Climate transition plan ANL 2025

Arcadis Netherlands B.V.

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ARCADIS NETHERLANDS B.V.

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Arcadis Nederland B.V. has developed an ambitious Climate Transition Plan that places the company at the forefront of climate action within the engineering and consultancy sector. This plan is designed to meet and exceed the requirements of Step 3 of the CO_2 Performance Ladder, integrating climate action into all levels of our business and supply chain.

Our climate ambitions are bold. Arcadis is committed to achieving an 80% reduction in Scope 1, 2, and 3 greenhouse gas emissions by 2030 compared to the 2019 baseline, far surpassing the Dutch government's 2030 target of 55% reduction. We strive to reach Net Zero operational emissions by 2030, with a long-term goal of fully eliminating almost all remaining emissions by 2050, prioritizing actual emission reductions over offsetting wherever feasible. These targets are not only aligned with, but often go beyond, national and European climate policies and sector agreements, reflecting our leadership in sustainability and innovation

The Climate Transition Plan embeds emission reduction objectives into every aspect of our business. Key short-term actions include a 55% reduction in total emissions by 2026, a 70% reduction specifically in Scope 1 and 2 emissions, and significant reductions in Scope 3 emissions associated with business and air travel by 2025. For example, we are targeting a 35% decrease in Scope 3 business travel emissions and a 50% reduction in emissions from plane travel by 2025. In the Netherlands, Arcadis is accelerating the transition to a fully electric vehicle fleet by 2028, ahead of our global target

To achieve these targets, Arcadis has established a transparent action plan that outlines the necessary measures for CO_2 reduction across all aspects of our operations. This action plan details short-term, medium-term, and long-term steps, including the transition to 100% green electricity for our vehicle fleet, minimizing the number of lease cars, obligatory monitoring of commuting emissions, and the implementation of energy-saving measures in our buildings. Additional measures target residual emissions, such as reducing food waste and improving data collection. Each measure is linked to a clear implementation timeline, responsible teams or individuals, and, where possible, quantified expected emission reductions.

A central focus of our plan is on Scope 3 emissions, those that occur in our value chain, including from business travel, procurement, and project delivery. Recognizing that these emissions constitute a substantial portion of our overall footprint, we are taking proactive steps to engage and influence our suppliers. Around 70% of our supply chain is now monitored using advanced third-party tools for environmental and human rights risks. We have implemented a comprehensive risk matrix to steer procurement strategies and prioritize areas where we can deliver the most impact. Supplier engagement is further enhanced through participation in the CDP Supply Chain program, which saw a 57% response rate from key suppliers in 2023. We plan to further expand this engagement and integrate climate commitments into supplier selection processes, ensuring that our partners share our climate ambition.

At the project level, Arcadis is implementing initiatives such as the Future Impact Program, which assesses carbon emissions across the entire lifecycle of major projects. This enables us to drive down emissions not only within our operations but also through the services and solutions we provide to clients. Smaller projects are also encouraged to adopt lifecycle carbon assessments, expanding our impact even further.

Our governance structure ensures that climate targets are embedded at every level of the organization. The Climate Transition Plan is reviewed and updated regularly, in line with the requirements of the CO_2 Performance Ladder and ISO 14001 standards. Progress is transparently reported and verified by independent third parties, and we maintain ongoing dialogue with stakeholders across our value chain to drive continuous improvement.

Through this Climate Transition Plan, Arcadis Nederland is setting a new standard for climate leadership. We are committed to not only reducing our own footprint, but also influencing our industry, clients, and suppliers to accelerate the transition to a climate-neutral, resilient, and sustainable future.

3 Introduction

At Arcadis, it is our core mission to improve the quality of life and accelerate a planet-positive future. Climate change is the defining challenge of our time, and Arcadis Nederland B.V. is firmly committed to playing a leading role in accelerating the transition to a sustainable, low-carbon economy within the Netherlands. The impact of the built environment is significant and contributes roughly 37% of global emissions.[1] Arcadis Netherlands aims to reshape our sector through ambitious climate action and innovative solutions.

As a company, we actively drive the shift to a low-carbon economy through extensive greenhouse gas reduction initiatives. We continuously redefine our client engagements, products, services and internal business management to align with the 1.5°C world temperature increase as agreed upon in the Paris Agreement (2015). This Climate Transition Plan (CTP) sets out our pathway and commitments to achieving Net Zero greenhouse gas emissions in our Dutch operations by 2030—well ahead of both national and global targets. We outline clear, science-based targets, including a 55% reduction in Scope 1, 2, and 3 emissions by 2026 compared to 2019, and a 100% emission reduction across all scopes by 2050, without reliance on offsets where possible. Our approach builds on the requirements of the CO_2-Performance Ladder and aligns with Dutch government policy, while frequently surpassing sector benchmarks in both ambition and implementation.

According to the CO_2 Performance Ladder (manual 4.0), the purpose of the CTP is to guide organizations in structurally reducing their CO_2 emissions and promote sustainable business practices. The plan assists organizations in understanding their climate impact, setting emission reduction targets, and developing strategies to achieve these goals. This plan is structured as follows: Chapter 4 describes our current sustainability strategy, then chapter 5 states our current environmental impact. Subsequently, chapter 6 describes current and future climate scenario's for the Netherlands, as well as risks and their relevance for Arcadis. The core of this climate transition plan (CTP) starts in chapter 7, describing our targets for the short, medium, and long-term. Chapters 8 and 9 describe the strategy for the long and medium term, and the action plan for the short term. This CTP ends with a conclusion in chapter 10. For a glossary of relevant concepts, please see Appendix E – Glossary of Concepts.

This Climate Transition Plan pertains to the organization of Arcadis Nederland B.V. The choice for the starting entity was made based on the GHG Protocol. The "Control approach" was selected, whereby Arcadis Nederland B.V. takes responsibility for 100% of the emissions from business units over which it has operational control.

1 UN. (2024, 7 march). Not yet built for purpose: Global building sector emissions still high and rising. UN Environment Programme. Consulted on 28 october 2025, van https://www.unep.org/news-and-stories/press-release/not-yet-built-purpose-global-building-sector-emissions-still-high

4 Current Sustainability Strategy

Our 2024-2026 Strategy – Accelerating a Planet Positive Future – sets our course to further excel in sustainability. It integrates sustainability into our operations and project approach.

Based upon our company mission ‘Improving Quality of Life’, we find solutions to today's most pressing challenges, from the impacts of climate change to increasing urbanizations and digital transformation – all with the ultimate goal of improving quality of life.

Sustainability is a key design principle when we work with our clients. Through our solutions, we contribute to the sustainable development agenda and make a positive impact on society and the communities in which we operate.

‘Sustainable Project Choices’ is a key pilar of our 2024-2026 strategy.

Our pillars

To deliver on our sustainability ambition and strategy our sustainability team was organized around the following pillars:

Figure 1 Arcadis Strategy Pillars

Sustainable Project Choices

One of the most powerful ways Arcadis can accelerate a planet positive future is by supporting our clients in making and executing value-adding sustainable choices. As demonstrated through the work of our Global Business Areas (GBAs) in 2024, clients consider our focus on sustainability – and how we leverage that focus to optimize asset cost and performance – as a major benefit and differentiator in the market. Arcadians put their talents to work on our clients' challenges of today, and their aspirations for tomorrow. This is how we transition holistic motivation into a reality that fosters quality of life for all involved.

If we are to succeed in tackling climate change, we need to make discussing and accessing sustainable solutions straightforward. Incorporating our stakeholders and global business structure, we have identified five key themes which help us to standardize sustainability in all our practices. These themes are Societal Impact, Energy & Carbon, Water Stewardship, Circularity, and Nature & Biodiversity, and stem from the UN Sustainable Development Goals that we prioritize. We call these themes our Sustainability Lenses.

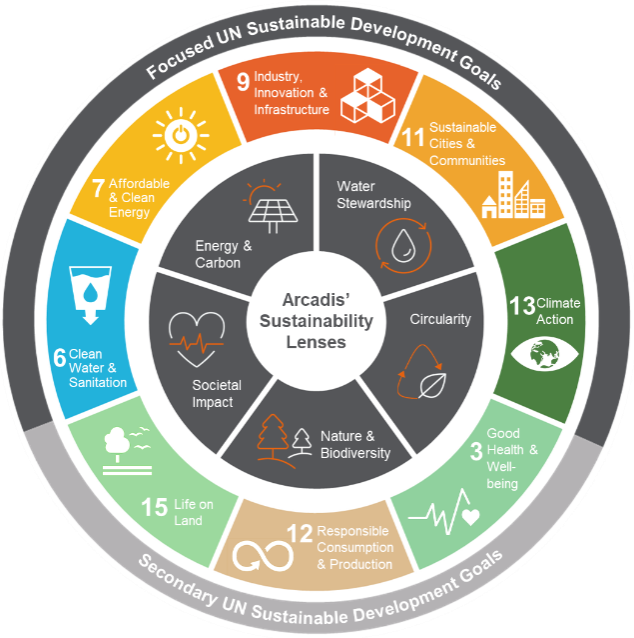

Figure 2 Sustainable Development Goals - Sustainability Lenses

As mentioned, sustainability is integrated into our proposals and projects. Every business area (places, mobility, resilience) has a sustainability lead that is leading the network of sustainability ambassadors across the business.

Within this strategy period we are focusing on the following commitments:

- We encourage local teams to make strategic and sustainable project choices for long-term business cases.
- Translating and communicating global tools and methodologies to national and local level.
- Fostering a local culture of sharing best practices and inspiring behaviors.
- Building expertise by offering and incentivizing specialist training.
- Setting sustainable ambitions on a project level, using the sustainability lenses.
- Strengthen and align local pursuit processes with sustainable project choices, while balancing People, Planet, and Profit.

To truly deliver on our sustainability ambition, Arcadis recognizes that success requires every employee to feel included and celebrated for their unique contributions. We aspire every employee to have the knowledge, skills, and behaviors to proactively deliver and participate in projects. Furthermore, collaborations with DEIB (Diversity, Equity, Inclusion, and Belonging) programs and Dutch community activities exist to facilitate this endeavor.

Our people share the belief in our mission and are inclined to participate in the realization of a better world. ANL commits itself to the provision of appropriate and practical training to empower and equip all Arcadians to deliver sustainable outcomes for clients and our own operations.

Arcadis dedicates time, expertise, and capital to local community engagement initiatives. We perform several volunteer-based activities and projects:

- **Create today** - providing hands-on assistance, through a range of one-day activities such as riverside clean-ups, or fundraisers to raise money or collect goods for those in need.

- **Create tomorrow** - helping local communities by sharing our knowledge and experience to improve their quality of life. Our support consists of process consulting, technical advice, financial know-how and access to our extensive network.

- **Create the future** - nurturing future talent. We bring together present-day experts and the talents of the future to promote the positive impact that our profession has on the world.

Through multiple initiatives we encourage employees to participate in the program. Together with Katalys we run our collective community program with the intent to create a positive impact on society. Exemplary projects are our social return on investment program, and refugee support through our Talent Academy program. As Arcadis we try to motivate our employees to participate in volunteering activities this is done by making available four hours a year to use for volunteer work. In 2024, 30% of our employees used their available volunteer hours.

Business operations.

Business Operations (BO) concern itself with the day-to-day activities in Arcadis and aligns overarching ambitions with our services and strategic goals. Consequently, BO is responsible for sustaining certifications like ISO 14.0001 EMS (environmental management system) and the highest level of the CO_2-PL ("CO_2 prestatieladder").

We as Arcadis are actively reducing our carbon footprint through a series of strategic emissions reduction initiatives based on our climate-related risks and opportunities to support our net zero commitment. Arcadis Global is committed to realize Net Zero greenhouse gas emissions within its operations in 2035 (Scopes 1-3). Yet, Dutch operations goes a step further by setting the ambition to become Net Zero in 2030. Because our Scope 3 emissions make up the majority of our total global carbon footprint, a significant portion of our emissions reduction initiatives are focused on Scope 3 emissions.

