

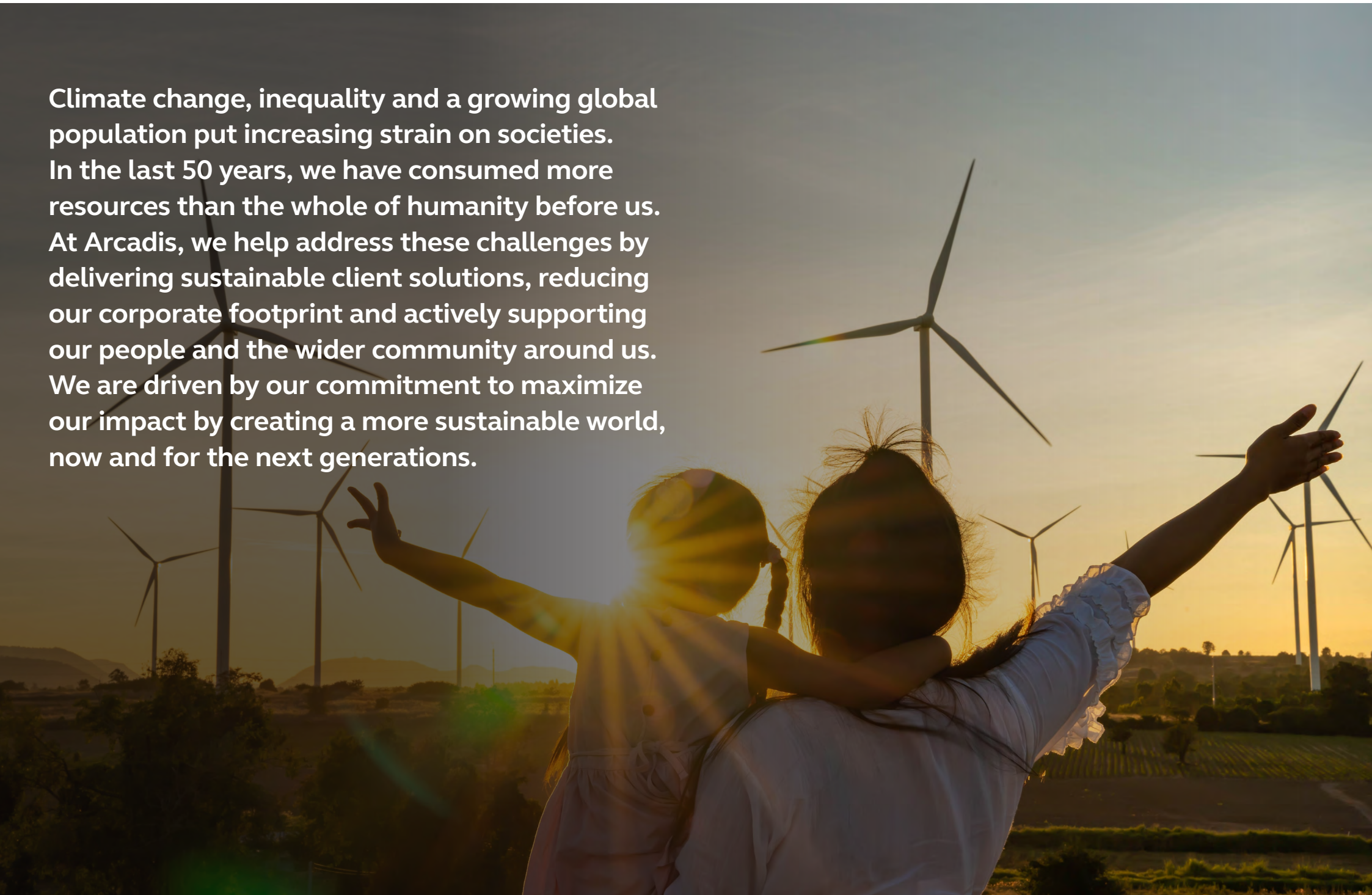
A photograph of a man with a shaved head, wearing a blue t-shirt, carrying a young child with curly hair on his shoulders. They are in a lush green forest. The man is smiling and looking upwards. The child is also smiling and looking towards the camera. The background is filled with dense green foliage and trees.

# Sustainability at **Arcadis** Belgium

Report 2021-2022



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





# Table of contents

**4-8**

4-5

6

7-8

**19-17**

11-12

13

14-16

17

**19-46**

20-27

28-33

34-46

**47-48**

48

**49**





# World's leading design, engineering and consultancy firm

## Our activities

At Arcadis, sustainability is at the heart of everything we do. Our purpose is to improve people's quality of life by **addressing important societal challenges in key areas such as water, the environment, buildings and infrastructure**. Our solutions are centered around people and fall under three main areas of expertise: Resilience, Places and Mobility. We provide services in design and engineering, consultancy, and program, project and cost management. We are pioneers in data and technology, enabling us to meet the ever-changing needs of our clients in response to climate change, urbanization, digitalization and evolving stakeholder expectations.



**4th largest**  
design, engineering &  
consultancy firm in the world



**36,000 people**  
across 70 countries



**€4.0 billion**  
in revenues in 2022



**#1 in our industry**  
Sustainalytics  
ESG Risk Rating score



## Our ambitions

We understand the pivotal role we play in building the necessary infrastructure and systems that will allow people to thrive in a sustainable future. Whether we're fostering resilient communities, designing livable places or enhancing mobility, we are committed to improving quality of life by **accelerating the transition to a net-zero world**.

Our corporate strategy, **Maximizing Impact**, outlines our approach to incorporating sustainability into everything we do, from our services and guidance to clients to our internal operations and community engagement. Our focus is on:

- Improving the way resources are used
- Protecting the environment
- Creating mobility solutions
- Designing and developing comfortable work and living spaces.

## Our values

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



### People first

We care for each other and create a safe and respectful working environment where our people can grow, perform and succeed.



### Client success

We are passionate about our clients' success and offer insights, agility and innovation to co-create value.



### Integrity

We always work to the highest professional and ethical standards and establish trust by being open, honest and responsible.



### Sustainability

We base our actions for clients and communities on environmental responsibility and economic advancement.



### Collaboration

We value the power of diversity and our global capabilities and deliver excellence by working as one.

### Our behaviors

- We value each other
- We deliver on our promises
- We always bring our best
- We work as One Team
- We dare to shape the future



# Sustainability highlights for Arcadis Belgium

**15%** reduction in relative carbon footprint per FTE: 3% reduction in absolute carbon footprint and 15% growth in FTE since 2019

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

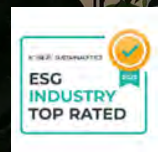
**961** employees

**38%** female employees

**25** different nationalities

**48%** of the 466 company cars is fully electric, fully hybrid or plug-in hybrid

**43** employees chose a mobility budget and 33 the gross premium instead of a full-electric company car



Sustainalytics rates Arcadis again #1 in our industry



Ecovadis upgraded Arcadis from Gold to Platinum





Kristof Peperstraete, Country Director Arcadis Belgium

## Arcadis leads by example: “Now more than ever, it is time to be a frontrunner in sustainability”

When Arcadis launched its 2021–2023 strategy, we made a firm commitment to embedding sustainability into all that we do. Since then, we’ve been on a journey towards this goal. In this interview, we catch up with Kristof Peperstraete, Country Director of Arcadis in Belgium, to gain insights into our ongoing sustainability efforts.

### Arcadis is almost at the end of its strategy cycle. What progress has been made in sustainability over the last couple of years?

Sustainability is an essential part of our company’s DNA. We recognize that our biggest impact comes from **the projects we do and the solutions we provide to our clients**. That’s why we assess in our **go-no-go decision process** if a project has ambitious sustainability goals and if we can identify opportunities to maximize the impact on sustainability. Our aim is to collaborate with clients who share our sustainability vision and to work together to improve the quality of life and the environment around us. At the same time, we are expanding our Sustainability Advisory team, which helps clients in making the strategic choices to become more sustainable as a business. We support clients who are taking their first steps toward sustainability, as well as those who want to take their sustainability efforts to the next level.

### How do you get clients on board with sustainability?

In the last couple of years we have noticed a significant increase in our clients’ interest in sustainability. They are no longer satisfied just being compliant but are looking for ways to go beyond that. However, they still require proof that incorporating sustainability into their business will make them more successful.

To get clients on board, it’s first of all important that we **lead by example**. At Arcadis, we are constantly looking for ways to make our **own operations** more sustainable. We have committed to achieve a net-zero greenhouse gas emissions target by 2035, which is a very ambitious target in our sector. We have switched to paperless offices and optimized our mobility policy. In Belgium, we are among the first companies to shift to 100% electric company cars. Sharing our successes and challenges with our clients can help them in making informed decisions for their own business.

Secondly, clients want to see tangible financial benefits when incorporating sustainability. However, this can be challenging because sustainability initiatives’ outcomes are usually long term rather than short term. Clients may also be daunted by sustainability’s complexities and the need to keep up with new legislations. To address this, we are expanding our **Sustainability Advisory focus**, making it easier for clients to incorporate sustainable practices into their business. Our team is committed to supporting clients in their sustainability efforts, using our market knowledge, technical expertise and digital tools.

Lastly, **client success stories** are key to getting more clients on board with sustainability. We are continuously expanding our portfolio of such stories to share with clients, providing them with concrete examples of how sustainability can benefit their business.



### As part of a global company, how does Arcadis Belgium implement its corporate sustainability strategy?

We do not only align our efforts with the corporate sustainability framework but we strive to exceed it. Our commitment to achieving net-zero targets is exemplary within Arcadis. By 2026, we intend to transition our entire fleet to fully electric vehicles, reduce our flight distances significantly, encourage the use of public transport, promote remote work and reduce our office area. In terms of our work with clients, we are pioneers in biodiversity. We collaborate with companies such as Spadel and Immoebel to measure and quantify the impact on biodiversity of their projects and business, guiding them toward further improvement. Sharing these best practices with our international colleagues strengthens our worldwide position.

### How do you involve employees in these sustainability efforts?

In addition to our focus on our own business operations and client solutions, **supporting people and communities** is the third pillar of our sustainability approach. We partner with UN-Habitat to send Arcadians to areas affected by storms or flooding to help rehabilitate these communities, while closer to home, we for instance organize an annual tree planting day where employees and their families come together to help restore natural areas in Belgium. Supporting the welfare of younger generations is also a key focus for us, which is why we've been an active sponsor and partner of **YouthStart**, an organization that supports young people who have received limited education to return to studying or to take a new step towards a professional life. We also participate in **Artcadia**, a program that encourages secondary school students to use technology to address real-world challenges. Through Artcadia, we provide mentorship and technical expertise to help students presenting their ideas.



