A background image showing two women in an office setting. One woman with dark curly hair is looking at a laptop screen, and another woman with red hair is smiling and looking towards the laptop. The image is slightly blurred to emphasize the text overlay.

Arcadis MCA Consulting Excellence Declaration 2023

Introductory Remarks

Professional development is a cornerstone of successful consulting firms. We are delighted to continue to offer a CMI accredited program for our consultants, meaning there is a clear route to develop professionally to the highest standard.



We set ourselves a stretching target to see 50% of our team accredited by 2025. We are, despite significant growth in our team, on track to meet that target with 24 consultants chartered in 2022, and 30 so far in 2023, including the industry's first Associate ChMC.

Our profession continues to embrace the work/life balance equation, accelerated by home working through COVID-19. We are operating a well-established hybrid model now in 2023, reflecting the needs of our clients and our people, as well as meaning we can continue to innovate and capitalize on the ongoing development of digital. This focus has seen us grow significantly in 2022 and 2023.

One of the things we are most proud of as a team is our commitment to diversity of thought, background and educational base, as well as providing a psychologically safe space for our consultants to grow. We continue to hold this at the heart of what we do and renew our commitment in this declaration.

We sit as part of a large global network of technical experts that bring a richness to our brand of management consulting through practical application. Our consultants join us to be a part of an organization committed to sustainable development, and this proximity to our clients' assets means we can have real meaningful impact. We commit in this declaration to ensuring we operate sustainably within our organization and with our work with clients. Sustainability is a part of everything we do, and we continue to find ways to improve in all aspects of our work.

We look forward to a year of growth, with professional excellence continuing to be our core principle.

Mark Howard,

Business Director, Business Transformation Advisory

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Consulting Excellence Principles

As signatories to Consulting Excellence, Arcadis commits to adopting the thirteen principles.

Ethical Behavior

Consulting Excellence firms work with clients, partners, employees and other stakeholders in an ethical way. This means:

1. We are responsible and good citizens.
2. We conduct our business ethically.
3. We foster an ethical culture.

Client Service & Value

Consulting Excellence firms promote the highest standards of client service and value. This means:

4. We provide excellent consulting services which deliver the outcomes clients seek and need.
5. We are transparent with clients and respond to their concerns.
6. We always strive to improve the value we can deliver to our clients.

Professional Development

Consulting Excellence firms develop the capabilities of their consultants, provide career development opportunities, and support the welfare of all their employees. This means:

7. We undertake training and professional development planning each year.
8. We promote strong core consulting capabilities and specialisms in our consultants and teams.
9. We support our employees' career progression, professional development and welfare.

Commitment To Diversity & Inclusion

Consulting Excellence firms are committed to diversity and inclusion within their workplace and workforce. This means:

10. We respect and embrace diversity and inclusion and understand the importance and positive benefit of people from different backgrounds working for our companies and our clients.
11. We recruit and retain people from a diverse talent pool and strive to build cultures where difference is valued, respected and celebrated at all levels. Furthermore we are committed to developing diverse future leaders and ensuring their progression in the industry.
12. We support industry efforts to improve progress on diversity and inclusion, implementing best practice and monitoring the diversity of the consultancy sector workforce over time. This includes encouraging the collection of data to assess the effectiveness of D&I policies and participating in the MCA annual report.

Sustainability

Consulting Excellence firms are committed to sustainable development within their organizations and their work with clients. This means:

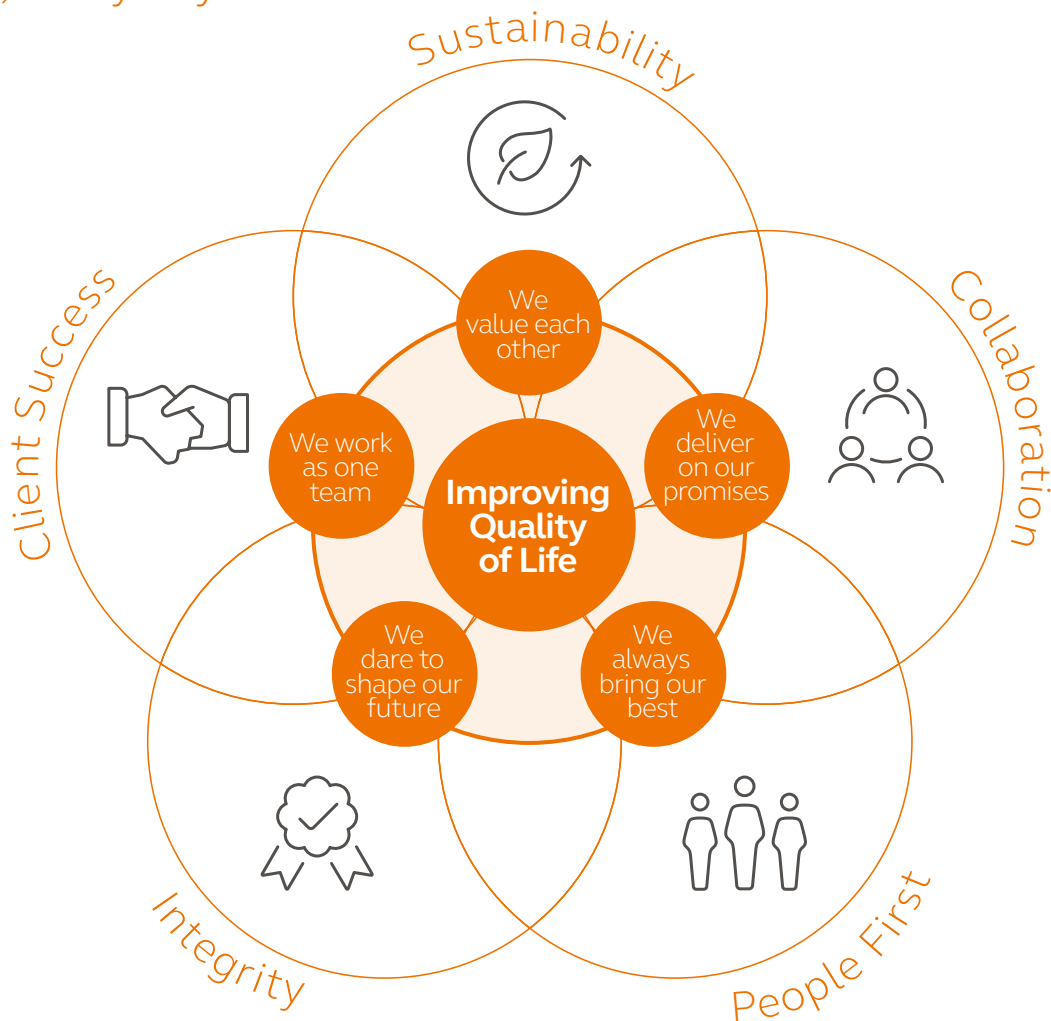
13. We commit to ensuring that our firms operate in an increasingly sustainable way and strive to ensure that sustainability is considered by our clients in our work with them.



Our Vision

Arcadis' management consulting team, Global Advisory, is committed to maximizing impact to improve the quality of life. Through our passion, our people, and the work we do with our clients, we have opportunities to shape the future of our world, every day.

This vision underpins our strategy and transcends into the work that we carry out with our clients, the way in which we conduct ourselves, and the way in which our business operates. We enable businesses to maximize their potential and deliver long lasting benefits to their customers and society. We combine deep asset expertise with digitally enabled consulting skills to help our clients find new ways to create value and deliver superior outcomes. Our people value our uniquely inclusive culture that is based on teamwork and partnership, with 95% of our team saying our culture is good or great. Through our passion, our people and the work we do with (and for) our clients, we have opportunities to shape the future of our world, every day. Guided by five core values, combined with five keystone behaviors, we are building a unique, 'One Arcadis' culture.



Our Values

Core Values

Living our Values. We have set out our commitment to behaviors which reinforce our values.



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



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



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



Collaboration - We value the power of diversity and our global capabilities and deliver excellence by working as One Arcadis.



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

Demonstrating our Behaviors



We dare to shape our future - We focus on innovation and growth to improve quality of life and create a sustainable future.



We value each other - We create an inclusive environment where everyone feels fairly treated and listened to, respecting the principles of Equality & Diversity at all times.



We deliver on our promises - We do what we say we are going to do when we say we are going to do it.



We always bring our best - We operate to the best of our abilities. We continue to learn and improve to ensure we have all the skills needed for the future.



We work as one team - We collaborate to bring the right people and knowledge together to achieve the best result. We recognize each others strengths and work together to bring the best out in one other.

Our Strategy

The challenges faced by our clients know no geographic boundaries. Climate Change, Resource Scarcity, Net-Zero, and the 4th Industrial Revolution are worldwide phenomena, requiring an international response.

Arcadis' 2021-23 strategy focusses on building digital, sustainable, and collaborative solutions to bring to our clients. In 2023, the Business Transformation Advisory team at Arcadis will focus on taking these solutions to a global audience.

We have evolved, aligned, and grown three integrated Advisory practices with complementary aims to become Global Advisory. These three practices are Sustainability, Digital and Business Transformation and have a global leadership team, based in North America, Australia, and the UK. Our global reach across ten countries and 600 consultants brings together creative, outside the box thinkers who always aim to challenge the status quo and bring a fresh perspective to our client's challenges.

Our team includes the brightest, most inquisitive minds with experience from various industries and professional services. Our collective aim is to deliver long lasting and fundamental changes to our client's organizations as they face their many challenges.

Our UK based team has been instrumental in the creation of the Global Advisory function and is the driving force behind the implementation through 2023. Our MCA membership and commitment to the Chartered Management Consultant award has influenced and guided the design of our global function. We are extending the values of People First and quality of service across the rest of the world and embedding the MCA mindset plays a key role in our Global Advisory offer.



Ethical Behavior

2022 was a year of hybrid working, building our People Strategy on our journey to inclusivity, expanding our sustainability offerings to help our clients reach net zero carbon and defining our business strategy for the next three years. Therefore, we will continue to support our clients, our people and our planet throughout 2023, harnessing our new Global Advisory structure to work collaboratively across the globe to deliver innovative solutions to our clients.

Our Consulting Excellence declaration tells the story of how Arcadis' Business Transformation Advisory team has adjusted to support our people and clients and continue improving quality of life.

Flexibility has been of paramount importance as our people continue to make choices for themselves in a hybrid working environment and find the best ways to conduct their professional and working lives. How we have balanced increased flexibility and applying an ethical lens to everything we do is explored in the Ethical Behavior section. From our Shadow Board designed to promote transparency and connectivity across Business Transformation Advisory, to our People Strategy designed to build the foundations for a more diverse and inclusive future, we have found ways to maintain high standards of ethical excellence for our people and our clients.

Our 2021 - 2023 strategy focuses on building digital, sustainable and collaborative solutions to bring to our clients. The collaborative process in which our strategy, and new Global Advisory structure, were designed by our team ensures that they really do have people at the heart of it. The Client Service and Value section demonstrates how we have continuously strived to create value, bringing new solutions to our clients to solve their most pressing issues.

The Chartered Management Consultant (ChMC) Award has created the opportunity for our people to have their high standards of service excellence recognized, and 30 Arcadians have been professionally accredited. The Professional Development section shows how we have integrated the ChMC accreditation standards into our own internal training programs. We are proud that our training programs support cognitive diversity and our efforts to diversify our recruitment routes following the successful expansion of our Apprenticeship Scheme.



From the work that we carry out for our clients, through to the way in which we conduct ourselves, our management consulting team is committed to **improving quality of life**. This is our vision.

1. We are responsible and good citizens

We believe that improving quality of life is about advancing social, environmental and economic prosperity at local/community, country and global levels. This belief is the bedrock of our Social Value Impact Strategy.

We leverage our deep asset expertise to deliver projects and solutions which create value for our clients that share our desire to make positive social, economic, and environmental contributions.

We seek out opportunities to collaborate with communities to support local sustainability initiatives, address local needs, create a local economic legacy and nurture the wellbeing of community members. Sometimes encapsulated as a specific requirement of a client commission, such as employing local people on the contract, but also originating from our employee passion to give back to the communities in which they work through a dedicated 'charity day' each year.

