

Arcadis MCA Consulting Excellence Declaration 2024

Introductory Remarks

At Arcadis, we see the benefits of a structured focus on professional development for our consultants. We are proud to continue to offer a CMI accredited ChMC Development Programme, ensuring our consultants have a clear path to develop professionally to the highest merit.



We have set ourselves ambitious targets for growing a community of Chartered Management Consultants and we are pleased to announce that we are making significant progress with 34 of our consultants having achieved Chartered status and three already recognized with the Associate Award.

2024 feels like the year that digital and generative AI will start to make its undoubtedly huge impact on our industry. We are well underway, trialling new tools and embracing the ideas and knowledge of our new generation of consultants. We have a well-established hybrid working model, 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. We are dedicated to staying at the forefront of technological advancements and leveraging AI to drive innovation and efficiency to meet client needs.

We are proud to promote broad diversity of thought, background, and educational base as a core value across the Arcadis business and our Management Consultancy team. We are committed to providing a psychologically safe space for our consultants to flourish. We will continue to display this in all that we do and in renewing our commitment to the declaration.

This year sees us launch a new global strategy at Arcadis - accelerating a planet positive future through sustainable project choices, digital and human innovation which is powered by our people. Our advisory capability sits as part of a large global network of technical experts that bring deep asset knowledge and practicality to our brand of management consulting.

Our dedication to sustainable development is one of the key conduits where we can have a real meaningful impact and a core reason our consultants join us. We commit in this declaration to ensuring we operate sustainably in our organization and with our client work. Sustainability is a part of everything we do and we will continue to improve in all aspects of our work.

Mark Howard,
Managing Director, Business 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:

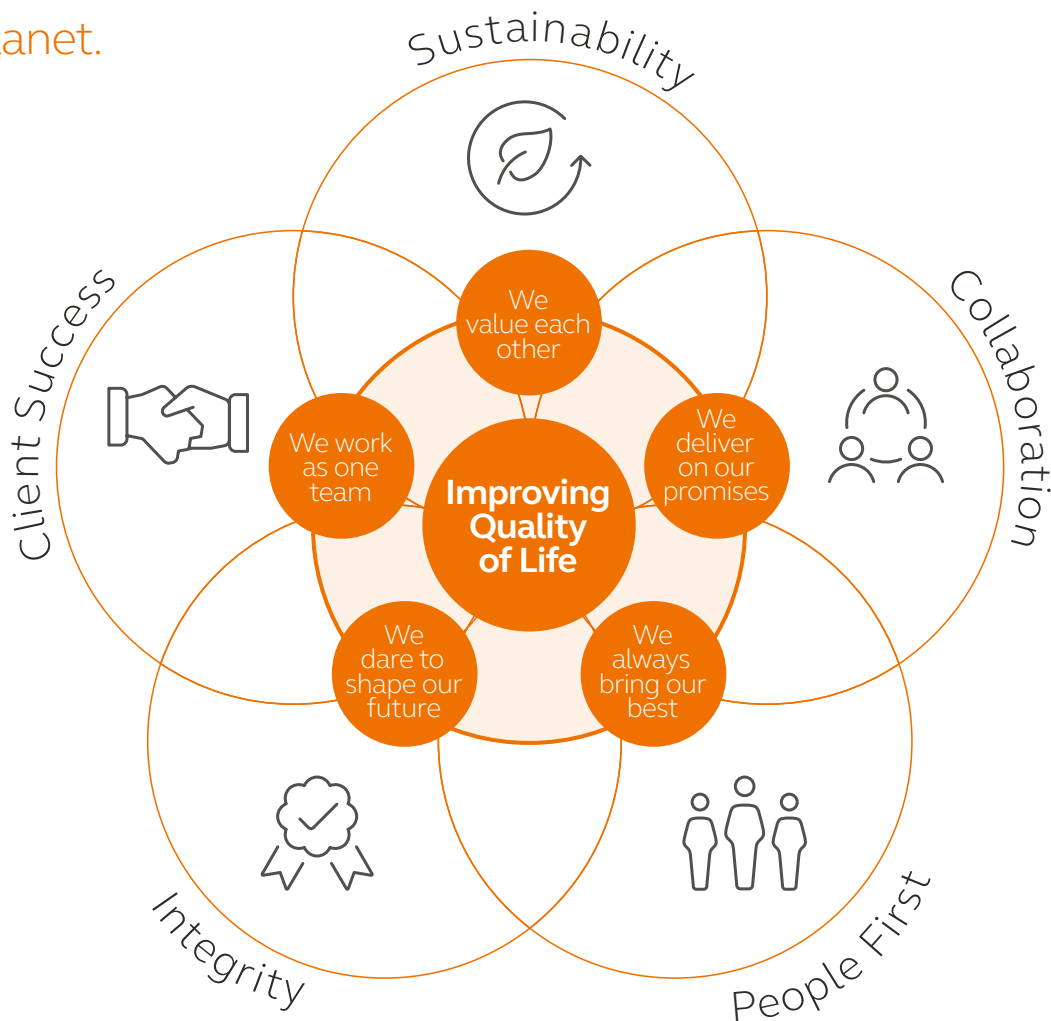
13. We commit to ensuring that our firms operate in an increasingly sustainable way and strive to ensure that sustainability is considered by our clients in our work with them.



Our Vision

Arcadis' management consulting team, Global Advisory, is committed to our strategy of accelerating a planet positive future through our impact. With our passion, our people, and the work we do with our clients, we aim to shape a more sustainable and equitable future for our planet.

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. Combining deep asset expertise with digitally enabled consulting skills, we help our clients find new ways to create value and deliver superior outcomes. We are powered by our people, transitioning to a Skills Powered Organization, ensuring the long-term resilience of our people and business through inclusive and diverse teams. Working with our clients, we have opportunities to shape the future of our world using our passion, our people and the work that we do. Guided by five core values, combined with five keystone behaviours, 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 other's 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' 2024-2026 strategy focuses on "Accelerating a Planet Positive Future", with three strategic focus areas: sustainable project choices; digital and human innovation; and powered by our people. In 2024, the Business Advisory team at Arcadis will focus on taking these solutions to a global audience.

- **Sustainable Project Choices:** We are partnering with clients to help them accelerate their transition to planet positive projects which have a lasting impact on energy transition, nature and biodiversity, and society. We choose clients who align with the 2050 Paris goals, sharpening our business selection criteria and integrating new client methodologies and tools to quantitatively measure sustainability.
- **Digital and Human Innovation:** We are amplifying our ability to address our clients' needs and future-proofing our business by identifying, developing and investing in smart products and solutions. This is by solving global challenges with data-driven solutions and investing in Arcadis as a smart, trusted organization.
- **Powered by Our People:** By transitioning to a Skills Powered Organization, we are ensuring the long-term resilience of our people and business while we create a future-proof organization for sustained success. For our people, this means a chance to bring their best selves to work and develop future-focused skills and rewarding careers.

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 Advisory and have a global leadership team, based in North America, Australia, and the UK. Our global reach across twelve countries and c800 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 2024. 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

In 2024, we launched our 2024-26 global strategy. This strategy shows a company-wide commitment to being intentional about our diversity, equity and inclusion. We are pushing towards becoming a Skills Powered Organisation, with greater empowerment of the workforce worldwide through skill building and supporting an equitable world. Through supporting our workforce with diversity, equity and inclusion, we can continue to produce innovative work for our clients.

Our Consulting Excellence declaration tells the story of how Arcadis' Business 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 Behaviour section. From our Shadow Board designed to promote transparency and connectivity across Business 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.

The Chartered Management Consultant (ChMC) Award has created the opportunity for our people to have their high standards of service excellence recognized, with Arcadis supporting 34 individuals with ChMC, 3 individuals with Associate ChMC accreditation, and even more working towards these. 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. This is 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 14 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, how to make cities more resilient in health pandemics such as COVID-19.