### On a more personal level, how do you incorporate sustainability into your daily life?

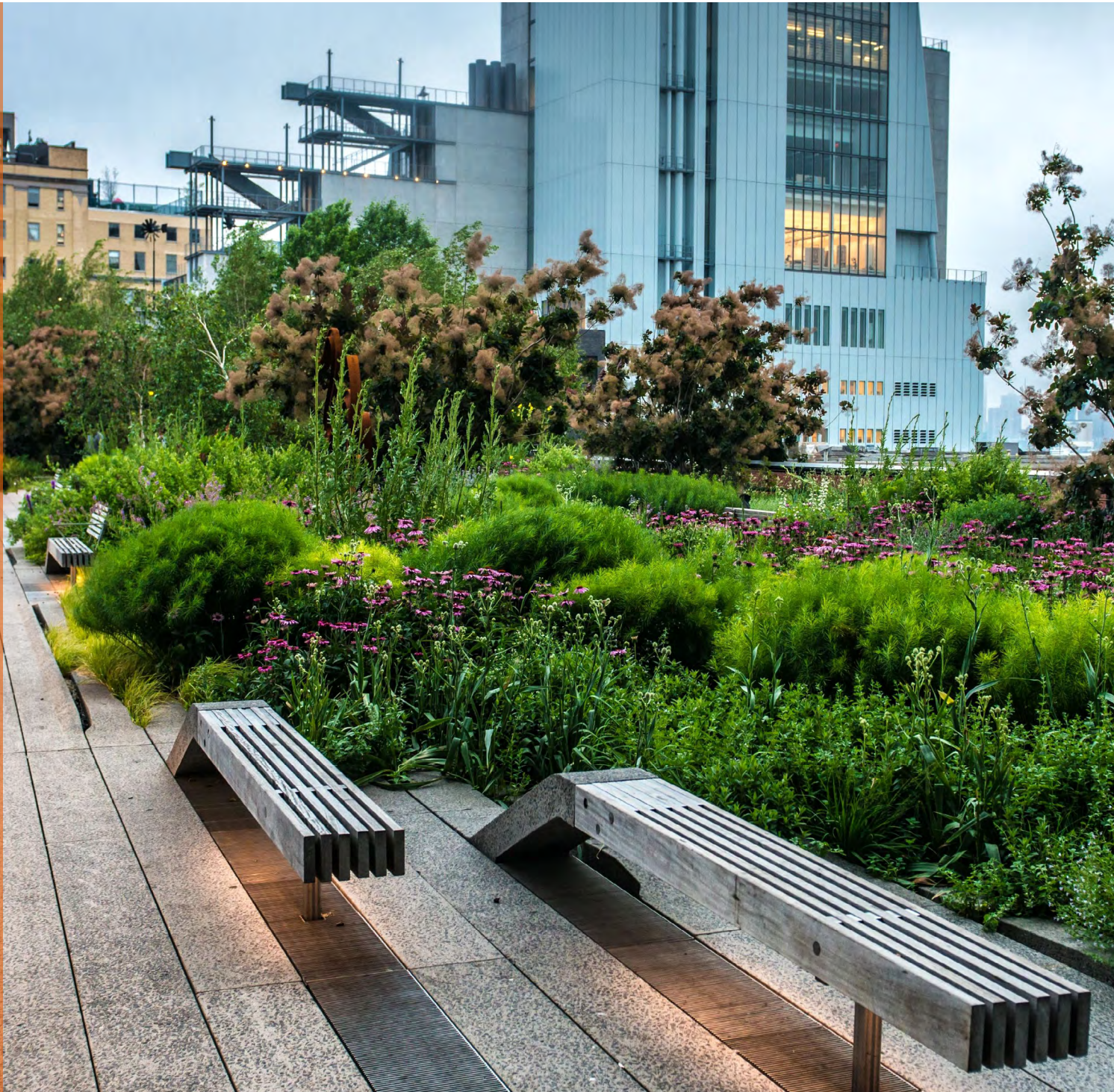
Although many meetings can now be conducted online, I still believe in the value of personal interaction. Since I have also responsibilities in other countries, I occasionally have to travel abroad. However, I'm committed to minimizing air travel and opt for train travel whenever possible. I plan these trips for a few days to ensure maximum efficiency and minimal disruptions to my colleagues' schedules. At home, I'm very diligent about maximizing the efficiency of our solar panels. We were able to use 54% of our generated energy last year, as opposed to the average of 30-35% and I want to do even better this year. We are also conscious of our food choices, opting for more local and vegetarian ingredients.

### How do you envision the future of sustainability at Arcadis Belgium in 5 years, and what are your plans to drive our sustainability efforts forward?

Our commitment to providing sustainable solutions will continue to guide us forward. We have a well-defined strategy to increase our impact and aspire to establish ourselves as pioneering and innovative leader in the industry. With the implementation of our go-no-go approach, our focus on sustainability will become even more pronounced in the coming years. As we move forward, our determination to make a positive contribution to the environment and society will not waver, and we will strive to be at the forefront of change.



# Our view on sustainability





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

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





## Our strategy

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



### Client solutions: delivering sustainable outcomes

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



Places

Arcadis derives its name from the ancient Greek word 'Arcadia': the best place on earth to live. Our ambition is to **create smart, sustainable and safe places for everyone**. We strive to improve the places where we live, work and meet by prioritizing efficient energy and resource utilization in all our designs. Our concepts revolve around green data centers, zero-energy buildings and circular building materials at their core.



Mobility

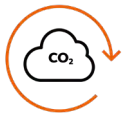
There has never been a better time to **rethink and redesign our transportation networks**. Arcadis develops sustainable and innovative solutions to transform the way we move in and between our cities. We reduce emissions in city centers by designing public transport systems, optimizing land use and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



Resilience

Our planet provides us with everything we need to sustain our lives. Unfortunately, over the past few decades, we have been depleting our natural resources and endangering our future. At Arcadis, we are dedicated to **safeguarding our natural environment and water resources while ensuring a sustainable future for generations to come**. We collaborate with our clients to develop comprehensive solutions that reduce our carbon and water footprints, minimize waste, promote biodiversity, remediate soil, and protect our coasts, cities and landscapes from the adverse effects of climate change.





### Business operations: our footprint

Arcadis walks the talk: we live our values and take responsibility for our impact as a business. Our environmental management system guides us in reducing our energy consumption, minimizing our carbon footprint and incorporating sustainability into every decision we make. From 2021 to 2022, we committed ourselves to:

- **Being ahead of legal and stakeholder requirements** and the ISO14001 standard for environmental management systems.
- **Achieving carbon neutrality** by offsetting our carbon footprint.
- **Setting new targets** in line with the Science Based Targets initiative (SBTi) program.
- **Rethinking our mobility policy** to prioritize sustainable mobility options and initiating the electrification of our entire fleet.



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

We actively support our society by sharing our time and knowledge and offering financial support. We stimulate our employees to be themselves and to discover and expand their talents while engaging with the broader community. Find out how we do this on [page 34](#).

## Sustainability targets

Human activities have caused significant harm to nature, and we have reached a point of no return. To make a measurable and positive impact on creating a sustainable world, Arcadis has committed to **achieving a net-zero greenhouse gas emissions target by 2035, aligned with the Science Based Targets initiative (SBTi)**. Until then, we plan to by investing in certified abatement and compensation programs.

Additionally, we have joined the [Science Based Targets Network Corporate Engagement Program](#) in 2022 to address more than just greenhouse gases. As a member of the program, we collaborate on the development and testing of various tools and we have committed to set **science-based targets for nature**. By joining the program, we want to ensure Arcadis contributes to protecting and restoring our planet's water, oceans, land and biodiversity. We welcome the opportunity to work with the Science Based Targets Network to ensure our efforts to protect and restore nature align with the latest scientific knowledge.



## How we developed our sustainability strategy

### Stakeholder consultation

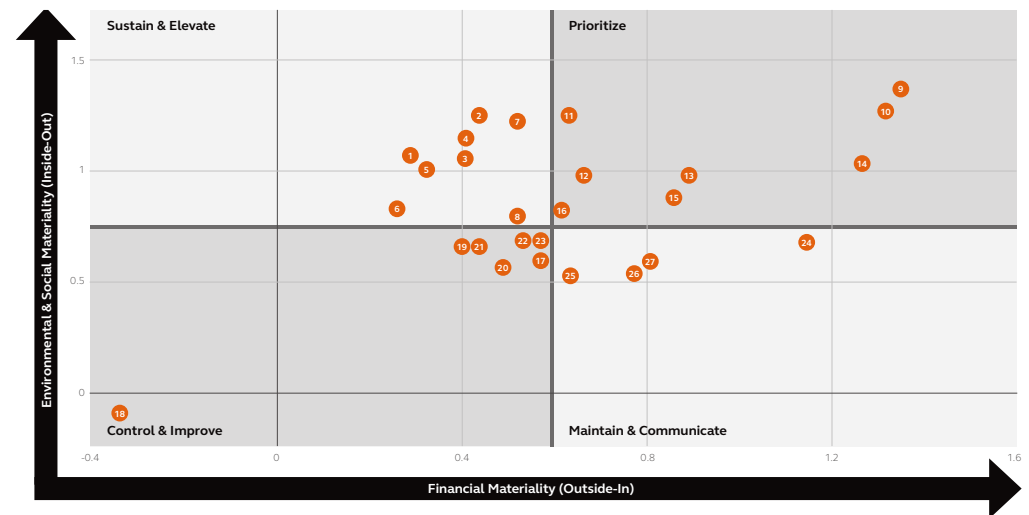
We developed our sustainability strategy based on four **mega trends** that impact our world: urbanization, climate change, digitalization and societal expectations. To ensure we had a well-rounded approach, we conducted a **stakeholder consultation** with 40 leaders from different branches of our business to help us understand our current position and determine where we want to be in three years' time. We also asked them to rank the 169 indicators of the **Sustainable Developments Goals (SDGs)** by business relevance. The results were corroborated via our 2020 stakeholder analysis, which included clients, partners, investors and Arcadis colleagues.

Read more about our approach in the [Global Annual Integrated Report 2022](#).

### Double materiality matrix

We identified environmental, social and governance (ESG) challenges that are relevant to Arcadis through stakeholder consultation and assessed their materiality from two perspectives. The double materiality matrix, in line with the Global Reporting Initiative (GRI), visualizes this assessment. Sustainability topics are assessed for material based on their impact on our people and the environment (environmental and social materiality) and whether they trigger or may trigger significant financial effects on Arcadis' activities and business continuity (financial materiality). The topics to prioritize include **climate resilience, sustainable/eco-design services, and financial performance**.