Shelter

For the past 13 years, Arcadis have been working with UN-Habitat on the Shelter Program which has completed more than 120 Shelter missions since 2010. Technical support is provided on sustainable urban planning, climate adaptation, flood management, mobility, environment, energy, waste management and most recently, how to make cities more resilient in health pandemics such as COVID-19.

Local Sparks

Local Sparks is all about building an ever-growing movement connecting over 200 community projects run by Arcadians from all over the world. Arcadis work with local communities to shape initiatives including community outreach programs, environmental conservation and career advice for students.

2. We conduct our business ethically

Integrity in business. We understand the value of integrity and our clients respect our commitment to doing business in an honest and responsible way. This means maintaining the highest professional standards, proving ourselves as reliable partners to our clients and treating everyone with respect.

Our Arcadis General Business Principles (AGBP) set the standards for how we work and emphasize the value of professional and personal integrity. We understand and abide by our AGBP to ensure that we conduct our business in an ethical and responsible way. Our employees are required to undertake biannual mandatory training that enables us to improve our business practices, generate open dialogue and proactively recognize issues that could undermine our integrity.

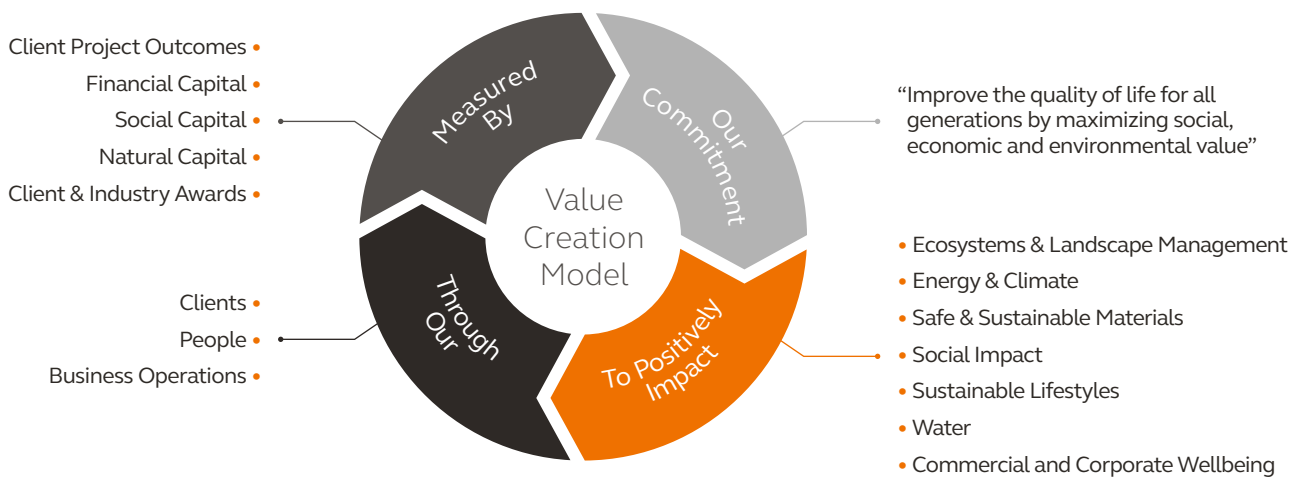
The Specific Anti-Corruption Standards (SACS) provide further guidance around the AGBP.

3. We foster an ethical culture

Ensuring all voices are heard

‘People First’ is one of our core values. It is a commitment that we have made to ensure that Arcadis is a place in which everyone can succeed. In essence, our behaviors and culture put our people first, where our people can bring their best to transform the world around them. This commitment relies on making sure that voices from across our business are heard. We regularly use ‘pulse’ surveys called ‘Your Voice’ for transparency and agility in how we listen and respond to our people. Your Voice provides a safe environment to share feedback with our leaders to take informed decisions on our future for a more inclusive and people-first experience.

Our people dare to challenge and as we live out our new global strategy, we want to be helping shape a better future for all and improving quality of life.



Value Creation Model

Health, Safety & Wellbeing

Globally impactful, locally relevant

We commit to providing a healthy and safe work environment for all our employees. Our global health and safety approach reflects a proactive risk and behavior-based approach that integrates health, safety and wellbeing into our culture, values and the way we do business.

Our dedicated Health and Safety representatives help to translate our global vision into a regional reality and foster a culture in which our people are empowered to proactively embrace health, safety and wellbeing in the workplace and beyond.

We have a range of initiatives to support our goals:

- Health, Safety and Wellbeing moments at the beginning of each meeting.
- Regular Team Temp checks.
- Regular Health, Safety & Wellbeing newsletter.
- Wellness calendar of activities including mindfulness sessions, wellbeing shares & health and safety tips.
- Focused SHEQ awareness training to raise awareness and support compliance.

Making health and safety a top priority, wherever we are

Our health and safety system focuses on proactive hazard recognition, risk assessments and control to prevent accidents. Our priority is to contribute to the creation of healthy and safe places for people in Arcadis and beyond to live and work in.

All employees are encouraged to report SHEQ observations via our SHEQ Management System, including reporting risky behaviors and near misses. This helps to effectively mitigate any risks and ensure a best practice approach to health and safety, wherever our people are.

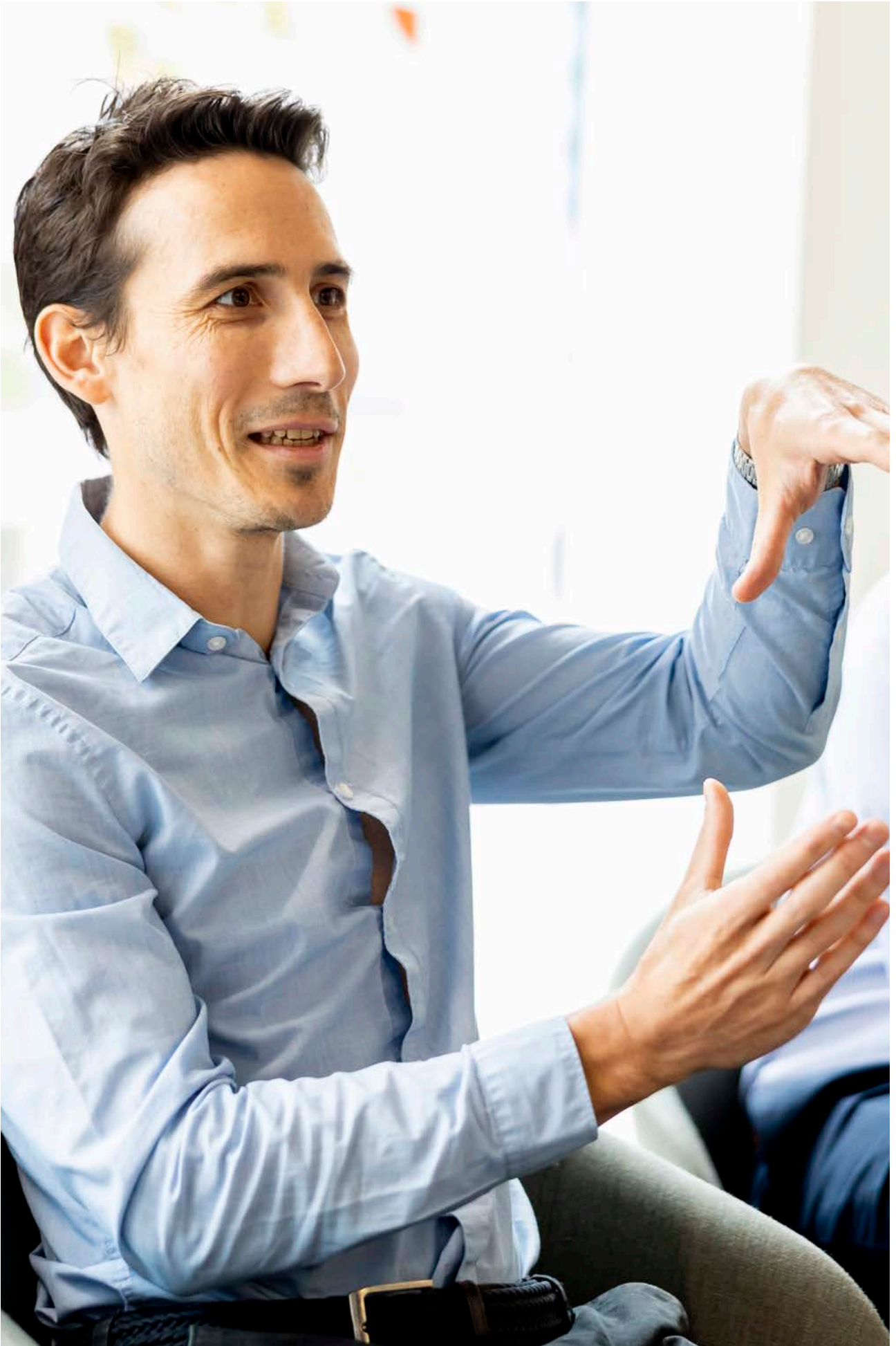
In response to COVID-19 and increased homeworking, we provide our people with financial aid to get themselves set up comfortably and safely at home.

Putting the mental health and wellbeing of our colleagues first

Stay Connected

1 in 4 people in the population suffer from mental health challenges, meaning there are people in our consulting industry who are impacted. The global health pandemic presented a threat to our people's health and wellbeing, and as we continue to facilitate hybrid ways of working, Arcadis is committed to ensuring an inclusive and supportive working environment. Stay Connected is about giving our people the platform to continue learning, growing and connecting with one another, and providing the support for those that need it.

- Regular Lunch & Learns give our people a platform to share knowledge and learn about new topics.
- Guided mindfulness sessions allow our colleagues to take a moment out and practice mindfulness for improved wellbeing.
- Regular health, fitness and wellbeing sessions are hosted in our offices, including yoga and Pilates classes, to encourage colleagues to practice wellness.
- Wellbeing moments provide our colleagues with reminders to take breaks, get outside and put themselves first.
- Positive Interventions aim to create positive feelings, cognitions and behavior, and show you're not alone if you are facing challenges with your mental health and wellbeing. These are based on a range of topics from balancing work and home life, to reframing situations in your mind.



Client Service and Value

We want to create an exceptional experience for our clients—and ultimately for our clients’ customers and stakeholders. Putting our client and their end-user at the heart of how we think, behave and interact, is part of the Arcadis consultancy culture

We are committed to:

- Providing excellent consulting services which deliver the outcomes that our clients seek and need.
- Being transparent with our clients and responding to any concerns they might have in a timely and effective manner.
- Continually striving to improve the value that we deliver to our clients.

Several mechanisms enable us to drive these principles, including:

- **Our Client Experience (CX) Program**, which embeds CX and is part of the way we work with our clients and with one another. Clients and employees alike should be able to recognize and articulate Arcadis’ distinctive, collaborative and empathetic approach. Through this program we have redefined our CX vision, developed strategic goals and designed an enabling program.
- **Our Annual CX Survey** of our top 250 clients, which is run by B2B International on our behalf, to enable us to understand the experience we are giving clients in a rounded view.
- **Our online CX Hub** where our consultants can access all information related to client experience: from tools such as our ‘Client Care Plans’, to a range of training resources, for example, our internally developed and externally accredited ‘Client Focus Academy’.
 - Our “Client Value” moments is one tool we have available on our CX hub to use at the start of internal meetings. Our Client Value Moments pack is a ready-to-use slide deck with one pagers reminding us of our clients’ voices before kicking off a meeting. All slides are based on the Arcadis Client Experience Survey results and spread across a wide range of sectors and geographies.
- **Clearly defined feedback steps at project and client level**, including:
 - Project CX surveys (or similar routine client meetings) take place routinely throughout the lifecycle of the project. The goal of these feedback sessions is to identify and resolve project issues early, and to understand and celebrate benefits being delivered to the client.
 - Client-level CX surveys coordinated with the Account Leaders, typically on a quarterly basis. This feedback is used to identify problem projects earlier so that key issues can be addressed at an account level, as well as understand wider problems and challenges faced by our clients beyond project scope.
 - Deep dive 1: 1 interviews coordinated by the Account Leader and involve Sector and Technical Specialists, often from around the world, on a one-off basis as needed throughout the course of a client relationship in order to increase our value and impact.