Local Sparks

Local Sparks aims to ignite your inner spark by inspiring you to invest your experience, knowledge, and passion in projects that have a positive impact on the environment and society. Community projects, driven by and for socially engaged Arcadians, are core to our social impact movement to improving quality of life.

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 annual 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.

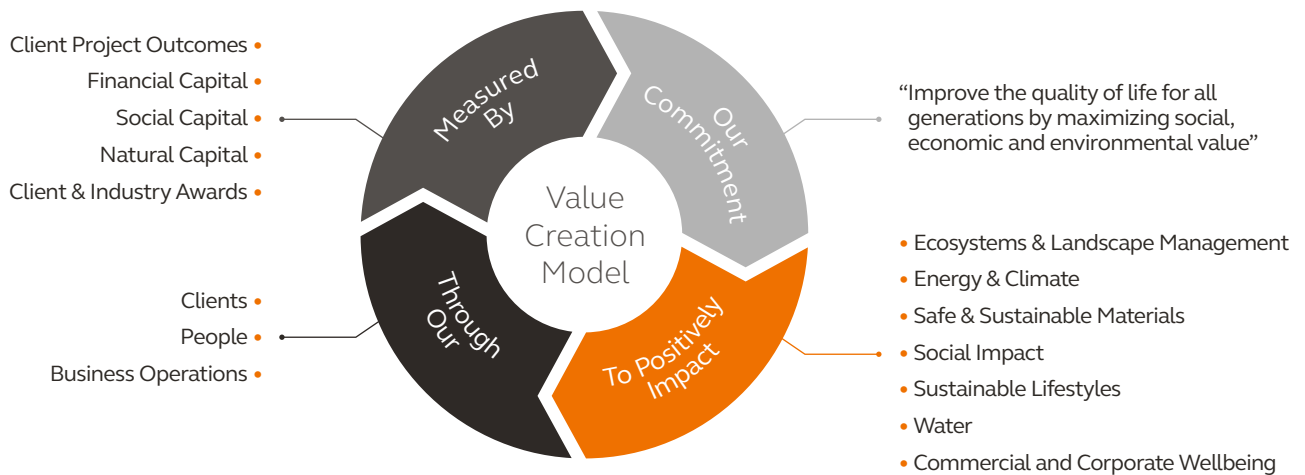
3. We foster an ethical culture

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 behaviours 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.

We are transitioning to a Skills Powered Organization, ensuring the long-term resilience of our workforce. We aim to create an environment where every employee can bring their best selves to work, fostering future-focused skills and rewarding careers. Central to this approach is the cultivation of inclusive and diverse teams, reflecting our dedication to social well-being, safety, and mental health awareness.

At Arcadis, we ensure that all voices have a chance to be heard through our Global Affinity Groups – Pride, Age Representation, Ethnicity & Heritage, Access & Neurodiversity, and Gender. We are specifically aiming to increase the percentage of women at Arcadis to 40% or more by 2026. Through our Global Affinity Groups, we are encouraging a diverse perspective throughout our work, aligned with our strategy of being powered by our people.



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 behaviour-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 behaviours and near misses. This helps to effectively mitigate any risks and ensure a best practice approach to health and safety, wherever our people are.

To assist with hybrid working, 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 behaviour, 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.
- Our Employee Assistance Programme (EAP), which is a 24/7 service that provides all Arcadians with access to a confidential helpline and website to facilitate support whenever is needed.



Client Service and Value

Arcadis has recently launched its business strategy for 2024-2026 to better align with our clients' evolving needs. Entitled '*Accelerating a planet positive future,*' it focuses on innovative and lasting solutions to ensure our clients can meet their project and business objectives.

The increasing cost of capital, rising energy costs, urgency towards decarbonization, supply chain constraints, skills shortages, the levelling up agenda and the need for 'speed to market' solutions are front of mind challenges for many of our clients, driving a greater focus on their asset and people performance.

What our new strategy means for our clients:

- **Sustainable Project Choices.** Sustainability is in our DNA, and we are committed to working in partnership with our clients to align business and project choices with the 2050 Paris goals. We will make deliberate bidding choices to reflect our values. We want to be a trusted partner to our clients, going broader and deeper across organisations to help them achieve the lasting impact and best value from projects.
- **Combining Digital and Human Innovation to Provide Greater Client Value.** We will blend Arcadis' global advisory teams – business transformation and management consultancy, investment advisory, digitally enabled solutions and products, and sustainability advisory - to offer a holistic approach from the outset, combining our deep subject matter expertise with cutting edge innovation, data, and technology consultancy.

Powered by People. Arcadis will continue to invest in our people by creating a Skills Powered Organization that will provide our people the skills to address future client needs. From 2024, we will be empowering our people to develop new skills – from energy transition consultancy expertise to digital fluency so that we are better positioned to help our clients find the best solution to their challenges.

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

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 roadmaps, supporting the procurement and deployment of technology, as well as the implementation of new products, solutions and insight services. Over the last year we have supported clients in reimagining the role Digital plays across Asset Management, Portfolio, Programme and Project delivery and through optimising Procurement and Supply Chain practices through optimised use of Data and Technology. We deliver improved outcomes across asset owner industries including Government, Transportation, Property & Estate Management and Utilities, amongst others. Examples of just some of the outcomes we deliver for clients include, asset resilience and whole life cost reduction, supply chain performance, leaner reporting and end customer service improvements. We pride ourselves on our independence with no vested interest in any technology solutions providing a truly impartial advisory service for our clients.

Strategy & Transformation

Within Strategy & Transformation, 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. The services we provide include Change Management, Behavioural Economics, Business Case and Benefits Management, Developing High Performing Teams, Operating Model Transformation, Organizational Effectiveness, Workplace Change and Transformation Leadership. Our services are designed to be delivered in collaboration with our clients, co-creating solutions, and transferring knowledge and along the journey - ensuring desired outcomes are achieved and a sustainable lasting impact delivered. We bring experience (capability), scale (capacity) and practical tools (e.g., digital) to clients to enable accelerated transformation and embed change.

Procurement & Supply Chain

The Procurement & Supply Chain 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 Advisory

Within Capital Program Advisory, we collaborate with clients to enhance the performance and predictability of some of the most significant infrastructure programmes in the UK and around the world, generating positive outcomes for people, planet, and profit. We leverage our deep asset knowledge, our business insight, our experience of managing large scale infrastructure investments and our proprietary tools (such as our multibillion-pound cost loaded insights engine and program maturity assessment frameworks) to enable infrastructure owners and investors understand challenges and navigate complexity in an increasingly uncertain world. As a result we have been able 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 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

The Asset Management Transformation team, part of the UK Business Advisory and Global Business Advisory practice, focuses on enhancing clients' organisational maturity for maximum asset value. This involves better planning, workforce upskilling and data-driven decision-making for sustainable outcomes. We are management consultants with an Asset Management specialism. Our team has diverse backgrounds in engineering, technical, commercial and business fields. The team offers advice and change programs in various sectors like rail, roads, water, energy, property, defence, environment and government. Our expertise in asset management and business transformation is bolstered by collaboration with Arcadis' technical, engineering, commercial, management, investment, sustainability and product specialists.



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

Integrity is one of our core values, and our approach on every commission is underpinned by our corporate commitment that:

- We deliver on our promises,
- We always bring our best, and,
- We work as one team.

Our Business Management System supports and enables our behaviours of transparency and responsiveness through a number of different mechanisms, including our comprehensive approach to Client Experience (CX) which we will cover in the next section.

In addition to our CX approach, our ‘Deliver to Results’ toolkit (part of our BMS) drives transparent and consistent service delivery.

Key Principles of ‘Deliver to Results’

The Deliver to Results toolkit is divided into four subphases, each is equally important to ensuring transparent and successful client delivery. The Commission Lead is the key point of ownership on all our projects and is responsible for leading the project through each of these.

Phase 1: Initiate Project

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.