- For the topics in the Prioritize quadrant, we will provide additional attention and funding, where appropriate, to sufficiently address stakeholder expectations. We will also consult with stakeholders who identified these topics as material to confirm alignment and assess progress.
- Topics in the Control and Improve quadrant can lead to concerns if left unaddressed. We have dedicated teams responsible for these areas, and the analysis provides additional guidance for their activities, some of which has already been incorporated. Additional incremental improvements in these areas represent opportunities for Arcadis.
- Topics identified in the other two quadrants will remain part of business-as-usual activities.



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| <p><b>Sustain &amp; Elevate</b></p> <ul style="list-style-type: none"> <li>1 Employment and Labor Relations</li> <li>2 Training and Education</li> <li>3 Human Rights</li> <li>4 Non-Discrimination</li> <li>5 Supply Chain Social Impacts</li> <li>6 Security Practices</li> <li>7 Diversity and Equal Opportunity</li> <li>8 Privacy</li> </ul> | <p><b>Prioritize</b></p> <ul style="list-style-type: none"> <li>9 Climate Resilience</li> <li>10 Sustainable/ Eco-Design and Services</li> <li>11 Occupational Health and Safety</li> <li>12 Local Communities</li> <li>13 Environmental &amp; Socio-Economic Compliance</li> <li>14 Financial Performance</li> <li>15 Biodiversity/ Health Forests</li> <li>16 Supply Chain Environmental Impacts</li> </ul> | <p><b>Control &amp; Improve</b></p> <ul style="list-style-type: none"> <li>17 Waste</li> <li>18 Political Contributions</li> <li>19 Freedom of Association &amp; Collective Bargaining</li> <li>20 Shareholder Democracy</li> <li>21 Rights of Indigenous People</li> <li>22 Anti-corruption</li> <li>23 Anti-competitive behavior</li> </ul> | <p><b>Maintain &amp; Communicate</b></p> <ul style="list-style-type: none"> <li>24 Water and Effluents</li> <li>25 Tax Transparency</li> <li>26 GHG Emissions</li> <li>27 Energy Consumption</li> </ul> |
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## Supporting the Sustainable Development Goals

We align our sustainability efforts with the United Nations' Sustainable Development Goals (SDGs). These goals were designed as a **universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity** by 2030, without compromising the lives of future generations. We contribute to the SDG's mostly through project work on behalf of our clients.

### Our 'focused impact' SDGs

Arcadis Belgium is committed to advancing all 17 SDGs, recognizing their indivisible nature. After engaging with our internal and external stakeholders, we have selected five 'focused impact' SDGs — specific goals where we can leverage our skills, expertise and global scale to make substantial positive contributions.

The Focused Impact SDGs are:



### Clean Water and Sanitation

**Target 6.1:** By 2030, achieve universal and equitable access to safe and affordable drinking water for all.

**Target 6.3:** By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally.

We help ensure that clean water is accessible and sustainably managed. Given the prevalence of water scarcity in many parts of Belgium, we prioritize the protection of surface water and groundwater sources while emphasizing the importance of reusing and recycling. We also provide clean water and sanitation in other parts in the world through various partnerships.







## Affordable and Clean Energy

**Target 7.2:** By 2030, increase substantially the share of renewable energy in the global energy mix.

**Target 7.3:** By 2030, double the global rate of improvement in energy efficiency.

We assist governments and utilities in updating aging energy infrastructure, optimizing distribution networks and providing new sources of renewable energy. We also facilitate the ecosystems necessary for society to operate more efficiently, such as the transition to electric vehicles and heating grids.



## Industry, Innovation and Infrastructure

**Target 9.1:** Develop qualitative, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human wellbeing, with a focus on affordable and equitable access for all.

**Target 9.4:** By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities.

We build resilient infrastructure, foster innovation, and promote inclusive and sustainable development. By leveraging our expertise in consulting and design, we support clients in developing innovative and sustainable infrastructure solutions for water, waste, energy and transportation.



## Sustainable Cities and Communities

**Target 11.6:** By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management.

**Target 11.7:** By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities.

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



## Climate Action

**Target 13.1:** Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries.

**Target 13.2:** Integrate climate change measures into national policies, strategies and planning.

We take urgent action to mitigate the effects of climate change and adapt to life in a changing environment. We develop carbon reduction strategies and focus on energy-efficient buildings, sustainable energy and mitigation plans. Since 2018, Arcadis Belgium has been carbon neutral by compensating for unavoidable emissions until 2021 by participating in a Gold Standard compensation project. We are now preparing to apply to SBTi to set a new net-zero target.



**The Specialized Impact SDGs are:**

We have also selected three ‘specialized impact’ SDGs where we contribute through specific services and solutions.



**Good Health and Wellbeing**

**Target 3.9:** By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination.

**Responsible Consumption and Production**

**Target 12.5:** By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse.

**Life on Land**

**Target 15.5:** Take urgent and significant action to reduce the degradation of natural habitats, halt the loss of biodiversity and, by 2020, protect and prevent extinction of threatened species (unlike other SDGs, most of the targets associated with SDG 15 have a deadline of 2020. Although we are past this deadline, Arcadis is committed to protecting and conserving natural habitats and biodiversity).

Our work to restore land and soil quality by mitigating the risks caused by leaked chemical compounds significantly contribute to this goal.

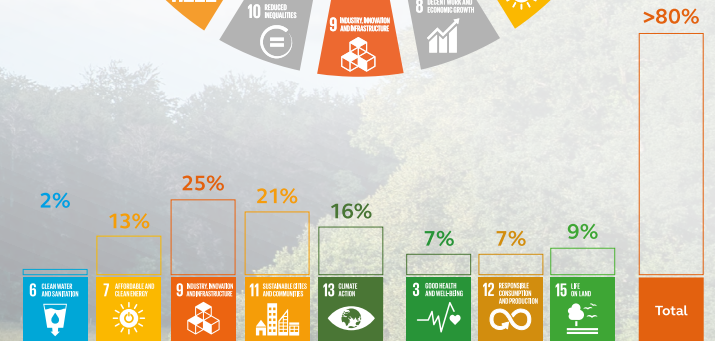
Arcadis assists clients with responsible management of assets and with identifying opportunities to increase the circularity of material and resource choices.

We protect and restore ecosystems, sustainably manage forests, combat desertification, reverse land degradation and stop the loss of biodiversity. We assist our clients in maximizing opportunities to use nature-based solutions that result in a biodiversity net gain.

Land degradation is one of the world’s most pressing environmental problems, happening at an alarming pace, that can worsen without immediate action. While unsustainable agriculture and resource extraction practices are largely associated with land degradation, past industrial activity has also rendered natural habitats unusable. At Arcadis, we work alongside clients to identify and implement nature-based solutions to restore these habitats and promote biodiversity net gain.

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

We track our contributions towards these goals by identifying the portions of our revenue that support sustainable development.

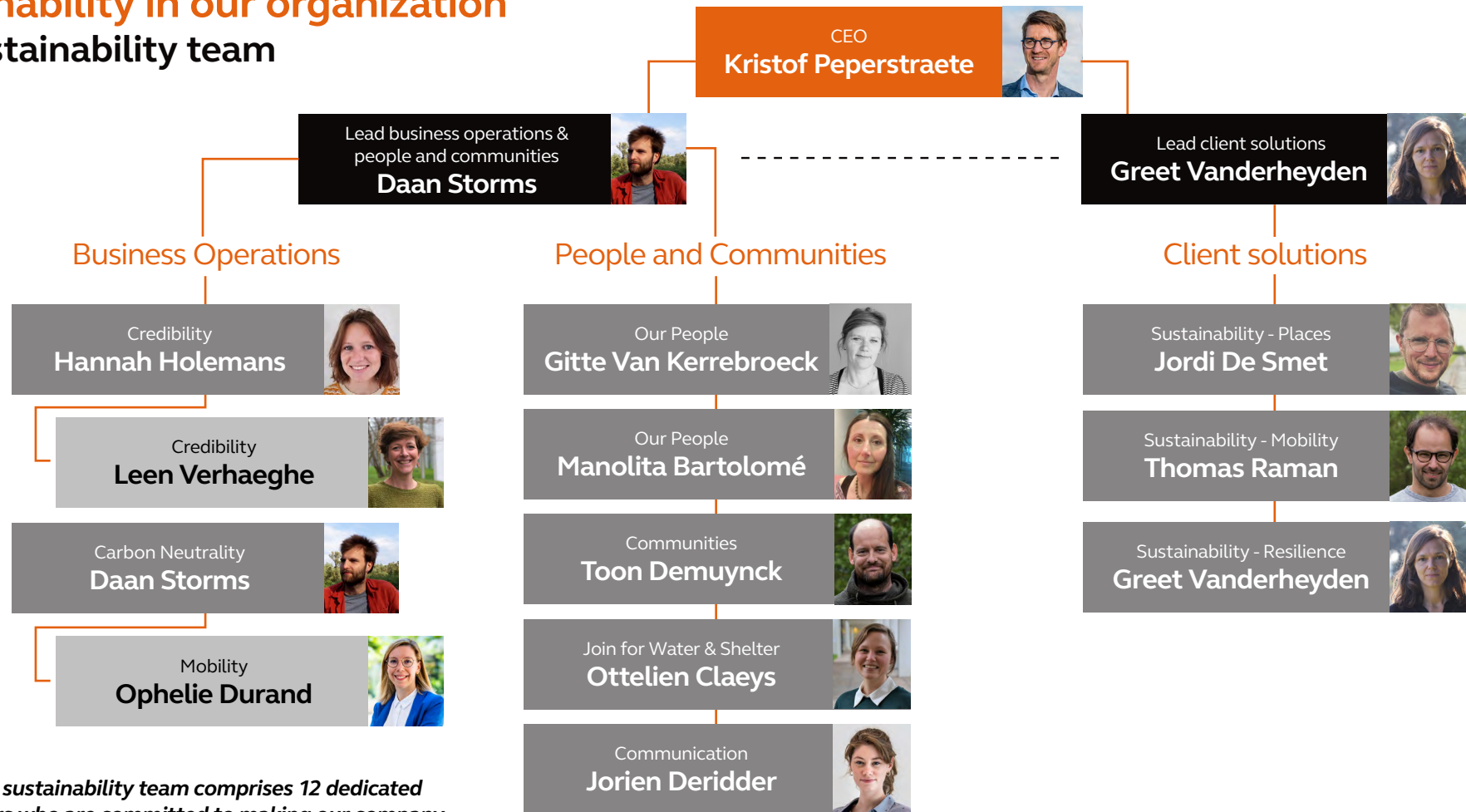


% of net revenues that related to relevant SDGs during 2022, our SDG selection will change in the new strategic period



## Sustainability in our organization

### Our sustainability team



*“The Belgian sustainability team comprises 12 dedicated core members who are committed to making our company more sustainable. We establish sustainability objectives, develop action plans and allocate budgets, and report on our environmental performance. We collaborate with sustainability teams in other countries to exchange best practices and knowledge. Our team meets regularly to track our progress and ensure that our sustainability program keeps us at the forefront of sustainable practices in Belgium.”*

Daan Storms, project engineer mobility & sustainability lead

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







# Creating a sustainable world







## Client solutions

### How we incorporate sustainability into our business

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

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



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

**Greet Vanderheyden**, senior consultant sustainability & lead client solutions



## Sustainable solutions

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

### Innovative solutions in Resilience

We work to protect our natural environment and water resources, while powering our world for future generations. Our Resilience business area is focused to support our clients in improving their sustainability performance, creating more sustainable products and increasing natural capital.