We have been actively working to reduce our emissions since 2010. Over the years, we have implemented a range of measures to achieve these reductions and have consistently integrated sustainability into our business practices. Some of the most effective steps we have taken was provide public transport cards to all employees, electrifying our lease fleet and embedding sustainability into our business processes. More recently we introduced carbon budgets ensuring each business area is accountable for their emissions and operates within defined limits.

Our Climate transition plan draws the intended pathway to achieve our ambition. Please note that some GHG emissions are inevitable. Therefore, our strategy is (and has been) to minimize GHG emissions as much as possible and compensate for the remaining emissions through the purchasing of Carbon Credits.

5 Current Environmental Impact

Arcadis Netherlands B.V. (hereinafter: ANL) has been compiling its CO_2 footprint biannually since 2010. Between 2010 and the current reporting year, 2024, the CO_2 footprint has decreased by **71,7%** due to careful planning and active efforts. Compared to the reference year 2019, our footprint in 2024 has decreased by **42,9%**. See Figure 3 for insight into the past and current emissions of ANL.

For our monitoring and verification processes See appendix D

Table 1 below shows the CO_2 emissions categorized by ANL's various activities, sorted by size and scope. Mobility emissions are highlighted in **blue**, and building-related consumption in **pink**. The last column displays the energy consumption per FTE (**2041,4 FTE** in 2024). Please refer to our carbon footprint report for further information.

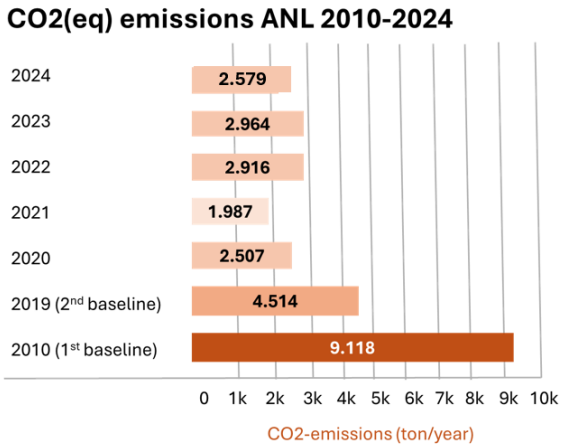

Figure 3: CO2 emissions ANL 2010-2024

Table 1: CO_2-emissions per category

Company Emissions (ANL 2024)	Scope	Total CO_2-emission [ton/year]	Relative share [%]	CO_2 per FTE [ton/FTE]
Emissions sorted by size				
Fuel consumption lease cars	Scope 1	1.014,1	39,3%	0,5
Fuel consumption of private cars	Scope 3	570,2	22,1%	0,3
Natural gas consumption	Scope 1	128,6	5,0%	0,1
Electricity consumption lease cars	Scope 2	326,2	12,6%	0,2
Plane travel	Scope 3	361,1	14,0%	0,2
Cold and heat consumption	Scope 2	74,4	2,9%	0,0
Electricity consumption offices	Scope 2	-	0,0%	-
Commercial public transport	Scope 3	99,6	3,9%	0,0
Machines	Scope 3	2,9	0,1%	0,0
International train travel	Scope 3	2,0	0,1%	0,0
Emissions EnPi's				
Overall	**Scope 1-3**	**2.579,0**	**100,0%**	**1,3**
Building related CO_2 emissions	Scope 1-2	205,9	8,0%	0,1
CO_2 emissions related to travel (excl. plane)	Scope 1-3	2.012,1	78,0%	1,0
CO_2 emissions related to plane travel	Scope 3	361,1	14,0%	0,2
Emissions sorted by scope				
Scope 1	Scope 1	1.142,7	44,3%	0,6
Scope 2	Scope 2	400,5	15,5%	0,2
Scope 3	Scope 3	1.035,8	40,2%	0,5
Total	**-**	**2.579,00**	**100,0%**	**1,3**

Impact and influence of Arcadis on the emissions of our organizational activities

The table 1 shows our emissions per activity. In addition to that, we have identified where our largest impact and influence lies regarding activities (see 'Impact organization activities.xlsx for reference). From this analysis, the following categories appear to be most fruitful regarding our impact and influence on reduction as Arcadis:

- Fuel consumption lease cars
- Electricity consumption lease cars
- Commercial public transport
- Purchased goods and services*
- Capital goods*

The targets and actions in this climate transition focus on these impact areas where possible. Currently, Arcadis already employs measures to minimize our lease car emissions, and stimulate employees to use public transport. However, purchased goods and services, and capital goods, are emission areas where we only recently started to obtain insights in our emissions (high-level). We are not there yet to have measures in place for purchased goods and services and capital goods, but this is something to work on in the future.

6 Scenario Analysis

Climate scenario analysis is a critical tool for understanding how Arcadis Netherlands may be affected by future climate-related risks and opportunities. This chapter examines relevant climate scenarios, both global and national, to assess the potential impacts of climate change and the transition to a low-carbon economy on our business operations, projects, and stakeholders. By analyzing these scenarios, Arcadis Netherlands can better anticipate risks, identify strategic opportunities, and inform robust decision-making for our climate transition strategy. This approach enables us to align our actions with national and international climate targets, safeguard our operations, and deliver resilient, sustainable solutions for our clients and communities.

Royal Dutch Meteorological institute (KNMI) analyzed the effects of climate change for the Netherlands, which has led to four climate change scenarios in the Netherlands, where the intensity of adverse climate effects is dependent on the height of CO_2-emissions:

A drier climate with high CO_2-emissions;
A drier climate with low CO_2-emissions;
A wetter climate with high CO_2-emissions; and
A wetter climate with low CO_2-emissions.

Figure 4 Climate scenario analysis Netherlands (KNMI)

The climate scenarios by KNMI overlap somewhat with the Arcadis global climate scenarios. However, where Arcadis global scenarios distinguish between a ´net zero 2050´ scenario and a ´current policies´ scenario, the KNMI scenarios distinguish between a ´low CO_2-emissions scenario' and a 'high CO_2-emissions scenario that can be translated to the global scenarios. They have also added a wetter and drier climate scenario, that form a matrix with the higher and lower emission scenarios (see Figure 4). With extreme effects in case of continued high emissions, and milder physical effects in case of lowering emissions. The physical effects include:

Mild to severe rise of average temperatures and heat
Slightly to extremely wetter winters
Slight to extreme increase of summer storms

Slight to strong rise of temperatures
Slight to strong increase in drought
Slight to strong rise of sea level

The effects that these scenarios illustrate affect our business as Arcadis. An exact outline of the risks is provided in chapter 6.1, describing relevant risk and opportunity events to our global business and ANL.

6.1 Risks and opportunities in a decarbonizing world

Below, an overview of risks and opportunities defined by Arcadis global is provided. These risks and opportunities are relevant for ANL. However, the impact of these risks and opportunities depends on how we act as a company and to what extent we can transition.

Table 2: Transitional risks and opportunities

Transition risks/opportunities		Definition	TCFD Risk/Opportunity Category
1	Risk: carbon pricing	Impacts of carbon pricing policies on operating costs	Policy and legal risk
2	Risk: energy cost	Impacts of changes of energy prices on operating costs	Market risk
3	Risk: reputational	Impacts of our climate actions and commitments on relationships with clients, investors and shareholders, communities, and employees	Reputation
4	Opportunity shift to lower carbon energy sources	Avoided costs from meeting our climate targets and reducing energy consumption	Resource efficiency
5	Opportunity: growth drivers	Opportunities for revenue growth from increase in demand for services that support low-carbon economy and climate resilience	Products and services

In addition to these risks and opportunities identified by Arcadis global, which incorporate society's ability to adapt to climate change, the Dutch PBL (2024) has investigated current and future climate risks for different sectors and aspects of society. This risk analysis is focused more on the physical effects of climate change. Below, a summary can be found on which of these physical climate risks may negatively impact ANL our way of doing business.

Health

- **Health Effects:** Climate change impacts health through heat, air pollution, infectious diseases, allergies, and UV radiation.
- **Temperature & Heatwaves:** Higher temperatures and heatwaves increase illness and mortality.
- **Disease Spread:** Warmer, humid conditions promote the spread of ticks and mosquitoes.
- **Allergies:** Longer pollen seasons worsen allergies.
- **Air Quality:** Poorer air quality during heatwaves raises health risks.
- **UV Radiation:** Increased UV radiation leads to higher skin cancer risks.
- **Mental Health:** Extreme weather events and long-term climate change cause mental health issues.

Water security risks

- **Flooding from rivers and sea:** residual risk of flooding, especially during extreme weather. Over 10 million citizens reside in areas that are protected by primary water defenses.
- **Pluvial flooding:** Heavy rainfall can overwhelm urban and rural drainage systems, resulting in property damage, traffic disruptions, and increased insurance costs.
- **Drought and water scarcity:** Prolonged periods of low rainfall can lead to water shortages, impacting drinking water supply, agriculture, natural ecosystems and industrial processes.
- **Infrastructure failure:** Ageing water infrastructure faces increased stress from extreme weather and higher maintenance demands.

- **Water quality risks:** Pollution from agriculture, industry and urban runoff threatens water quality, especially during periods of low flow or high temperatures. This could induce ecosystem degradation, health risks, and increased water treatment costs.

Built environment risks
- **Drought Impact:** Lower groundwater levels from droughts damage wooden and shallow foundations, causing subsidence and cracks, especially on peat and clay soils.
- **Flood Risks:** Urban areas in the west and South Limburg are most vulnerable to flooding from extreme rainfall and rising water levels.
- **Urban Heat:** Cities face higher temperatures (heat island effect), leading to health risks.

Infrastructure & mobility risks
- **General Vulnerability**: Infrastructure for road, rail, water, and air transport is susceptible to climate change impacts. Arcadis employees transport themselves mainly through rail, road, and air (in case of longer distances). The hindrance of these modes of transport negatively affects our ability to visit projects, office, and clients. This may increasingly have a negative effect on our business in the future, despite our ability to work remotely.

Rail Transport Risks
- **Heat:** Rail buckling ("spoorspatting") due to heat causes delays, detours, and potential derailments. Moveable bridges and technical systems may also fail in extreme heat.
- **Rainfall:** Heavy rainfall can weaken railbeds (not elaborated further in the text).

Road Transport Risks
- **Water Overload:** Extreme rainfall impacts sloped roads and sunken infrastructure, especially where design or maintenance is weak.
- **Heat:** Moveable bridges may jam, and road surfaces can soften, causing instability (less of an issue with heat-resistant ZOAB asphalt).
- **Drought:** Increased roadside fires hinder traffic, particularly near natural areas.
- **Flooding:** Severe flooding can damage roads and cause significant economic losses.

Air Transport Risks:
- Extreme weather (storms, heavy rainfall) disrupts flights, causing delays and cancellations.

How do these risks affect Arcadis Netherlands?

The climate transition poses significant risks to Arcadis Netherlands, affecting our core operations and strategic objectives across health, water security, the built environment, and infrastructure.

Health-related risks, such as increased illnesses due to heatwaves, poor air quality, and disease spread, directly impact our employees, affecting their well-being and productivity. As our people are our most critical asset, these challenges could disrupt our ability to deliver high-quality services.

Water security risks, particularly concerning the Dutch water systems, highlight the need for robust solutions to manage the impacts of climate change on primary and regional defenses. With over 10.9 million people living in areas protected by primary defenses, maintaining and enhancing these systems is an opportunity for Arcadis as a leader in water management consultancy, as well as a threat in terms of future (increased) flood risk.

The built environment faces threats from drought-induced subsidence, flooding, and urban heat islands. These risks necessitate innovative approaches in design and construction to ensure resilience and safety. This poses both a risk, as well as opportunity to Arcadis. It may lead to projects where our expertise is required in this area. However, it could also be a threat to projects we're working on, as the projects ae being disrupted or challenged by adverse climate events.

Infrastructure and mobility are vulnerable to climate impacts, with potential disruptions in rail, road, and air transport posing challenges to our business operations. While remote work offers some flexibility, maintaining effective client engagement and project oversight remains essential.