At this stage we take the opportunity to establish:

- Mutual understanding of deliverables, scope, and schedule (including health and safety, and sustainability targets)
- Discussion of key project risks and opportunities
- Agreement on ways of working and communication to insure appropriate transparency (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.

Phase 2: Plan Project

Once we have set the initial parameters, we must ensure that our projects are planned effectively so that we continue to deliver the exceptional outcomes our clients expect from us. The Commission Lead will develop a Project Management Plan, setting out our delivery strategy. This plan sets out key information including scope, schedule, budget, quality, risks, SHE, resourcing, and billing information. This plan is shared at the internal kick-off meeting and validated with the client(s) at the external kick-off meeting, to ensure all that parties are sighted on our approach and aligned on the detail.

Phase 3: Execute and Control Project

Our Commission Lead influences and develops our teams to bridge the relationship between the client and Arcadis. We undertake monthly Project Reviews, to discuss performance, client satisfaction, change, health and safety, risks, and opportunities, to ensure that the project remains on track. These reviews are recorded on our system, and auditable. 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.

Phase 4: Close Project

Once we have delivered our full scope of work, we will review our Project Management Plan and ensure that all points have been closed out correctly. This will be discussed and confirmed with the client, and feedback obtained as to our performance on the project.

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

(1) Our approach is underpinned by our mission, goals, values, and behaviours

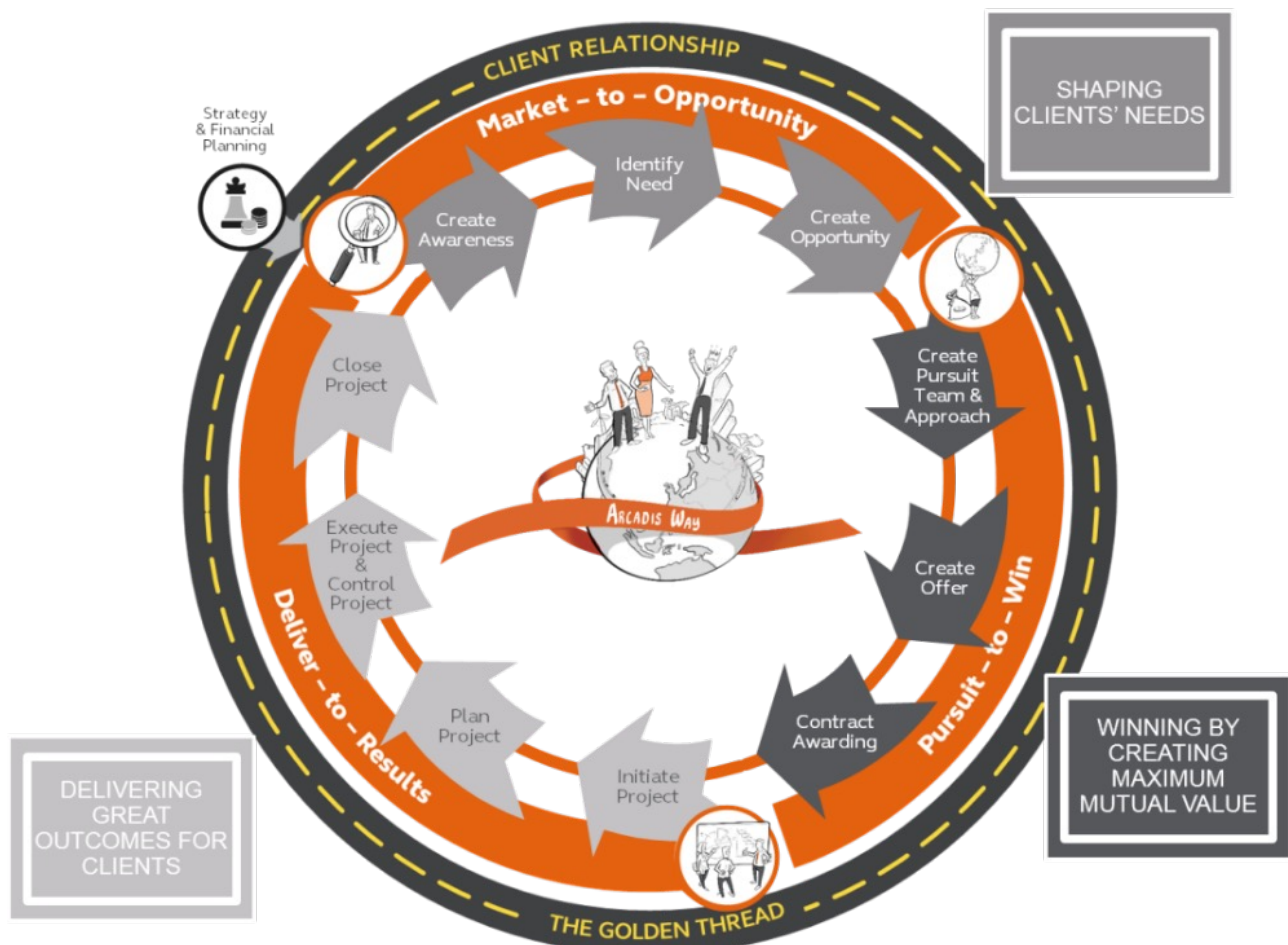
- **Our mission** is to *Improve the quality of life* and to *Accelerate to a planet positive future*.
- **Our goals** include Creating sustainable solutions, Delivering exceptional outcomes, Realising people's potential and Enjoying the journey, all of which instil a focus on continuous improvement.

These guiding tenets are delivered through 'The Arcadis Way.'

(2) Our Business Management System (BMS) is called 'The Arcadis Way' and governs our universal way of working to drive client service and value, and continuous improvement.

The Arcadis Way navigates people, behaviours, 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 evidence on the return on investment and business impact for our client.

There are three distinct stages of our BMS: Market to Opportunity, Pursuit to Win and Delivery to Results, which was covered in the section above. 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.**

The Arcadis Way brings all our global regions together, allowing us to differentiate ourselves from our competitors in terms of the skills, knowledge, behaviours, and supporting systems that support quality, learning and improvement on every commission with every client.

(3) Client experience (CX): our golden thread in everything we do

We strive 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 have a comprehensive approach to CX set out in the Arcadis Way:

- **Client Experience (CX) Program** embeds CX through a defined CX vision, strategic goals, and an enabling program.
- **Annual CX Survey** of our top 250 clients, which is run by an external provider on our behalf, to enable us to understand the experience we are giving clients in a rounded view.
- **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 externally accredited ‘Client Focus Academy’.
- **Our CX App** helps us to understand our clients’ needs through the collection and measurement of feedback in a consolidated manner. There are three levels of survey accessible on our App, set out below.
 - Self-perception CX snapshot to test how we think our client is feeling about Arcadis. This is undertaken by all client-facing consultants, monthly, enabling us to quickly build data points on how we perceive the client views our performance.
 - Client Project CX survey to check how our client is feeling about our project performance. This is 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.
 - 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).

- 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. Centralized results enable effective analytics and live dashboard reporting on PowerBI.

(4) Leveraging cross-Arcadis expertise and data to benefit our clients

We have Growth Leads across all sectors. 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 Advisory Service Capabilities to develop compelling propositions to address the challenges that each client faces.

(5) Mindset and passion

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 approach and culture. Each member of our team seeks to question and improve in all facets of their personal and team delivery.

Examples:

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

- 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 and energy sectors and providing safe and secure infrastructure in the private and public sector, including financial institutions.
- Business Advisory has led the restructuring of utilities, mobility, and private companies, as well as local and central government, through driving sustainable organizational change to optimize customer experience.

Spotlight:

Change Leadership

A proven methodology for achieving Cultural Excellence and Stakeholder Alignment

In today's dynamic business landscape, our clients must navigate a perfect storm of challenges; high attrition rates, resistance to change, inefficient teamwork, low employee engagement, sluggish decision-making, and disconnected supply ecosystems.