#### Biodiversity

Biodiversity is becoming increasingly important for companies and the financial sector due to its impact on ecosystems, economies, and societies. New legislation and initiatives like the Corporate Sustainability Reporting Directive (CSRD) and the Taskforce on Nature-related Financial Disclosures (TNFD) underline that both governments and investors are increasingly requiring biodiversity to be a priority in any business strategy. To respond to these demands and to leverage business opportunities, Arcadis has a growing Business & Biodiversity team, providing strategy development and workshops and impact assessments using the Biodiversity Net Gain Calculator and the Natural Capital Valuation model, developed by Arcadis.



#### Product sustainability

Product sustainability is an important factor in reducing our carbon footprint. Circular processes like industrial symbiosis help reduce waste and promote resource efficiency. With a full life cycle assessment (LCA), we help our clients measure the environmental impact of their products and services and identify areas of improvement. Our approach is aligned with the EU Green Deal requirements, stressing on reducing emissions and preserving the environment. With our services, we stimulate the way forward for companies to build sustainable products and operate within a circular economy.



#### Environmental, social and governance (ESG)

We help our clients in building a robust sustainability strategy and taking tangible actions that have measurable impacts on ESG matters, while adhering to the latest obligations such as CSRD and EU taxonomy. We conduct (double) materiality assessments to identify and prioritize relevant issues and develop tailored sustainability strategies and solutions that align with each company's unique vision. We assist in implementing various measurement methods such as carbon footprints, the CO<sub>2</sub> Performance Ladder and management systems such as ISO14001 or Eco-Management and Audit Scheme (EMAS). Additionally, we provide climate risk assessments to identify priority actions and help evaluate portfolios through ESG due diligence.



#### Good soil and innovative remediation

We place great emphasis on recognizing the importance of soil ecosystem services in our soil remediation projects. Our commitment to soil preservation and sustainable management includes a multidisciplinary approach to evaluate the impact of construction and infrastructure activities. We strive to raise awareness to prevent soil compaction, minimize soil transport, prevent the spread of invasive species, curb the spread of contaminated groundwater and manage the impacts of emerging contaminants such as PFAS. To achieve these goals, we use innovative techniques in soil and groundwater remediation, leverage nature-based solutions, and prioritize the utilization of low-energy and resource-efficient remediation techniques.



## Innovative solutions in Places

We create smart, sustainable and safe places that are not only resilient against the impacts of climate change but also foster positive outcomes for people and the environment. By incorporating blue-green infrastructure, developing zero-energy buildings and using circular building materials, our solutions contribute to the growth of a carbon-neutral society.

### Sustainability in project management

Sustainability is quickly gaining importance as the main design criterion for most of our clients. Our role extends beyond mere consultation; we cultivate commitment and drive to help our clients realize their sustainability ambitions and turn their vision into KPIs and design principles.

Our sustainability consultants provide comprehensive project management, using Arcadis Sustainability Ambition Web to monitor and enhance the sustainability of each project — visualizing progress across all project stages, challenging the design team and communicating the impact of each decision to all stakeholders. This results in improved energy efficiency, CO<sub>2</sub> reduction, circularity, biodiversity preservation, water management, climate adaptation and social wellbeing in all monitored projects.

### CO<sub>2</sub>-footprinting and net-zero roadmaps

We help organizations, asset owners and communities achieve their net-zero goals. Our range of solutions includes carbon due diligence reporting and calculating stranding points based on the 1.5-degree pathway using the Carbon Risk Real Estate Monitor (CRREM) methodology aligned with the Paris Agreement. We translate our roadmaps into reduction scenarios, enabling the development of client-supported action plans with cost calculations and impact assessments.

### Embodied carbon assessments

In addition to energy efficiency and operational carbon assessments, we support our clients in lowering the impact of embodied carbon, which consists of all carbon related to manufacturing, transportation, construction and end-of-life phases of built assets. By conducting life cycle analysis (LCA) studies, we map the impact of material choices on a design's carbon budget. Our consultants guide our clients in choosing whether to construct or renovate, as well as in optimizing the use of biobased materials.

### Circularity assessments

In conjunction with LCA studies, we also provide full-scope studies on circularity, which include digitally driven material inventory studies using our BIM capacity, reuse assessments, and expert advice on demountable and flexible way of building.

### EU taxonomy alignment

In line with the emerging European CSRD-regulation, our consultants have gained experience in conducting EU taxonomy alignment assessment. We help clients bridge the gap between their current building stock and full EU taxonomy alignment by identifying areas where efforts are needed to achieve compliance.



## Innovative solutions in Mobility

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

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

### Innovative carbon footprint solutions

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



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



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



**Energy transition.** In 2021, 13% of the energy consumption in Belgium came from renewable sources. To become a leader in energy transition, we need new regulations, new investments and changes to our heating systems and to our governance approach. Arcadis Belgium offers proven and affordable solutions to shift quickly to sustainable energy. From planning to permits, from financing to asset management: Arcadis is the perfect partner to help Belgium become carbon neutral.

Source: Eurostat





## Impact through Resilience

### Industrial Symbiosis opportunities for the copper sector

Client: International Copper Alliance (ICA)



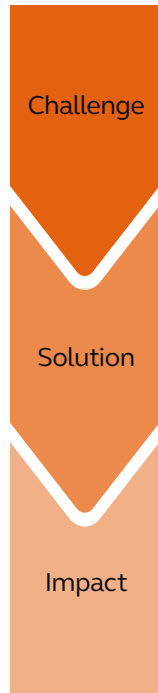
**Challenge**  
The International Copper Alliance wants to improve the sustainability of its sector and asked Arcadis to investigate the implementation of industrial symbiosis. This involves exploring the possibility of other industries or companies using their waste materials as inputs for new production processes to identify opportunities for its members.

**Solution**  
Through the implementation of a comprehensive approach, encompassing a life cycle assessment to evaluate the environmental feasibility, a cost-benefit analysis to evaluate economic factors and a market analysis to understand the opportunity, we were able to identify two byproducts linked to the copper sector for potential industrial symbiosis: iron silicate and end-of-life EV batteries.

**Impact**  
By embracing industrial symbiosis, the copper industry can foster a more holistic and integrated approach to sustainability. This paradigm shift allows for the recognition of waste and resources as valuable assets that can be shared and reused to create economic and environmental benefits.

### Environmental permit for polypropylene recycling plant

Client: PureCycle Technologies



**Challenge**  
PureCycle Technologies, aims to build the first polypropylene (PP) recycling plant within the NextGen District in Antwerp. PP is one of the most widely used, yet least recycled, plastics globally. Given the proximity of a nature reserve to the proposed site, it is imperative for the plant's operations to prioritize environmental sustainability. Consequently, stringent regulations and requirements must be met by the new facility.

**Solution**  
Arcadis assist PureCycle in obtaining the environmental permit, along with conducting necessary studies including an environmental impact assessment and an energy study. Our investigation will encompass the project's influence on various environmental aspects such as air quality, soil condition, water resources, biodiversity, noise and vibration levels, mobility, and human health. The outcomes of our research will be accompanied by recommendations and measures aimed at minimizing the recycling plant's environmental impact.

**Impact**  
The goal is to minimize the recycling plant's environmental impact and enable large-scale plastic recycling to foster a truly circular economy.

### Measuring and quantifying biodiversity on site

Client: Spadel Belgium



**Challenge**  
Spadel, the regional leader in natural mineral water brands, is committed to achieving 100% sustainability in its operations and products. In pursuit of this goal, the company has engaged Arcadis to assess the impact of its biodiversity initiatives at its Spa production site, quantify the findings with scientific rigor and help in effectively communicating a clear vision for the future.

**Solution**  
Arcadis conducted a comprehensive analysis of Spadel's impact on land and biodiversity using government maps and conducting on-site fieldwork. To quantify the positive and negative effects, we used Arcadis' Biodiversity Net Gain Calculator. Furthermore, in collaboration with the client, we developed a forward-thinking vision aligned with the principles of Science Based Targets Network.

**Impact**  
Spadel can actively work toward a sustainable world through measurable actions such as reducing carbon footprint and protecting biodiversity. This commitment enables Spadel to provide consumers with environmentally conscious products and promote packaging recycling, all while safeguarding water catchment areas.

## Impact through Places

### Compact office design for a city's administrative center

Client: City of Newport



Newport's current town office site is fragmented and located in a paved area that offers minimal benefits to its residents. As a result, the city aims to consolidate all its services in one central location. In the process of designing this new facility, the focus will be on prioritizing the needs of vulnerable road users and enhancing the urban nature of the area.

Arcadis and its partners designed a climate-adaptive and fossil-free building that uses geothermal and heat pump technology for heating and cooling. The design incorporates green roofs and water recovery systems, while adopting a circular approach for materials and construction practices. Notably, the new building features a demountable steel skeleton, enabling flexibility and future adaptability.

By designing a compact yet iconic administrative center, we help create an open public space adorned with abundant greenery. This design not only enhances the wellbeing of employees but also becomes a captivating tourist attraction, seamlessly blending architecture and nature within the city.

### Sustainable college campus at Bruges Station

Client: Howest



The university institution Howest has set out to renovate and significantly expand its campus located near the Bruges station. It is crucial that the new buildings seamlessly integrate with the surrounding environment while allowing for future growth. Additionally, the new campus must align with the principles of climate-responsive design.

Arcadis is part of the Design & Build team, entrusted with ensuring stability and conducting technical studies. The building boasts a flexible and adaptive structure that enables diverse uses and promotes sustainability and circularity. The demountable wooden façade structure is designed to optimize natural light, mitigate overheating and contribute to acoustics and fire safety. Moreover, the new buildings are designed to be almost energy neutral, with their net energy requirements met by a borehole thermal energy storage (BTES).

The new campus will create a lively and inspiring environment for over 5,000 students. It will be well connected to the city and contribute to the dynamism of Bruges while also preserving the site's existing qualities, including lush greenery, strategic location and the flexibility of existing buildings.