To address these challenges, Arcadis Netherlands must prioritize sustainable practices and adaptive strategies, using our expertise to lead in climate resilience. The extent to which risks and opportunities described above will impact our business has not yet been determined and is something that will be a focus area of this climate transition plan in the future.

7 Targets

Building on the insights from our scenario analysis and a thorough understanding of our current environmental impact, this chapter defines the specific targets that will guide Arcadis Netherlands on its pathway to a zero emissions future.

The scenario analysis highlighted a range of plausible climate futures and transition pathways, underscoring the urgent need to reduce greenhouse gas emissions and adapt to evolving physical and regulatory risks. Our current environmental footprint, mapped across Scopes 1, 2, and 3, provides a transparent baseline for action and informs our strategic priorities in line with the Paris Agreement and Dutch climate policy.

In this chapter, we set out our short-, medium-, and long-term targets for CO_2 reduction (chapter 7.2), energy efficiency (chapter 0), and OCEs (0). These targets form the foundation for our climate transition strategy, ensuring that our ambitions are measurable, aligned with scientific and sectoral benchmarks, and actionable across our operations and value chain. Additionally, we have constructed a separate Scope 3 document, outlining our Scope 3 strategy to achieve net zero in 2035 and zero emissions in 2050. Please find the scope 3 document here.

7.1 Time horizons

To be able to determine our targets we defined what short-, medium- and long-term time horizons are for Arcadis.

The timescales most fit for our time horizons are:

Table 3 Time horizons CTP

Time horizon	
Short term	2024 - 2026
Medium term	2027 - 2030
Long term	2031 - 2050

7.2 CO_2 emissions targets

Arcadis categorizes CO_2-emissions in three categories: Scope 1, 2, and 3, where:

Scope 1 are our direct emissions (gas usage, fuel usages etc.) ;
Scope 2 are our indirect emissions (Electricity use, heating); and
Scope 3 Other indirect emissions (Business travel, commuting, purchased goods and services).

For all three of these categories, we have emission reduction targets that will be further elaborated on. We report all our CO_2-emissions according to the European GHG protocol. All of our reduction targets have 2019 as a base year.

7.2.1 Global CO_2 emission targets

As a global company, Arcadis is committed to achieving Net Zero (across our value chain) by 2035. Within this target, we aim to reduce our emissions to an absolute minimum, and only those very inevitable emissions that will remain are compensated for through the purchasing of carbon credits.

Accompanying our main goal of Net Zero in 2035 are the following targets:

- Reducing our Scope 1, 2 and 3 emissions by 90% in **2035** (compared to our 2019 baseline);
- Transition all company-owned vehicles to 100% electric in **2030**;
- Reducing our Scope 3 emissions by 45% in **2029** (compared to our 2019 baseline);
- Reducing our Scope 1 and 2 emissions by 70% in **2026** (compared to our 2019 baseline);
- Reducing our Scope 3 emissions from business travel by 35% in **2025** (compared to our 2019 baseline);
- Reducing our Scope 3 emissions from plane travel by 50% in **2025** (compared to our 2019 baseline); and
- Maintaining our leading position with EcoVadis and Sustainalytics.

7.2.2 Dutch CO_2 emission targets

As previously mentioned, ANL follows the targets identified by Arcadis Global. However, since we are a leading country when it comes to sustainability, we aim to be more ambitious. Therefore, we aim to achieve 2 targets ahead of time and have set an additional one:

- Achieving Net Zero in **2030** (at least 90% reduction compared to our 2019 emission);
- Achieving a fully (100%) electric fleet of company owned vehicles in 2028;
- Reducing our Scope 1, 2 and 3 emissions by 55% in **2026** (compared to 2019)**;**
- Reducing Scope 1, 2 and 3 emissions by 100%* in 2050.

**For our long term target we aim for a 100% reduction by 2050. Although we will try to get to this 100% reduction we acknowledge there are many uncertainties as we are reliant on the technology and willingness of our value chain partners.*

7.2.2.1 Long-term targets

Table 4 Long-term CO_2 emission reduction targets

Activity	Target year	Reduction target (relative, in %)	Absolute reduction target	Reduction progress () 2024 compared to 2019
Reducing Scope 1, 2 emissions across value chain (target 1)	2050	95-100%*	2.905	47%
Reducing Scope 3 emissions across value chain (target 1)	2050	95-100%*	1.609	36%

** For our long term target we aim for a 100% reduction by 2050. Although we aim to get to this 100% reduction we acknowledge there are many uncertainties as we rely on the technology and willingness of our value chain partners, especially for our scope 3 emissions. This target is set for all three scopes separately.*

How does this relate to (inter)national government policy?
The Dutch government has policy that the Netherlands should be net zero in 2050. This means that the country should have as little carbon emissions as possible, and that all remaining carbon emissions should be compensated for. Our target is more ambitious as we strive to be climate neutral in 2050. Meaning that we cannot compensate our carbon emissions, but rather have 0 carbon emissions remaining. As a transition path, the Dutch government sets a medium-term goal of 55% reduction in 2030, in line with European Climate Law (Fit for 55). Also, the medium-term goal of Arcadis is ambitious, as we aim for 90% reduction in CO_2-emissions in 2030 for Arcadis Netherlands.

Relation to sector agreements
Arcadis signed the 'Green Deal Sustainable GWW 2.0' in 2017 and has been involved in the development of this approach since 2010. This green deal sets goals for the entire sector, to become more sustainable. This has evolved into the sustainable manifest (DGWW2030). DGWW 2030 has the ambition to make sustainability part of GWW-projects and to make them as sustainable as possible. However, there is no quantitative reduction target tied to it, which makes it difficult to state whether our target is in line with this manifest. Arcadis does act in line with this sector agreement as we support clients in this sector towards their sustainable journey.

Technology readiness level (TRL)
Successfully achieving 100% CO_2 reduction by 2050 will depend on our ability to identify, adopt, and scale technologies as they mature through the TRL scale. By linking our risk and opportunity analysis to a clear understanding of technology readiness, Arcadis can remain leading in our journey to carbon neutral. However, currently Arcadis does not possess the technologies to achieve a carbon neutral situation completely.

This is mainly due to plane travel. At the moment, there is no possibility yet to fly carbon neutral, and plane travel remains part of our business. Especially with organizational changes fostering international cooperation between the Netherlands and the rest of Europe, as well as our Global Excellence Centers located in different parts of the world. However, with new technologies emerging, the TRLs that will ensure we achieve our target for 2050 should improve.

Carbon free plane travel is in full development, and the Dutch innovation strategy for plane travel states that in 2050, all short distance flights shorter than 500 kilometers should be emission-free[2].

Sector initiatives (e.g. NL Ingenieurs) have not set standards yet of expectations for TRLs of relevant technologies. However, our internal CO_2 PL audit is executed by Witteveen+Bos and we execute their internal CO_2 PL audit. This enables us to share experiences as we are similar organizations dealing with similar challenges in becoming carbon neutral. This has provided us with the insight that, as we already concluded, the technologies are currently not there to become carbon neutral for organizations of our type, but developments are going fast and we rely on these innovations to reach our goal. More details on technologies that we expect to utilize in becoming carbon neutral and their respective TRLs can be found in chapter 8 - Medium and long-term strategy.

Feedback of independent expert
To validate our CTP, it has been reviewed by an external expert Diane Zandee. She is a consultant (KORU Consulting) and researcher (Nyenrode Business University), where she conducts research on sustainability and circularity. We have incorporated the experts feedback in this document. A memo of the conversation we've had with her and actions that came out of this, can be found here.

Feedback of external stakeholders
We currently have planned a session with NS, who is a large client, as well as supplier (public transport) of Arcadis. This session is will take place on the 2nd of December after the audit.

7.2.2.2 Medium-term targets

Our medium-term targets for CO_2-reduction ensure that most of our CO_2-emissions will be reduced, serving as a big step towards our end goal of 0 CO_2-emissions in 2050 (scope 1, 2 and 3). Achieving these targets ensures: a 90% reduction for all scopes, a 100% electric fleet of company owned vehicles, and a significant reduction of 45% in scope 3 emissions, which is the largest challenge in achieving our final targets.

Table 5 Medium-term CO_2-emission reduction targets

Activity	Target year	Relative target compared to baseline (2019)	Absolute reduction target	Reduction progress 2024 compared to 2019
Reducing Scope 1, 2 and 3 emissions across value chain (target 2)	2035 (Global)	80 - 90%	4.000 ton CO_2	43%
Reducing Scope 1, 2 and 3 emissions across value chain (target 2)	2030 (Netherlands)	70 - 80%	3.600 ton CO_2	38%
Transition towards a fully electric fleet of company owned vehicles (target 3)	2030 (Global) 2028 (Netherlands)	90 -100%	All company owned vehicles	72%
Reducing Scope 3 value chain emissions (target 4)	2029	35 - 45%	*Uncertain	Uncertain*

**We are currently in the process of gaining (accurate) insight into our value chain emissions.*

[2] https://nederlandelektrisch.nl/actueel/nieuwsoverzicht/i2840/kabinet-presenteert-ambities-en-visie-voor-elektrisch-vliegen

Relation to sector organizations and legal requirements

Sector organizations

Relevant organizations in our sector are members of the sector organization ´Koninklijke NL Ingenieurs´. Members deliver engineering and advisory services in the Netherlands. Below some key members of NL Ingenieurs are mentioned, as well as their medium-term CO_2-reduction targets:

Movares[3]
- All projects are energy neutral by 2030
- 50% reduction in usage of primary materials by 2030
- All projects are climate robust by 2030

Witteveen+Bos[4]
- Own operations climate neutral by 2030
- Maximum contribution to biodiversity by 2030
- All advise and designs are climate neutral by 2040

Antea Group[5]
- 50% reduction in scope 1 and 2 emissions by 2030
- 50% reduction in scope 3 emissions related to mobility (commuting, business travel) by 2030

Arcadis occupies a dominant position in setting its medium-term CO_2 targets, compared to other relevant organizations in the sector. We aspire an emission reduction of 80% in scope 1, 2, and 3 by 2030, which is higher than any of the aforementioned parties. Note, the organizations mentioned above merely serve as a sector sample.

Legal requirements

There are no national legal requirements regarding CO_2-reduction in the medium term. However, the Dutch 'klimaatwet' (climate law), states that the Netherlands should reduce their CO_2-emissions in 2030 by 55% compared to 1990. Arcadis surpasses this benchmark, resulting in an ambitious personal target, compared to national legal requirements and guidelines.

7.2.2.3 Short-term targets

As part of our commitment to sustainability and climate action, we have established clear, ambitious short-term emissions reduction targets across our operations. This chapter outlines our progress against these targets, focusing on 2025 and 2026 milestones for Scope 1, 2, and 3 greenhouse gas (GHG) emissions. Table 6 Short-term CO_2 emission reduction targets

Activity	Target year	Relative target compared to baseline (2019)	Absolute reduction target	Reduction progress 2024 compared to 2019
Reducing Scope 1, 2 and 3 emissions (target 5)	2026	45 - 55%	2.500 ton CO_2	43%
Reducing Scope 1 and 2 emissions (target 6)	2026	60 - 70%	1.230 ton CO_2	47%
Reducing Scope 3 business travel emissions (target 7)	2025	30 - 40%	558 ton CO_2	35%
Reducing Scope 3 plane travel emissions (target 8)	2025	45 - 55%	337 ton CO_2	46%

Because business travel and specifically plane travel contribute highly to our footprint, short term targets have been set to motivate reduction for these activities.

[3] https://movares.com/over-ons/duurzaamheid/
[4] https://www.witteveenbos.com/nl/about-us/how-we-work/company-code-and-corporate-processes/co2-performance-ladder
[5] https://anteagroup.nl/co2-prestatieladder#:~:text=Antea%20Group%20heeft%20als%20doelstelling,50%25%20in%202030%20te%20verminderen.