4. We provide excellent consulting services which deliver the outcomes clients seek and need

Through our regular touchpoints and surveys with clients, it is clear they want us to be focused on delivering results that are sustainable and resilient; digitized and efficient, scalable and importantly human centric. For example, in our 2022 CX Survey, sustainability and innovation were the top priorities for clients. We structure our strategy to meet these needs.

We have Growth Leads representing the sectors in which we operate. These Leads bring deep sector and technical understanding and awareness of macro challenges and opportunities. They develop a detailed account plan for each client, capturing specifics relating to each client's vision, mission, goals, objectives and macro and micro challenges, broken down into sub-classifications such as specific directorates as appropriate. This exercise is undertaken with our Business Transformation Advisory Service Capabilities to develop compelling propositions to address the challenges that each client faces.

The flat structure of our operating model naturally lends itself to idea generation and diffusion, enabling co-delivery to support success and create value for our clients.

At an individual level, a growth mindset underpins our work. Each member of our team seeks to question and improve in all facets of their personal and team delivery.

We are the business advisors of choice for many natural and built asset clients, generating sustainable growth and long-term outcomes.

Our projects contribute to a great customer experience, leaving a lasting positive impact:

- ✓ In the mobility sector, we are helping transportation to be made easy, quick and comfortable for both present and future generations.
- ✓ We are transforming supply chains across the UK water sector and providing safe and secure infrastructure in the private and public sector, including financial institutions.
- ✓ Business Transformation Advisory has led the restructuring of utilities and telecoms companies through driving sustainable organizational change to optimize customer experience.

Spotlight:

The Arcadis CX App

Over the last eighteen months we have been rolling out the Arcadis CX App to improve how we listen to, learn from, and improve for, our clients.

Our CX app is a digitized application that is easily accessible on desktops, mobile phones and tablets. The App supports our conversations with clients about our performance, and it helps us to:

- Promote and facilitate regular service and value conversations, through reminders, prompts and check-ins.
- Listen to our clients' needs through the collection and measurement of feedback in a consolidated manner.
- Use that feedback to inform actions within a Project Review, Client Care Plan, or other project tool.

How it works

There are three levels of survey accessible on our App.

1. **Self-perception CX snapshot** to test how we think our client is feeling about Arcadis. Undertaken by all client-facing consultants monthly, enabling us to quickly build data points on how we perceive the client views our performance.
2. **Client Project CX survey** to check how our client is feeling about our project performance. Undertaken by Project Managers at defined points in the project lifecycles, during a face-to-face survey with our client to review Arcadis' performance on project deliverables.
3. **Client Account CX Survey** to test how senior client stakeholders feel about Arcadis. Undertaken by our Account Leads every six months, in a face-to-face conversation to review Arcadis' performance with client (not project specific).

The App KPIs that apply to all three levels of survey have been developed to ensure:

- ✓ Clear and simple questions.
- ✓ Consistent measurement.
- ✓ Enables indicator to measure success.
- ✓ 2 Key Metrics are assessed: Satisfaction and Loyalty
- ✓ In addition to the scoring of 1-10, qualitative feedback enables the analysis of key words, themes and trends for scoring.

Our 'Satisfaction' questions prompt for feedback on indicators such as our responsiveness, our service delivery, our value for money, our innovation, our approach to health & safety and environment and how we support our clients' business.

Using the App to drive client impact

Centralized results enable effective analytics and live dashboard reporting on PowerBI. The Net Promoter Score metrics used on the CX prompts are aligned to our global survey and wider initiatives. All feedback is added to a common data environment and is shared via a live Client Experience dashboard. This dashboard aids greater understanding of the risks and opportunities for our teams, projects, services or client accounts. The data is also being used to create insights and identify trends to ensure our teams – and importantly our clients – receive support to address any causes for concern through client care planning.



Our Service Capabilities underpin our excellence in consulting services

Digital Transformation

Our Digital Transformation capability supports our clients through the digital enhancement of the design, build, maintenance and operation of assets. We provide a service across the whole digital lifecycle, which drives improvements across regulatory, customer or financial objectives with a focus on customer and user centricity. We create Digital Strategies for investment, developing blueprints and road maps, supporting the procurement and deployment of technology, as well as the implementation of new products and solutions, such as advanced digital twin models, sustainable waste management as well as IOT enabled Intelligent Buildings. Over the last year, we have advised our clients on the procurement of new assets through our Digital Due Diligence and Cyber offerings, realized multimillion pound efficiencies through optimizing program, insight through our Lean Reporting offering, and supported clients in the implementation and/or enhancement of their existing Asset Management digital capabilities.

Transformational Change

Within Transformational Change, we provide a targeted and outcome-focused approach to transformation through creative and agile methodologies that combine leading-edge digital tools, business intelligence and deep asset expertise. Our services support clients throughout all aspects of their transformation journeys. Services we provide include Change Management, Culture, Behavioral Economics, Business Case, Benefits Management, High Performing Teams, Operating Model, Organizational Optimization and Transformation Office. Our services are designed to be delivered 'with' (as opposed to 'to') our clients, transferring knowledge and co-creating solutions, ensuring that they achieve desired outcomes and have a positive and sustainable lasting impact. We bring skills, experience (capability), scale (capacity) and tools (e.g., digital) to clients to enable accelerated transformation and embed change. Some of the largest impact we have is by creating efficiency and looking ahead to plan for and mitigate potential problems.

Supply Chain and Procurement

The Supply Chain and Procurement team supports clients across the built environment to create collaborative environments with their supply chains, through which they can achieve shared business outcomes, mitigate risk and drive environmental and social value. Outcomes are typically secured via innovative delivery models, commercial incentivization, cultural alignment, transformational procurement and digital enablement. In the last three years, we have influenced over £30bn of client spend. The impact that we have had with our clients has included achieving savings of up to 30%, increasing business resilience by protecting against risks and shocks through the supply chain, reducing whole life costings, increasing speed to market, improving market competition and innovation and designing and implementing sustainable supply chain strategies and initiatives to meet short and longer term ESG goals and visions.

Capital Program Transformation

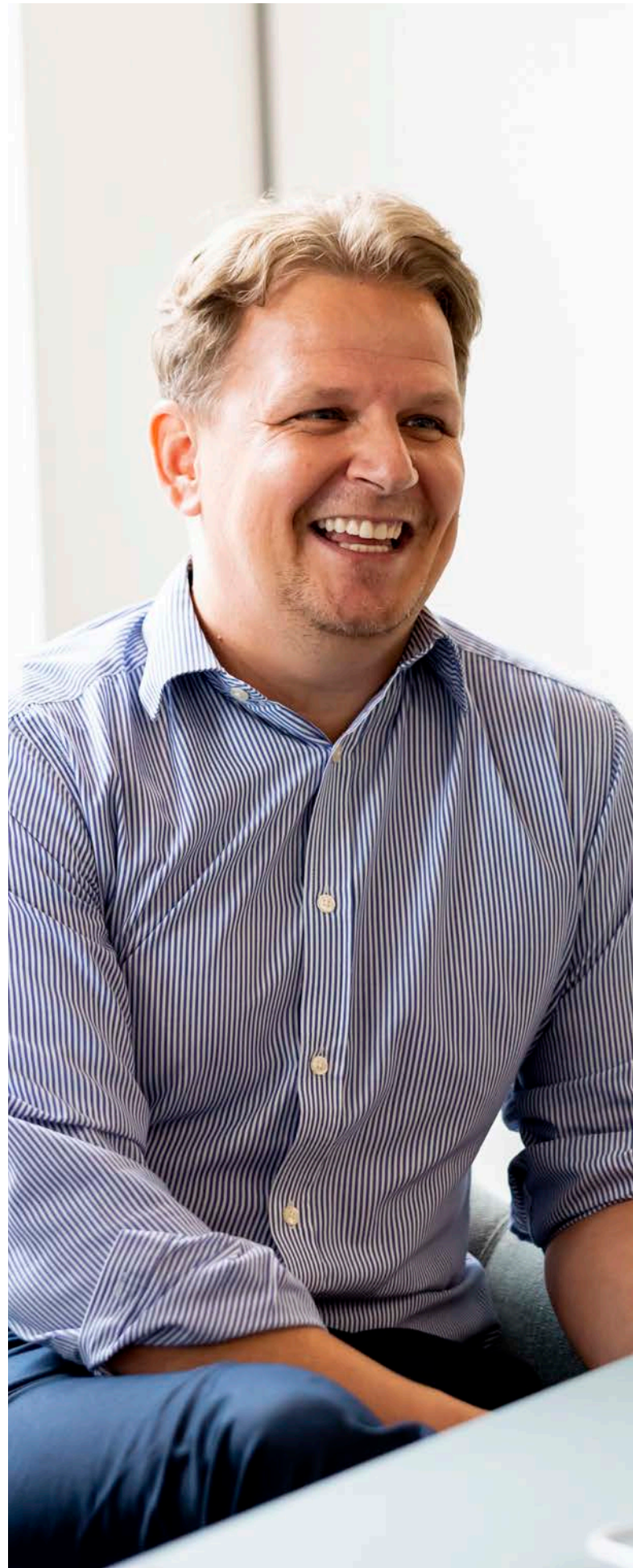
Within the Capital Program Transformation team, we provide a suite of advisory, improvement and delivery services for major capital investment programs, typically with multibillion budgets and durations of several years. We typically help clients understand what value means to them across people, planet and profit, and then help them embed it across their programs and portfolios. We do this by supporting our clients to both mobilize and transform their programs through the right tools, measures, controls and frameworks, supply chains, organizational structure and cultural environments. This draws on our wealth of proprietary tools and data including our multibillion-pound cost loaded insights engine and program maturity assessment frameworks. Together this has enabled us to drive up to 20% efficiency savings across sectors ranging from water, energy and telecoms, to rail and aviation, whilst also supporting our clients to increasingly build sustainability and social value into their programs.

Investment Advisory

The Investment Advisory Team advises asset owners on the development, acquisition, ongoing and disposal investment strategy associated with their investment portfolio to reduce risk and maximize returns. Our experts in the Infrastructure Investment Advisory community offer four global services: technical due diligence, infrastructure monitoring, expert advisory, and infrastructure development. Our clients span multiple infrastructure sectors, including energy and renewables, transport and utilities. This breadth of work delivered by our team can be seen in our recent projects. In the past year, we have: completed a buy-side technical due diligence for a 1.6GW portfolio of 12 hydropower plants in Spain, been appointed as technical advisor to complete a vendors due diligence for the pipeline network of OGE in Germany, and conduct ongoing monitoring of the construction and reports to lenders at the Silvertown Tunnel.

Asset Management

At Arcadis, our Asset Management team offers a comprehensive range of services: resilience, performance-based maintenance, business continuity and operational efficiency to help asset owners maximize the value of their infrastructure and other critical assets. We drive exceptional outcomes through the asset lifecycle by combining asset management expertise with deep domain knowledge and transformational change experience. Our Asset Management solutions are shaped by full lifecycle thinking and delivered by our digitally empowered team who bring cross-sector insight and operational experience. We manage asset systems, asset portfolio and organizational objectives. We improve performance by making genuine connections from the C-suite to front line teams and building holistic organizational capability. Our Asset Management team focus on transport, energy, water, and across a range of other critical infrastructure managers in all sectors.



5. We are transparent with clients and respond to their concerns

We are a reliable partner for our clients to pursue their business goals and we carry out our services with professional integrity, whilst safeguarding the interests of our society, employees, and shareholders. We begin each engagement with a contract which sets out the parameters of the engagement and the requirements, or outputs, expected from Arcadis.

One of our five core values, Client Success, sets the tone for exceptional outcomes for our clients and our consultants to deliver projects that help our clients with some of their most pressing issues. Our Innovation and Growth pillar drives excellent client service and value, ensuring we advise and deliver sustainable solutions for our clients; we solve their most complex challenges by bringing insights, agility, and innovation to co-create value.

