligence

To operationalize our Human Rights Policy, we regularly assess our practices across our value chain. In 2025, we focused on strengthening our Human Rights Due Diligence Framework by formalizing the Human Rights Impact Assessment (HRIA) procedure. This included a systematic review and closure of the 2022 HRIA findings to ensure audit readiness and continuous improvement. Following the previous HRIA, we addressed gaps and monitored

improvements which were identified in the Philippines. In 2026, Arcadis is developing a dedicated global risk framework to further support vulnerable groups.

In 2025, sexual harassment prevention training was expanded to encompass topics beyond legal compliance, including diversity, inclusion, gender equality, human rights and the protection of vulnerable groups. This approach will be adapted for use in countries as required, supporting safer and more inclusive workplaces globally.

### Fostering a respectful environment

Creating a safe and respectful workplace is essential to ensuring Arcadians feel empowered to be authentic. We recognize that a culture free from fear, harassment, discrimination, bullying and hostility is vital to unlocking the full potential of our people.

To reinforce this culture, we deliver regular human rights training to relevant staff across our global operations, including Modern Slavery Awareness training.

This equips employees to identify indicators of forced labor, human trafficking, and other exploitation risks within our operations and supply chain.





## Empowering our workforce to Speak Up

We are committed to creating an environment where our people feel they belong, can thrive, and are valued for their differences. We encourage our workforce, clients, and third parties to take action if they experience or witness any violations, in line with our Seek Advice and Speak Up Policy.

As part of our evolving human rights approach, our Integrity Line is available 24/7 for employees and external stakeholders to anonymously report potential instances of harassment, discrimination or other human rights concerns. Reports go directly to our Global Compliance Office for initial assessment and are managed confidentially by an independent third party. Over the past two years, no substantiated cases have been recorded.

## Measuring and managing impact

Supporting our objective to provide a safe and healthy environment for Arcadians, we use employee engagement as a key benchmark to measure impacts, risks and opportunities related to our workforce. We track this through our quarterly Your Voice employee engagement survey, with results used by a third-party provider to calculate Arcadis' employee Net Promoter Score (eNPS).

Our 2025 results showed that employees are seeking clearer career paths and stronger support to advance within the organization. In response, we equipped managers and employees with tools and resources to support regular performance and career development conversations.

Using data-driven insights from our Skills Powered Organization (SPO) platform, these discussions help employees identify learning opportunities for growth. Since the first quarter of 2025, we have seen a two-point improvement in our internal score for this area, placing Arcadis 15 points above the industry benchmark for this engagement driver.

We recognize there is further progress to make and remain committed to supporting our employees as they develop their careers with us. Our target is to remain in the top 25% of the professional services sector for employee engagement throughout 2026, as measured by our eNPS – supporting our ability to attract and retain the talent needed to deliver impactful outcomes for clients and communities.improvements which were identified in the Philippines. In 2026, Arcadis is developing a dedicated global risk framework to further support vulnerable groups.

[More information about Human Rights at Arcadis is available in our published reports and resources.](#)





# Net Zero Operations

## Delivering measurable progress towards net zero

Reaching net zero is one of the defining challenges of our time. At Arcadis, we are committed to reducing greenhouse gas emissions across our operations to become a net zero company by 2035.

Announced in 2021, our net zero commitment set a clear direction: to lead by example and deliver credible, measurable decarbonization progress across our global operations. Our targets, validated by the Science Based Targets initiative (SBTi), guide reductions across Scope 1, Scope 2 and Scope 3 emissions, ensuring transparency and accountability in how we measure and report progress.

In alignment with the Paris Agreement and global climate goals, we are embedding low-carbon practices into daily decision-making. In 2025, these actions delivered significant progress towards our net zero goal – including reduced workplace energy use and business travel,

alongside increased fleet electrification and improved resource efficiency – demonstrating how operational change can drive measurable emissions reduction.

Using a data-driven, action-oriented approach to operational decarbonization, we are accelerating our transition to a low-carbon economy, strengthening performance across our operations and enhancing the solutions we deliver for our clients.



## The road to net zero | 2025 impact

In 2025, our collective efforts to decarbonize our business operations saved almost €10 million, evidencing the significant short-term financial return decarbonization provides. Some of our measurable results include:

Reduced business travel emissions by **~7,000 tCO<sub>2</sub>e** in 2025 vs. 2024 (scope 3.6) – delivering savings of **~€8 million**.

Transitioned **43% of fleet vehicles to electric in 2025** delivering savings of approximately **€1 million** (100% fleet transition target by 2030).

Reduced Scope 1 and 2 emissions by **66%** from 2019 baseline (70% reduction target by 2026) **reducing our offset liability by 10%**



# Future focus: Growing our positive impact

In 2026 and beyond, we will continue to expand our impact – embedding purpose into how we operate, develop our people, and deliver value for clients and communities with measurable outcomes.