Relation to sector organizations and legal requirements

Sector organizations

We have compared our short-term targets with the same sector organizations as we have done with our medium-term targets. Below an overview:

- Movares
  - In 2025, 75% of the project portfolio should be completely or partially sustainable.
  - In 2025, every project applies measures that go beyond legal requirements
- Witteveen & Bos
  - No short-term targets have been found
- Antea Group
  - 25% reduction in scope 1 and 2 emissions by 2025
  -

Again, Arcadis sets aspiring short-term targets compared to the sectoral sample, focusing on a significant reduction in all scopes. Furthermore, to the best of our knowledge, no other relevant targets have been publicized by these organizations.

7.3 Energy

In compliance with Handbook 4.0 of the CO_2-PL, we have set targets for energy. These targets are set on the reduction of energy consumption or the production, storage and use of sustainable energy. These are described below for the medium- and short term. Please note that in our baseline year, 2019, GJp (primary energy) was not monitored yet. Therefore in the tables with medium- and short-term targets, it is not possible to include progress on the targets yet in this CTP.

7.3.1 Long-term targets

Currently, long-term targets for energy are not required by the CO_2-PL Handbook 4.0.

7.3.2 Medium-term targets

Most of the targets previously mentioned in the CO_2 chapter have effect on the energy performance of Arcadis. We have set targets specifically aimed at reducing our energy consumption.

Table 7 Medium-term energy targets

Activity	Type of energy reductiontarget	Target year	Relative target compared to baseline (2019)
Ensure 100% green electricity for company and private vehicles (target 9)	Generating/storing/purchasing green energy	2030	+90% to +100%
Reduce overall car travel (company and private cars) (target 10)	Minimize energy demand	2030	-25% to -35%
Fully transition company car fleet to electric vehicles (target 11)	Reducing energy use and generating/storing/purchasing green energy	2028	+95% to +100%
Ensure all energy in offices comes from a renewable (green) source (target 12)	Generating/storing/purchasing green energy	2030	-95% to -100%
Make offices energy-efficient (target 13)	Minimize energy demand	2030	-25% to -35%
Ensure that energy in our value chain comes from renewable sources (target 14)	Generating/storing/purchasing green energy/energy efficiency	2030	Not quantifiable (as much as possible) – needs further research.
Storing/limiting produced PV electricity during peak production/consumption (target 15)	Generating/storing/purchasing green energy	2030	Not quantifiable (as much as possible) – needs further research.

Flexibility of energy system
All of our ANL offices are located in an area vulnerable to net congestion, as all areas have waiting lines for new connections to the power grid according to the Dutch capacity map[6]. For our Rotterdam and Assen office, research is still being conducted to investigate the severity of net congestion in these regions. Reducing our energy consumption, leaves more room for other parties requiring energy. However, we realize that transitioning to a fully electric fleet puts additional strain on energy (specifically electricity) networks. In the future, we aim to regulate our electricity consumption and production to the fullest extent. One of the measures we take is investigating how we can stop

[6] https://data.partnersinenergie.nl/capaciteitskaart/totaal/afname

producing electricity with our PV panels when required due to net congestion. For our complete list of measures, including measures to improve flexibility of energy systems, please see chapter 8.

Relation to sector organizations and legal requirements

Sector organizations

In our sample of sector organizations, we could not identify additional energy saving or sustainable energy targets besides the targets already described and compared in chapter 7.2.

Legal requirements

To save energy, The Dutch government has introduced the 'energiebesparingsplicht', which states that organizations with an annual energy usage of 50.000 kWh or 25.000 m^3 natural gas equivalent should implement all energy saving measures, with a payback period of 5 years or less. Our reporting manager reports on this requirement every 4 years. Additionally, the EED-audit obligation is a legal European requirement, although Arcadis Netherlands is exempted from this legislation through our certification on the CO_2-PL.

7.3.3 Short-term targets

Table 8 Short-term energy targets

Activity	Type	Target year	Relative target (%) compared to baseline (2019)
Transition company-owned vehicle fleet to 100% electric (target 16)	Generating/storing/purchasing green energy	2026	+75% to +85%
Ensure 100% green electricity for company and private vehicles (target 17)	Generating/storing/purchasing green energy	2026	+70% to +80%
Reduce overall car travel (company and private cars) (target 18)	Minimize energy demand	2026	-10% to -20%
Ensure all energy in offices comes from a renewable (green) source (target 19)	Generating/storing/purchasing green energy	2026	+85% to +95%
Make offices energy-efficient (target 20)	Minimize energy demand	2026	-10% to -20%
Ensure that energy in our value chain comes from renewables (target 21)	Generating/storing/purchasing green energy/energy efficiency	2026	Not quantifiable (as much as possible) – needs further research.
Storing/limiting produced PV electricity during peak production/consumption (target 22)	Generating/storing/purchasing green energy	2026	Not quantifiable (as much as possible) – needs further research.

Relation to sector organizations and legal requirements

Please see chapter 7.3.2 for information on relevant sector organizations and legal requirements. For our short-term targets, there is no additional information on these topics.

7.4 Other Controllable Emissions (OCE) targets

OCE stands for other controllable emissions (Dutch: OBE's - overig beïnvloedbare emissies). Within these OCEs, a distinction is made between direct and indirect biogenic emissions, CO_2 removal, and avoided CO_2 emissions. These OCE's have been identified as relevant for ANL, especially avoided CO_2 emissions.

Direct biogenic emissions are greenhouse gases released from natural and organic materials, such as during combustion or composting. During these processes, the CO_2 that was captured by the material over its lifetime is released back into the atmosphere. In addition to CO_2, other greenhouse gases such as methane (CH_4) and nitrous oxide (N_2O) can be emitted. These are converted into CO_2-equivalents (CO_2-eq) for reporting purposes. At Arcadis, direct biogenic emissions arise from activities such as using biofuels in company vehicles and from the processing of food waste through composting or anaerobic digestion. While these emissions are part of a relatively short carbon cycle, reducing them remains challenging and is nonetheless relevant for our net zero target.

Indirect biogenic emissions refer to those resulting from activities outsourced by Arcadis. For example, this includes purchasing electricity generated from biomass by third parties. Although these emissions occur outside our direct operations, they are linked to our activities and are therefore included in our overall emissions assessment.

CO_2 removal, or carbon removal, involves actively extracting CO_2 from the atmosphere and securely storing it for at least 35 years. One example is building with timber, where the CO_2 captured by trees during their growth remains locked in the wood for an extended period. In cases where trees are felled, compensation measures such as replanting are implemented. At present, CO_2 removal is not part of Arcadis' formal targets. However, in the future, it could play a role in offsetting unavoidable emissions as we progress towards net zero.

Avoided emissions focus on reducing greenhouse gas emissions by implementing specific measures. For instance, enhancing building insulation can lower energy consumption, while reusing materials and advising clients on CO_2-reducing strategies—such as recommending asphalt with lower rolling resistance—can further decrease emissions. Additionally, there are projects where emission reductions occur as a secondary benefit, even if sustainability is not the primary goal. Examples include reducing dredging activities or planning construction work to minimize traffic detours and the associated emissions.

Currently, biofuels are used as a transitional solution between fossil-fuel vehicles and fully electric mobility, and occasionally to address grid congestion issues. However, biogenic emissions still contribute CO_2 to the atmosphere and thus have a negative impact on our climate objectives. The biogenic carbon cycle is not sufficiently short to disregard these emissions in our net zero calculations. Therefore, we aim to systematically phase out biogenic emissions, and reduce them to zero by 2050, just as we are doing with fossil emissions.

Relation to legal requirements and sector agreements

OCEs are a relatively new concept and no legal requirements or sector agreements on this topic have been identified so far.

7.4.1 Long-term targets

The long-term targets of OCE consist of complete elimination of scope 1 and 2 emissions and a majority of the projects with carbon capture implementation measures.

Activity*	Target year	Target
Production/purchasing of bio- energy for Scope 1 activities (target 23)	2050	Reduce to 0 to 5%
Production/purchasing of bio-energy for Scope 2 activities (target 24)	2050	Reduce to 0 to 5%
Production/purchasing of bio-energy for Scope 3 activities (target 25)	2050	Reduce to 5 to 10%
Increase advise of carbon capture implementation measures (target 26)	2050	As much as possible/needed (not quantifiable)
Increase carbon reduction measures (target 27)	2050	As much as possible/needed (not quantifiable)
Minimize food waste (target 28)	2050	As much as possible/needed (not quantifiable)

*We acknowledge biofuels being a solution to reduce our CO_2-emissions on the medium and longer term. However, for the long term, these OCEs should be minimized as well.

7.4.2 Medium-term targets

The medium-term targets are to significantly reduce biogenic emissions across all emissions scopes and start the implementation of carbon capture depending on the available techniques. We will continue to increase the implementation of carbon reduction measures in our projects, and we will continue to reduce food waste in the cafeteria as well as making employees aware of food waste.

Activity	Target year	Target
Production/purchasing of bio- energy for all Scope 1 activities (target 29)	2030	Reduce to 5 to 15%
Production/purchasing of bio- energy for all Scope 2 activities (target 30)	2030	Reduce to 0 to 10%
Production/purchasing of bio- energy for Scope 3 activities (target 31)	2030	Reduce to 15 to 25%
Increase advise of carbon capture implementation measures (target 32)	2030	As much as possible/needed (not quantifiable)
Minimize food waste in the cafeteria (target 34)	2030	As much as possible/needed (not quantifiable)

7.4.3 Short-term targets

In the short term, Arcadis is committed to two main actions, namely increase the implementation of carbon reduction measures and reduce food waste. These measures will put Arcadis on the right trajectory to achieve its climate neutral goals.

Activity	Target year	Target
Increase carbon reduction measures (target 35)	2026	As much as possible/needed (not quantifiable)
Minimize food waste in the cafeteria (target 36)	2026	As much as possible/needed (not quantifiable)

8 Medium and long-term strategy

Our medium- and long-term strategy outlines the actions and pathways our organization will pursue to achieve significant CO_2 reductions beyond the short-term horizon, supporting our overall climate ambitions. This strategy is designed to ensure we meet our medium-term targets for 2030 and our long-term goal of achieving net zero CO_2 emissions by 2050, in line with national and international climate commitments. It includes preparatory actions, investments in innovative technologies, and the adaptation of our organizational activities to align with evolving sector standards and regulatory requirements. The strategy is regularly reviewed and updated to remain ambitious, realistic, and aligned with our operational context and financial planning, providing a robust foundation for sustainable growth and climate

8.1 Reduction pathway

To ensure robust and adaptive planning, we have developed three reduction pathways pessimistic, realistic, and optimistic which reflect a range of possible outcomes based on different levels of ambition, external factors, and implementation success. These pathways allow us to monitor progress and adapt our strategy as needed.

For a visualized overview of the planned CO_2-reduction targets for the short-term and medium-term, see Figure 5 below. This is an excerpt from our short, medium and long-term reduction pathway towards 2050, indicating the specific CO_2 emission targets for each year from the base year (2019) until the intended outcome (2030).