New projects

We begin each engagement with a contract, built upon a Project Charter which clearly identifies the objectives, deliverables, stakeholders, risks, roles and responsibilities, and processes. Our services are always aligned with our values to support independent professional judgment and with the intention of creating optimal value for our clients. In conjunction with mutually agreed scope of services and deliverables, we provide clients with weekly 'flash reports', containing the details on the progress of work and ownership of the key next steps. We use the Executive Steering Committee on all consulting assignments which holds regular meetings with the representative client team to ensure clear and transparent progress and joint resolution of outstanding issues.

Annual reviews

Annual review sessions with our clients help us to learn from our performance and look to the future. Executive Sponsors or Account Directors take the opportunity to assess the trends and market forces defining the direction of our partnerships, as well as the opportunities to innovate. Each of our accounts has a Client Account Plan which is developed annually and reviewed at regular intervals throughout the year. This ensures that we are maximizing the impact that we have with our clients.

Conflicts of Interest

Should a conflict of interest arise throughout our engagement with the client, we are transparent with them and communicate this quickly. Consistent with contractual obligations, we maintain the confidentiality of information from the client that is obtained in the process of performing our services. We also ensure the documents and reports prepared for the client are confidential, unless otherwise agreed.

Project close out and client satisfaction surveys

We measure our performance objectively to recognize best practice and share this learning throughout our team by regularly conducting client satisfaction surveys. Our management consultants regularly capture learnings from their projects and feed these back to the wider team. By setting a high standard for each of us to reach, reviews give us the opportunity to constantly learn and push boundaries.



6. We always strive to improve the value we can deliver to our clients

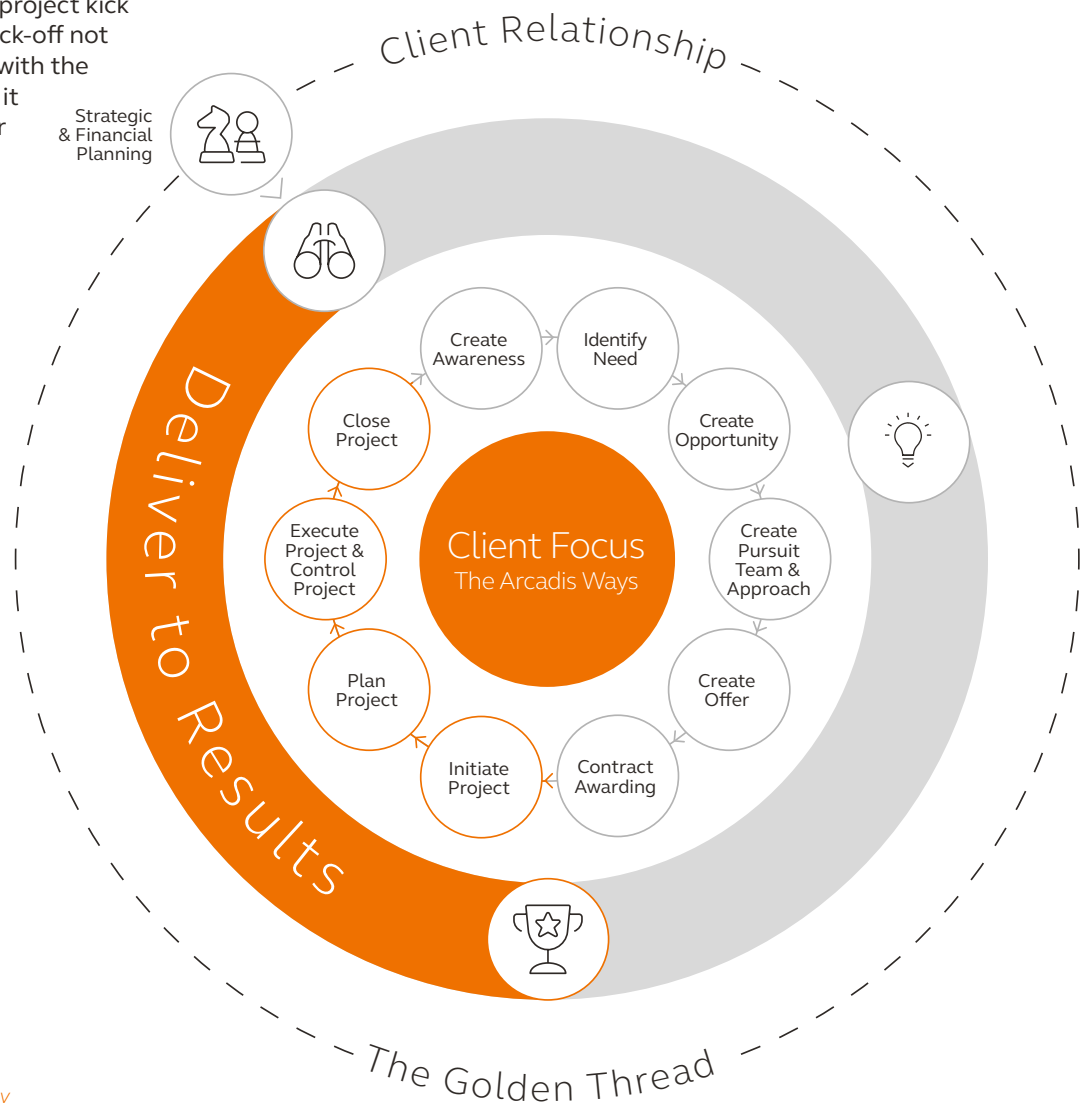
Our Business Management System (BMS) is called 'The Arcadis Way', and it navigates people, behaviors, systems and governance at all stages of engagement with our clients, from the very earliest market observations to business development discussions, through to developing propositions or proposals in response to client needs, through to the end-to-end delivery of our consultancy projects, including measuring the benefits and impact to our client.

There are three distinct stages of our BMS: Market to Opportunity, Pursuit to Win and Delivery to Results. All three have standardized tools and templates to support consistent, and best, practice. All three stages are connected by the 'golden thread' of client experience: CX informs everything we do.

A key opportunity to improve the value we can deliver starts at the project kick-off. A thorough Client kick-off not only ensures alignment with the client and our team, but it is also a chance to better understand the client's motivations, and what creates most value for them.

We take the opportunity to establish:

- Mutual understanding of deliverables, scope, and schedule (incl. health and safety, and sustainability targets).
- Discussion of key project risks and opportunities.
- Agreement on ways of working and communication (meetings, reporting, etc.).
- Agreement on project team roles and responsibilities.
- Agreement on method and frequency of obtaining client feedback.
- And, crucially, opportunities to add or improve value.



Client Focus – The Arcadis Way

Commission Leadership

The driving force behind delivering outstanding execution and outcomes for our clients and people is our Commission Leadership capability. Our Commission Leaders influence and develop our teams to produce growth and bridge the relationship between the client and Arcadis. Our Commission Leaders are guided with a framework of tools, methodologies and approaches for successfully mobilizing, executing and closing commissions. The guidance document also includes reference to service delivery commitments and behaviors expected from a Commission Leader.

Commission Performance Management

Executing project commission reviews is an Arcadis Way key control for Project and Risk Management. The project is reviewed monthly by the Commission Leader and team who submit a status report with a summary of progress, identifying any risks and demonstrating that the appropriate controls and actions are in place to manage delivery. Standard Project PowerBI Dashboards are used to track and monitor the financial and commercial position of the commission and provide other metrics associated with resourcing, risks and collaboration.

Digital Leadership

Our people work on projects that transform how we live and work. Digital innovation has accelerated the pace of change for our people and our clients. Various initiatives keep our people one step ahead and we are continuously expanding our digital and data expertise. From our digital leadership program with Vlerick Business School, our acquisition of the software and analytics firm SEAMS and the establishment of Arcadis Gen, we are targeting efforts to accelerate the transformation of our business and industry.



Spotlight:

Lean Reporting and Performance Insight Advisory

As the 'Backbone of Britain', Network Rail's North West & Central region gets people and goods to where they need to be. Arcadis' role following devolution was to provide Executive Leadership with insight on their Capital Delivery transformation program to help improve the safety and efficiency of the network for workers, passengers and the public.

Together, we developed the Lean Reporting ethos; so called for how it has reduced the time and effort required to deliver consistency in reporting. Lean Reporting turns data into insight, enabling data-driven decision-making against both strategic and tactical business priorities. As a result, NW&C is forecast to save £4.6m in this control period (April 2019 – March 2024) – a return on investment of 4:1 – as well as improved supply chain engagement, project delivery and ultimately passenger experience.

To achieve this, we transformed business operations in three areas:

- **Technology:** We fully digitalized the end-to-end reporting process. Data is automatically extracted, assessed for quality, and visualized in an interactive dashboard to create a 'single source of truth' for capital delivery performance.
- **Process:** We rationalized the program governance process, creating a more structured, streamlined and efficient meeting drumbeat and clarity around roles and responsibilities.
- **People:** We empowered people to embrace the new digital ways of working and ethos through a network of 50+ change champions, training and an engaging digital communications campaign.

It was not just the final solution that made this project so successful, but also the method Arcadis approached the problem with, developing and testing solutions iteratively with the client. We worked collaboratively, tackling problems and celebrating success together.

We are extremely proud to say that our work with Network Rail was highly commended at the 2022 MCA Awards in the Performance Improvement in the Public Sector category. We were called out by the judges for the impressive qualitative and quantitative benefits achieved. Our Digital Benchmarking solution, which builds on Lean Reporting, has recently been shortlisted as a finalist at the 2023 MCA Awards in the Digital Transformation category.

Building on the success of this project, Arcadis is now working to grow our Lean Reporting proposition into



“We did this together and it was how we did it as much as what we did that made it so great.”

Chris Sills
Head of Program Management and Controls

a scalable and repeatable solution to be delivered under our new Performance Insight Advisory capability. Underpinned by Lean Reporting and Digital Benchmarking, Performance Insight Advisory will enable data-driven decision making at all levels of an organization with an agile modular approach to design, delivery and implementation. Digital Benchmarking creates insight-driven strategic decision making by analyzing benchmarking data to understand best practice both internally and externally to a client organization.

With its modular approach, Performance Insight Advisory delivers customizable and flexible solutions to a varied client base, scaling the same methodology used in our original Network Rail project to enable Arcadis to deliver innovative, agile and market-leading data-based solutions that address a range of challenges.

HIGHLY COMMENDED

CELEBRATING **25** YEARS

PERFORMANCE IMPROVEMENT
IN THE PUBLIC SECTOR

MCA AWARDS 2022

ARCADIS
with Network Rail

MCA AWARDS 2022

Professional Development

To continue to deliver exceptional value, we have a professional development program that inspires our exceptional talent to grow and continue offering our clients outstanding quality and professionalism.

We are proud of our position as an accredited firm for the Chartered Management Consultant Award and are pleased to have 30 members of our team achieve this status, with more in the pipeline.

We have aligned our training and development material to the chartership competency framework. This ensures that through the training our consultants receive, they are progressing against the competencies.

In addition, three members of our team participated in the pilot for the Associate Chartered Management Consultant Award launched in 2022 and all three were successful.