These challenges hinder progress, erode morale (and profit) and ultimately hinder the organization's ability to achieve its goals. Traditional change management approaches often fail to address complex issues, relying on top-down directives that fail to engage the people who have to do the changing.

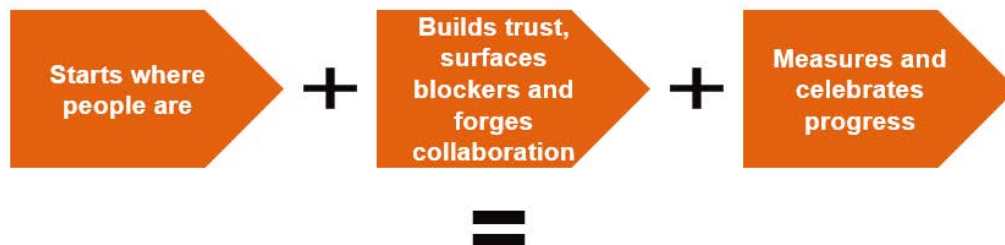
As part of our commitment to improving the value we deliver to clients, we have introduced a dynamic new methodology to Change Leadership, through a proven methodology that focuses on relationships, co-creation, and trust-building to help organizations effectively navigate these challenges by co-creating with stakeholders - and achieve sustainable success.



What is Culture Spark?

Productivity and business success depends on the way people feel and behave, so...

Culture Spark



Better relationships. Better business.

Culture Spark

Why change leadership matters

Our new service, Change Leadership and Cultural Excellence, empowers clients to unlock their people's full potential and achieve ambitious goals.

Behavioural science reveals cognitive biases that can either hinder or support change efforts. There's no denying that change can be challenging, and in times of change, people often resist top-down mandates and cling to the status quo.

However, empirical evidence clearly demonstrates that active involvement in co-creating change can create a cognitive bias, where people place higher value on things they partially helped to build or create.

Change Leadership is different to traditional change management as its relentless focus is on empowering individuals at all levels to feel excited by, and ownership of Change.

By fostering open communication, collaborative decision-making, and a culture of trust, Change Leadership overcomes resistance by aligning stakeholder build employee engagement, and drive continuous improvement.

Based on behavioural science, our approach nurtures strong relationships between stakeholders at all levels. Our toolkit dismantles silos, builds trust, and fosters a shared purpose, ensuring everyone works together towards common goals. It gives us a robust framework to empower leaders and teams to actively

address obstacles and shape solutions, resulting in deeper buy-in and more impactful results.

Through our Culture Spark collaborative workshops, and our proprietary approach of 'dens', alongside human centred communications strategies, we ensure that everyone's perspectives are heard, leading to informed and sustainable change initiatives.

The Change Leadership toolkit and approach can be adapted to any problem that involves people. It has driven considerable and measurable benefits for global corporations of all sizes, including Boston Consulting Group, Experian, and FIS Global, and within Arcadis itself to support integration, employee experience and Customer Centricity.

Spotlight:

BenchSmart Technology Transformation

In the midst of persistent challenges, such as increasing construction costs, rising inflation, and a dynamic industry landscape it became necessary for Network Rail to understand the drivers of their soaring costs or great performance. The Arcadis Digital Advisory team helped Network Rail leverage existing technologies to rationalise, structure and interrogate strategic insights from their project portfolio and drive best practice.

Arcadis was brought on board to support Network Rail's move to consistent, data driven benchmarking and an operating model that inspires confidence in stakeholders, enables better decision-making and identifies cost drivers and best practice, thereby improving efficiency and effectiveness of capital delivery.

To achieve this vision, Arcadis led the Cost Intelligence programme, a multi-year and complex set of deliverables which comprised the design and implementation of a new cost data framework alongside a suite of digital tools called BenchSmart. BenchSmart itself is composed of three parts: 1) standardized data collection processes, 2) robust governance processes to audit its accuracy, and 3) provision of accessible, accurate, and sustainable benchmark insights inspiring confidence in rail industry stakeholders to make effective decisions with taxpayer funding all supported by our expertise in change management, allowing a streamlined approach to adoption and rollout.

With the implementation of BenchSmart, Network Rail experienced a remarkable transformation from disparate and inconsistent benchmarking capabilities and data collection to becoming an industry leader in both. As a result, Network Rail's approach to benchmarking is now acknowledged and endorsed by regulatory bodies as a model for the wider industry.

This was made possible due to our sector-leading digital expertise in Digital Benchmarking and proven Business Change capability to effectively bring together people and technology. We practice an agile methodology to foster true collaboration with our clients and create novel innovative solutions to Network Rail's challenges - a central principle in our repeatable and scalable Performance Insights service. We are extremely proud to say that our work was nominated as a finalist at the 2023 MCA Awards in the Digital Transformation category, marking it the 2nd year in a row where one of our digital projects were finalist in the awards.



Our scalable and repeatable Digital Benchmarking proposition falls under our new Performance Insights Advisory capability. Our solution focuses on agile co-creation to design, delivery, and implementation, while also empowering employees at all levels of an organization to make data-driven decisions. As a result, Digital Benchmarking reveals an organization's personal best practices by harnessing their internal data. With a modular approach, Performance Insights creates flexible and custom solutions to a variety of industries, by leveraging the same methodology of our initial Network Rail project, to enable Arcadis to deliver innovative, agile, and market-leading data-based solutions that address a range of challenges not just in cost but looking at other areas such as carbon, social value, and other key metrics.



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 a firm with an accredited Chartered Management Consultant Award (ChMC) Program and are pleased to have supported 34 consultants to achieve Chartered status and 3 consultants achieve the Associate Award.

We have aligned our learning and development to the ChMC competency framework. This ensures that through the experiences our consultants receive, they are progressing against the competencies.

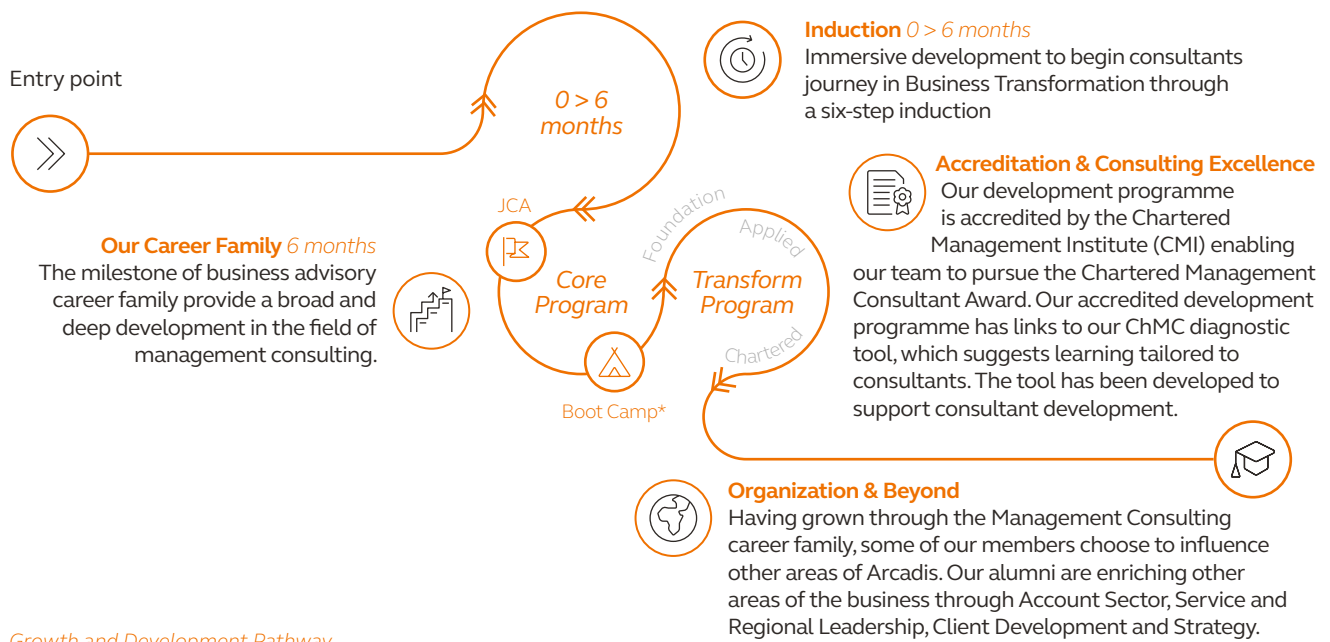
Growth and Development Pathway

Our Growth and Development Pathway, a Chartered Management Institute accredited ChMC 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 Advisory UK 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 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 Advisory UK. This is underpinned by various learning 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.