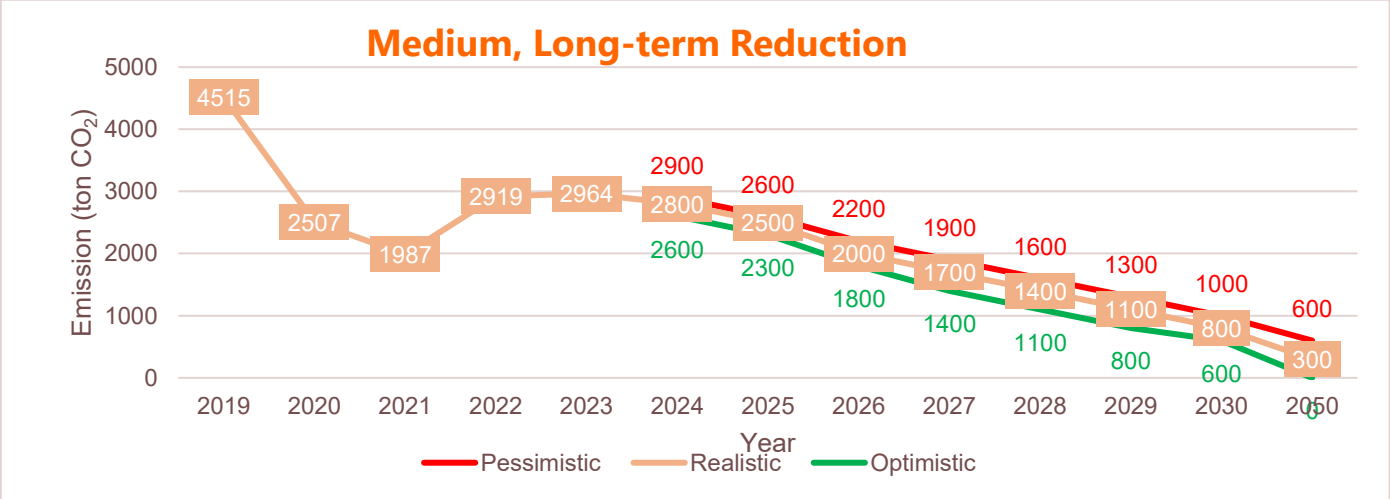

Figure 5: Planned reduction targets as set out in the medium and long term

8.2 Preperatory actions and measures

To make sure the targets that have been set in the pervious chapter are met we have set preparatory actions and measures that we expect will help us in achieving our goals. Our main focus areas are reducing our mobility and building emissions. The main preparatory actions and measures for the medium-term and long-term are summed up in Appendix B.

Timeline for measures

We have developed the following timeline to implement the measures:

Subject	Scop	Time horizon	Measure	2027 Q1	2027 Q2	2027 Q3	2027 Q4	2028 Q1	2028 Q2	2028 Q3	2028 Q4	2029 Q1	2029 Q2	2029 Q3	2029 Q4
Mobility Measures															
Lease cars	1, 2	Medium term	Continue towards 100% EV fleet												
Lease cars	1, 2	Medium term	Minimize amount of lease cars												
Lease cars	1, 2	Medium term	(Re)introducing interchangeable fleet												
Private cars	2, 3	Medium term	Discourage private car travel												
Private cars	2, 3	Medium term	Stimulate sustainable private car travel												
Private cars	2, 3	Medium term	Purchase green electricity for private car travel												
Plane Travel	3	Medium term	Purchase SAF for other carriers												
Other	1, 2 & 3	Medium term	Stimulate sustainable travel in cities												
Building Measures															
Energy efficiency	1, 2	Medium term	Perform energy efficiency analysis and building portfolio of all offices (also actual measures?)												
Green energy	1,2	Medium term	Purchase green gas												
Green energy	1, 2	Long term	Replacing natural gas with non-fossil options												
Energy efficiency	1, 2	Long term	Improve efficiency of HVAC systems												
Monitoring and efficien	1, 2	Long term	Install smart meters in all offices (where possible)												
Other Measures															
Data management	3	Medium term	Minimize emissions from data storage												
Procurement	3	Long term	Improve sustainable procurement												
Waste	3	Medium term	Minimize generated waste												
Biodiversity	3	Medium term	Improve biodiversity (home/offices)												
Energy efficiency	3	Medium term	Storing or limiting produced PV electricity during peak production												
Green energy	3	Medium term	Purchase green energy for scope 3												
Project emissions	3	Long term	Reducing project emissions and moving to a net positive impact												

Figure 6 Medium-term measures and timeline

Subject	Scop	Time horizon	Measure	2030 Q1	2030 Q2	2030 Q3	2030 Q4	2050
Mobility Measures								
Building Measures								
Green energy	1, 2	Long term	Replacing natural gas with non-fossil options					
Energy efficiency	1, 2	Long term	Improve efficiency of HVAC systems					
Monitoring and efficien	1, 2	Long term	Install smart meters in all offices (where possible)					
Other Measures								
Procurement	3	Long term	Improve sustainable procurement					
Project emissions	3	Long term	Reducing project emissions and moving to a net positive impact					

Figure 7 Long-term measures and timeline

8.3 Strategies for adapting to new technologies

To reach our ambitious climate goals, we rely on several technologies that help in achieving our carbon neutral strategy and targets. Below an overview can be found of relevant technologies that we rely on, as well as an indication of the TRL level (summed up per domain). TRL is a measurement system by NASA to assess the maturity level of a particular technology:

Own operation:

<u>Decarbonized mobility</u>

- **Electric Vehicles (EVs)** – High TRL (7-9): Transitioning all company vehicles and a portion of client fleets to EVs.
- **Sustainable Aviation Fuels (SAF)/Hydrogen Aviation** – Lower TRL (3-6): Crucial for decarbonizing business air travel, currently in early deployment stages.
- **Electric and hydrogen plane travel** – Low TRL - Electric and hydrogen flights are a necessity to get to carbon neutral as Arcadis. Currently, among others, Fokker Next Gen, Conscious Aerospace, Elysian and Vaeridion are actively developing hydrogen and electrical solutions for plane travel. In addition to that, the Dutch Government is investing money in developing these technologies, as well as seeking cooperation between other countries and regions, as this is necessary for a successful transition[7]. However, commercial flights using hydrogen or electricity are still in a developmental phase, and will likely take a long time .

[7] https://nederlandelektrisch.nl/actueel/nieuwsoverzicht/i2840/kabinet-presenteert-ambities-en-visie-voor-elektrisch-vliegen

Renewable energy

- **Onsite Solar (PV) and Battery Storage** – High TRL: Already scalable; further adoption will reduce office and operational emissions.
- **Green Hydrogen Production** – Medium TRL: Promising for sectors with hard-to-abate emissions.

Renewable energy

- **Smart Building Management Systems** – High TRL: Optimize energy use in offices and client facilities.
- **Digital Twins & Advanced Analytics** – Medium to high TRL: Enable scenario planning and real-time carbon monitoring across projects.

Material & construction innovation

- **Low-Carbon and Recycled Materials** – Medium to high TRL: Use of low-carbon concrete, recycled steel, and sustainable construction methods.
- **Modular and Circular Construction** – Medium TRL: Reduces waste and embodied carbon in infrastructure projects.

Nature-Based Solutions:

- **Urban Greening, Blue-Green Infrastructure** – Medium TRL: Incorporate nature-based solutions for climate adaptation and carbon sequestration.

Alterations of activities

Our projects and activities significantly contribute to both our emissions and our broader climate impact. To achieve our climate neutrality goals, it is essential to critically evaluate and reduce involvement in activities that do not align with our sustainability ambitions. This initial analysis identifies several types of activities across the energy, mobility, built environment, industry, water & environment, and digital advisory sectors that may hinder progress towards our targets. Examples include fossil fuel extraction, gas-fired power production, infrastructure that reinforces car dependency, buildings with poor energy performance, industrial expansion lacking decarbonization plans, and solutions that degrade natural carbon sinks or increase energy use without efficiency gains.

As part of our commitment to climate action, we have already pledged to only work for clients who have signed the Paris Agreement and to deliver our projects as sustainably as possible. This approach aligns with our strategic pillar, Sustainable project choices, which guides us to prioritize projects and clients that support the transition to a low-carbon, climate-resilient future. We will continue to assess our project portfolio and phase out or avoid activities that conflict with our climate objectives.

8.4 Value Chain Engagement & Low-Carbon Initiatives

Arcadis is committed to reducing carbon emissions across its value chain by working closely with both suppliers and clients. We need to engage them to achieve our targets. Our sustainable procurement is guided by ISO 20400 standards and internal policies, focusing on making an impact in the entire value chain, as this is where our strength lies. Key initiatives include:

8.4.1 Initiatives

Supply chain due diligence
Since 2023, Arcadis has used a leading third-party tool to assess sustainability and human rights risks across about 70% of its supply chain, reinforcing its commitment to human rights and environmental stewardship. This enables continuous monitoring and targeted supplier engagement based on risk insights. Arcadis also developed a comprehensive risk matrix, mapping procurement categories against key environmental and social risks—including climate, air pollution, water, waste, biodiversity, and soil. This framework guides procurement strategies and supports progress towards net zero emissions, starting with key suppliers.

Greenhouse gas reduction and transparency in our supply chains
We are actively working to reduce greenhouse gas emissions in its supply chain by refining Scope 3 analysis and engaging suppliers through the Carbon Disclosure Project (CDP) Supply Chain program, which saw a 57% response rate from key suppliers in 2023. We plan to expand this engagement, improve supplier categorization, and incorporate GHG reduction strategies into procurement processes. Supplier selection now considers climate commitments. Additional efforts include training procurement teams, monitoring compliance with evolving regulations, and implementing local sustainability initiatives. Some initiatives to reduce greenhouse gas emissions in our supply chain include:

- **Future Impact Program –** Arcadis is improving how it measures and reports the sustainability impacts of its projects to demonstrate positive outcomes to clients and comply with upcoming EU CSRD reporting requirements from 2027. The Global Sustainability team's Future Impact Program (FIP) leads these efforts, including the implementation of a Whole Life Carbon (WLC) methodology. This methodology is mandatory for projects exceeding both €10M in fees and €500M in construction value, but can also be adopted voluntarily for smaller projects or as client/regulatory needs require. Measurement results are stored in a global data platform and aggregated for annual CSRD reporting, with flexibility for countries to set lower thresholds if needed.
- **Sustainipedia -** Another Arcadis initiative is Sustainipedia. This tool is currently being developed by the Places GBA and offers project leaders an overview of sustainability measures that can be implemented at the project level. We want to encourage project leaders to use this tool to select measures and then incorporate them into their project plans. We are currently in discussions with the tool's developers to ensure it also incorporates the requirements of the CO2 Performance Ladder. This will support projects in meeting the ladder requirements, and we will benefit from the ability to gather the necessary information through a central tool.
- **CDP Supply Chain -** CDP Supply Chain is a centralized initiative that related to Arcadis' Net Zero targets, which require action for our Supply Chain decarbonization. CDP is a global environmental impact non-profit running the global disclosure system that enables companies, cities, states and regions to measure and manage their environmental impacts through carbon disclosure report. Arcadis started to report into CDP in 2018. CDP Supply Chain is a centralized initiative, related to Arcadis' Net Zero targets, which requires serious action especially regarding our Supply Chain decarbonization. In 2023, Arcadis started to invite key suppliers to participate in the CDP Supply Chain Program to disclose their carbon emissions. This helps us to gain a better insight into our impact throughout the supply chain. Expanding on this initiative in 2024, Arcadis aims to actively engage with more key suppliers to report their carbon emissions and reduction plans through CDP, aligning with our own journey towards Net Zero.

Low carbon initiatives – Direct operations
We go beyond reducing our own greenhouse gas emissions by helping clients achieve their Scope 3 decarbonization targets. We implement low-carbon initiatives internally, such as carbon offsets, renewable energy credits, and fleet electrification. We also support clients with low-carbon services, employee training on carbon assessments, and proprietary sustainability tools. To better tailor solutions, we assess clients' progress on net zero and human rights, enabling more effective and targeted support.

8.4.2 Value chain analysis

For the new level of the CO2 performance ladder, we performed a value chain analysis to obtain insights into the impact we can have on the emissions of our biggest suppliers and customers. Please see Appendix C – Value Chain Analysis for an overview of possible initiatives that came out of this analysis. The whole value chain analysis can be found here.

The value chain analysis dives further into the suppliers and customers of our relations as well as the impact we can have on their emissions. We also allocated the emissions of the relations to identify the extend of Arcadis' involvement in the related activities using the financial relations. Specific emission reduction techniques/technologies and initiatives can be found in chapter 4 and 5 of the value chain analysis document 3.A.5 Value Chain Analysis 2024.pdf.

8.5 Collaboration

Collaboration and knowledge development are essential to successfully and rapidly implement the measures in this climate transition plan, and to achieve our climate goals. This analysis covers energy efficiency, the generation, storage, and use of renewable energy, as well as overall CO_2 reduction.