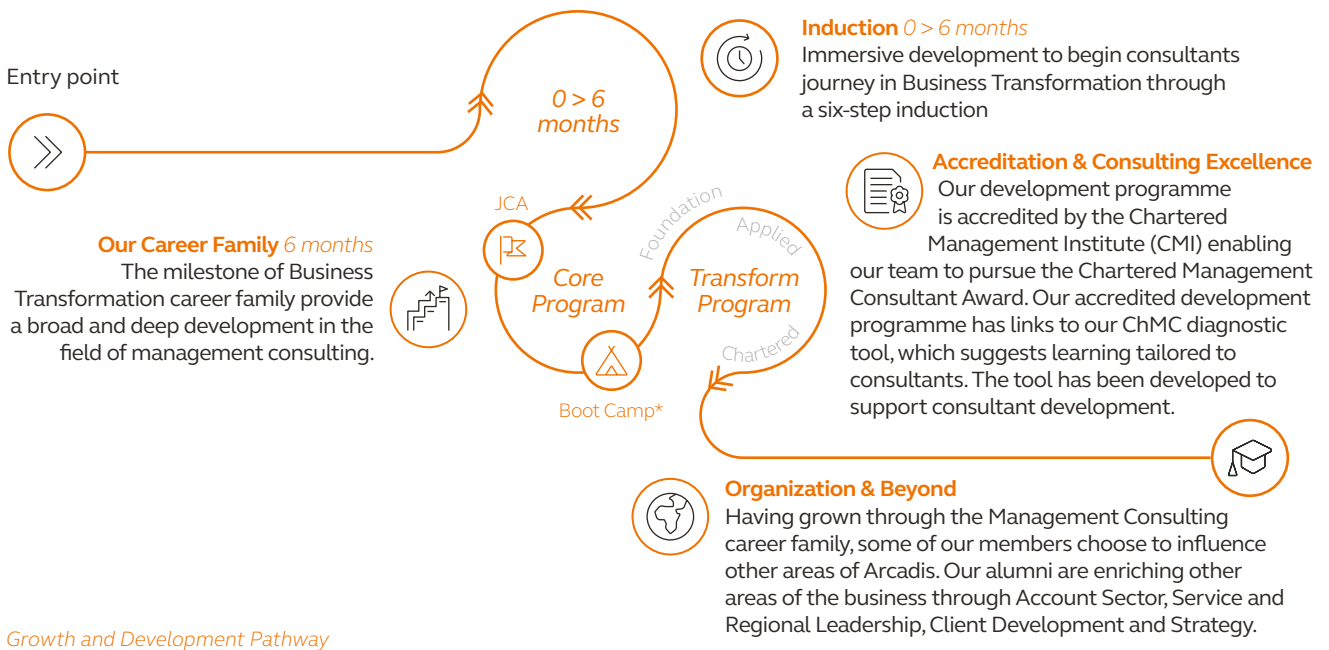
Our Growth and Development Pathway

Our Growth & Development Pathway, a Chartered Management Institute accredited program, supports our consultants' career path. Our vision is to create an inspiring Growth and Development Pathway for our team, supporting attraction and retention to Business Transformation Advisory and enabling consulting excellence.

Our Growth and Development Pathway encompasses a comprehensive six-step induction and academies that offer learning aligned to Consulting Excellence and the Chartered Management Consultant (ChMC) Competency Framework. We put our people first, creating a supportive environment in which we can thrive and deliver excellent client solutions that improve quality of life. Our established professional development offering paves the way for our people to achieve their ambitions, the opportunity to build a career that is right for them and measure their professional development.

With all our growth and development initiatives aligned to the Chartered Management Consultant (ChMC) Competency Framework, we have created a continuous learning environment which supports consulting competency growth throughout our consultants' careers with Business Transformation Advisory. This is underpinned by various training and development initiatives. We have evolved our learning offer to reflect more diverse and inclusive learning styles. By offering a hybrid learning environment, with classroom style learning, digital courses, online workshops and knowledge shares, we have created flexible offerings which support the professional development of our consultants.

We have built a Growth & Development pathway to bring clarity to how we grow our community.



Growth and Development Pathway

7. We undertake training and professional development planning every year

Our philosophy is a growth mindset supported by continuous professional development. We have a range of communities – Line Management, Commission Leadership, Mentorship and Coaching, Chartership Counsellors, Service and Sector groups that promote and provide opportunities to develop consulting competency and professionalism.

Line management community

Our Line Management community makes sure that our people continue to grow and develop. Line managers are drawn from across our community and constitute a mix of project and program managers, subject matter experts, proposition owners and experienced consultants. The community assembles for forum meetings to share observations, discuss concerns, and collaborate to identify the best path for the development of our people. The forum allows for a 'group-think' approach, drawing on the experiences of all line managers to bring insights and solutions to the table, finding the best approaches to address challenges and identify opportunities for the development of our consultants. Our Performance Development Plans (PDPs) provide individual consultants and their line managers with clear objectives for the year end and ensure that key development areas are addressed whilst also aligning to longer-term career plans.

LMEx

Line managers can enroll in the Line Management Experience (LMEx) program to support a fluid transition from Manager to Leader. The virtual course equips our line managers with an array of skills, techniques and strategies to meet the changing face of line management. It is designed to ensure that our line management community is geared towards leading and bringing the best out of our flexible and mobile workforce in a rapidly digitalized world.

Account Leader of the Future

Orientated around supporting our Account Leader community, this series of face-to-face workshops is followed by coaching sessions in which our Account Leaders can equip themselves with the skills needed for excellent service delivery to future clients.

Performance Management

Career and development growth are formally and continuously driven through rich coaching conversations to identify aspirations, development gaps and facilitate their closure. Progress is formally evaluated bi-annually as part of our Grow, Perform, Succeed framework.

We have developed and refined a clear career framework for our consultants. Using our five-box model, we have expectations for each grade clearly outlined. Within each grade, we have set out expectations for different levels aligned to the Chartered Management Consultant (ChMC) Competency Framework through the expectations that we place on our consultants at various levels. Our consultants regularly review this, and this is formally assessed during mid-year and end of year reviews where feedback is collated and discussed with Line Managers. Each Line Manager grades them and presents this back to the Line Management community to ensure consistency on feedback and grading. This feedback is vital for self-development and improvement.

GPS is a global Arcadis performance management approach underpinned by 360° feedback and goal setting. Our consultants are encouraged to regularly review and assess their performance based off frequent feedback, goals and stretch targets. Our five-box model process looks at our three GPS areas: Growth and Development; Impact and Contribution; and Values and Behaviors. Using Oracle Cloud, our consultants can track how we are performing from a GPS perspective and shows how we are enabling a growth mindset culture within the team.

GPS forms the basis of our new approach to career progression in Arcadis – 'The Career Conversation'. This replaces traditional promotion methods with collaborative and meaningful discussions between employees and their line manager based on the GPS framework. This approach allows individuals to take ownership of their career through open and transparent conversations about readiness for next career steps, rather than rigid and formal promotion interviews and timelines.

8. We promote strong core consulting capabilities and specialisms in our consultants and teams

We know that our world is changing rapidly. Global megatrends — such as urbanization and mobility, sustainability and climate change, globalization and digitalization — mean the concept of consumer value has shifted. This fundamentally alters the landscape for our business, our clients and our communities. To ensure our consultants can continue to create value for our clients and the wider community, a shift is required in our thinking, approach and skillsets, moving from ‘traditional’ consulting approaches to more dynamic and digitally driven methods. The Digital Academy is our response to this issue.

The Digital Academy is designed to upskill our people, to encourage debate, broaden mindsets and to provide an additional lens to view client challenges and the subsequent solutions. The Digital Academy will ensure that our organization can survive the disruption caused by digital and allow us to be resilient to ensure we can continue to offer value to our clients and communities.

Expedition DNA:

Expedition DNA is a program which is accelerating our pace of sustainability and digital transformation, upskilling our people through an experiential learning experience and deep-dive Skills Labs. Our industry is recognizing the impact and opportunity digitalization and sustainability brings and as a business, we are on the journey to capitalize on this opportunity. Expedition DNA is just one of our internal programs and is a key piece of our wider business ambition on digital and sustainability, enabling us to accelerate our digital and sustainability transformation by driving our personal development. Investing in our people is key to unlock the benefits of transformation, and this will enable us to exceed our clients’ needs and improve the quality of life for future generations.





MCA Webinars and Events

From hosting events on a range of topics including Supply Chain, New Ways of Working, and Social Mobility, to using them as a learning platform to expand deep sector knowledge and enhance skill sets, our consultants have actively taken part in various MCA and Young MCA events and webinars. This has enriched our perspectives on industry hot topics to the benefit of our clients and the communities we work in.

The Young MCA is highly valued at Arcadis. Our team and young consultants value the industry insight the Young MCA provides and the opportunities to network with other consultants in our industry. At Arcadis we are passionate about supporting young consultants in their career goals – we recently hosted a ‘How to propel your career to the next level and networking’ session in which 30 young consultants from across the industry were supported by five key industry leads providing career advice. The successful session was well received by the young consultants and the MCA team, and we look forward to hosting and supporting future Young MCA events.

“Huge thanks to the Arcadis team for hosting this event. It was great to be reflective 6 months into my degree apprenticeship. Thank you Georgia Hughes and Ysabel Brown for the wonderful tips and words of wisdom you shared with us in our breakout group” - Session Attendee

“Arcadis provides the opportunity to undertake a broad and in-depth spectrum of training initiatives, bringing together staff from across the organisation to interact on both a local and global scale. Digital programmes, such as Expedition DNA, have empowered me with the skills and knowledge to enhance the quality of the service I am providing to my clients as well as enabling me to further grow opportunities and develop novel and innovative solutions”

Liam Emmett
Senior Consultant



9. We support our employees' career progression, professional development and welfare

Business Transformation Advisory has developed initiatives to create personal development opportunities for the team by fostering a community of support and the idea that we can all learn something from each other, no matter someone's level of experience. We have also focused on expanding our knowledge on core consulting skills and key trends in the industry through project shares, career shares and discussions on academic content.

"I have found Lunch and Learns key to building relationships across Business Transformation, collaborating with individuals across the team and staying connected in the virtual workplace. Organizing these sessions has also given me exposure to the community and promoted personal growth through enhanced communication, facilitation and collaboration skills."

Jenny-Aimee Nzabandora
Consultant

Business Transformation Advisory Bootcamp

Business Transformation Advisory Bootcamp offers new starters to our business an immersive learning induction experience. Following a period during the global health pandemic of delivering this virtually, we have revisited our approach and reverted to four days in-person classroom style learning. Our aim is to equip new consultants with core consulting skills, foundations of emotional intelligence and practical understanding of project delivery. The training is brought to life through grouping new starters into teams to work through a client challenge and develop a solution that is assessed by an Executive Steering Group.

In the last 12 months we have started to deliver this course internationally, in support of our expanding Global Advisory business. To date, this has been rolled-out to the Netherlands and Germany, with Brazil and another in the Netherlands planned later this year

Mentor Network

Our mentor community consists of a mix of volunteering consultants who are keen to share their knowledge and expertise on a more regular and structured basis with their colleagues. Mentoring relationships are an effective way for our consultants to learn new skills and expand their personal networks within the business and industry. We have developed a comprehensive mentor library which captures mentor profiles for people to connect easily with the right mentor that matches their needs. We promote a two-way form of learning where both the mentor and the mentee set clear objectives to gain mutual benefits throughout as well as the formation of reverse mentoring relationships for more experienced consultants and senior leaders. This has been particularly impactful in reinforcing a culture where everyone is treated equally, no matter their level of experience.

Lunch and Learns

Lunch & Learns are informal knowledge shares covering a diverse range of topics. They are an opportunity for our people to learn something new, share knowledge with one another, and develop presentation skills. They have encouraged professional and personal growth for all levels of our community.

Roots of Arcadis

Roots of Arcadis is a global networking platform that crosses business lines of early career consultants. It enables our early career consultants to connect across regions by facilitating monthly activities, such as meetings, lunch & learn sessions, and networking events. It also provides early career Arcadians the chance to reach their professional potential through access to funding and training opportunities that contribute to their own professional development plan.



“Roots of Arcadis has helped me meet people around the business I wouldn’t have usually met thanks to its Lunch & Learns and social events. It’s also allowed me to host and fund some social events myself! However, my favorite thing about RoA is the funding I get access to each year to support my professional development the way I want. Since RoA is run by its members, I’ve been fortunate enough to influence others to take control of their own professional development through the Champion role I held.”

Rami Bouod
Consultant

Spotlight:

Embedding the chartership into our learning and development

The Business Transformation (BT) Advisory team has created a bespoke training program centered around the Chartership Accreditation to equip our consultants with the core consulting skills required to deliver excellent quality outputs for our clients and to support their professional development.

Our Growth & Development (G&D) pathway is tailored towards our team to achieve Chartership, enable Consulting Excellence, and it also supports attraction and retention to our team.

The BT Academy is our training platform which signposts information and learning materials from Business Transformation Advisory, wider Arcadis and external sources. It supports our Growth and Development Pathway, and is evolutionary, taking in feedback from its users and increasing its reach, as new learning becomes available.

The BT Academy hosts online or recorded classroom modules specifically designed around the needs of our management consulting community. These are supplemented by reference materials and wider offerings, captured in our virtual Library (the v-Lib), and which support our two learning programs: Core and Transform. Through these programs, we have created sector/service specific training developed by our Capability Leads, and key consulting skills aligned to the ChMC competencies.