We will continue building the Arcadis Future IMPACT+™ global project platform and share our progress with industry, helping to re-baseline best practice in sustainable project performance. As this framework continues to evolve, our focus remains on strengthening how sustainability impact is measured, understood and integrated across client projects, in diverse operating regions.

The evolution of our industry impact will be defined by collective action at scale. By leading where collaboration delivers the greatest results, Arcadis will accelerate the transition to more sustainable markets; strengthening standards, scaling practical solutions, and transforming shared knowledge into measurable, long-term commercial and practical value for our clients and communities.

As we build on our operational sustainability progress to date, insights from our performance and regional initiatives are informing the next phase of our sustainability and decarbonization efforts.

By strengthening governance, embedding human rights and accelerating climate action, we are improving how we operate – enhancing resilience, reducing environmental impact and delivering better outcomes for people and planet.



***“Looking ahead, Arcadis Intelligence will empower our clients to navigate complexity and unlock greater commercial and societal value from every major project. By embedding digital and human innovation at the heart of our teams, we’re not just reporting on the past we’re enabling clients to predict, optimize, and deliver impactful solutions that accelerate sustainable transformation. Together, we’ll turn bigger challenges into new opportunities for growth, resilience, and measurable positive change.”***

Wilma Gerber | Digital, AI & Innovation Executive, Arcadis



## Future focus key priorities:

### Client Impact

- Expand implementation of existing Arcadis Future IMPACT+™ sustainability impact areas across projects and regions.
- Strengthen measurement methodologies across all five impact areas.
- Collate data on global projects and create an Arcadis impact data schema, enhancing our capacity to measure positive aggregated impact outcomes.
- Expand Nature Impact metrics to support maturing market valuation of natural capital.
- Broaden Water Impact metrics to include water quality assessments for greater understanding of the water-ecosystem value chain.
- Launch Circularity Impact globally to help establish circularity potential as a BAU metric, and lower client project costs.
- Launch Social Impact to support positive socio-economic outcomes being embedded in project financing and early project decision making.

### Community Impact

- Launch new STEAM educational program, Talent Next, to mentor and build our future workforce and inspire the next generation of problem-solvers.
- Continue to improve our core initiatives Shelter and Local Sparks and work closely with our partners UN Habitat and Katalys.
- The Shelter Program will enable Arcadians to partner with communities in Kosovo, Ukraine, Mexico and Honduras, Costa Rica, Cambodia, Thailand, and Morocco to help improve quality of life.
- Roll out our reshaped Local Sparks program which has consolidated the former Challenge and Accelerator programs into one strategically-focused program, enabling the delivery of greater local level impact.

### Innovation Impact

- Deepen our governance roles to help define and accelerate industry standards across decarbonization, adaptation and circularity.
- Use industry events, forums and global platforms to share insights, build capabilities and accelerate the adoption of new standards across the value chain.
- Leverage partnerships and standards to deliver replicable, market-ready solutions – such as nature-based approaches, embodied carbon reduction and zero-emission mobility – from pilots into mainstream procurement and delivery.
- Use alliances to unlock buyer coalitions, certification schemes and procurement incentives that reduce barriers and create clear commercial and sustainability outcomes for clients.
- Turn thought leadership and coalition outputs into sector-specific propositions that help clients reduce risk, lower costs and capture new opportunities through more sustainable choices.

### Operational Impact

- Maintain high standards in sustainability governance, reporting and operational practices, tracking progress against leading global benchmarks (CDP, Sustainalytics, MSCI, ISS, S&P CSA, and EcoVadis).
- Improving environmental data quality and disclosure remains a priority for transparency and accountability.
- Expand human rights due diligence across our operations, projects and supply chains – strengthening risk identification, improving supplier standards and embedding consistent processes globally. This will support more effective prevention of adverse impacts while enabling stronger social outcomes through project delivery.
- Continue reducing emissions across our value chain, guided by our science-based targets. Priorities include supplier engagement to address Scope 3 emissions, accelerating remaining fleet electrification, improving energy efficiency and strengthening data quality to support transparent reporting.