For the accelerated implementation of measures, we require additional expertise in several areas. These include: innovative technologies for energy efficiency (such as smart building management and process optimization), the generation and storage of renewable energy (for example, battery and hydrogen solutions), scope 3 analysis and reduction (identifying opportunities to increase our influence on supply chain partners), and CO_2 reduction in the value chain (such as circular procurement and alternative materials). These include innovative technologies for energy efficiency (such as smart building management and process optimization), the generation and storage of renewable energy (for example, battery and hydrogen solutions), scope 3 analysis and reduction (identifying opportunities to increase our influence on supply chain partners), and CO_2 reduction in the value chain (such as circular procurement and alternative materials). Furthermore, up-to-date knowledge of evolving legislation and regulations, as well as advanced data analysis and monitoring for impact measurement and management, is needed.

To acquire this expertise and achieve meaningful impact, collaboration is necessary with a range of stakeholders. This includes suppliers and value chain partners (for joint reduction projects and data sharing), sector organizations and knowledge institutes (for knowledge exchange and joint innovation), external advisors (for specialist knowledge and training), and clients (for aligning ambitions and setting joint climate goals). In particular, for activities where our current influence on scope 3 emissions is limited but the relative size of emissions is significant, it is crucial to expand our influence. This requires increased collaboration with value chain partners to develop alternatives, greater transparency in the chain through material passports or product carbon footprints, and joint innovation pilots focused on alternatives for emission-intensive materials or processes. To address these knowledge and collaboration needs, we will organize dialogues with relations we analyzed in our value chain. The communication targets we have set for ourselves, will also help improve our collaboration. For a detailed overview of our knowledge and collaborative needs, please see 3.D 1-5 Knowledge and collaboration needs.docx.

9 Short-term action plan

This short-term action plan sets out the concrete steps our organization will take to achieve our CO_2 reduction, energy savings, and renewable energy targets over the period 2024–2026. The plan details a series of targeted measures designed to help us meet these goals within the specified timeframe. To achieve our targets we have set multiple measures. Each measure in this action plan is clearly described and linked to an implementation timeline, providing a transparent overview of when actions will be initiated and completed.

9.1 Reduction pathway

To account for uncertainties and varying external conditions, we have developed three CO_2 reduction pathways for the 2024–2026 period, each representing a different level of ambition and feasibility. Low-hanging fruits have largely been picked, making behavioral change an important, but also a difficult to capture component of our reduction pathway. Because of this, people should start making more sustainable choices, stimulated by Arcadis as employer. To sketch the different possible pathways, we have estimated a pessimistic, realistic and optimistic scenario. The **pessimistic pathway** projects a reduction to **2,200 tons of CO_2**, assuming potential delays or barriers in implementation.
The **realistic pathway**, which we consider the most probable scenario based on current resources and planned actions, targets a reduction to **2,000 tons of CO_2**. The **optimistic pathway** reflects the highest level of ambition and assumes maximum effectiveness of all measures, resulting in a reduction to **1,800 tons of CO_2**. These pathways are illustrated in **Figure 8**, which visualizes the projected CO_2 reduction trajectory under each scenario.

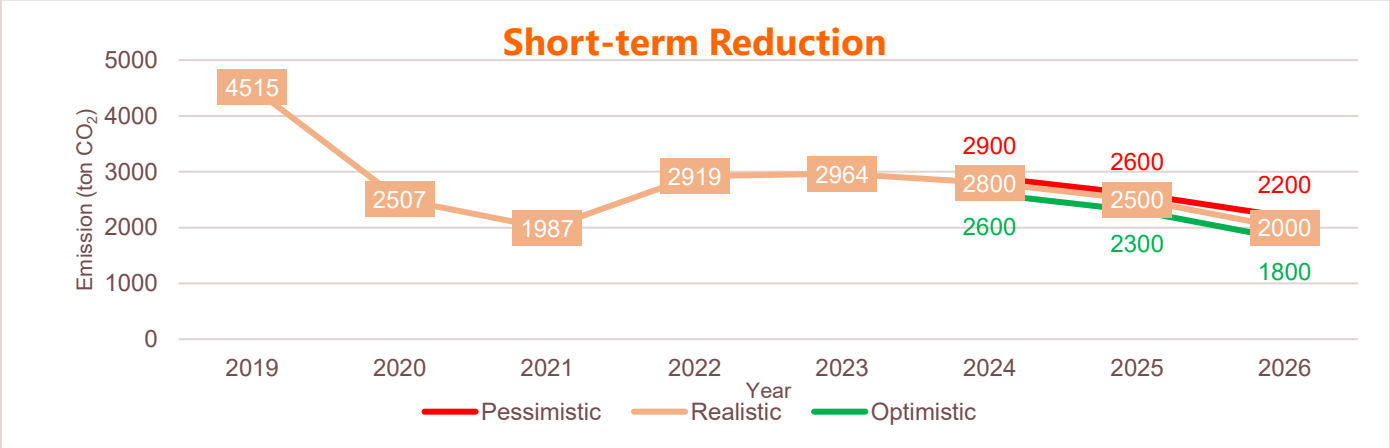

Figure 8 Short-term reduction pathway

Throughout this report, we commit to various measures that will ultimately help us achieve our ambition of Net Zero in 2030. These measures are classified in three categories: mobility-related, building-related and other measures. Some of the most important measures for the current period are shown in the action plan - please see Appendix **B** for an overview of all measures, including what measures contribute to which target). Figure 9 provides a detailed schedule for implementation of our short term measures.

Subject	Scope	Time horizon	Measure	Type of measure	Expected total reduction (24-26)
Mobility Measures					
Lease cars	1, 2	Short term	Purchasing 100% green electricity for fleet	Implementable	- 177,6 ton CO2
Lease cars	1, 2	Short term	Minimize amount of lease cars	Research	Not quantifiable
Lease cars	1, 2	Short term	Obligatory monitoring (commuting)	Research	Not quantifiable
Lease cars	1, 2	Short term	Investigate options for lease car sharing	Research	Not quantifiable
Private cars	2, 3	Short term	Stimulate sustainable private car travel	Research	Not quantifiable
Plane travel	3	Short term	Enforce sustainable flight rules more strictly	Implementable	- 18,6 ton CO2
Plane travel	3	Short term	Purchase Sustainable Aviation Fuel (SAF)	Implementable	- 237,0 ton CO2
Other	1, 2 & 3	Short term	Increase awareness of personal footprint	Implementable	Not quantifiable
Building Measures					
Energy efficiency	1, 2	Short term	Perform energy efficiency analysis and building portfolio of all offices	Implementable	Not quantifiable
Other Measures					
Working from Home	1, 2 & 3	Short term	Stimulate Working from Home (WFH)	Implementable	- 119,0 ton CO2
Working from Home	1, 2 & 3	Short term	Monitoring and reporting WFH emissions	Research	Not quantifiable
Energy efficiency	3	Short term	Storing or limiting produced PV electricity during peak production	Research	Not quantifiable

Figure 9 Short-term measure implementation planning

9.2 Detailed explanation of short-term measures

Purchasing 100% green electricity for fleet

An important step in reducing our company's emissions is to make sure that the electricity that the electric fleet is charged with green electricity. Currently, we can only guarantee charging with 100% renewable energy at our office locations where electricity used for charging falls under our energy contract because ANL purchases 100% green electricity for all our leased assets. Regarding charging electric vehicles at home and on the road, it is currently not possible to guarantee that the electricity is 100% green. Therefore, in this short-term period of 2024 – 2026, we want to change this by exploring opportunities to purchase 100% green energy for all charging transactions. This can be done through the purchasing of Guarantees of Origin (Dutch: GvO's).

Based on the previously mentioned assumption that 60% of the current fossil fleet will be transitioned to electric vehicles, if all (100%) electricity purchased for ANL's EV fleet is replaced with green electricity, this would result in a reduction of 355,3 ton CO_2[4]. More realistically, purchasing 50% renewable electricity for our lease cars results in a **-177,6 ton CO_2 reduction**. This measure will not result in primary energy reduction.

Minimize amount of lease cars

An important step in minimizing greenhouse gas emissions related to lease car travel besides transitioning to a fully electric fleet, is minimizing the amount of lease cars available to ANL employees. Therefore, we aim to apply stricter rules to whether or not someone is eligible for getting a lease car (e.g. not enough access to public transport, physical limitations, etc.). For all new lease contracts, we aim to make them not part of the employees' labor agreement. Because, as soon as a lease car is incorporated into employees' labor agreement as condition, ANL is bound to the duration of this contract to supply the employee with this car. In this short-term period we will investigate options to reduce the amount of lease contracts and actively stimulate our people to get out of their lease car.

Since this is a research measure, the expected emission & primary energy reduction **cannot be quantified** yet.

Obligatory monitoring (commuting)

This measure is related to the new legislation WPM (Wet werkgebonden personenmobiliteit) which requires organizations to report on their commuting travel for all modes of transportation. ANL already has insight in most commuting travel, with the exception of commuting travel with lease cars. This is currently calculated based on an assumption of private driven km (8.900 km per year) and assuming that of all business-related travel, 40% is client-oriented and 60% is commuting. In the coming short-term period, we want to investigate the possibilities for reporting on commuting lease travel as accurately as possible. In this regard, a survey will be sent out to all ANL employees to gather insight in commuting behavior and, accordingly, ways for ANL to influence this behavior towards a more sustainable way of travelling. Besides this survey, other ways to accurately monitor commuting and business travel will be researched in this period.

Since this is a research measure, the expected emission reduction **cannot be quantified** yet. This measure will not lead to a primary energy reduction.

Investigate options for lease car sharing

Additionally to (re)introducing the interchangeable fleet of pool cars, we have investigated the options for lease car sharing (e.g. through the development of an application or platform). By stimulating ANL employees to temporarily grant other colleagues access to their lease car when needed or desired (and/or by stimulating carpooling), a decline in the amount of necessary lease cars can be expected and therefore also a reduction in our lease car emissions.

Since this measure has recently been implemented, and employees still need to be stimulated, it **cannot be quantified** yet. This measure will not lead to a primary energy reduction.

Stimulate sustainable private car travel

To limit emissions associated with private car travel, we want to stimulate private car travelers to limit the total driven distance with their private car and travel as sustainably as possible. This can be done by providing a higher allowance

for EV's compared to fossil cars. We also plan to make it easier for EV's to park close to the office and provide facilities further away for fossil cars. Additionally, we stimulate the private lease or purchasing of bicycles and propose a higher allowance for walking and biking to work. Moreover, we continue to stimulate the use of public transport.

Since this is a research measure, the expected emission & primary energy reduction **cannot be quantified** yet.

Enforce sustainable flight rules more strictly

ANL has already successfully implemented the measure to opt for the international train as standard transportation mode instead of short-haul flights (≤700 km). Short flights have a much higher emission (234 g/km) compared to the international train (17 g/km). This measure (international train ≤700 km) already resulted in a decrease of -87% total distance travelled with short haul flights and an equal amount of emission reduction when comparing H1 2019 with H1 2023. By enforcing this rule even more strictly, it is expected that ANL can further reduce the total travel distance with short-haul flights by an additional 5% at the end of this short-term period. Hence, we would like to implement a strict monitoring policy for exceptions granted.

Additionally and in a similar fashion, by enforcing sustainable plane travel rules more strictly - only allowing absolutely necessary business travel - it is expected that travel distance with medium (700-2.500 km) and long (>2.500 km) flights can both be reduced by 10% in this short -term period. Amongst other options, this can be realized by encouraging extended stays over traveling more often (duration vs frequency).

Together, this will result in an expected **-18,6 ton CO_2 reduction** and **-233,8 GJ primary energy reduction**[5].

Purchase Sustainable Aviation Fuel (SAF)

The purchasing of Sustainable Aviation Fuel (SAF) results in 75% reduction of all flight emissions operated by KLM and Air France[6]. This is a continued rather than a new measure. Based on the amount of emissions saved in 2022 (79 ton CO_2 reduction), which is conservative due to the relatively low plane travel distance because of COVID-19, at the end of this short-term period this will result in **-237,0 ton CO_2 emission reduction**.