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 – Service Capabilities, Line Management, Junior, Consulting and Senior Consulting, 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 assemble 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 enrol in the Line Management Experience (LMEx) program to support a fluid transition from Manager to Leader, our line managers are the linchpin between strategy development and strategy execution. This virtual course equips our line managers with an array of skills, techniques and strategies to meet the changing face of line management. Also, our line managers can take advantage of LMEx Insights, a custom tool developed to gain insights on current attitude, ability and behaviour, allowing strengths areas for development to be highlighted. LMEx Live, a newsletter created for our people managers, includes information to help and support our line managers on their journey as well as connecting them to relevant strategy and transformation updates. LMEx 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 (Grow Perform Succeed) is a global Arcadis performance management approach underpinned by 360° feedback and goal setting. Our consultants have a GPS annual cycle to assess their performance based on goal setting, career conversations, skills and learning and a year-end summary. Putting our consultants at the centre of their development goals with a streamlined process empowering career ownership. Our process looks at Inspiring goals, Regular and meaningful conversations, Feedback Culture and Recognition of results and achievements. 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 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.

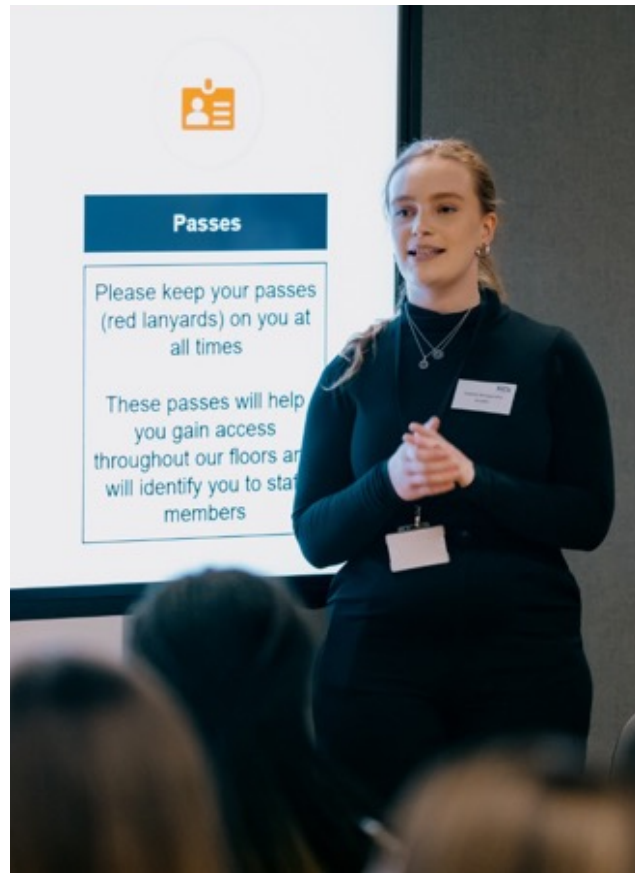
Expedition DNA:

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 early careers 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 early careers consultants in their career goals. Being a part of the Young MCA provides our junior consultants with access to training and insight from across the industry and sectors. We actively encourage our consultants to participate in MCA events, where they can network with peers, share knowledge, and gain valuable industry insights. We frequently facilitate shares to help new members of Arcadis understand the benefits of being part of the MCA and guide them through the process of progressing towards chartership. In the past, we have hosted Young MCA events such as 'How to propel your career to the next level', which was attended by 30 young consultants, and we look forward to hosting and supporting more Young MCA events in the future.



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

Business 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.

“Bootcamp was a great learning experience. Extremely informative in translating the nuances of commission delivery and client engagement in an interactive safe-space where we could put into action the specific learnings received throughout the week, and obtain feedback. It allowed me to be more reflective of my past projects and better be able to understand what I need to do to become a better consultant, particularly focusing on how to better engage and understand client problems

Ashhad Khan
Senior Consultant

Business Transformation Advisory Bootcamp

Bootcamp is a week-long interactive training programme to equip new consultants with core consulting skills and soft skills, as well as providing a solid foundational and practical understanding of project delivery.

Delivered by experienced consultants, and with a diverse cohort of colleagues taking part, the programme helps our consultants to better understand the nuances of client engagement, problem-solving, tailoring communication styles and information presentation for different audiences, team-working and leadership, and operating in challenging stakeholder environments. Ending with a case study based on a hypothetical scenario, the training programme also allows our consultants to put in practice the skills they have learned over the course of the week and present to a panel.

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.

Behavioral Science Crash Course

The course has upskilled and empowered our consultants to start thinking more behaviorally in their projects and addressing the people aspects of any client challenge. The team is able to identify and pursue more opportunities for behavioral science on their projects and this in turn will provide us with more possibilities to take behavioral science to market and grow the presence and impact of our Behavioral Change Unit. Increasingly using behavioral science on our projects will unlock extra value and success for our clients, significantly improving their desired change outcomes.

Over a four-week period, the Behavioral Change Unit (BCU) delivered a Behavioral Science Crash Course for Business Advisory. The course included four 30-minute interactive sessions introducing behavioral science alongside the DBII framework (Diagnose, Build, Implement & Iterate/Scale). Participants addressed the challenge of late timesheet submissions by 1) diagnosing desired behaviors and identifying barriers to achieving those behaviors, 2) building nudges to target barriers and influence behavioral change, 3) testing the effectiveness of their nudges to understand implementing methods, and finally, 4) exploring how to iterate and optimise the success of their nudges. The course concluded with insights into how to identify opportunities to integrate behavioral science into future projects to enhance our people focused solutions.

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.

“I thoroughly enjoyed collaborating with Danielle and Jen from the BCU to produce and deliver the Crash Course. Witnessing participants actively engage in the interactive components of the course and demonstrate enthusiasm for integrating behavioral science into their own projects was truly rewarding. On a personal level, this experience provided me with an opportunity to connect with the wider team and enhance my confidence in presenting”

Grace Cowlard
Junior Consultant

Spotlight:

Embedding chartership into our learning and development

Business Advisory (BA) is fully committed to the Chartered Management Consultant Award and has embedded its accredited ChMC Program into the learning and development and career journeys of our team.

Our Growth & Development (G&D) pathway is a key part of our Employee Proposition and is tailored towards our team achieving the ChMC Award, developing deep subject matter expertise, delivering value for clients, and having the careers that they aspire to.

The BA Academy is our learning and development platform which signposts information and learning materials from Business 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 BA 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' ChMC development journeys, we have designed a Chartered Management Consultant (ChMC) Diagnostic Tool, that identifies where consultants' competency levels are compared to the expectations of the ChMC Competency Framework. Enabling our consultants to understand where they are on their ChMC journeys and identify which areas they can improve on to be able to demonstrate competency at the standard required for the ChMC Award.

Every Consultant within the Business Advisory team who is on the ChMC Award journey is assigned a Chartership Counsellor who is MCMI ChMC Accredited. They provide advice, guidance and mentoring to support consultants identify and close gaps in competency and best articulate their consulting experiences in the written submission and professional discussion.

These tools and methods, as well as feedback from our community, has meant we have been able to create a holistic and inclusive development model that supports our team them on their journeys towards Chartership.