Why impact matters

About Arcadis

2025 global impact at a glance

Our legacy

Our impact: Client projects

Our impact: Community

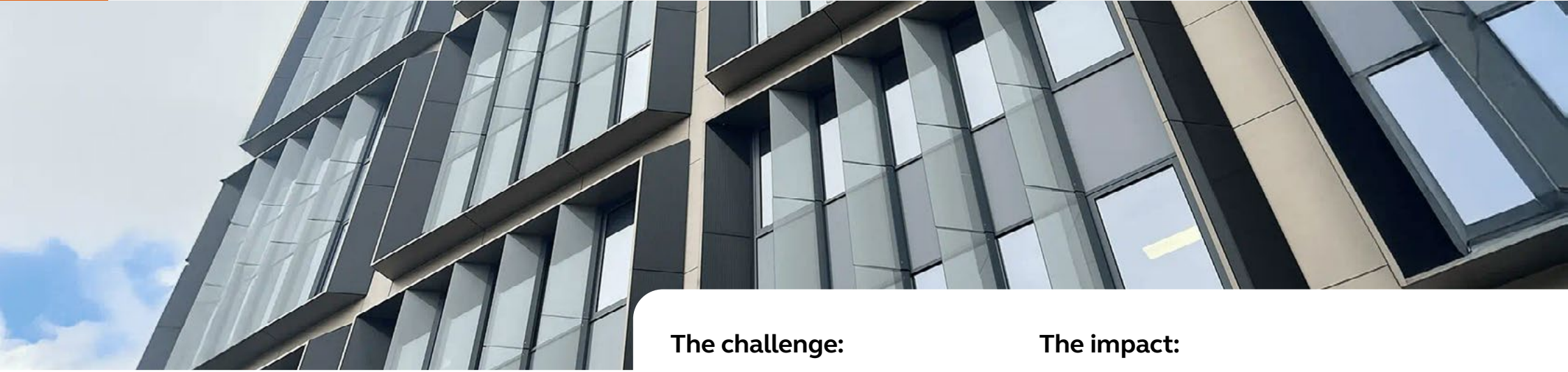
Our impact: Industry

Our impact: Operations

Future focus: Growing our positive impact

Case studies

# Case studies



CARBON CASE STUDY

# Castellana 66, Spain

Breathing new life into an existing building

### The challenge:

Castellana 66 is a mixed-use office building erected in 1990 in Paseo de la Castellana, Madrid, Spain. As the building approached its end of life, the challenge was to transform it into an efficient building that is good for the environment and good for society.

### The solution:

Rather than demolishing the building and constructing a new one, a careful design upgrade for the façade was carried out to create a high-performance envelope. This new façade incorporates integrated photovoltaic panels that generate energy with minimal embodied carbon, significantly reducing operational emissions and enhancing daylight as well as overall occupant wellness.

### The impact:

The project achieved a 55% reduction in annual energy use, saving 101 tCO<sub>2</sub>e per year in operational carbon compared to the 2003 baseline. This was complemented by conserving the existing concrete structure, saving 9,000 tCO<sub>2</sub>e, which, annualized for a 60-year lifespan, is equivalent to 150 tCO<sub>2</sub>e/year.

**10,800 tCO<sub>2</sub>e** expected emissions avoided by reusing existing structure

**55%** reduction in annual building energy use

**251 tCO<sub>2</sub>e/yr** annualized total carbon savings in the building



CARBON CASE STUDY

# Carbon Management on the Ontario Line Pape Tunnel and Underground Stations, Canada

Designing for net zero

## The challenge:

The Ontario Line is a 15.6-kilometer subway with 15 new stations set to transform travel across Toronto, Canada. The project must deliver significant infrastructure upgrades while meeting ambitious net zero and sustainability goals, complying with international standards. The core challenge is translating high-level sustainability commitments into measurable, compliant, and cost-effective decisions throughout project delivery.

## The solution:

Arcadis is leading the carbon management for the Rolling Stock, Systems, Operations and Maintenance Facility, and the Pape Tunnel and Underground stations. This includes conducting embodied carbon life cycle assessments and operational greenhouse gas emissions analysis over a 30-year period, fully compliant with ISO 14064-2 and PAS 2080. Adopting a Whole Life Carbon approach from early design, Arcadis integrates embodied and operational carbon with cost and feasibility, using life-cycle assessments aligned to PAS 2080, ISO standards, and Envision.

Early intervention enables design comparison, material optimization, and circularity - maximizing carbon and cost reductions while minimizing delivery risk.

## The impact:

Whole Life Carbon assessment for the PTUS Ontario Line shows concrete and steel as the primary drivers. Early design refinements and value engineering processes to date have avoided ~5,400 tCO<sub>2</sub>e, a 29% reduction from the initial design drawing baseline. Further reductions remain achievable as design and procurement progress.

**29%\*** avoided carbon emissions from the baseline

**~5,400 tCO<sub>2</sub>e** avoided to date

\* Early value engineering and design development during the preliminary phase indicate that the current design is expected to achieve an estimated 29% reduction in avoided embodied emissions.



*“Together with Arcadis, we calculated our net impact on biodiversity and came to the conclusion that our site in Spa is biodiversity positive. This means that we are improving local biodiversity rather than simply not influencing it.”*

*Spadel*

NATURE CASE STUDY

# Spadel, Belgium

## Supporting sustainability for a beverage company through biodiversity ambition

Refer to the Case Studies for additional examples

### The challenge:

Water manufacturer, Spadel, aspired to have a positive biodiversity impact across all its sites by 2025. Spadel needed to measure the impact of its biodiversity actions and demonstrate how its operations have contributed to biodiversity net gain across water catchment areas over the past century. A clear future ambition needed to be defined and translated into an accessible, easy-to-understand, and visually compelling story.