This measure will not result in primary energy reduction.

Increase awareness of personal footprint

Through the implementation of ThrustCarbon, employees will be made aware of their personal travel footprint. They will receive an e-mail with their carbon footprint related to travel in a certain period of time, which can be compared to the average footprint of the average Arcadian. This is meant to inform our employees on their personal impact, increasing awareness and thereby stimulate sustainable behavior.

This measure cannot be quantified.

Perform energy efficiency analysis and building portfolio of all offices

Arcadis has committed to the ambition of Paris Proof buildings in 2040. In order to make sense of this ambition for building-related energy reduction (<50 kWh/m2), Arcadis offices are screened for energy and CO_2 saving measures in the designated years. A building portfolio is drawn up for each office together with the building owner to gain insight into the efficiency of the buildings in question and the possibilities for improving it. We will bring one or more building experts on board to facilitate us in this process.

From 2024 to 2026, we will carry out an energy scan for all ANL office buildings, with a priority on the top 3 energy consumers per m² where we have the most influence (single tenant or building owner). At the end of this short-term period, we want to have a full overview of all our offices with conclusions on how to achieve our Paris Proof commitment before 2040. In addition, natural moments such as office changes, renovations or maintenance moments are inventoried to make a comprehensive planning for implementing sustainability measures. Moreover, regarding new and existing leases, sustainability performance of our buildings is a top priority.

Since this is a research measure, the expected emission & primary energy reduction **cannot be quantified** yet. This measure would result in improved efficiency and therefore reduction/savings in Scope 1 (natural gas) and Scope 2 (electricity).

Stimulate Working from Home (WFH)

Employer support for (more) working from home has increased due to the influence of COVID-19. Stimulating working from home is a strong mitigation measure that reduces CO_2 emissions and energy consumption, mainly because transport is immediately avoided. Since employees also use energy at home for work purposes and there is not enough insight into this consumption or the origin of energy, the exact savings are difficult to quantify. However, based on a survey from 2023, 60% of all Dutch Arcadians purchase green electricity at home. All Arcadians can get 3 euros for working from home. Similar to the past energy reduction plan period (21-23), we assume Arcadians work an average of 2 days per week from home, resulting in 30% less distance travelled across all transportation modes.

Based on the calculations used in the previous energy reduction plan period, this will result in **-119,0 ton CO_2 reduction** and **-1.280,9 GJ primary energy reduction**.

Monitoring and reporting WFH emissions

In this short term period we will continue to investigate ways to (more) accurately calculate the emissions associated with working from home, and report accordingly. A survey seems to be the most apparent option to do so. Since this is a research measure, the expected savings **cannot be quantified** yet.

Storing or limiting produced PV electricity during peak production

We will research the possibilities for storing surplus PV electricity on-site or limiting grid export during peak production. This study will explore technical and economic options, such as battery storage and smart inverter controls, to assess how these measures could help reduce grid congestion and support greater energy system flexibility.

9.3 Investments for achieving our actionplan

To support the delivery of our climate transition plan and achieving, both Global and NL leadership have made the 2025 budget available, new 2026 budget developments are awaiting final approval, which is expected at the end of November. Dedicated resources include two full-time equivalents, as well as project hours allocated specifically for the CO_2 Performance Ladder, with leadership oversight. The strategy is underpinned by a close partnership between our enabling functions departments such as Sustainable Operations and the EMS Manager and the three Sustainability Business Area leads (places, mobility, resilience). Collaboration is further strengthened through the EMS Global network, which allows us to share insights and collectively advance energy and CO_2 reduction efforts. Additionally, leadership and Business Area representatives contribute their time and advice through the QHSE SteerCo and Sustainability SteerCo, ensuring robust governance and continued progress.

10 Concluding our Climate Transition Plan

Arcadis Nederland's Climate Transition Plan sets a strong example in the industry by defining clear, science-based targets and outlining a robust strategy to achieve Net Zero emissions. The Plan establishes ambitious CO_2 reduction goals across three horizons:

- **Short term (2024–2026):** 55% reduction in Scope 1, 2, and 3 emissions compared to 2019, with targeted reductions in business and plane travel emissions, and significant progress already being made.
- **Medium term (2027–2030**): 80% reduction in all emission scopes in the Netherlands by 2030, and 90% globally by 2035, including the full electrification of the company vehicle fleet and major cuts in value chain emissions.
- **Long term (2031–2050):** Achieve 100% emission reduction across all scopes by 2050, with an emphasis on eliminating offsets wherever possible.

Arcadis employs a robust, adaptive strategy underpinned by concrete actions. This approach includes scenario analysis to anticipate climate risks and opportunities, and accounts for three reduction pathways—pessimistic, realistic, and optimistic—to monitor progress and adjust where necessary. Our action plan for 2024–2026 prioritizes:

- **Mobility:** Transitioning to 100% green electricity for the vehicle fleet, minimizing lease cars, and improving commuting emission monitoring.
- **Buildings:** Implementing energy savings and efficiency upgrades.
- **Other Measures:** Initiatives targeting residual emission areas, such as food waste reduction and improved data collection.

Our Climate Transition Plan, aligned with our net zero goal, fosters the continuity and resilience of our service offerings and reflects our commitment to collaboration, innovation, and continuous improvement. By implementing this plan, we contribute to a planet-positive future. For instance, we have helped multiple clients reduce their carbon emissions by implementing energy-efficient technologies and transitioning to renewable energy sources. This not only assists our clients in meeting their climate goals but also imbues our work with purpose.

Appendix A - Overview of targets

Targets:

Dutch CO2 Emissions

Long-term

1. Reducing Scope 1, 2 and 3 emissions across value chain (2050)

Medium-term

2. Reducing Scope 1, 2 and 3 emissions across value chain (2030)
3. Transition towards a fully electric fleet of company owned vehicles (2028)
4. Reducing Scope 3 value chain emissions (2029)

Short-term

5. Reducing Scope 1, 2 and 3 emissions (2026)
6. Reducing Scope 1 and 2 emissions (2026)
7. Reducing Scope 3 business travel emissions (2025)
8. Reducing Scope 3 plane travel emissions (2025)

Energy consumption

Medium-term

9. Ensure 100% green electricity for company and private vehicles (2030)
10. Reduce overall car travel (company and private cars) (2030)
11. Fully transition company car fleet to electric vehicles (2028)
12. Ensure all energy in offices comes from a renewable (green) source (2030)
13. Make offices energy-efficient (2030)
14. Ensure that energy in our value chain comes from renewable sources (2030)
15. Storing/limiting produced PV electricity during peak production/consumption (2030)

Short-term

16. Transition company-owned vehicle fleet to 100% electric (2026)
17. Ensure 100% green electricity for company and private vehicles (2026)
18. Reduce overall car travel (company and private cars) (2026)
19. Ensure all energy in offices comes from a renewable (green) source (2026)
20. Make offices energy-efficient (2026)
21. Ensure that energy in our value chain comes from renewables (2026)
22. Storing/limiting produced PV electricity during peak production/consumption (2026)

OBE's

Long-term

23. Production/purchasing of bio- energy for Scope 1 activities (2050)
24. Production/purchasing of bio-energy for Scope 2 activities (2050)
25. Production/purchasing of bio-energy for Scope 3 activities (2050)
26. Increase advise of carbon capture implementation measures (2050)
27. Minimize food waste (2050)

Medium-term

28. Production/purchasing of bio- energy for Scope 1 activities (2030)
29. Production/purchasing of bio-energy for Scope 2 activities (2030)
30. Production/purchasing of bio-energy for Scope 3 activities (2030)
31. Increase advise of carbon capture implementation measures (2030)
32. Minimize food waste (2030)

Short-term

33. Increase carbon reduction measures (2026)
34. Minimize food waste in the cafeteria (2026)

Appendix B - Overview of measures

Subject	Scope	Time horizon	Measure	Related Targets	Type of measure	Expected total reduction (24-26)
Mobility Measures						
Lease cars	1, 2	Medium term	1.Continue towards 100% EV fleet	1, 2, 3, 5, 6, 11, 16	Implementable	- 552,1 ton CO2
Lease cars	1, 2	Short term	2. Purchasing 100% green electricity for fleet	1, 2, 5, 6, 9, 17,	Implementable	- 177,6 ton CO2
Lease cars	1, 2	Short term	3. Minimize amount of lease cars	1, 2, 5, 6, 10, 18,	Research	Not quantifiable
Lease cars	1, 2	Short term	4. Obligatory monitoring (commuting)	1, 2, 4, 5, 6, 7, 8, 10, 18	Research	Not quantifiable
Lease cars	1, 2	Medium term	5. (Re)introducing interchangeable fleet	1, 2, 4, 5, 6, 7, 10, 18	Research	Not quantifiable
Lease cars	1, 2	Short term	6. Investigate options for lease car sharing	1, 2, 4, 5, 6, 7, 10, 18	Research	Not quantifiable
Private cars	2, 3	Short term	7. Stimulate sustainable private car travel	1, 2, 4, 5, 7, 9,	Research	Not quantifiable
Private cars	2, 3	Medium term	8. Discourage private car travel	1, 2, 4, 5, 7 10, 18	Research	Not quantifiable
Private cars	2, 3	Medium term	9. Stimulate sustainable private car travel	1, 2, 4, 5, 7, 9,	Research	Not quantifiable
Private cars	2, 3	Medium term	10. Purchase green electricity for private car travel	1, 2, 4, 5, 7, 9, 17	Research	Not quantifiable
Plane travel	3	Short term	11. Enforce sustainable flight rules more strictly	1, 2, 4, 7, 8	Implementable	- 18,6 ton CO2
Plane travel	3	Short term	12. Purchase Sustainable Aviation Fuel (SAF)	1, 2, 4, 7, 8, 14, 21	Implementable	- 237,0 ton CO2
Plane Travel	3	Medium term	13. Purchase SAF for other carriers	1, 2, 4, 7, 8, 14, 21	Research	Not quantifiable
Other	1, 2 & 3	Short term	14. Increase awareness of personal footprint	1-36	Implementable	Not quantifiable
Other	1, 2 & 3	Medium term	15. Stimulate sustainable travel in cities	1, 2, 4, 5, 6, 7, 10, 18	Research	Not quantifiable

Building Measures						
Energy efficiency	1, 2	Short term	16. Perform energy efficiency analysis and building portfolio of all offices (also actual measures?)	1,	Implementable	Not quantifiable
Energy efficiency	1, 2	Medium term	17. Perform energy efficiency analysis and building portfolio of all offices (also actual measures?)	1	Implementable	Not quantifiable
Green energy	1,2	Short term	18. Purchase green energy	1, 2, 4, 5, 6, 12, 19	Implementable	Not quantifiable
Green energy	1,2	Medium term	19. Purchase green gas	1, 2, 4, 5, 6, 12, 19	Implementable	Not quantifiable
Green energy	1, 2	Long term	20. Replacing natural gas with non-fossil options	1, 2, 4, 5, 6, 12, 13, 19, 20	Implementable	- 117,1 ton CO2
Energy efficiency	1, 2	Long term	21. Improve efficiency of HVAC systems	1, 2, 4, 5, 6, 13, 14, 20, 21	Research	Not quantifiable
Monitoring and efficiency	1, 2	Long term	22. Install smart meters in all offices (where possible)	1, 2, 4, 5, 6, 13, 20,	Research	Not quantifiable
Other Measures						
Working from Home	1, 2 & 3	Short term	23. Stimulate Working from Home (WFH)	1, 2, 4, 5, 6, 7, 10, 18	Implementable	- 119,0 ton CO2
Working from Home	1, 2 & 3	Short term	24. Monitoring and reporting WFH emissions	1, 2, 4, 5, 6, 7, 10, 18	Research	Not quantifiable
Data management	3	Medium term	25. Minimize emissions from data storage	1, 2, 4, 5, 6, 14, 21	Research	Not quantifiable
Procurement	3	Long term	26. Improve sustainable procurement	1, 2, 4, 5, 6, 14, 21,	Research	Not quantifiable
Waste	3	Medium term	27. Minimize generated waste	1, 2, 4, 5, 15, 22, 27, 32, 34	Research	Not quantifiable
Biodiversity	3	Medium term	28. Improve biodiversity (home/offices)	1, 2, 4, 5, 6	Research	Not quantifiable
Energy efficiency	3	Short term	29. Storing or limiting produced PV electricity during peak production	1, 2, 4, 5, 6, 15, 22	Research	Not quantifiable
Energy efficiency	3	Medium term	30. Storing or limiting produced PV electricity during peak production	1, 2, 4, 5, 6, 15, 22	Research	Not quantifiable
Green energy	3	Medium term	31. Purchase green energy for scope 3	1, 2, 4, 5, 7, 8, 14, 21,	Research	Not quantifiable
Project emissions	3	Long term	32. Reducing project emissions and moving to a net positive impact	1, 2, 4, 5, 6,	Research	Not quantifiable