### Cultural development center 'Pôle des savoirs'

Client: Province of Liège



The Bavière site in Liège was abandoned in 1985 following the closure of the hospital bearing the same name. In an effort to revitalize the area, the province of Liège has embarked on a project to transform it into a cultural development center called 'Pôle des savoirs'. The impressive building is envisioned to be a model of sustainability and innovation, serving as a significant landmark for the region.

Pôle des savoirs received the first Walloon permit for a geothermal heating system that uses groundwater. Arcadis was responsible for the design, studies and monitoring of the special techniques, as well as energy studies and BIM.

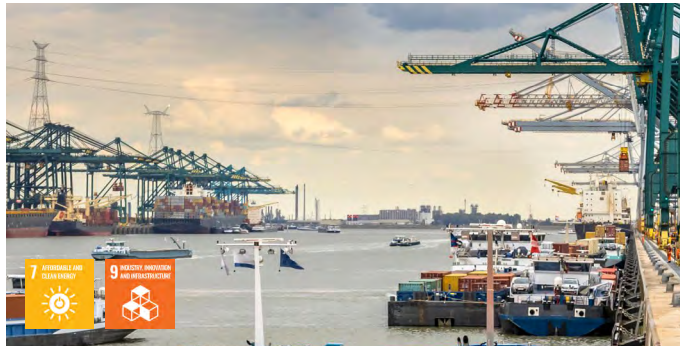
Pôle des savoirs is more than just a library, as it provides a wide range of multimedia resources, relaxation spaces, reading areas, workshops, conferences, exhibitions and a tavern. The building also features a dedicated cultural business incubator and ample space for creative activities. This provincial project aims to revitalize the Bavière site and transform it into a captivating destination, fostering the region's growth as a thriving hub of innovation, technology and culture.



## Impact through Mobility

### New quay walls for Canal Dock B2

Client: Port of Antwerp-Bruges



**Challenge**  
The Port of Antwerp-Bruges aims to capture and reuse CO<sub>2</sub> emissions generated by the port industry. To facilitate this endeavor, an export terminal will be built along Canal Dock B2 that will serve as the arrival point for pipelines carrying CO<sub>2</sub>. However, modifications are required for the existing quay walls to ensure they can safely accommodate the transfer and transportation of liquid CO<sub>2</sub>.

**Solution**  
In collaboration with the client, Arcadis goes through the different stages of the design process and prepares the environmental permit dossier, engaging with relevant stakeholders. Our team conducts a project environmental impact assessment to limit any potential impact on the environment. During construction, Arcadis provides the client with ongoing technical support.

**Impact**  
This project represents a significant milestone in the Port of Antwerp-Bruges' journey towards a climate neutral port platform. By undertaking this project, we support the port's ambition to reduce CO<sub>2</sub> emissions by 50% by 2030. Furthermore, this endeavor contributes significantly to the climate goals of both Belgium and the EU.

### Renovation of metro Line 5 Châtelet

Client: TEC, a public transportation operator in Wallonia



**Challenge**  
In the 1980s, metro Line 5 Châtelet was built as part of a comprehensive mobility plan encompassing the construction of five metro lines traversing the city of Charleroi. Unlike the other four routes, however, Line 5 never went fully operational. After four decades of remaining dormant, the existing infrastructure of this 10-kilometer-long metro line needs extensive renovation and expansion.

**Solution**  
After 2 years of studies and obtaining the necessary permits, Arcadis will continue to guide TEC throughout the entire renovation of metro Line 5. Our design approach focused on the accessibility of the stations through sustainable modes of transportation, including the construction of bike lanes and bike parking facilities.

**Impact**  
The renewed metro line will become a compelling and eco-friendly alternative to car travel, playing a pivotal role in reducing CO<sub>2</sub> emissions within the city. The line extension will ensure convenient and secure access for patients to the future Grand Hôpital de Charleroi while minimizing disruptions to the surrounding neighborhood.

### Bicycle and pedestrian bridge over Brussels Ring Road

Client: De Werkvennootschap



**Challenge**  
The ring around Brussels, formally R0, and its surrounding area need a complete redevelopment to become safer and more sustainable, to allow smoother traffic with less traffic jams, and to reduce the barrier effect the ring road actually has for both fauna and flora but also for human interaction. A major component of this mobility project is the optimization of bicycle and pedestrian infrastructure, as well as the improvement of public transportation, both above and below the R0, and along its periphery.

**Solution**  
Arcadis, through the MoVeR0 joint venture, was involved in every stage of the project, from design and procurement to construction monitoring, of the bicycle bridge in Zaventem. This bridge serves as a crucial link completing the F3 bicycle highway connecting Leuven and Brussels alongside the high-speed train connection.

**Impact**  
Previously, cyclists had to navigate hazardous traffic situations and detour nearly 4 kilometers to reach their destination. Now they have a direct and safe route. This integration of bicycle infrastructure with public transportation options provides road users with an efficient, sustainable and healthy alternative to car travel, effectively mitigating the growing problem of traffic congestion.



## Impact through multidisciplinary solutions

### New infrastructure F-35A

Client: The Belgian Defence Forces



**Challenge**

The Belgian Defense Forces are investing heavily in modernization and purchased 34 F-35A fighter aircrafts. The current infrastructure is not adapted to current standards for management, maintenance and security and has to meet a lot of international requirements. On top of that the large spaces and industrial applications need to be future ready and rely on sustainable resources.

**Solution**

Arcadis and Burns & McDonnell are designing two new complexes at Florennes and Kleine-Brogel airbases and provide technical consultancy on behalf of Jan De Nul. Sustainability is a top priority. With the use of thermal insulation and renewable energy from solar panels and geothermal and air-water heat pumps, both complexes will be free from fossil fuel heating.

**Impact**

The new buildings will be among the most sustainable in the military building stock in Belgium. For example: to restore aircraft paint after minimal damage, an oven with high drying temperatures up to 200 degrees is traditionally fueled by gas combustion. Infrared technology is now used instead as it can be controlled electrically and is easier to make environmentally friendly.

### Future business district 'NextGen' in Antwerp

Client: Port of Antwerp-Bruges



**Challenge**

The Churchill Industrial Zone, formerly known as the Opel site, spans almost 88 hectares and is one of the few remaining large sites in Port of Antwerp-Bruges. The zone has multimodal access and is situated in Europe's biggest integrated petrochemical cluster, encouraging synergies with established firms and suppliers. Port of Antwerp-Bruges wants to use this strategic zone in the transition to a sustainable circular economy and provide opportunities to small innovative startups.

**Solution**

To attract the right companies to do this, Arcadis has studied the set-up conditions that the site must meet and how collaboration between companies can be maximized. We also considered what utility infrastructure is needed and how we can best integrate it into the redevelopment plan.

**Impact**

The port will become a hub for circular economy where companies can work on innovative concepts together. Collaboration among port community companies can broaden innovation beyond waste and materials, including steam, energy, heat and gray water.

### EBRD Green Cities

Client: RWA Greenpartners Roemenia



**Challenge**

The European Bank for Reconstruction and Development (EBRD) Green Cities program aims to improve environmental conditions in cities across the globe. Funded by the EBRD, this program is designed to help cities implement sustainable solutions across a range of sectors, from renewable energy and public transportation to waste management and green spaces.

**Solution**

As a subcontractor to RWA Group SCE, Arcadis is leveraging its expertise in urban planning, engineering and environmental sustainability to help cities develop strategic plans for the future. This includes assessing a city's current infrastructure, collaborating with local stakeholders and creating customized roadmaps for achieving long-term sustainability goals. Additionally, we also provide technical assistance and capacity building to cities participating in the program. This includes training for city staff, as well as support for the implementation of specific sustainability projects. Together, we have worked on the cities Ulaanbaatar (Mongolia), Chisinau and Balti (Moldova), Almaty (Kazakhstan), Timisoara and Medias (Romania) and Novi Sad (Serbia).

**Impact**

Through our participation in the EBRD Green Cities program, we help advancing the global agenda for sustainable development, while also improving the quality of life for people in cities around the world.





## Business operations

### Arcadis walks the talk

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

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

From 2021 to 2022, we set ourselves two specific sustainability goals for our business operations:

- **To maintain our credibility** by complying with legal and stakeholder requirements and with the ISO14001 standard. An external auditor keeps a check on our continuous cycle of progress.
- **To further reduce our carbon footprint and offset the remaining emissions.**
- **To set new targets for the coming years.** Through this exercise, we committed ourselves to be net-zero by 2035.
- **To transition our fleet to fully electric cars.** We began this journey in April 2022, and all new lease cars will be fully electric from that point onward. We plan to phase out non-electric cars by 2026.



## How we increase our credibility

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

### Audits & certificates

In 2021 and 2022, we continued to integrate sustainability and a risk-based approach into all our processes. Our certification body conducted **three external audits**, two in May and November 2021 and one in April 2022. All audits yielded positive results. We also conducted various **internal compliance audits** and received a **CO<sub>2</sub>-Neutral® certificate** from a validated external party. In 2024, we will renew our ISO14001 certificate and continue to apply our risk-based approach.



### Results of May 2021 external audit

The first audit in 2021 was conducted remotely due to COVID-19 restrictions. During the audit, a minor non-conformity was observed, and Arcadis presented an action plan to address the issue. No other issues were observed.

### Results of November 2021 external audit

The second audit in 2021 was performed partly on location and partly remotely due to COVID-19 restrictions. No new major or minor non-conformities were observed, but a few focus points and suggestions for improvement were provided. The previous non-conformity identified in a previous audit could not yet be resolved.

### Results of April 2022 external audit

The 2022 audit was conducted both on-site and remotely due to COVID-19 restrictions. No new major or minor non-conformities were observed, but there were some areas identified for improvement. Furthermore, the non-conformity identified in a previous audit has now been resolved.