### The solution:

A science-based biodiversity measurement approach was applied using the Biodiversity Net Gain Calculator (BNGC), revealing clear trends in biodiversity quality and quantifying the share of net gain attributable to the company’s actions. A management workshop set a future ambition aligned with the Science-Based Targets Network, supported by corporate storytelling and the facilitation of a high-level Biodiversity Round Table attended by King Filip and Queen Mathilde of Belgium.

### The impact:

Spadel demonstrated a measurable biodiversity net gain within its water sourcing catchments, enhancing their long-term credibility. Additionally, Spadel achieved an exceptionally high score, proving that it actively improves biodiversity in the region. The client is now able to communicate how concrete actions directly contribute to a healthier environment and more sustainable products. They became the first family-owned mineral water group to obtain Corp certification in 2022.

**400 hectares** of fens restored with a public-private partnership

**26,000** football fields – equivalent size of the company site in Spa, Belgium



*“Otterpool Park is a long-term project, spanning at least 30 years. With a collaborative approach and careful masterplanning from the outset, Otterpool Park will bring value, sustainability, and a high quality of life to local residents”*

Rebecca Kearney | Project Lead, Arcadis

NATURE CASE STUDY

# Otterpool Park, UK

## Pioneering the next generation of garden settlements

### The challenge:

Folkestone & Hythe District Council set out to create a modern garden town that improves quality of life, supports healthy lifestyles, and meets strict planning and biodiversity requirements. The 579-hectare site which was largely intensive agricultural land, needed a clear ecological baseline, a robust approach to achieving Biodiversity Net Gain, and a masterplan that integrated climate resilience, green and blue infrastructure, mobility, and community wellbeing.

### The solution:

Arcadis led the full ecological and environmental scope across option appraisal, planning, using the natural capital approach to design. The team established a site-wide baseline, modeled enhancement scenarios, and embedded BNG and ecosystem enhancements into the masterplan. This work enabled a 50% greenspace strategy, nutrient neutrality solutions, on-site habitat creation, and a nature-rich landscape framework that aligns with CSRD, TNFD, and exceeds UK regulatory requirements.

### The impact:

The masterplan achieves a 20% Biodiversity Net Gain, double the legal requirement, delivered entirely on-site. The landscape-led approach transforms farmland into biodiversity rich habitats, green corridors, parks, and accessible nature spaces that support health, recreation, water quality and climate resilience. Otterpool Park is a flagship example of how large-scale development can be climate-adaptive, community-focused, and nature-positive.

**579 hectares** of land assessed with the UK Biodiversity Metric

**20%** Biodiversity Net Gain



WATER CASE STUDY

# Advanced Metering Infrastructure (AMI) Program, USA



## The challenge:

With a growing population and a need to promote sustainable resource use, the City of Mesa, Arizona, sought to modernize its utilities for more than 500,000 residents. The challenge was to implement Advanced Metering Infrastructure (AMI) to enhance water conservation, provide near real-time usage feedback, support data-driven outreach, and improve business processes including eliminating manual meter reads.

## The solution:

Arcadis delivered a comprehensive, innovative approach to the City of Mesa’s AMI project, combining technical expertise, proven processes, and robust project management to ensure success. We aligned the AMI strategy with the City’s Smart City Vision, defining how advanced metering will enable smarter, data-driven utility management and enhanced customer engagement. By integrating core activities - system planning, deployment, and analytics - we provided a clear roadmap for how AMI will support Mesa’s transformation into a more sustainable, efficient, and resilient city.

## The impact:

The Mesa Smart Metering Project is expected to support measurable improvements in water conservation and sustainability across the community. By providing customers with real-time usage data, proactive leak alerts, and meaningful consumption comparisons, the project will empower residents to make informed decisions and adopt more efficient water habits.

Even while the final phase remains underway, the AMI program is already strengthening Mesa’s ability to manage water more efficiently across the system.

Citywide water loss is currently under 6%, significantly outperforming both the national average of around 16% and the Arizona state average of around 10%. This demonstrates the City’s strong baseline performance in keeping water within the system while creating a foundation for further improvements through AMI.

As more smart meters are deployed and other customer engagement capabilities are implemented such as continuous-use notifications, the City expects these tools to help property owners identify leaks earlier, reducing avoidable losses over time and supporting long-term water resiliency.

As a desert city, Mesa places high value on sustainable water management. AMI is one of the important investments to minimize water leaks and unaccounted water.

The national average water loss for large water systems is reported as **16%**, and the State of Arizona has set a goal of less than **10%**. Through AMI and other investments, Mesa has achieved a rate under **6%**.



CIRCULARITY CASE STUDY

# Wheel Lathe Building, Netherlands

## Sustainable business operations expressed in circular architecture

### The challenge:

As part of the redevelopment of the Leidschendam maintenance yard, Arcadis was commissioned to design a new pit wheel lathe building to enable safe and efficient maintenance of train wheelsets within a highly constrained, operational rail environment. The project had ambitious sustainability objectives: the facility was required to be completely fossil fuel free, highly circular, and visibly sustainable, with a strong emphasis on the reuse of railway and train materials.