To guide our consultants' development journey, as well as their individual career paths, we have designed a capability-based Chartered Management Consultant (ChMC) diagnostic tool, to support gap analysis in capability according to the ChMC competency framework. By assessing their capability levels from experiences across projects, our consultants can understand where they are on their ChMC journey and identify what areas they can improve on to reach the next competency level to achieve Chartership.

Every Consultant within the Business Transformation Advisory team who is on the Chartership journey also has access to their own Chartership Counsellor who is Chartered themselves. They provide advice, guidance and mentoring to support their consultant by filling in the gaps in their learning and signposting them to additional training and development activities.

All these tools and methods, as well as feedback from our community, has meant we have been able to create a holistic and inclusive training model which can be accessed by all within the team, allowing us to support them on their journey towards Chartership.



Spotlight: Junior Consultant Academy

The Junior Consultant Academy (JCA) is a training academy that provides our Apprentices, Interns and Junior Consultants with monthly training on the core consulting skills, knowledge and resources needed to deliver exceptional value to our clients and flourish as future industry leaders.

The program also aims to foster a safe space for driving personal professional development, having Diversity, Inclusion and Belonging (D,I&B) discussions and contributing to wider Business Transformation Advisory People & Culture initiatives.

The JCA is structured around four areas: Personal/ Professional Development, Client Development & delivery Excellence, D,I&B, and Service Capability and our Solutions. Key focuses for the JCA include learning about core consulting skills and gaining market insights, with sessions ranging from Account Leadership and Stakeholder Management to training on digital tools and Workplace Transformation. We have a D,I&B curriculum centered around creating awareness, sharing insight and personal experiences and allyship.

- Hackathons where the JCA Community tackle problem statements from our capabilities, addressing client challenges.
- Digital training.
- Pitching for Success.
- Role Modelling and Consulting Excellence.
- Diversity, Belonging and Inclusion.
- Career Pathways and Progression.
- A variety of Service Capability and Sector sessions including Capital Programs Transformation, Railway, and Water.



Buddy System

JCA Buddies for new starters and a supporting Role Profile Pack.



JCA SharePoint Hub

JCA learning shared across BT and wider business.



Knowledge & Project Shares

Monthly client/internal knowledge project and career shares delivered by Business Transformation Advisory members.



Training Curriculum

Prioritising modules according to BT needs. Aligned training curriculum to the ChMC Award and Competency Framework.

Consultant and Senior Consultant Communities

After the success of the JCA, we have also recently launched both Consultant and Senior Consultant Communities. As we have a diversified recruitment approach that encourages new starters to join us from all backgrounds, these training communities help our team grow consulting skills that enhance their pre-existing skills. We are also proud of the community feel that these groups foster, ensuring a continuous supportive community to share knowledge and grow skillsets throughout our careers.

“The Junior Consultant Academy is a unique community within Business Transformation Advisory, which provides a safe space for early career consultants to build their core consulting skills in a collaborative environment. The curriculum is carefully designed to encourage everyone to bring their best selves to Arcadis and positively impact the wider culture. My experience as a JCA Lead has been instrumental in developing my leadership and planning skills, which I have been able to transfer into my project work, making me a more effective consultant”

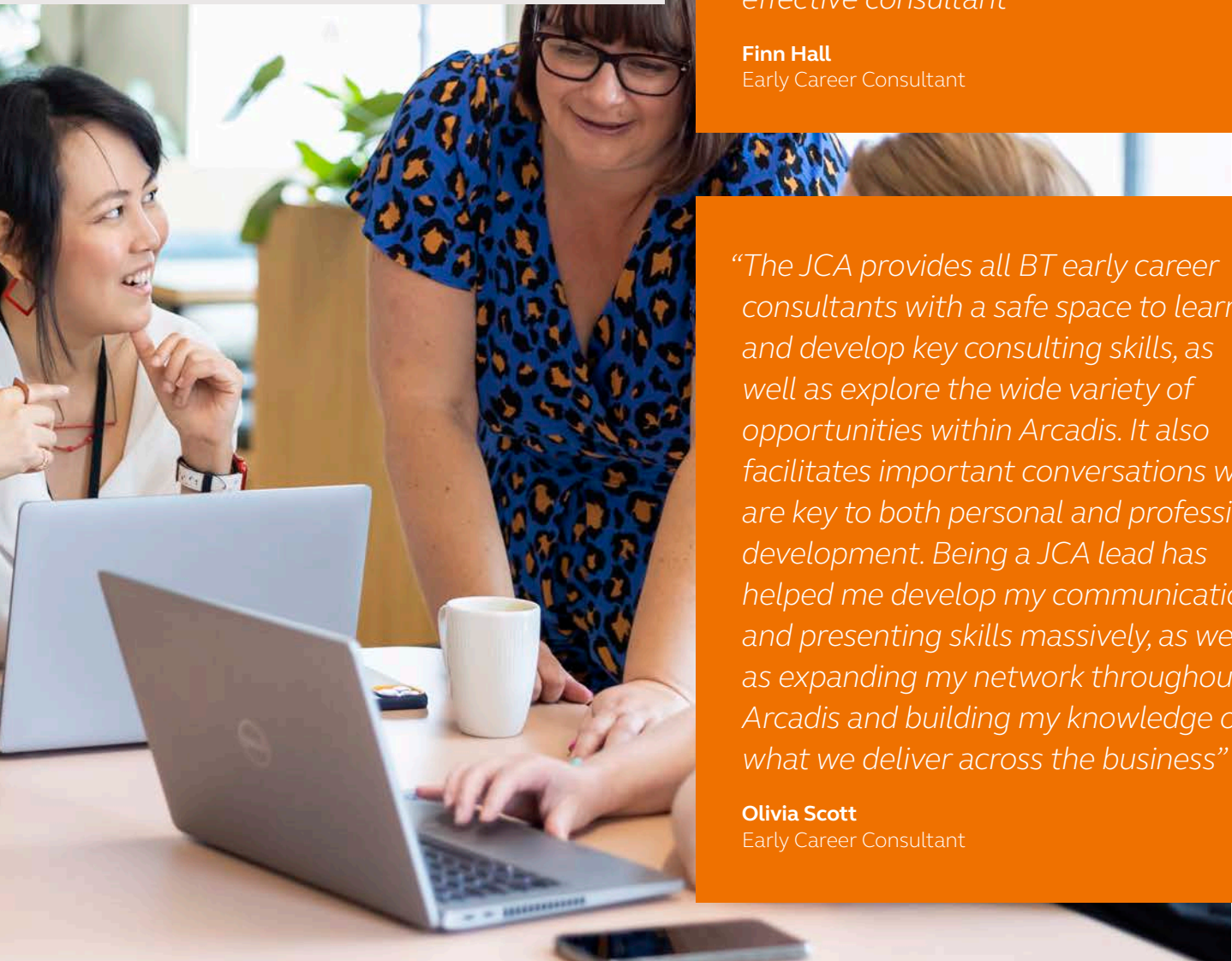
Finn Hall

Early Career Consultant

“The JCA provides all BT early career consultants with a safe space to learn and develop key consulting skills, as well as explore the wide variety of opportunities within Arcadis. It also facilitates important conversations which are key to both personal and professional development. Being a JCA lead has helped me develop my communication and presenting skills massively, as well as expanding my network throughout Arcadis and building my knowledge of what we deliver across the business”

Olivia Scott

Early Career Consultant



Hearing from our Apprentices & Graduate Consultants

Our Management Consultancy apprenticeship scheme has grown significantly since its pilot year. We have continued to recruit, with a further three apprentices joining our team in the past year, who are growing through our business and continuously demonstrate consulting excellence on projects.

Our Apprentices are exposed to core consulting from early in their apprenticeship, learning a range of skills specific to consulting, such as data analytics, business and change management. Apprentices have the opportunities to directly apply their academic learnings on the job, both on client projects and internal business initiatives, with a range of stakeholders.

Our Apprentices experience on the job training in specific areas of consulting, from data analysis to business management. During our pilot apprenticeship scheme, we took on two apprentices who are now both fully qualified and have progressed to Consultant positions. Since this pilot scheme, we have recruited three more apprentices and are looking to continue to grow this scheme in the future. All our apprentices proceed to a graduate role at the end of the scheme and are integral to our team's overall success.

“Joining the Business Transformation Advisory team at Arcadis as a Data Analysis Apprentice has been an enriching experience. Thanks to the open, honest, and challenging environment my project team has created as well as support from the team and Junior Consulting Academy sessions, I have seen significant growth in my mindset and skills allowing me to better support our team in driving client success. I can see opportunities for further development and am excited to continue my progression throughout my time as an Apprentice”

Zuhayr Safa
Apprentice

Our organization has continued to champion apprenticeships as an entry route into consulting by aligning it to our People & Culture framework. We have established a clear support network that spans across our team to ensure our apprentices excel academically and on the job. This network ensures apprentices are provided with tailored support during and after their apprenticeships.

We have developed our apprenticeship scheme to diversify qualifications, making the scheme more tailored to consultancy and therefore our client's needs. Professional development whilst on the scheme is focused on chartership: we are proud to see one of our first apprentices recently achieve Associated Chartered Management Consultant status with the MCA after excelling as an apprentice at Arcadis.

MCA Awards Success

Our Business Transformation Advisory team was incredibly proud to see Akram Halim achieve highly commended Apprentice of the Year at the 2022 MCA Awards. Akram was the first Apprentice Management Consultant to join our pilot scheme, and since then has risen to Consultant level, constantly exemplifying consulting excellence in both his work with the team and clients. Since starting with Arcadis, Akram has been integral to the development of our apprentice program, such that we have been able to grow a scheme that supports and encourages apprentices to achieve MCA Award recognition within three years of its conception.



“My apprenticeship program in the Business Transformation Advisory team has been instrumental to my success as a consultant. My learnings as an apprentice have crafted my consulting style, informing the various ways I deliver for clients, grow our team internally and influence the careers of others. My year as apprentice has exposed me to various environments and shown me the prospects on how I take my career forwards. With my support network and learnings, I have been able to put actions in to motion to ensure I continue to work towards my career goals”

Akram Halim
Consultant

Business Transformation Advisory's Graduate scheme is structured to ensure graduates with diverse degrees and various backgrounds are equipped with the right learning and development tools to become a Management Consultant.

We believe it is important to have different subject interests to form a diverse workforce. Our Graduates can experience a range of projects in our six service capabilities before choosing a specific capability trajectory.

We also believe in the importance of recruiting from a variety of backgrounds, which is why we also welcome university students on a year-out from their studies to join us for a year in industry or for a summer internship. These Trainee Consultants join our Graduate scheme whilst they are with us, growing their consulting skills and gaining workplace experience before returning to university to complete their studies. The Graduate scheme provides a community and training opportunities to ensure Trainee Consultants gain maximum value from their time with Arcadis; most then re-join us upon graduating university.

“As a year out Trainee Consultant at Arcadis, the JCA has been instrumental in my growth as a consultant. With the support of experienced mentors, I have cultivated essential consultancy skills that translate into successfully executing challenging client projects, ultimately enabling me to drive tangible results and positively impact our clients. The Academy's focus on training and development has given me the confidence to take on new responsibilities and push myself to succeed. It has also equipped me with skills I will be able to take back to my final year of university and into the workplace beyond.”

Ella Dalton

Trainee Consultant

“Being a part of the Graduate scheme has allowed me to develop my core consulting skills, most notably through involvement with the Junior Consulting Academy. The support and training provided by the scheme allows me to continuously develop as a consultant, whilst actively contributing to the successful delivery of a variety of client projects and internal initiatives across the business.”

Annie Garry

Junior Consultant



Diversity & Inclusion

At Arcadis, an integral part of our commitment to improving quality of life is creating a dynamic working environment in which individual differences are valued and celebrated.

The Changing Face of Consultancy

An integral part of our commitment to improving quality of life is creating a dynamic working environment in which individual differences are valued and celebrated. Our most creative and innovative solutions are generated when our people can be themselves and contribute to their full potential.