Spotlight:

Our Chartered Community

Chartered Management Consultants MCMC ChMC



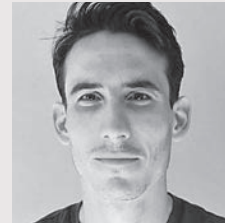
Doug Clayton
MCMC ChMC



Bonnie Shoemakers
MCMC ChMC



Graeme Summers
MCMC ChMC



Owen Prosser
MCMC ChMC



Lucy Williams
MCMC ChMC



Lewis McCormack
MCMC ChMC



Nick Jones
MCMC ChMC



Martin Chick
MCMC ChMC



Jo Wraith
MCMC ChMC



Siobhan Rose
MCMC ChMC



Alamin Haque
MCMC ChMC



Dima Fadda
MCMC ChMC



Zoe Bennion
MCMC ChMC



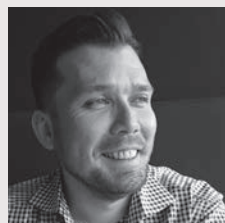
Callum Coleman
MCMC ChMC



Yssy Brown
MCMC ChMC



Holly McEwan
MCMC ChMC



Akio Menlove
MCMC ChMC



Kirsten McKelvie
MCMC ChMC

Associate Chartered Management Consultant Assoc. ChMC



Akram Halim
Assoc. ChMc



Charlotte Leech
Assoc. ChMc

Our team who are committed to becoming chartered in 2024



Jonathon Climie
MCMi ChMC



Georgia Hughes
MCMi ChMC



Mark Howard
MCMi ChMC



Stuart Taylor
MCMi ChMC



Abimbola Oyekoya
MCMi ChMC



Christopher Morgan
MCMi ChMC



Anouk Jaeger
MCMi ChMC



Kate Gardiner
MCMi ChMC



Daniya Imankulova
MCMi ChMC



Kristina Petrovskaya
MCMi ChMC



Deborah Hood
MCMi ChMC



Olu Amodeni
MCMi ChMC



Vivek Kapur
MCMi ChMC

Our team who are committed to becoming Associate Chartered Management Consultants in 2024



Gustavo Poggi
Assoc. ChMC



Markel Echaniz
Assoc. ChMC



Sadak Haajar
Assoc. ChMC

MCA Awards Success

Our Business Advisory team is delighted with the nominations of Jo Wraith for Chartered Management Consultant of the Year, Charlotte Leech for Young Consultant of the Year, and Amelia Elliot and Sophia O'Reilly for Rising Star Finalists at the prestigious MCA 2023 Awards



"I really enjoy the diversity of clients, sectors and organization's I work with day to day, and the variety of opportunities this has enabled me to undertake within my career journey. I am very

grateful for the encouragement and support Arcadis gave me on my journey to ChMC. As a leader within our business I am proud to be able to showcase the value of consulting excellence to our clients, and our people, to continue to support the consultancy sector's evolution and growth. Chartership is a key element of this and as such I am passionate about supporting others on their chartership journey through coaching and mentorship, and am proud to be recognised as a role model within this profession."

Jo Wraith
Chartered Management Consultant of the Year
- 2023 Finalist



"The opportunities and support around me within Business Advisory have been instrumental to my growth as a Consultant. I really feel that the whole team and leadership care for my

growth and other individuals' growth. In my short career so far, I've been lucky to have gained experience in a range of different projects where I've been able to develop my core consulting skills and build up my exposure to the infrastructure industry. I've always been encouraged to take on more responsibility on each project and been given feedback along the way, which has enabled me to work to my best ability. A highlight has been sponsoring our Junior Consultant Academy which has enabled me to help the development of others whilst building my leadership toolkit."

Charlotte Leech
Young Consultant of the Year - 2023 Finalist

Witnessing the remarkable growth and development of our team members as they hone their core consulting skills, gain invaluable experience across diverse projects, and earn recognition at such esteemed awards is both a source of immense pride and a testament to the calibre of talent within our organization.



"When I joined Arcadis as a graduate, I was a stranger to data, digital innovation and consulting excellence. Since then, Arcadis has proven to be a dynamic and encouraging environment in

which to build these skills and apply them to a real-world challenges in the UK infrastructure sector. I go to work each day with the knowledge that I am growing personally, becoming a better, more agile digital consultant - but also that I am helping our clients bring their digital ambitions to life within the built environment. Each day looks starkly different, with new concepts to learn, new digital tools to master and new people with whom to build trust and results. I am grateful that Arcadis grants me both the autonomy and support needed to own my career journey and the everyday client wins that contribute."

Amelia Elliot
Rising Star - 2023 Finalist



"Since joining Business Advisory as a graduate 3 years ago, the support I have received from the team has been incredible. The Junior Consulting Academy helped me shape my general

consulting skills and provided a safe place to practice these skills, whilst developing strong relationships with my peers. The support from senior colleagues on projects has enabled me to quickly learn about different industries, and the opportunity to collaborate with senior clients has greatly helped me build my confidence and personal brand. I have really enjoyed the different types of projects, clients and people I have learnt from and I can't wait to see what the future holds!"

Sophia O'Reilly
Rising Star - 2023 Finalist



Hearing from our Apprentices & Graduate Consultants

Our Management Consultancy apprenticeship scheme has grown significantly since its pilot year. We have recruited seven apprentices since our pilot year and seek to continue apprentice recruitment.

“Being part of the Business Advisory team at Arcadis as a Consultant Apprentice has been my greatest opportunity. It has allowed me to gain client experience whilst learning from colleagues with varying career paths. Arcadis’ Junior Consulting Academy is an amazing platform that provides junior consultants with a safe and welcoming community whilst supporting with career progression.”

Noor Aburas,
Apprentice Consultant

Our apprenticeship pathway has seen our apprentices progress to Junior Consultant, and then subsequently Consultant, roles. We have also had recent success at the MCA awards in the Apprentice of the Year category, as well as seeing apprentices successfully achieve Associate Chartered Management Consultant status.

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 can directly apply their academic learnings on the job, both on client projects and internal business initiatives, with a range of stakeholders.

During our pilot apprenticeship scheme, we employed two apprentices who are now both fully qualified and have progressed to Consultant positions. We continue to see the success of the programme, with Akram Halim becoming a Senior Consultant after having joined Arcadis through our apprenticeship scheme. Our apprentices proceed to a Junior Consultant role at the end of the scheme and are integral to our team’s overall success.

Our organization has continued to champion apprenticeships as an entry route into consulting through alignment with 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 Associate Chartered Management Consultant status after excelling as an apprentice at Arcadis.

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 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.

“During my placement year at Arcadis, the Junior Consultant Academy has been an invaluable resource, nurturing my professional growth and facilitating a smooth transition into my new role. The warm welcome and unwavering support from the community have made me feel right at home. Additionally, I have had numerous opportunities to challenge myself and expand my skills through engaging internal and client project work. I am grateful for the enriching experience and the chance to thrive within this dynamic industry.”

Chrisian Kumar
Trainee Consultant

“Joining the Management Consultant Graduate Scheme at Arcadis has provided me with a plethora of opportunities to develop my own consulting skills as well as provided me with invaluable insights across various industries that will aid me in my career. This has been catalyzed through my learning within the Junior Consulting Academy. Support surrounding developing client relationships, preparing workshops, and utilizing AI in a developing workforce, has allowed me to gain a sense of ownership in my work through raising my expertise through upskilling to add value in all the work I do.”

Jordan Kimani
Junior Consultant

The Graduate scheme provides a community and learning opportunities to ensure Trainee Consultants gain maximum value from their time with Arcadis; most then re-join us upon graduating university.

“Being part of the Graduate Scheme has provided me with a range of different skills to develop on. Training sessions during the Junior Consulting Academy has helped support and develop on skills such as developing dashboards, AI, cultural aspects of the business and give graduates a great way to gain access to mentorship within the business. The secure and supportive community has allowed me to integrate smoothly whilst creating rapport with clients on projects for the best outcomes.”