Key challenges included positioning the building on a tight site without disrupting ongoing rail operations, creating a comfortable and functional work environment, optimizing energy performance, and integrating reclaimed railway materials in a way that was not only functional but also a defining and visible part of the building's architectural identity.

### The solution:

Arcadis delivered a completely fossil fuel-free pit wheel lathe building through a multidisciplinary approach combining expertise in architecture, rail engineering, energy systems, and landscape design. Circularity was embedded from the outset, with reused railway and train materials forming a core component of the design. The

building's distinctive façade was constructed using 1,100 reclaimed VIRM train windows, creating a strong visual statement and demonstrating the value of reuse at scale. Additional reused materials - including railway ballast, steel plates, and rails - were integrated throughout the building and site. Energy performance was optimized through extensive use of natural daylight, infrared heating, and efficient zoning, while a green landscape design enhanced rainwater retention and biodiversity. The result is a climate resilient, energy efficient, and highly sustainable industrial facility that functions seamlessly within its operational rail context.

### The impact:

The Leidschendam pit wheel lathe building sets a new benchmark for circularity in railway infrastructure. In total, 50% of the materials used originate from reused Dutch Railways assets, demonstrating how circular principles can be applied meaningfully within complex infrastructure projects. While Dutch Railways already refurbishes and reuses 86% of components from decommissioned double decker trains, this project provides a high value second life for part of the remaining 13% - materials that are no longer suitable for reuse in trains - by reintegrating them into the built environment.



The fossil fuel free facility, equipped with solar panels, infrared heating, a sedum roof, and water retentive landscaping, serves as a visible and scalable example of circular innovation. It shows how reuse-driven design can reduce resource demand, enhance sustainability performance, and inspire future circular projects across the rail sector.

**1,100** reclaimed VIRM train windows

**50%** of the materials used originate from reused Dutch Railway assets

**86%** of components from decommissioned double decker trains

**13%** of materials that are no longer suitable for reuse in trains are reintegrated into the built environment.



CIRCULARITY CASE STUDY

# Second-hand store, Netherlands

## Affordable sustainable innovation



### The challenge:

The City of Houten set out to create a second-hand store that would serve as a model for circularity, energy neutrality, and affordability. The project required a zero energy, CO<sub>2</sub>-neutral building, using maximum locally-sourced waste materials and demonstrable circular construction principles - all within a strict fixed budget of €1 million. The City of Houten set Arcadis a challenge to prove sustainable buildings did not need to be expensive. Additionally, the client emphasized their desire for social inclusion during construction.

### The solution:

Arcadis delivered a pioneering circular and socially inclusive building by centering the design around extensive material reuse and environmental integration. The façade was constructed almost entirely from locally reclaimed materials - demolition wood, scaffolding timber, damaged cable reels, hardwood sheet piling, and used pallets - sourced from a nearby recycling center. Concrete elements, such as Stelcon slabs and pavers from demolished schools, were repurposed for both the façade and site finishing, minimizing waste and transport emissions.

Social sustainability was embedded through partnerships with De Sluis Groep, a local social workplace, and Van Bakkum, enabling people with limited labor market access to participate in the construction. Biodiversity was enhanced with integrated nesting boxes for protected bird species, crafted from reclaimed timber by a social workshop. Structurally, the building features a steel frame, energy-efficient underfloor systems, and subsoil stabilized with RoadCem. Energy performance sets it apart, with recycled clothing insulation, a ground source heat pump, solar tubes, LEDs, and solar panels delivering a fully gas-free, CO<sub>2</sub>-neutral operation.

### The impact:

The second-hand store sets a benchmark for affordable circular construction, achieving significant embodied carbon reductions through extensive reuse of locally-sourced timber and concrete. The project's collaboration with social workshops created additional community value, while the client's openness to innovation enabled circularity within a traditional contract. The building operates at zero energy and CO<sub>2</sub> neutrality, earning a "Paris Proof" WEii score of 51 kWh/m<sup>2</sup>. Over a decade since completion, the facility remains fully

operational, demonstrating that circular buildings can deliver lasting functional, environmental, and social benefits with a minimal lifecycle CO<sub>2</sub> footprint. Arcadis delivered a future-proof building that demonstrates circular construction is not only feasible but affordable - offering a replicable model for others to follow.