We recognize that in the consulting industry and those industries where our clients operate, there is progress to be made in terms of achieving better representation. In Business Transformation Advisory, we are on a journey of greater diversity and inclusion to ensure we as individuals and as a collective have the broadest of insights and are relevant to our clients and their customers. We are doing this by constantly asking ourselves how can we attract talent from a broader spectrum of society? How can we offer a more flexible way of working? How can we support different needs?

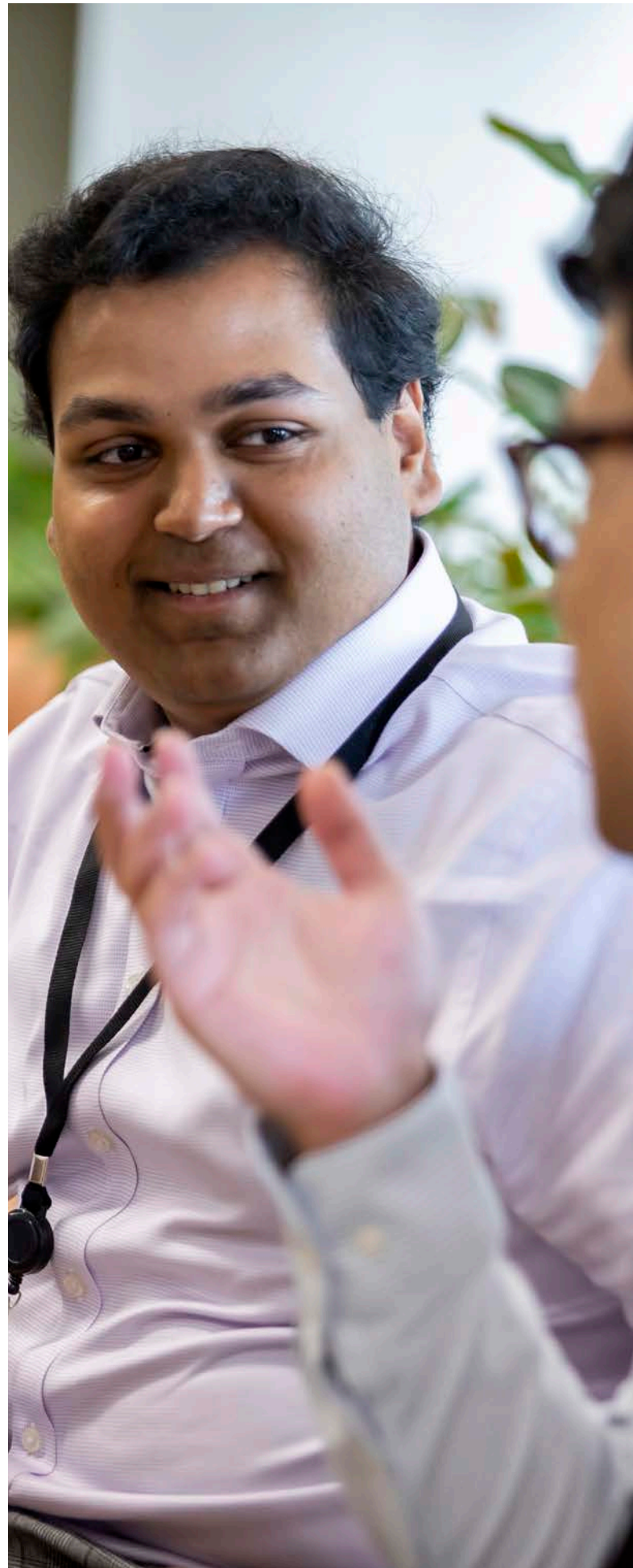
To create a more diverse and inclusive consulting industry, we need to convert our organizational equality goals into meaningful initiatives which proactively invest in our workforce to embrace the challenge facing our industry.

Our 2023 Consulting Excellence Declaration gives an insight into the initiatives that our team are proud to be leading on, united under the vision of driving positive change in our industry. From our Management Consulting apprentice entry route to partnering up with charities to mentor local school students, our initiatives respond to the challenge of creating a consulting environment that is truly inclusive and reflects the make-up of those in wider society that are benefiting from our solutions.

The diversity and inclusion initiatives led by our management consulting team have been complemented by progress made in our wider Arcadis business. Committed to creating an inclusive place to work where everyone can excel, Arcadis has been named in the top 3 Best Big Companies to work for, and has scored a perfect 100 on the Human Rights Campaign Foundation's Corporate Equality Index, a report measuring corporate policies and practices related to LGBTQ+ workplace equality, for the second year in a row.

Our six Equality, Diversity, and Inclusion (EDI) workstreams have realized tangible results, including achieving the Disability Confident accreditation and winning the best mental health initiative at the Legal & General Awards.

Equality, diversity, and inclusion are deeply embedded into our DNA and are cornerstones of our business. We are looking forward to continuing our push for change in 2023, creating opportunities to improve quality of life and nurture an inclusive culture within our business.



10. We respect and embrace diversity and inclusion and understand the importance and positive benefit of people from different backgrounds working for our companies and our clients.

Our people are the key to our success. Our ability to deliver truly excellent solutions for our clients is enabled through inclusive cultures in which everyone can bring their best.

Our leading-edge Equality, Diversity, and Inclusion (EDI) program delivers excellence in ethical behavior by enabling everyone to be their authentic selves at work and creates a great place to work for us and our clients.

11. We recruit and retain people from a diverse talent pool and strive to build cultures where difference is valued, respected and celebrated at all levels. Furthermore we are committed to developing diverse future leaders and ensuring their progression in the industry.

At Arcadis, we value diversity. Building inclusive cultures where our people feel comfortable to bring their best selves to work is what drives diversity. We want to initiate fresh thinking and for our people to challenge what has gone before, ask different questions and explore new ways of working. We want to attract and retain people who dare to shape our business and communities, and inclusion is pivotal to achieving our goals.

Our new People Framework is integrated into our 2023 strategy, placing inclusion at the heart of our decision making behaviors and culture.

There are a number of concurrent initiatives, old and new, that flow out of our 2022 People Framework.

Inclusion Scenarios Discussions

Our Inclusion Scenario initiative is led by our team leaders to encourage our people to reflect, discuss and learn about inclusion from different perspectives. Each quarter a new Inclusion Scenario is rolled out and discussed to ensure that these discussions remain frequent and topical, keeping inclusivity at the forefront of our people's minds and actions. Based on lived experience, this experiential learning kickstarts the conversations that need to happen to continue building an inclusive business.

Inclusivity Audit

As part of our journey towards building a more inclusive business, Arcadis is working closely with diversity consultants to understand how we can refresh our thinking on diversity and inclusion.

Women in Arcadis – Skills4

Women in Arcadis is a career development program delivered by specialist STEM diversity trainers at Skills4. The program provides a space for our women to reflect on their career progress to date and tools to continue shaping their future. A blend of group workshops and individual career coaching sessions, it is designed to support the future leaders of our business to thrive.

Reverse Mentoring

The Reverse Mentoring Program offers an opportunity for Arcadians to be mentored by colleagues from different backgrounds and with different life experiences, with the express purpose of growing knowledge of diversity and helping to break down barriers to inclusion. It acts as a way of supporting the development of future leaders from diverse backgrounds.

Shadow Board

The Shadow Board offers Consultants to Associates an opportunity to help the leadership team shape our 3-year strategy by bringing diverse perspectives and challenge to current thinking. This program has been designed to encourage our people to provide feedback and recommendations to our leadership team, whilst also creating a two-way feedback loop between senior leaders and the wider team. Each year, this program will be refreshed, providing other people from across the team with an opportunity to shape our business.

Diverse Interview Panel

As part of our continued Diversity & Inclusion objective to improve the diversity of gender and race across all consulting grades, we have introduced diverse interview panels. By doing so, we aim to reduce the impact of any unconscious bias, give the candidate a snapshot into the experience of working in our team and crucially, for us to better represent the communities in which we work.

Diversity and Inclusion Share

At Arcadis we strive to create an inclusive environment which encourages an openness to learn. With frequent Diversity and Inclusion shares and our Six Diversity Strands supporting program delivery, we actively facilitate important discussions surrounding faith, origins, gender, age, disability, and how to be an ally. We apply a diversity lens to our business processes and behavior and ensure an inclusive environment for our people.

12. We support industry efforts to improve progress on diversity and inclusion, implementing best practice and monitoring the diversity of the consultancy sector workforce over time. This includes encouraging the collection of data to assess the effectiveness of D&I policies and participating in the MCA annual report.

Arcadis is committed to building a more diverse and inclusive industry. There is power in the collective and we recognize the need to create cross-industry partnerships to help deliver on this. The MCA represents a collective vehicle through which we can drive positive change and influence across multiple sectors and industries.

We have best practice and monitoring approaches in place to ensure our efforts are targeted and impactful for our people and the communities we serve.

Making inclusivity inclusive: The Inclusion Hub. Inclusion is a journey that can begin with a conversation. Arcadis' Inclusion Hub is an online toolbox designed to connect our people to tangible materials and resources to build and sustain inclusive behaviors throughout the organization. Driving confidence and capability, the hub equips our leaders of today and tomorrow to have richer conversations and actions around inclusivity.

MCA Annual Report

As an MCA Member firm, Arcadis contributes insights the MCA Annual Report to ensure the voices of our people are heard and learnt from across industry. We support the MCA's goal of promoting consultancy as an attractive career destination for school leavers and graduates from diverse backgrounds.

MCA Diversity & Inclusion Working Group

We have been an active contributor to the Diversity & Inclusion Working Group, and have provided case studies for inclusion in the Onboarding Toolkit published in May 23. By providing our best practices and learning from other MCA firms, we are committed to supporting each other in creating a culture that is inclusive of and accessible to everyone.

Arcadis Data & Reporting

We look at our diversity data to understand the different backgrounds and identities that make up our business. This gives us the opportunity to understand where our strengths and weaknesses are as an organization, and where best to target efforts to drive change.

We partake in the Annual Gender Pay Gap report and commit to improving gender balance in our business year-on-year. We analyze data from other perspectives including ethnicity, disability, and sexual orientation.



Spotlight: Career Ready

We know that the ambition of creating a more diverse and inclusive industry cannot be realized in isolation and cross-industry collaboration is crucial. In response, we partnered up with Career Ready to deliver a bespoke program for local school students that aims to increase social mobility.

Our Business Transformation Advisory – Career Ready program aims to support building a workforce of the future that collectively represents the communities that we deliver our solutions to. The initiative spans the entirety of our EDI strands, addressing Gender, Race, Age, Faith, Disability and LGBTQ+, with a focus on creating a future workforce that promotes social mobility imperatives.

Over the past year, we have reached over 200 students. 30 Business Transformation Advisory volunteers have supported activities to empower young people and give their talents a platform to flourish. Business Transformation Advisory enabled this through a range of activities.

- 10 Business Transformation Advisory colleagues were part of the Career Ready Mentor program.
- 6 Masterclasses were facilitated focusing on preparing students for assessment centers.
- ‘A Day in the Life Of’ Masterclass focusing on providing insights into our colleagues’ personal Arcadis journeys and apprenticeships.
- 6 paid summer internships provided by Business Transformation Advisory, supporting students’ future work ambitions.
- 66 applicants for the Career Ready program interviewed for places on the 2022 cohort.

A particular highlight was our “Day in the life of an apprentice” masterclass, in which we spoke to prospective apprentices about everything we do here at Arcadis and the Arcadis apprenticeship route. This gives students an insight into being an apprentice within the consultancy industry and what it’s like to deliver projects to clients globally.

The summer internships we offer through the Career Ready program also support local students in realizing their career aspirations and gaining workplace experience. These are valuable experiences that empower students from all backgrounds to have confidence in their career goals and equip them with the relevant skills to help them reach these goals.

“I learnt that you can get a challenging job, no matter what your background is”

Local student that attended Arcadis Business Transformation Career Ready Masterclass



“The most valuable thing I learnt during my internship was knowledge about apprenticeships, as I was struggling to discover what I would get into in the future.”
Feedback from one of our Career Ready summer interns.