Appendix C – Value Chain Analysis

Table 9: Scope 3 reduction opportunities of Arcadis' suppliers

	Short	Medium	Long
Scope 3 Arval & Alphabet			
Material passports	Converse with Arval and Alphabet about the possibility of sustainable procurement	Request 1-10 vehicles constructed in accordance with material passports	Only accept lease cars that incorporate material passports in their production
EV Transition	Move to 80% EV's	Move to 100% EV's	Reduce the number of lease cars and increase longevity
Car sharing	Increase car sharing among employees	Reduce the number of lease cars and further increase car sharing	Make car sharing the norm, relative to individual use
Scope 3 NS			
Mobility	More bikes available, even outside of train stations.	Electrifying Green wheels	More sprinter trajectories
Sustainable procurement	Reuse as much possible	Improve sustainable train design	Improve sustainable train design
Scope 3 ISS			
Initiatives	Switching to more sustainable cleaning supplies	Upgrade building management systems	Collaborating with building owners

Table 10: Scope 3 reduction possibilities for Arcadis' customers

	Short	Medium	Long
Scope 1 ProRail			
Infra	Turning of point heaters when weather is mild.	Transitioning to only electrical point heaters.	Removal of unnecessary point heaters and research to more efficient heaters.
Mobility	Start switching from fossil fueled cars to EVs	Complete switch from fossil fueled cars to EVs	Increase in efficient mobility hubs
Scope 1 & 3 RWS			
Scope 1 - Mobility	Implement biofuels	Electric mobility	Different way of monitoring and inspecting
Scope 3 – Project impact	Advising on reuse of materials used in structures or circular. Encouraging use of zero emission machines.	Similar to short term.	Similar to short term.
Scope 3 Tennet			
Construction and installation of assets	Continue the use of lower carbon concrete and recycled steel and sustainable contract management	Switch to 100% recycled copper use.	Sustainable design
Collaboration	Continue open discussion	Co-investment into equipment	Create a steady base of green equipment to supplement construction

Appendix D - Greenhouse Gas Accounting & Verification

This chapter provides information on the way we accumulate data and adhere to relevant standards regarding our data analysis. This data analysis serves as the basis for our targets and measures. Since 2010, ANL has been reporting on their emissions and energy consumption using the Greenhouse Gas (GHG) Protocol, in line with the CO_2-PL methodology. Since 2021, the tracking and reduction of emissions and energy consumption is also implemented on a global level through our online reporting tool Sphera and monitored via Arcadis' global Environmental Management System Standard (EMSS). This requires Arcadis to report metrics on topics material to the organization's environmental impact. Arcadis' carbon footprint is centrally reported based on local information where available and reviewed by sustainability professionals—including a comparison to other entities and historical performance for quality purposes.

Monitoring Global emissions

Arcadis has a worldwide EMS (Environmental Management System) team, including EMS managers, non-financial reporting managers, internal data validators. Once a year, our data is also externally validated through an extensive audit. The EMS-managers and/or non-financial reporting managers are responsible for collecting, analyzing and reporting the data required to draft a CO_2-footprint of our activities. For all data entries, reporting managers need to include whether the data provided is factual data or an estimation. In addition, the data source needs to be attached, and a justification is necessary when data differs >25% from last year.

After the data entry in Sphera, regional data validators check the reported numbers and their accompanying source files. Subsequently, the submissions are globally checked. Every full-year report is audited by an external party. Additionally, some countries (amongst which ANL) have a local validation cycle with local sustainability audits.

Please refer to the Arcadis global Annual Integrated Report (p. 96) for specific emission figures.

Monitoring Dutch emissions

Twice a year we report on carbon and energy reduction and check whether we are on track with our aspirations. Since 2021, ANL reports through the previously described NFR platform Sphera. Additionally, the Dutch operations run a certified ISO 14.001 EMS, as well as certification on the highest level of the CO_2-PL.

Our reporting manager collects, analyses, calculates, and reports on the emissions of our activities according to the methodology of the CO_2-PL. Our sustainability manager then reviews and validates these reported emissions, after which our operations director and country directors accredit the report before publishing. The quality of the data is monitored twice a year through an internal audit (executed by an external expert) and the yearly CO_2-PL audit. Since 2025 (reporting year 2024), we have also started to report on Other Controllable Emissions (OCE's).

For a more detailed overview of the distribution of ANL's emissions across different activities, as well as insight into the distribution of CO_2 emissions in per scope please consult our local carbon footprint report

Monitoring Other Controllable Emissions

Arcadis also monitors Other Controllable Emissions (OCE's), namely methane (CH4), nitrous oxide (N2O) and pure CO_2. This data is gathered through our reporting in Sphera. Currently, OCE's are only monitored for our internal business operations. OCE data is not available yet for project-related work, although it is expected that the vast majority of OCE's come from our project work (Scope 3). We intend to start monitoring these OCE's in the coming years. See Figure 10 below for an overview of the monitored OCE's of ANL. Evidently, these quantities remain relatively insignificant (2,79 ton CO_2-eq methane; 3,49 ton CO_2-eq nitrous oxide).

	Netherlands - Arcadis BV				2024 Total
	CH4 in tCO2e, Main Mapping, Scope 1	tCO2, Main Mapping, Scope 1	N2O in tCO2e, Main Mapping, Scope 1	Total	
Company Owned Vehicles - Non-renewable fuel - Commuter - Gasoline/petrol	0,96	246,69	0,7	248,35	608,24
Company Owned Vehicles - Non-renewable fuel - Commuter - Diesel	0,01	43,18	0,57	43,75	130,38
Company Owned Vehicles - Non-renewable fuel - Commuter - Liquid Petroleum Gas (LPG)	0,0	0,0	0,0	0,0	0,0
Company Owned Vehicles - Non-renewable fuel - Commuter - Ethanol					
Company Owned Vehicles - Non-renewable fuel - Business Travel - Gasoline/petrol	1,63	419,52	1,19	422,34	2.564,06
Company Owned Vehicles - Non-renewable fuel - Business Travel - Diesel	0,01	73,42	0,97	74,41	1.082,94
Company Owned Vehicles - Non-renewable fuel - Business Travel - Liquid Petroleum Gas (LPG)	0,0	0,0	0,0	0,0	0,0
Company Owned Vehicles - Non-renewable fuel - Business Travel - Ethanol					
Company Owned Vehicles - Renewable fuel - Commuter - Biodiesel					
Company Owned Vehicles - Renewable fuel - Commuter - Bioethanol					
Company Owned Vehicles - Renewable fuel - Business Travel - Biodiesel					
Company Owned Vehicles - Renewable fuel - Business Travel - Bioethanol					
Stationary energy - Natural gas	0,18	122,74	0,06	122,99	671,61
Stationary energy - Diesel	0,0	0,0	0,0	0,0	0,0
Stationary energy - Gasoline/petrol	0,0	0,0	0,0	0,0	0,0
Stationary energy - Ethanol					
Total	**2,79**	**905,55**	**3,49**		

Figure 10 Arcadis Netherlands' OCE's in 2024 (source: Sphera)

Appendix E – Glossary of Concepts

Arcadis Global: Arcadis's worldwide organization, spanning all countries and regions.

Arcadis Nederland B.V.: The Dutch subsidiary of Arcadis, a global design and consultancy firm.

Base year: The reference year used for measuring progress or emissions changes over time.

Biogenic emissions: Greenhouse gases released from natural biological sources, like plants or animals.

Business operations (BO): Day-to-day activities and processes that keep a company running.

Capital goods: Long-term assets like machinery or buildings used in production.

Carbon credits: Tradable certificates representing the removal or reduction of one metric ton of CO_2.

Carbon footprint: The total greenhouse gas emissions caused directly and indirectly by an individual, organization, or product.

Carbon pricing: Assigning a cost to greenhouse gas emissions to encourage reduction.

Carbon removal: Extracting CO_2 from the atmosphere and storing it permanently.

Climate-neutral: Causing no net increase in climate-impacting emissions.

CO2-performance ladder: A management system for reducing carbon emissions in organizations.

CSRD: Corporate Sustainability Reporting Directive; EU rules for company sustainability disclosures.

Digital Twins & Advanced Analytics: Virtual models and data analysis tools to optimize real-world systems.

Energiebesparingsplicht: (Dutch) Legal obligation for organizations to implement energy-saving measures.

Global business areas: Major sectors or regions in which a company operates worldwide.

Green hydrogen production: Making hydrogen using renewable energy sources, resulting in low emissions.

Greenhouse gas: Gas that traps heat in the atmosphere, contributing to global warming.

Guarantees of Origin: Certificates verifying the renewable source of produced energy.

ISO 14001 standard: International standard for environmental management systems

ISO 20400: International standard for sustainable procurement practices.

Net Zero: A situation where we offset (compensate) our remaining inevitable emissions.

OBE/OCE: Overig beïnvloedbare emissies/other controllable emissions, e.g., CH_4 and N_2O.

People, planet, profit: The "triple bottom line" framework balancing social, environmental, and financial outcomes.

Planet positive future: A future where human activities actively improve the state of the planet.

Preparatory actions: Initial activities required to enable future implementation or compliance.

Primary materials: Raw substances extracted directly from nature and used to produce goods.

Purchased goods and services: Items and services bought from external suppliers for business use.

PV electricity: Electricity generated by photovoltaic (solar panel) systems.

Reduction pathways: Planned steps to systematically lower greenhouse gas emissions.

Scope 1 emissions: Direct greenhouse gas emissions from owned or controlled sources.

Scope 2 emissions: Indirect emissions from purchased energy (electricity, heat, steam).

Scope 3 emissions: Indirect emissions from the value chain, not owned or controlled.

Supply chain due diligence: Assessing and managing environmental and social risks in supply chains.

Sustainable business practices: Methods that balance economic, environmental, and social goals for long-term viability.

Technology readiness level: A scale (1–9) indicating how mature a technology is, from concept to deployment.

The built environment: Human-made surroundings such as buildings, infrastructure, and public spaces.

Thrustcarbon: A platform or tool for calculating and managing travel-related carbon emissions.

WFH emissions: Greenhouse gas emissions resulting from working from home.

Whole Life carbon: Total carbon emissions over a product's or asset's entire lifecycle.

Zero emissions: A state in which all our CO2 emissions are eliminated, with potential inevitable emissions still remaining being compensated by CO2 withdrawals through our sustainable advisory, or in the most pessimistic case by offsetting.

About Arcadis

Arcadis is the global partner at the forefront of today's most impactful projects. We help our clients make sustainable choices through a combination of digital innovation, expertise, and forward-thinking skills in areas such as the environment, energy, water, buildings, transport, and infrastructure. We go the extra mile to offer our clients tailored solutions for design, engineering, and consulting. By applying data-driven insights, we shape the natural and built environment together. With more than 35,000 people, we combine global expertise and jointly tackle challenges such as climate, affordable energy, and livable cities. We improve quality of life through our presence in more than 30 countries. In 2024, we achieved a gross revenue of €5.0 €5,0 miljard.

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Arcadis. Improving quality of life