**€1M for 1,392 m<sup>2</sup>**

Budget

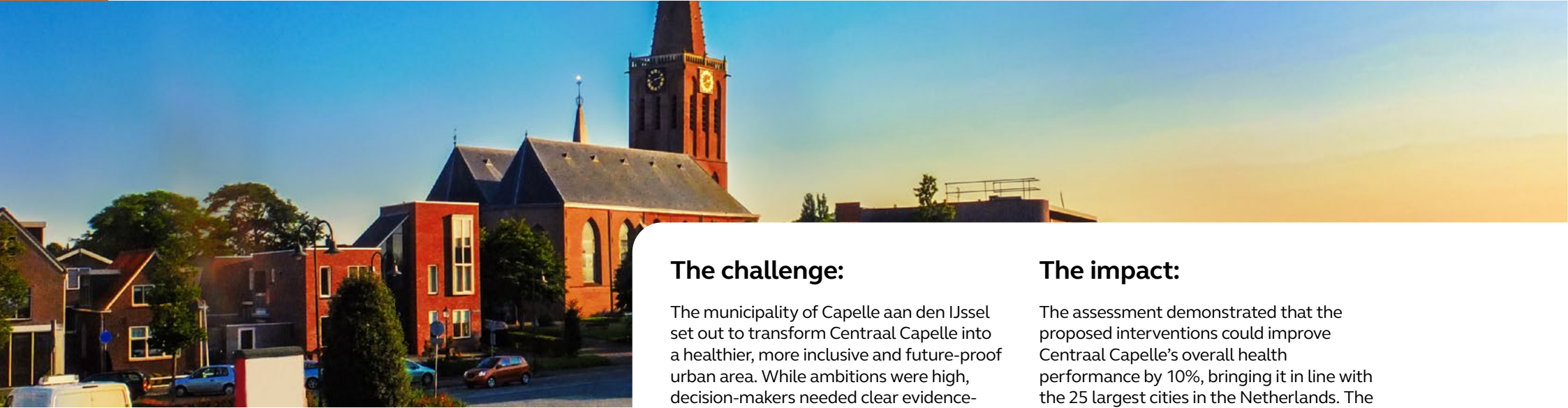
**51 kWh/m<sup>2</sup>**

WEii score

A Dutch metric used to assess a building's energy performance

**Paris Proof**

WEii class



**SOCIAL CASE STUDY**

# Centraal Capelle, Netherlands

**Integrating spatial design to create healthier, more vibrant and future-proof cities.**

## The challenge:

The municipality of Capelle aan den IJssel set out to transform Centraal Capelle into a healthier, more inclusive and future-proof urban area. While ambitions were high, decision-makers needed clear evidence-based insights into how spatial interventions, such as changes to mobility, public space, and the built environment, would translate into real health, social, and economic benefits for residents.

## The solution:

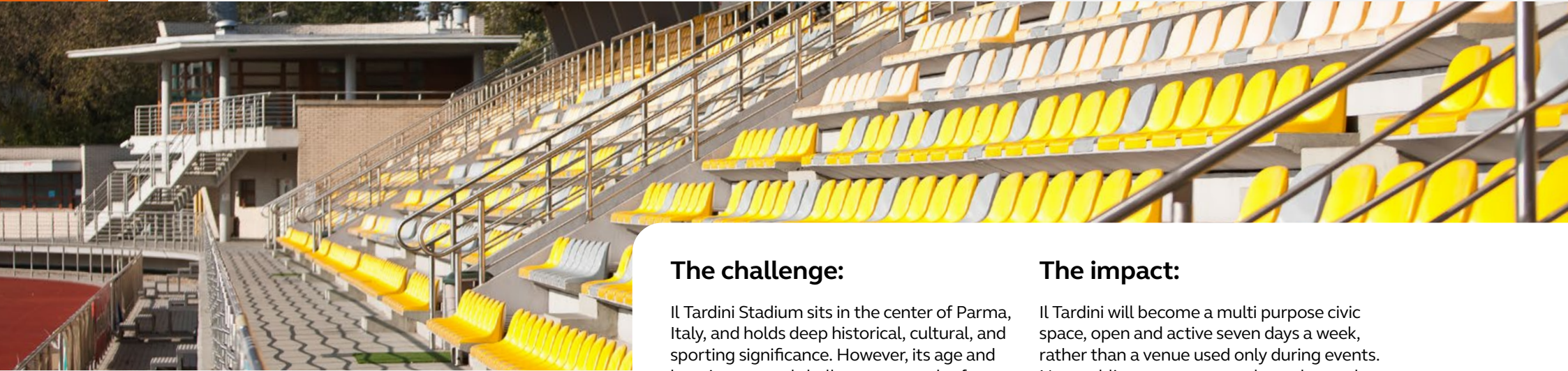
Arcadis worked with the municipality to assess the social and economic value of the proposed area vision using cost benefit analysis and the Arcadis Healthy City Index. At neighborhood scale, we evaluated how planned spatial interventions could improve outcomes across five dimensions: healthy mobility, the built environment, community connections, environmental quality, and outdoor public spaces. The results were visualized in a clear and accessible way, supporting dialogue between planners, stakeholders, and city leadership.

## The impact:

The assessment demonstrated that the proposed interventions could improve Centraal Capelle’s overall health performance by 10%, bringing it in line with the 25 largest cities in the Netherlands. The evidence helped build confidence in the area vision and supported political decision making: the analysis was discussed in the municipal council committee, leading to requests for further economic and mobility studies to strengthen implementation. By making health impacts visible and measurable, the project shows how spatial design can directly support wellbeing, social cohesion, and long term urban resilience.