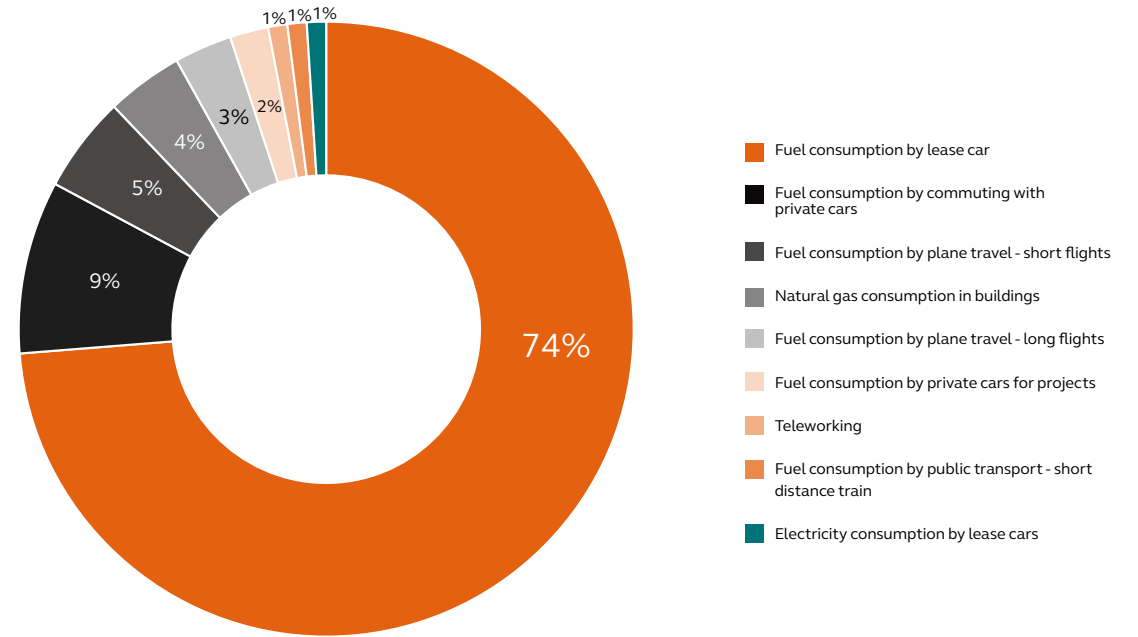


## How we reduce our carbon emissions

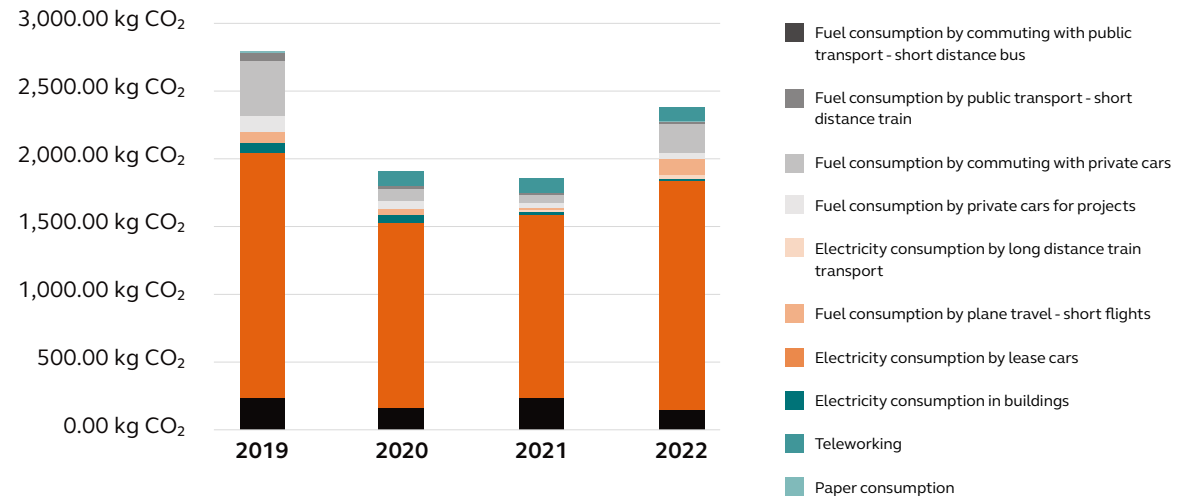
### Carbon footprint Arcadis Belgium

Every year, we measure our carbon emissions. In 2022, our carbon footprint was 2,137 tonnes CO<sub>2</sub>, which was mainly due to transport, similar to previous years. Of this, 73% was emitted by our lease cars, 11% by employees' private cars and 8% by international transport. The heating of our offices resulted in only 4%, teleworking in 1% and the electricity for our electric lease cars also in 1%.

Compared to 2019, most of the indicators of our footprint decreased, including paper consumption, use of public transport and use of private cars by 30–50%. Electricity and natural gas consumption for our offices decreased by almost 50%. However, fuel consumption due to lease cars only decreased by 7% but has a significant impact on our total emissions. Plane distances grew again by 6%. Electricity consumption for lease cars and emissions for working from home are new additions to our carbon footprint.



### Carbon Footprint trend (kg CO<sub>2</sub> /FTE)





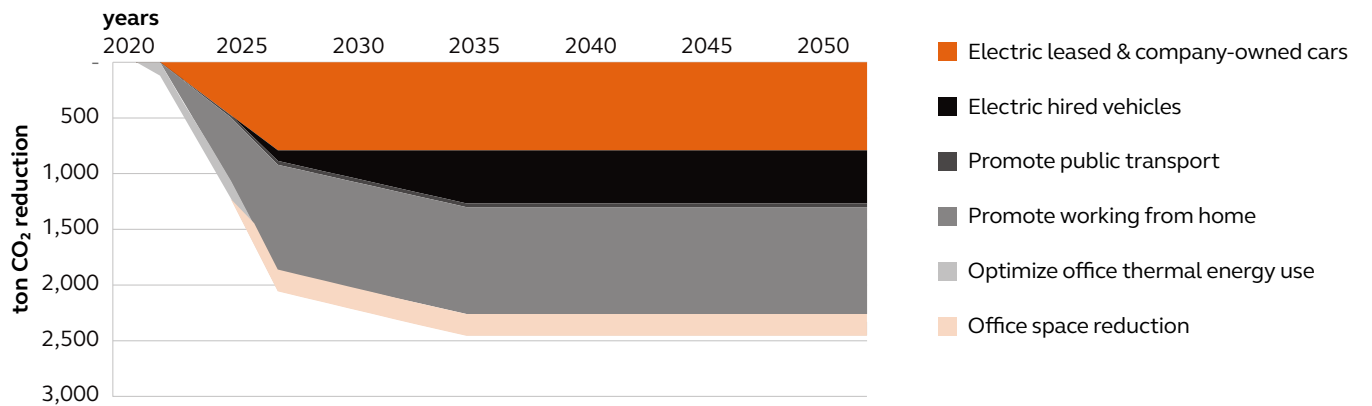
## Carbon Reduction Plan

In 2021, Arcadis Global set new targets for Carbon Footprint Reduction with the ultimate goal of achieving net-zero emissions by 2035. According to the UN, net-zero means “cutting greenhouse gas emissions to as close to zero as possible, with any remaining emissions re-absorbed from the atmosphere.” To achieve this, Arcadis is committed to transitioning to renewable energy sources for our electricity, gas and fuel usage in our offices and during transportation to and from our offices and client sites.

Arcadis also developed interim ambitions to break down the ultimate goal into manageable targets and make the progress measurable.

Arcadis Belgium is committed to being a frontrunner in achieving net-zero targets compared to other Arcadis countries. In 2022, we completed our Carbon Reduction Plan, which includes 10 measures to decrease our emissions. This plan aims to achieve a 93% CO<sub>2</sub> reduction by 2035.

The measure with the most significant impact in this plan is the transition of our fleet to fully electrical cars, resulting in a sharp drop in CO<sub>2</sub> emissions until 2026. We plan to replace almost all fuel cars with electric cars by then. Additionally, we will encourage the use of public transport, reduce flight distances and promote working from home while reducing our office area. We are aware of the negative effects of working from home on heating and electricity use of each individual home-office, and we have accounted for this in our reduction plan. Moreover, we have started exploring ways to improve the energy efficiency of our employees’ houses within legal and fiscal boundaries.



## Sustainable mobility

Transport and mobility contribute significantly to our carbon footprint, accounting for 93% of our emissions. In 2022, the number of lease cars at Arcadis Belgium grew to 466. To reduce our emissions, we're taking the following measures:

- We're encouraging our employees to choose **sustainable commuting options** by offering incentives such as free public transport, a bicycle grant and access to showers and lockers at work. In 2023, we'll continue to promote a modal shift for commuting and for project-related transport.
- We're **transitioning to fully electric cars and as of April 2022, employees can only choose from fully electric company cars**. We added 12 electric options to our lease fleet and ordered 122 electric cars to replace end of lease cars in 2022. This number is set to grow in 2023.
- We're discouraging long-distance travel and replacing it with **virtual meetings** whenever possible. If more intense collaboration is necessary, we prefer train transport over planes.







## Less energy consumption

Between 2019 and 2022, we achieved a **21% reduction in our natural gas consumption**. However, **our electricity consumption increased by 28%**, although we also increased our **share of green electricity from 34% to 89%**<sup>1</sup>. Our achievements are due to various factors:

- We implemented a **desk-sharing policy**, resulting in lower energy consumption for heating and cooling.
- We consider energy use when purchasing **IT and office equipment**.
- We relocated our Brussels and Liège office to more sustainable buildings.
- We removed all snack and soft drink vending machines in our offices and eliminated adapters at desks to reduce standby consumption.

## Paperless office

Between 2019 and 2022, we reduced **our paper usage by an impressive 63%**. This trend is due to various initiatives, such as remote work, digitization, limited filing space in our offices and reducing paper weight. The small amount of paper we still use is either recycled or labeled with Ecolabel/FSC (87%).

## Compensating the remaining emissions

Since 2018, our business operations in Belgium have been **carbon neutral**. We compensated for unavoidable emissions until 2021 by participating in a Gold Standard compensation project. In 2021, Arcadis Global supported the Keo Seima REDD+ project in Cambodia, which contributes to the preservation of one of Cambodia's most important forests, to offset our emissions.



Photo Credit: Edward Pollard

<sup>1</sup> Compared to 2020, our natural gas consumption increased by 11% while our electricity consumption more than doubled. This is due to the very low consumption rates of 2020 during the COVID pandemic.





## People & communities

### Better quality of life for everyone

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

Our commitment to sustainability extends beyond our client projects. All around the world, people work **pro bono** and volunteer their time and expertise to make communities more livable and resilient. In 2020, we celebrated the 10<sup>th</sup> anniversary of the UN-Shelter program and formally renewed our partnership with UN-Habitat. Closer to home, we support initiatives that benefit Belgian society, such as tree planting days and organizations that support underprivileged young people and refugees.