Eiman Nawaz
Junior Consultant

“The graduate scheme has helped me to develop my skills for consulting, allowing me to successfully add value to my project and team. The Junior Consulting Academy has allowed me to make more connections within the industry and given me a supportive environment through which I can plan and develop my career journey.”

Angelica Di Domenico Charry
Junior Consultant

Diversity & Inclusion

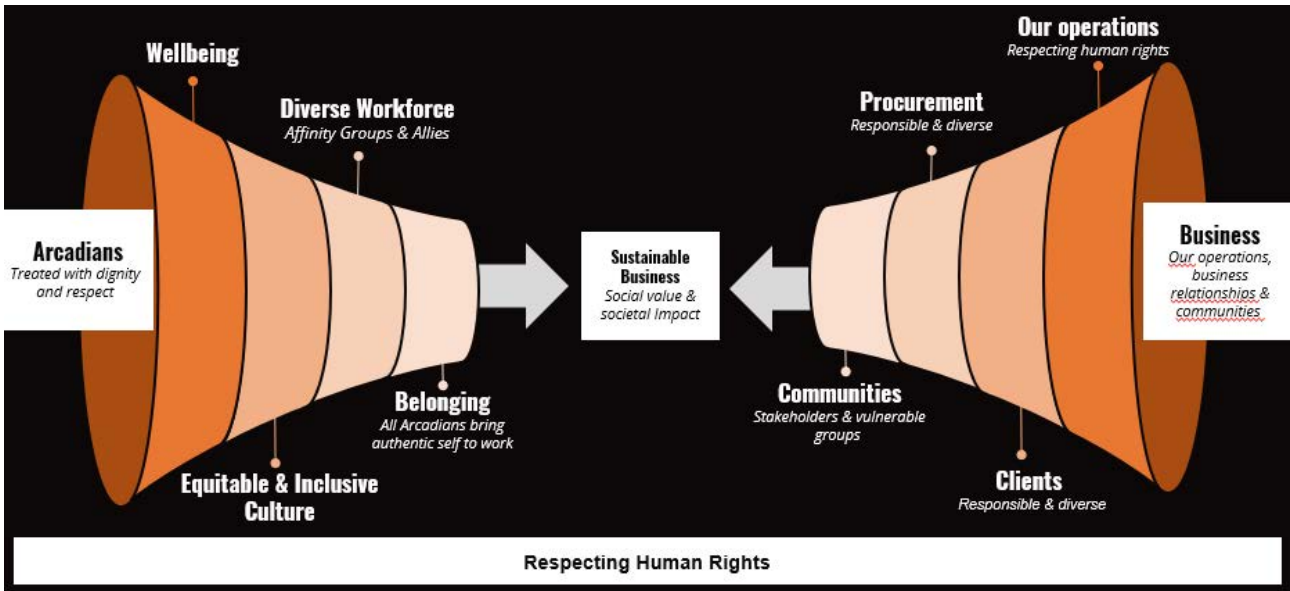
At Arcadis, an integral part of our commitment to improving quality of life is creating a dynamic working environment in which individual differences are valued and celebrated. By respecting human rights within our business and in the relationships with clients, supply chain and communities, striving towards solutions to meet pressing social challenges of our time.

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 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 equity goals into meaningful initiatives which we embed into our everyday working lives, proactively investing into our workforce to embrace the challenge facing our industry.



Our 2024 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 by Sunday Times as in the Best Places to work for in 2023 as well as Forbes' top consulting firms of 2023 and featured in Glassdoor's top 50 companies to work for 2024.

Arcadis has also 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 third year in a row.

Our Diversity, Equity, Inclusion and Belonging (DEIB), Affinity Groups and Human Rights workstreams have realized tangible results, including achieving the Disability Confident accreditation and winning the best mental health initiative at the Legal & General Awards. Diversity, Equity, Inclusion and Belonging (DEIB) are deeply embedded into our DNA and are cornerstones of our business. We are looking forward to continuing our push for change in 2024, continuing to create opportunities to improve quality of life and nurture an inclusive culture within everything we do in 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. Aligned with our new 2024-2026 'Powered by our people' Strategy. Our ability to continue to deliver truly excellent solutions for our clients is enabled through inclusive cultures in which everyone can bring their best.

Our leading-edge Diversity, Equity, Inclusion and Belonging (DEIB) program delivers excellence in ethical behaviour 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 strategy is placing inclusion at the heart of our decision-making behaviours and culture. There are several concurrent initiatives, old and new, that flow out of our 2024 Powered by our 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. With our new strategy, we have an aim on increasing the percentage of women at Arcadis to 40% or more by 2026.

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, allowing a greater sense of involvement. Each year, this program will be refreshed with a blind application process, providing more 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 Affinity Groups 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 behaviour 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 behaviours 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 to the MCA Annual Industry 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 are an active contributor to the MCA Diversity and Inclusion Working Group, and are supporting in the development of the next phase of the toolkit for 2024, which focuses on the full journey from candidate to employee to further development, which provides a collation of resources to improve equity, inclusion, and diversity initiatives within the MCA firms by gathering data, insights at each stages of the employee journey. By providing our best practices and learning with other MCA firms, through regular 4–6-week meetings sharing practices, plans and, learnings 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 analyse 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 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 Affinity Groups, encompassing Pride, Age Representation, Ethnicity & Heritage, Access & Neurodiversity, and Gender, with a focus on creating a future workforce that promotes social mobility imperatives.

Over the past year, we have reached over 150+ students. 40+ Business Advisory volunteers have supported activities to empower young people and give their talents a platform to flourish. Business Advisory enabled this through a range of activities.

- 11 Business Advisory colleagues were part of the Career Ready Mentor program.
- 6 Masterclasses were facilitated focusing on preparing students for their careers.
- A Day in the Life Of' Masterclass focusing on providing insights into our colleagues' personal Arcadis journeys and apprenticeships.
- 9 paid summer internships provided by Business Advisory, supporting students' future work ambitions.

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 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 2024, we are continuing to follow a triple-bottom line approach to create social, environmental and economic value. Through sustainable project choices, we are partnering with clients on projects that align with the 2050 Paris Agreement, maintaining our leading position with EcoVadis and Sustainalytics.

We use a 'Sustainability Lense' to embed and standardise sustainability in the projects we do. The lenses were developed from the UN Sustainable Development Goals that we prioritize, continuous stakeholder engagement and alignment to our own global business structure. This approach pushes us to be proactively focused on providing clients with thought leadership and innovative, sustainable solutions. This continues our commitment to accelerating the transition to Net Zero by 2035.



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 to decide which opportunities to pursue 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 commitment.

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 training modules support development, both individually and collectively. We provide 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.

Sustain Abilities

Arcadis, as a global leader in design and consultancy for natural and built assets, recognises the urgent need to address sustainability challenges, particularly in the face of the manmade climate crisis. In response to increasing client demands and the evolving sustainability landscape, Arcadis, through our Lovinklaan Foundation, have developed the 'Sustain Abilities' learning series in 2023. This series aims to equip all 30,000+ Arcadians with the knowledge, skills and understanding necessary to integrate sustainability into their work and align it with our sustainable project choices.

The purpose of the Series: Sustain Abilities is designed to align with our 2024-2026 strategy in prioritising sustainable project choices. It serves as a comprehensive training program that empowers employees to proactively contribute to sustainable outcomes in every project internally and externally. By providing a common language and understanding of sustainability, the modules within the course ensures consistent practices across Arcadis, supporting our commitment to environmental stewardship, social impact, and circular economy principles.