**10%** improvement in health performance

**5** health-based spatial themes assessed



SOCIAL CASE STUDY

# Il Tardini Stadium, Italy

Stadium redevelopment, integrating sport, public space, and community life.

### The challenge:

Il Tardini Stadium sits in the center of Parma, Italy, and holds deep historical, cultural, and sporting significance. However, its age and location created challenges around safety, traffic, noise, lighting, and accessibility. Redevelopment activity needed to balance strong public sentiment, political sensitivities, and community wellbeing – while modernizing the stadium to meet today’s needs without disrupting daily life for nearby residents.

### The solution:

Arcadis supported a regeneration approach rooted in listening to the community and designing with the city. Working with the client, Arcadis helped guide the design team selection and shaped an “urban project” that keeps the stadium in its historic location while reducing its impact on surrounding neighborhoods. The design integrates the stadium into Parma’s urban fabric, improves walking, cycling, and public transport access, reduces noise and light disturbance, and introduces large, accessible public spaces that serve residents every day - not just on match days.

### The impact:

Il Tardini will become a multi purpose civic space, open and active seven days a week, rather than a venue used only during events. New public squares, covered arcades, and services will support daily community life, while improved connectivity links the stadium to parks, the historic center, and surrounding neighborhoods. Noise and light impacts are significantly reduced, improving living conditions for residents. The project redefines the role of a stadium, transforming it into a social anchor that supports wellbeing, inclusion, and long term quality of life for Parma.

**37,000 m<sup>2</sup>** stadium footprint

**20,000 m<sup>2</sup>** new publicly available space, open 7 days a week



*“Local Sparks embodies the Arcadis tagline – improving quality of life. It’s payback to our communities who nurtured us to be successful.”*

*Donna Matutina | Structures Director, Arcadis Philippines*

COMMUNITY CASE STUDY

# Project Handog: Delivering more than just essentials, Philippines

## The challenge

Indigenous communities in the Philippines often lack access to basic necessities. For one community only reachable by boat, getting meaningful support to those who need it most required both commitment and creativity – and a sprinkling of Christmas spirit.

## The solution

In November 2025, Arcadians partnered with a local organization to provide food packs, hygiene kits, and essential goods, loading donations onto a boat and bringing them directly to the community. Rooted in the spirit of the season, children were treated to a day of games and entertainment, while volunteers engaged with residents to foster cultural understanding and genuine connection.

## The impact

The initiative reached 70–80 Indigenous households and around 100 children – delivering not just essential goods, but joy, dignity, and a sense of belonging. For the volunteers, it was an equally meaningful experience, building cultural appreciation and empathy that extended well beyond a single day.

**~100** children benefited

**70-80** Indigenous households supported

**1** Christmas to remember



*“I had given up on counselling or help and just knuckled down and worked harder – that’s what veterans do. One call to Civvy Street has changed my life. Things got moving straight away. If you need help, this is the place, truly.”*

Richard Taylor | Former RAF veteran

COMMUNITY CASE STUDY

# PL1 Civvy Street: A safe space for those who served, UK

## The challenge

For many armed forces veterans, the transition back to civilian life can be overwhelming, marked by social isolation, mental health challenges, and barriers to employment. In Plymouth, in the United Kingdom, many veterans were falling through the gaps without adequate support.

## The solution

Since mid-2024, Arcadis’ Plymouth office has partnered with Plymouth Argyle Community Trust to help build and sustain PL1 Civvy Street – a veteran-founded hub in Devonport providing a welcoming, peer-led environment for service leavers. With Local Sparks Accelerator funding, the hub delivers education and training, housing assistance, employment guidance, mental health support, and community connection under one roof.

## The impact

PL1 Civvy Street has become a genuine beacon of opportunity, learning, and support. To date, over 220 veterans have received health, wellbeing, and employment support; more than 2,600 meals have been distributed to those facing food insecurity; and 2,184 hours of open-access drop-in support have been facilitated. Most meaningfully, across a nine-month period, 15 veterans were supported in a return to sustainable work – rebuilding not just careers, but confidence and belonging.

**227+** veterans supported

**2,600+** meals distributed to veterans in need

**2,000+** hours of drop-in support



COMMUNITY CASE STUDY

# User-friendly guidelines for post-conflict housing recovery, Lebanon

*“Collaborating with UN-Habitat, local communities, and the Arcadis Shelter team to create sustainable, community-driven solutions was both humbling and rewarding. This allowed us to improve quality of life through innovative, sustainable solutions, visionary leadership, and meaningful collaboration.”*

Anas Al Nobani | Senior Project Manager, Arcadis UK

## The challenge:

In 2024, conflict caused widespread destruction across Lebanon, damaging more than 19,500 buildings and displacing thousands of families. With limited government compensation available and significant debris to manage, communities needed practical, accessible support to rebuild safely and sustainably.