“I have worked with Arcadis for over a year and they have been hugely supportive to the delivery of the program across London. They have recruited Arcadis mentors to work 1:1 with students, sourced volunteers to deliver career skills sessions and helped to set up 6 paid internships for Career Ready students over a month long period in the summer”

Sangeeta Bhopal
Career Ready Regional Manager

Sustainability

13. We commit to ensuring that our firms operate in an increasingly sustainable way and strive to ensure that sustainability is considered by our clients in our work with them.

We are pleased that the new Consulting Excellence principles reflect a strengthened commitment by members to embedding sustainability into the consulting industry. As Arcadians, we are committed to putting sustainable solutions at the heart of what we do. Our active, growing community of sustainability practitioners within our team are driving sustainability initiatives, increasing our awareness, knowledge and expertise.

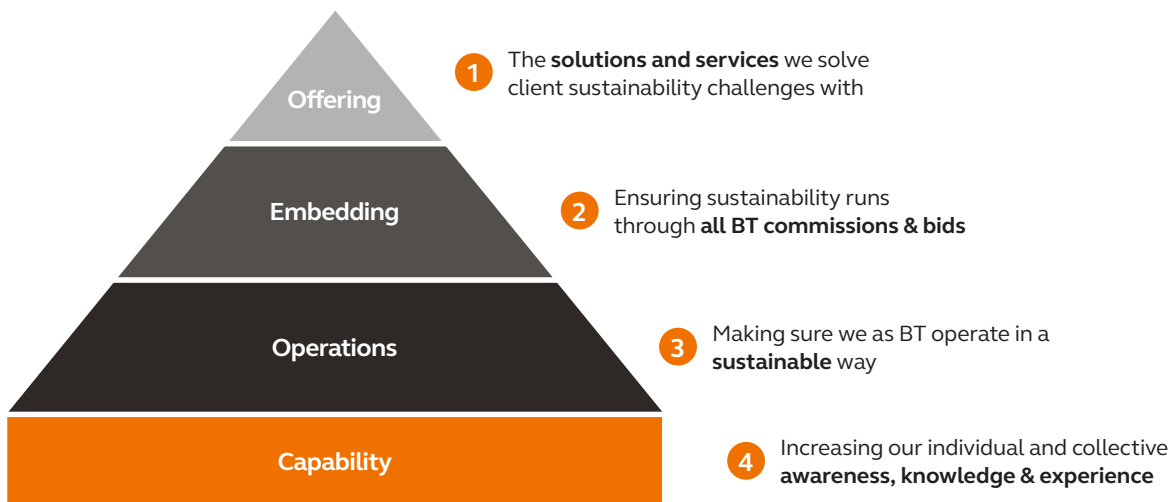
In 2023, we are continuing to follow a triple-bottom line approach to create social, environmental and economic value. We are only pursuing commissions and bids that align with our values and the advancement of our priority Sustainability Development Goals (SDGs).

Arcadis recently achieved a Platinum rating by EcoVadis, an independent sustainability rating agency. This puts us in the top 1% in our industry, as well as in the top 1% overall of the 90,000 companies assessed worldwide by EcoVadis in 2022. We use a Client Go/No-Go framework to identify and increase work with those clients that align with our sustainability ambitions. This allows us to ensure that, by the end of 2023, we will not be engaged in projects with a long-term negative impact on quality of life or the SDGs. By 2030, we aim to have reduced our greenhouse gas emissions to operate in line with 1.5C° science-based targets.

Arcadis' priority SDGs:



We have structured our sustainability activity in the following four areas:



1. Helping clients achieve their sustainability goals

We provide solutions that address our clients' greatest challenges and deliver sustainable outcomes that positively impact the environment, society, and the economy. We concentrate our efforts on developing solutions that focus on energy and carbon reductions, conserving nature and biodiversity, the circular economy, and climate adaption, whilst tailoring our solutions to our client's individual sustainability goals.

2. Embedding sustainability into all our projects

We continue to review our project content and processes to add in more sustainable practices. This includes in bidding and sales; for instance, our go/no-go procedure includes an assessment of client's sustainability actions and ambitions. Additionally, our delivery approaches are increasingly focused on sustainability, from reducing our own team's carbon footprint by limiting unnecessary travel to actively encouraging clients to consider sustainability within their project scope.

3. Making our operations sustainable

We have ensured our in-person whole team meetings have a positive environmental impact. We have looked at ways for our suppliers and attendees to reduce their environmental footprint and have offset twice our estimated carbon emissions as part of our net-zero, or 'net-positive', commitments. Our Career Ready program promotes social mobility, uplifting the 'People' side of our sustainable commitments.

4. Giving our people the skills to help our clients

We invest in upskilling our people, to help us and our clients be more sustainable. Arcadis' Sustainability Basecamp training module supports development, both individually and collectively. We provide monthly team-wide shares on sustainability topics to improve our understanding and awareness of sustainability within the Management Consulting market. This empowers our people to prioritize sustainability in the solutions we offer, and to support our clients in achieving their own sustainability goals.

In Business Transformation Advisory, we have a Sustainability Working Group that are constantly looking for ways to further our sustainability progress. This group is responsible not only for working to ensure our team operates as sustainably as possible but are seeking to further embed sustainability into our client work. By raising awareness and knowledge of sustainability within the team, the Working Group is equipping every Business Transformation Advisory member with the skills to discuss a client's sustainability needs and ambitions and work collaboratively with them to progress these. We are actively looking to grow our sustainability offerings, both on current client accounts and in new opportunities.

“Our Sustainability Working Group is driven by a shared passion for creating positive change. We are committed to developing our team’s ambition and capability to influence our clients’ decision-making in a more sustainable direction. Our goal is to create a long-term impact on how our clients integrate sustainability into everything they do - from strategic decision making to day-to-day activities.”

Eme Ikpeme,
Sustainability Working Group Lead





Spotlight: 3 Cities

The 3 Cities project is a unique collaboration between the city councils of Birmingham, Coventry and Wolverhampton.

Making up three of the councils of the West Midlands region, they have a combined Gross Value Added of £43bn and population of 1.8m. The aim of the 3 Cities' collaboration was to accelerate green economic growth, boost investment, address decarbonization and to support in addressing social inequality through utilizing their individual and collective strengths.

The collaboration identified a number of priorities. The first area of focus was on retrofitting their social housing stock to achieve net zero emissions and support in addressing increasing energy costs and the cost of living crisis. Delivering retrofit net zero works at scale across the 3 Cities is critical – housing makes up 35% of emissions, higher than the UK average, and the wider West Midlands region has one of the highest proportions of fuel poor households. With over 700,000 homes across the cities, this has the potential to be one of the largest retrofit programs in the UK, unlocking significant opportunities for investment, partnerships, supply chain growth, green skills and jobs and innovation.

Since 2021, Arcadis has acted as strategic advisor to the 3 Cities, supporting them in bringing to life their ambitions for collaboration. The work has included:

- Outlining a strong vision, goals, and objectives for the collaboration.
- Leading internal communications and stakeholder management.
- Leading External Affairs and communications, including building collateral, brand design and marketing associated with events including MIPIM, UKREiF and Local Government Association.
- Leading applications and bids for grant funding.
- Designing and running a working group on the cost of living across the three councils to share learning and approaches.
- Designing and mobilizing interim governance, operating model and benefits.
- Identifying and engaging stakeholders across the cities and nationally to mobilize enablers, including central government, industry and finance in the region.
- Researching and building a strong evidence database to create content-rich material including on housing decarbonization, energy transition, financial modelling and supply chain and procurement.

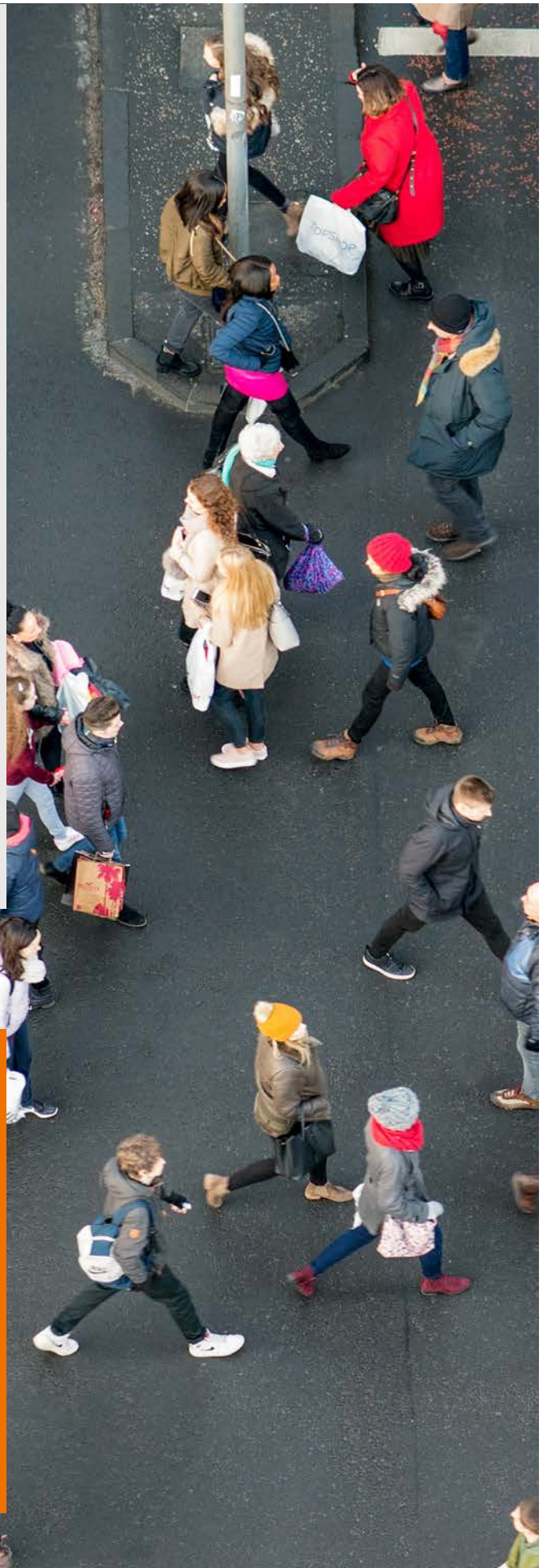
This work has been shaped and driven by our Business Transformation Advisory team, working in collaboration with subject matter experts from across our wider UK and global business. By combining unique skillsets and knowledge bases across the business, we have brought a diverse and passionate team spanning both advisory and technical expertise. In Business Transformation Advisory, this has included consultants from our Transformational Change, Capital Program Transformation, Digital Transformation and Procurement and Supply Chain capabilities.

The team has had to remain agile throughout, working within a volatile economic, political and social landscape. This has included addressing pandemic recovery, net zero carbon targets, implications of inflation, fuel poverty and rising cost of living.

All of this work has been with the intention of setting the 3 Cities' program up for success. The program is now progressing towards delivery, with combined £50m in grant funding awarded to the cities in 2023. The Project Team has now taken a step back, handing more responsibility over to the councils' own teams for delivery to ensure the sustainability of the 3 Cities' collaboration moving forward.

“The Arcadis team has been innovative, experienced, and great to work with. They have provided challenge, innovation and creativity which has helped develop a strong sense of partnership with Arcadis themselves and across our cities. Arcadis brought fresh perspectives to the work, which has been really valuable.”

Deborah Cadman,
Chief Executive Officer Birmingham City Council



Closing Remarks

Our 2023 Consulting Excellence declaration showcases how Arcadis' Business Transformation Advisory team has continued to embrace hybrid working, build our People Strategy on our journey to inclusivity, expand our sustainability offerings and to help our clients reach net zero carbon.

We strive to make a positive difference and deliver value for our clients. To see this endorsed through the MCA Awards in 2022 for our Lean Reporting work with Network Rail and in the Apprentice of the Year category is testament to our team.

Our work with the 3 Cities Project is a rich example of how we are supporting clients to realize their sustainability commitments and the complexities that many organizations are facing.

The Chartered Management Consultant (ChMC) award is the gold standard within our industry and has created the opportunity for our people to have their high standards of service excellence recognized. To date 30 Arcadians have been professionally accredited and three more have progressed to Assoc ChMC.

In 2023, we will continue to deliver consulting excellence in support of our clients, our people and our planet.

Zoe Bennion

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