***“Our colleagues are not only the engine of Arcadis, they can also provide incredible added value in their own environment. In an accessible way, we introduce them to various socially valuable initiatives and encourage them to contribute to these initiatives, individually or together with colleagues.”***

**Daan Storms**, lead business operations and people and communities



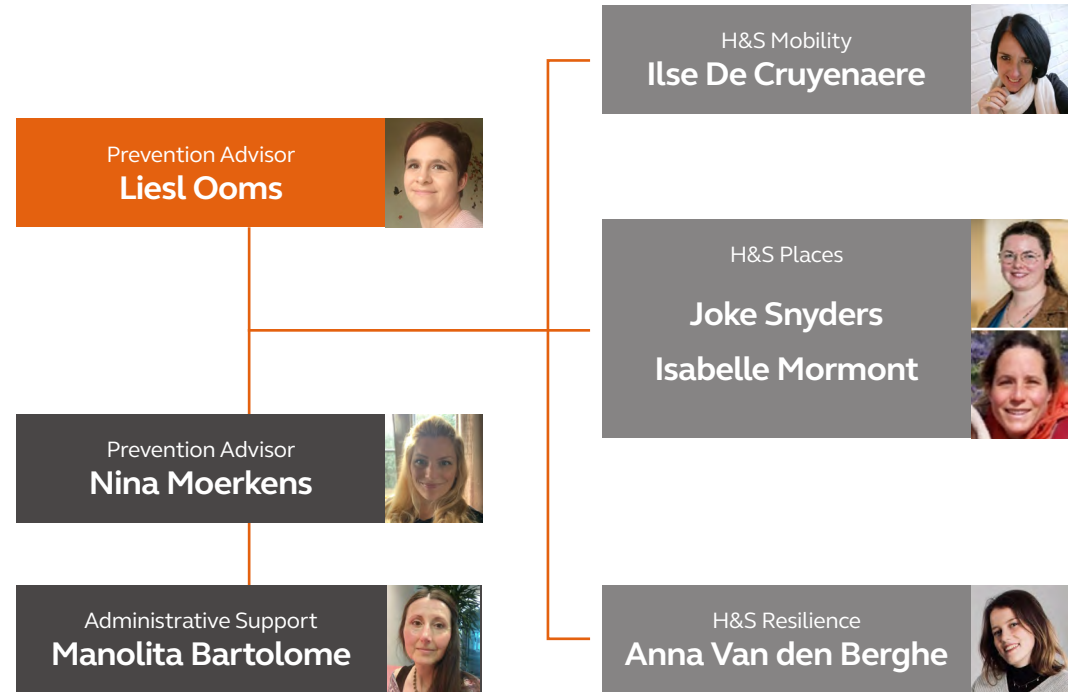
## Safe and healthy workplace

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

### Health & Safety (H&S)

We implement a **uniform health and safety (H&S) program** at the corporate level. Our global H&S Management System emphasizes proactive hazard recognition, risk assessment and risk control to prevent accidents, while also accounting for local culture, client expectations and regulations. Through a range of basic and job-specific training programs, we aim to keep our people safe. We share best practices and lessons learned from workplace incidents through documentation and information systems.

The number of reported accidents in Arcadis Belgium that resulted in lost work time increased from only one in 2021 to four in 2022. This slight increase may be related to the fact that colleagues were working more frequently in the office or at the client site after the pandemic. However, the number of colleagues who carried out a proactive H&S action continued to increase. 64 line managers completed 126 H&S related activities, and we organized a specific training for evacuators. Furthermore, 60 people received training or refreshers to provide first aid in our offices and at the client sites.



The H&S team of Arcadis Belgium is available to assist employees with any related H&S issues. In 2023, we plan to expand the team so that each business area has a designated point of contact. This will lower the barrier for colleagues to contact us and further increase safety awareness. Please feel free to reach out to the team at any time by emailing ([health.safety@arcadis.com](mailto:health.safety@arcadis.com)).

## Mental wellbeing

To monitor the mental wellbeing of every Arcadian, we conduct private interviews with each person at least twice a year. During these meetings, we inquire about their workload, stress levels, work aspirations, and coaching provided by their manager. Our aim is to keep track of their wellbeing and professional progress. New colleagues receive an onboarding presentation to familiarize them with our company culture.

Arcadis is affiliated with the **Employee Assistance Program (EAP)**, which is an independent and confidential service provided by Workplace Options & Mensura. It offers support to employees and their resident family members for any work-related, personal or family problem. Between 2021 and 2022, more than 50 colleagues used this service.

In addition, we also support small initiatives among colleagues under the name '**Fun@Work**'. This budget is separate from team building and can be used for activities such as quizzes, after-work drinks, movie nights, running competitions and more. Anyone can make a request.

For concerns regarding wellbeing, please reach out any time to the Wellbeing team at ([H&WB@arcadis.com](mailto:H&WB@arcadis.com)).







## Wellbeing highlights 2021-2022

- Take a Break: a five-episode podcast series on different wellbeing topics
- Healthy Lunch: making healthy meals at home and sharing them with colleagues during lunch breaks
- Week of Work Happiness: compliment cards and FIKA (a 15-minute coffee and cake break to catch-up with colleagues)
- Webinars on healthy food in relation to sports, being yourself at work and staying energized
- Running competitions: Batirun and Spartacus

## Online Yoga sessions

Colleague Diana Sanz Romero, who works as an HVAC project engineer, hosts a 15-minute online yoga session every week that is open to anyone who wants to join. The exercises are designed to be easy to follow from behind a desk and focus on stretching the neck, shoulders, wrists and back, which are the areas that can hold the most stress. This short activity is ideal for anyone who needs to take a break from work.



## Arcadis Kubb Cup

The Health & Wellbeing team organized a large Kubb tournament during the summer of 2022. Teams of three to four colleagues from each office competed against each other in several rounds. The ultimate winners faced each other in the grand finale! The glory and the beautiful handmade Kubb cup went to Ghent that year.



## An engaging professional journey

Arcadis is a people-driven company that prioritizes being a great place to work, offering numerous opportunities for self-development empowerment. Moreover, our people work to tackle significant global challenges, including climate change, urbanization, digitization and poverty. At Arcadis, we believe that **self-development and community contribution go hand in hand**. Our work is guided by our core values: People First, Integrity, Client Success, Collaboration and Sustainability.

### Create your own career

We are committed to providing a challenging and engaging work environment for all our people, while also offering opportunities for **learning and self-development**. Our Expedition DNA program, for example, enables Arcadians to acquire important digital skills for their future careers. Meanwhile, our Global Shapers program offers early-career professionals with the chance to expand their networks and enhance their professional skills. To ensure a healthy work-life balance, we promote both physical and mental wellbeing.

Beyond supporting our people's careers, we encourage them to **transform the world for the better**. Through our innovative client solutions, we contribute to a more sustainable world. We also partner with UN-Habitat in the UN-Shelter program, which enables us to provide pro bono assistance to those in need. We encourage our employees to incorporate sustainability into all of their projects, as well as into their daily lives.

### Learning about Sustainability

In 2023, we will launch the **Arcadis Learning Experience Platform (LXP)**, an intuitive, adaptive and engaging platform with carefully curated learning courses on power skills (often called soft skills) to support development and help reach career goals. This platform will also feature a sustainability section with trainings to inform, equip and empower our employees on sustainability. This training will serve as a starting point for integrating sustainability into all aspects of our work.





## Engagement highlights 2022

### More and better sustainability communication

We encourage all our employees to become Arcadis' ambassadors for sustainability. In 2021, we issued our 2019-2020 sustainability report and published more than 40 sustainability-related articles in our internal newsletter, Arc@news, and on our intranet. We have raised awareness through internal webinars on topics such as electric cars, sustainable and environmental projects, buildings and mobility solutions, corporate social responsibility projects, and internal sustainability initiatives.

Externally, we communicate about sustainability through our website and social media. In 2022, we launched the 5<sup>th</sup> edition of the **Arcadis Sustainable Cities Index**. This index ranks 100 of the world's cities — including Antwerp and Brussels — based on 51 metrics, across 26 indicator themes, arrayed under the three pillars of sustainability: planet, people and profit. We also organized events on bringing biodiversity into business and held a webinar on PFAS.



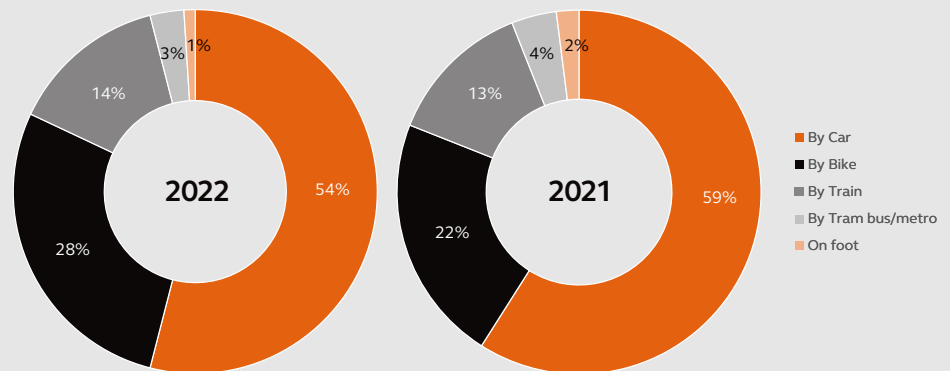
### Sustainable mobility survey

We conducted a survey among Arcadians to understand their mobility choices and expectations. We aimed to identify who drives a car to work, who cycles, who uses public transportation and who uses a combination of these options. Going forward, we aim to reduce the number of (car) journeys, make electric driving more accessible and promote sustainable initiatives like bike sharing, car sharing and a mobility budget. In 2022, we also surveyed the energy consumption while working from home. These insights help us better map the total CO<sub>2</sub> emissions within Arcadis.

The survey revealed that:

- 80% of all employees work from home regularly
- 30% use completely green electricity, while 40% combine green and grey electricity
- 44% of employees already have solar panels
- Over 70% of employees still heat their homes with gas.

### The use of cars is slowly but steadily decreasing



In 2021, 580 colleagues completed the survey. To increase the participation rate, each participant received a voucher for Decathlon. In 2022, we decided not to link an action to it. More than 200 colleagues spontaneously completed the survey.

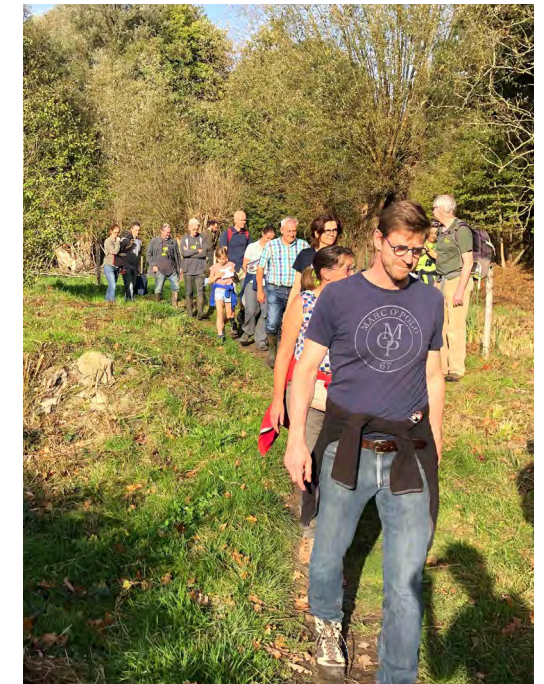
## Helping people around the world

Our commitment to sustainability extends beyond our client projects. In collaboration with UN-Habitat, we participate in the humanitarian **UN-Shelter program**. In addition, we support initiatives that benefit our own Belgian society, like tree planting days and organizations that support underprivileged young people and people in need.