## The solution:

Arcadis’ Shelter team partnered with UN-Habitat to develop a user-friendly manual to guide affected communities through post-conflict reconstruction. Developed with direct community engagement to ensure solutions were culturally, economically, and technologically appropriate, the manual provides architectural designs, structural guidance, material recommendations, and debris reuse procedures – tailored to different budgets and construction approaches.

## The impact:

The program strengthened municipalities’ capacity to plan community-wide recovery, supporting socio-economic opportunities and long-term resilience across the region. And for individual households the manual provided accessible support for a safe path home – enabling thousands of families to navigate post-conflict complexities and rebuild for sustainable livelihoods.

**92,000** community members supported



COMMUNITY CASE STUDY

# Laying foundations for a sustainable city of the future, Eswatini

*“We enjoyed collaborating with Eswatini’s stakeholders to co-create a sustainable, culturally relevant eco-city vision. Bringing together global best practices and local aspirations through interactive webinars has set a strong foundation for a lasting urban transformation.”*

Anna Brause | Net Zero Specialist, Arcadis US

## The challenge

Eswatini is developing an ambitious eco-city master plan – a blueprint for climate-resilient, low-carbon, and inclusive urban growth. With an aim to accommodate a growing agro-industrial workforce and attract regional tourism, this strategic blueprint must be grounded in circular economy principles, sustainable housing, and robust pollution management strategies, tailored for the African context.

## The solution

The Shelter team convened a series of interactive virtual webinars, bringing together Arcadis experts, UN-Habitat, and local government, to co-create a strategic blueprint for the eco-city master plan. Priorities were shaped by local stakeholders with an understanding of Eswatini’s unique urban challenges, with sessions focused on eco-city concepts, circular economy integration, green housing, and pollution management.

## The impact

The program empowered local communities and government with practical knowledge and strengthened cross-sector collaboration – producing actionable recommendations developed with, not just for, the people they will affect. The eco-city now offers a model for sustainable, inclusive city-building across Africa, creating lasting climate resilience, economic opportunity, and improved urban wellbeing.

**200,000** community members supported



*“Every other week, a team of residents is busy weeding, pruning and tidying everything up. That creates connection: people get to know each other, become more involved. And that in turn has a strengthening effect on our community.”*

Roel Pluim | Resident

COMMUNITY CASE STUDY

# From chaos to connection – a neighborhood courtyard transformed, and lives improved, Netherlands

### The challenge:

In the village of Koudum in the Netherlands, residents of the ‘Pottenbuurt’ community initiated a neighborhood project to create more greenery, fewer cars and more connectedness. The challenge was to transform their overcrowded residential car park from a grey “concrete jungle,” where cars were squeezed in wherever there was space, into a place people could truly enjoy: an aesthetically appealing courtyard with more nature, more space and more opportunities to meet.

### The solution:

Resident, Roel Pluim, who initiated the project, came across Katalys’ program, Kern met Pit, which supports projects focused on improving quality of life. In addition to helping navigate the complexities of bureaucratic systems, Katalys facilitated access to engineering and design advice from Arcadis – as part of the long-standing social impact partnership between the two organizations.

### The impact:

With the support and expertise of Katalys and Arcadis, the residents collaborated and negotiated with the local municipality, to achieve their desired outcome of a greener, neater, and highly social meeting place for the community, enhancing the quality of life and bringing people together.

Landscape architect Robbert Jongerius supported the residents in shaping a shared vision for the space and created a design that helped them convince the municipality to entrust them with the future of this place in their neighborhood. At the heart of the redesigned courtyard is a large picnic table, which has catalyzed regular social events and spontaneous interactions.



**“At Arcadis, we’re relentless in our efforts to deliver positive outcomes for our clients. By harnessing our digital intelligence capabilities and innovative solutions, we’re able to deliver long-term value for clients, helping them thrive in a complex world. We also own our responsibility to operate with integrity as a global corporate citizen, utilizing our world-leading expertise to support communities worldwide – improving quality of life.”**



**Mark McKenna**

Global Sustainability Director





## Arcadis

Our world is under threat: from climate change and rising sea levels, to rapid urbanization and pressure on natural resources. We're here to answer these challenges at Arcadis, whether it's clean water in São Paulo or flood defenses in New York; rail systems in Doha or community homes in Nepal. We're a team of 34,000 and each of us is playing a part.

### Disclaimer

This report is based on market perceptions and research carried out by Arcadis, as a design and consultancy firm for natural and built assets. It is for information and illustrative purposes only and nothing in this report should be relied upon or construed as investment or financial advice (whether regulated by the Financial Conduct Authority or otherwise) or information upon which key commercial or corporate decisions should be taken. While every effort has been made to ensure the accuracy of the material in this document, Arcadis will not be liable for any loss or damages incurred through the use of this report.

©2026 Arcadis

## Contact us

**Sustainability Impact Office**

[sustainability@arcadis.com](mailto:sustainability@arcadis.com)

**Arcadis.** Improving quality of life.

**Connect with us**



@ArcadisGlobal



Arcadis



@ArcadisGlobal



@ArcadisGlobal