### Make a Difference Day 2022 - double edition

Our offices are situated in places where nature could have thrived. To counteract this loss of biodiversity, Arcadis Belgium organizes annual tree planting and nature restoration campaigns. We aim to involve as many Arcadians and their families as possible to make a greater impact together. Among all Arcadis countries, only the UK organizes similar events.

In 2022, we organized the **seventh edition** of this campaign, following the cancellation of the 2021 event due to the pandemic. Nearly **40 colleagues**, along with their families, participated in the event. In partnership with Natuurpunt, we planted **1,000 trees** for the future Arcadis forest in Haaltert. At the nature reserve 'Grande Bruyère' in Rixensart, we focused on creating a future lawn with orchids. After the hard work, everyone enjoyed coffee and cake.



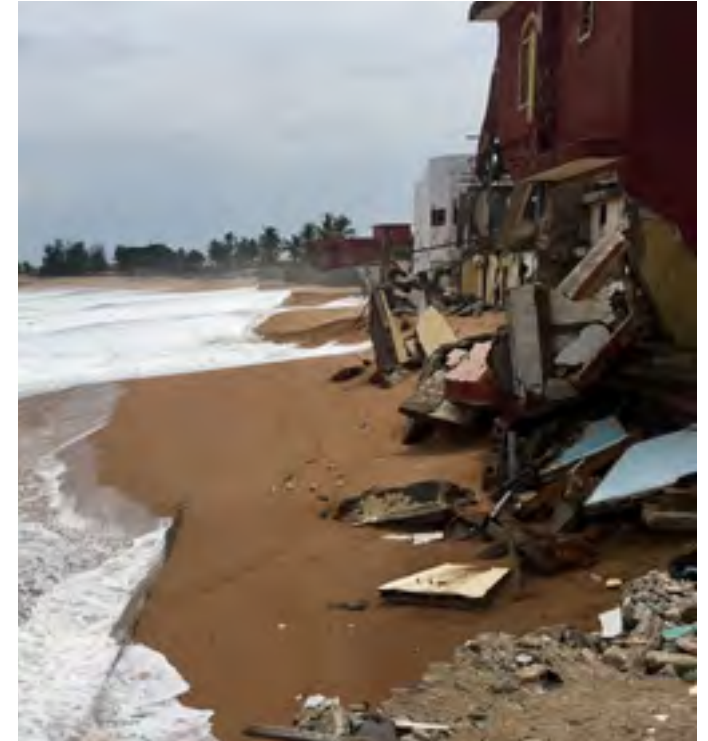






## UN-Habitat & Shelter

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





## Shelter in emergency

In many places, we share our knowledge and expertise through UN-Shelter, an international program that guarantees access to adequate shelter in humanitarian emergencies. In 2021–2022, two Arcadis Belgium colleagues participated in a Shelter mission.

Elise Buntinx participated in a mission for Nepal, but due to COVID it was carried out digitally. “Together with people from America, France and Brazil, we set out guidelines for the development of ecotourism in Kathmandu. It was a different experience since it was online, but nevertheless it was very informative and interesting to work with other people around the world.”





## Local Corporate Social Responsibility (CSR) projects

Corporate social responsibility is a top priority for Arcadis. We aim to contribute to creating a better society. Since 2021, Arcadis Belgium has been supporting local CSR projects through the **Local Sparks program**. This umbrella initiative brings together more than **200 social projects worldwide**, encouraging people to share existing community projects and launch new initiatives. The program also offers opportunities to raise additional funds for a project. In 2022 a Belgian project was selected in the category 'Challenge Projects'.

### Expeditie Natuurpunt – a true nature expedition

13 colleagues participated in a 40 kilometer walk and 20 kilometer canoe adventure to raise money for nature reserves, together raising € 5,612.





## Raising funds for good causes

Throughout the year, our Belgian Arcadis employees join forces and set up initiatives to raise funds for good causes. Our initiatives in 2021-2022 included, among others:

- **Support for the people in Ukraine.** Colleagues launched a fundraiser in all offices to collect donations for the people in Ukraine. The supplies (food, clothes, hygiene items, medicines, etc.) were delivered to the Ukrainian Embassy in Brussels.
- **Goodies for Christmas.** Many Belgian families still live in poverty. Every year, poverty organization De Samaritanen collects goodies for Christmas: cookies, crisps, waffles, clothing items. Arcadis Belgium takes part and our people prepared more than 50 packages.
- **Donating safety equipment.** Our safety shoes and other unused work clothes were given a second life. Arcadis donated its “old” stock protection materials to Werkburo, an organization that helps people with disabilities to do volunteer work.



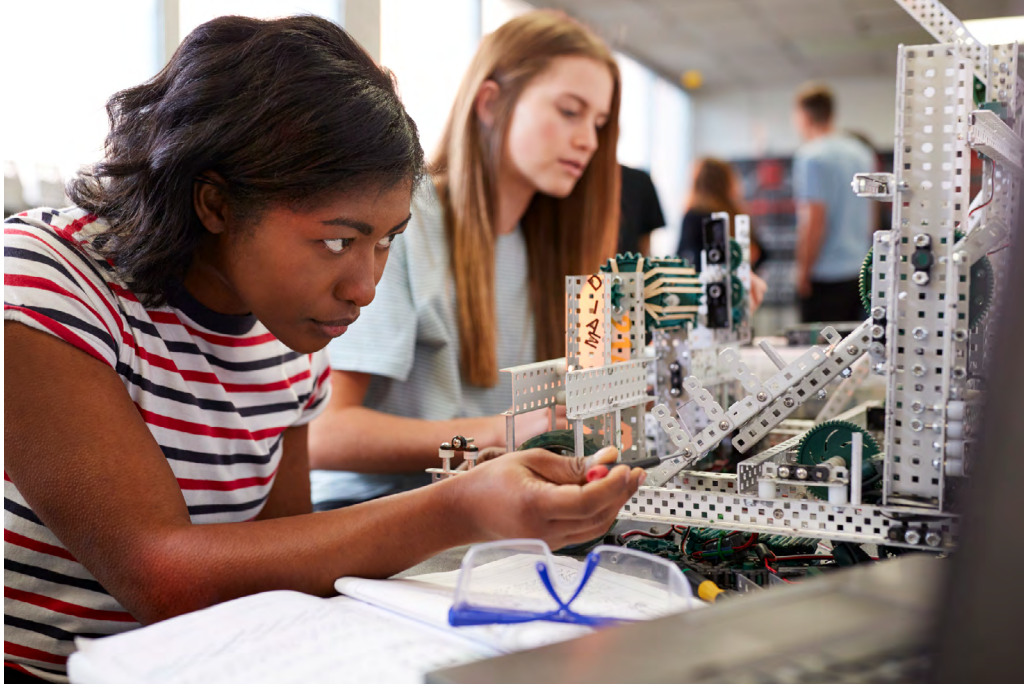


## Artcadia: inspiring young people

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

### Belgian participants

Arcadis supports the contest to raise young people's awareness of their own living environment. We visit selected schools, tell the students about our work and offer them advice on how to develop their projects. In 2021–2022, 18 Belgian schools participated, and four of them made it to the finals. Middenschool Geraardsbergen came in second this year!







## Next steps

### Measuring our impact

At Arcadis, we are committed to creating a sustainable future, and we believe that collaboration is key. We work with clients to translate their sustainability policies into practical measures and offer sustainable solutions for their projects. In 2023, we plan to explore various possibilities to measure the positive impact of our efforts.

As a responsible company, we want to be accountable to ourselves, our clients and the world. To achieve this, we will develop a shortlist of non-financial key performance indicators (KPIs) to track our progress in achieving our strategic goals. These KPIs will be disclosed as part of our global 2021 Annual Integrated Report.

### Short-term sustainability goals

Specifically for Arcadis Belgium, our main sustainability aims for 2023 are:

- Maintaining a **strong sustainability team in Belgium** that shares knowledge and collaborates with all other teams.
- Further **integrating sustainability** in the client solutions we offer, in collaboration with our experts and commercial teams.
- **Promoting innovation in sustainability solutions** by increasing our knowledge and investing in innovative sustainability tools that make a difference for our clients.
- **Further reducing our carbon footprint** by promoting walking, cycling and public transport. We have decided to transform our fleet to fully electric cars and will continue this transformation. Meanwhile, we will encourage colleagues to think about their mobility behavior and consider the use of a mobility budget.
- **Comply with and staying ahead of the regulations** on sustainability reporting, ISO14001-EMS certification and our CO<sub>2</sub> emissions performance. In 2023, we aim to take the first step on the CO<sub>2</sub> performance ladder.
- **Increasing our impact on local communities** through local and structural collaborations with organizations such as Natuurpunt, Join For Water and UN-Habitat.



# Our long-term sustainability goals

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

## Goals for our client solutions

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

## Goals for our business operations

- From 2023, we continue our journey to net-zero, balancing out all our carbon emissions by investing in abatement and compensation programs.
- By 2025, we will reduce 50% from our international flights.
- By 2026, we will have our entire fleet transformed to fully electric cars.
- By 2028, we will half our total company emissions.
- From 2023, we will disclose climate and sustainability-related financial information according to The Task Force for Climate-Related Disclosures.
- We will also maintain and improve upon our top-quartile performance as ranked by our core rating agencies.

## Goals for our people and communities by then end of 2023

- More than 40% female employees in the workforce. For the technical workforce we aim at 35% female colleagues.
- 22% female employees of level 10 and up.
- We will achieve top quartile performance for professional services, as measured by our 'Your Voice' staff surveys.
- We will reduce voluntary staff turnover to less than 10% a year.
- 25% of all Arcadians will have completed the first modules of the new Sustain Abilities training. This training platform provides appropriate, practical schooling to empower and equip all our employees to deliver sustainable outcomes for clients and help make our own operations more sustainable.





## About this report

### Contact details:

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### Reporting period: 2021-2022.

Arcadis publishes a sustainability report every two years. This report, published in 2023, is the seventh edition.

### Scope: Arcadis Belgium.

This includes all our Belgian offices, including our head office in Brussels, and engineering services for projects on location.

### Activities:

Arcadis is the world's leading company delivering sustainable design, engineering and consultancy solutions for natural and built assets. We employ more than 36,000 people in over 70 countries and are dedicated to improving people's quality of life worldwide.

### Memberships:

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

### Contributors to the report:

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