- **Engaging with client and stakeholders:** Equipped with the latest thinking on sustainability, Arcadians can effectively engage with clients demonstrating Arcadis' commitment to sustainable practices and delivering value added solutions.
- **Enhancing professional development:** By acquiring sustainability skills, knowledge, Arcadians can increase their professional growth and expand their capabilities in a globally essential field.
- **The modules empower all Arcadians to integrate sustainability considerations into their work internally and with clients, ensuring that every project aligns with Arcadis' sustainable project choices to contribute to a better future.**

Modules shown below cover a range of topics, providing employees with a comprehensive understanding of sustainability and its practical application.

1. **What is sustainability?:** Starting point for basic terminology & concepts around sustainability
2. **Arcadis' Sustainability Strategy:** Familiarisation with Arcadis' sustainability ambitions with clients
3. **Understanding (Y)our Impact:** Understand the impact we can create for stakeholders on projects
4. **Greenwashing Risks & Lessons:** Focus on unethical practices of greenwashing & how to avoid it
5. **Applying Sustainability in Projects:** Embedding sustainability in our projects
- 6a. **Understanding the Carbon Challenge:** Explaining the causes of greenhouse gas emissions
- 6b. **Applying Sustainability in Projects:** Overlooking various decarbonisation strategies & showing them implemented in a project

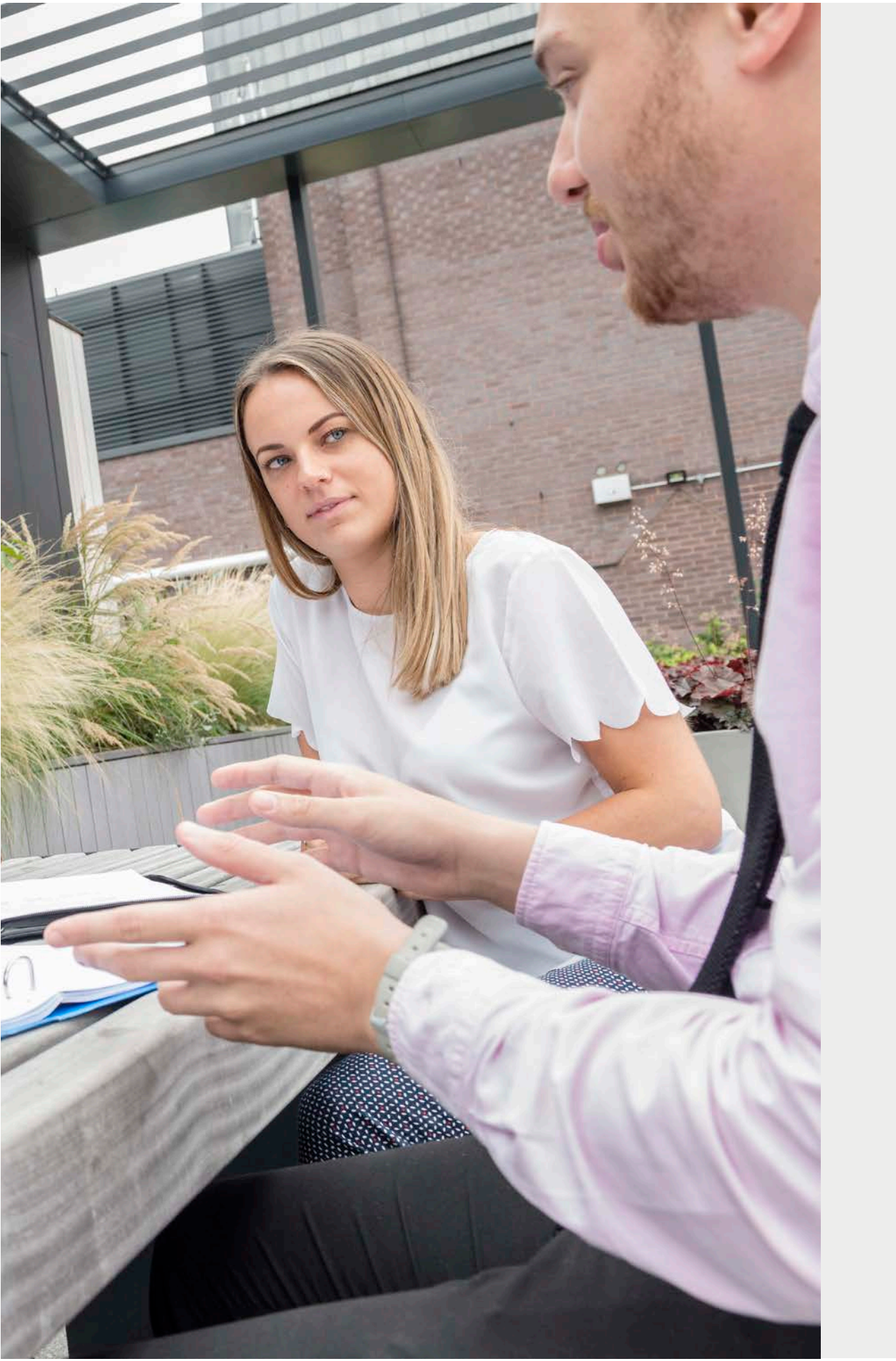
Our Sustain Abilities series is a crucial component of Arcadis' efforts to upskill its workforce in sustainability. By providing a centralised and easily accessible platform for training, the series ensures all Arcadians have the opportunity to invest their own development and understanding of sustainability. Providing employees with their own necessary tools, knowledge, and resources to integrate sustainability into their work and contribute to sustainable project choices. Arcadis aims to continue to foster a culture of sustainability and empower its employees to make a positive impact on the global climate crisis.

Sustainability Working Group

In Business 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 Advisory member with the skills to discuss a client's sustainability needs and ambitions and work collaboratively with them to progress these. We also collaborate with the wider Arcadis business, for instance our Sustainability Advisory team, to maximize the sustainability benefits we can offer clients. Through a combination of upskilling our team and drawing on the knowledge and expertise across Arcadis, 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: City of London

Climate change is one of the most pressing challenges of our time, with global scale implications on the environment, economy and society. In response to the climate crisis, businesses, cities, and countries are committing to achieving Net Zero and improving climate resilience – decarbonising to mitigate the impacts of climate change, whilst preparing for impacts in likely future climate scenarios.

The City of London Corporation (CoLC) has adopted a Climate Action Strategy (CAS), committing to:

- Achieve Net Zero carbon emissions from CoLC's own operations by 2027
- Achieve Net Zero carbon across investments and supply chain by 2040
- Support the achievement of Net Zero for the Square Mile by 2040
- Climate resilience in buildings & public spaces

Given the diversity and historic significance of the CoLC's portfolio, standard approaches to addressing these issues may not apply, so a broader range of innovative and bespoke solutions are needed. The CoLC engaged in a strategic partnership with Arcadis to advance their Net Zero targets and establish effective delivery programs. Over the course of this collaboration, several key initiatives have been delivered. These include:

1. **The Centre of Excellence** - Three secondments with a focus on embedding sustainable practices and resilience measures into the CoLC's asset portfolio and the broader Square Mile.
2. **Sustainability Design Standards & Technology Guide** - Development of Sustainability Design Standards to address sustainability and resilience considerations applicable at all stages of new developments and major refurbishments. These standards serve as a framework to guide CoLC Project Managers, Project Delivery Teams, Designers and other Stakeholders with consistent sustainability and resilience guidelines and expectations, ensuring they align with the CoLC's sustainability goals. Development of a supplementary Technology Guide, that provides details on the application of technologies to support with the transition to Net Zero.
3. **Climate Impact Modelling** - Undertook climate impact modelling, employing a software platform to construct a 3D model of The Square Mile, providing CoLC with insight into potential climate risk projections for heat stress and flooding for up to 80 years. This approach allowed for the mapping of climate hazards and the creation of a risk matrix to assess potential threats to specific assets within the Square Mile. As a planning authority, investor, landlord and building operator, potential direct and indirect impacts of climate change need to be understood, communicated and acted upon.

The Asset Resilience Portal enables the user to visualise the extreme weather impacts, along with an overview of the asset, impacts and the proposed interventions.

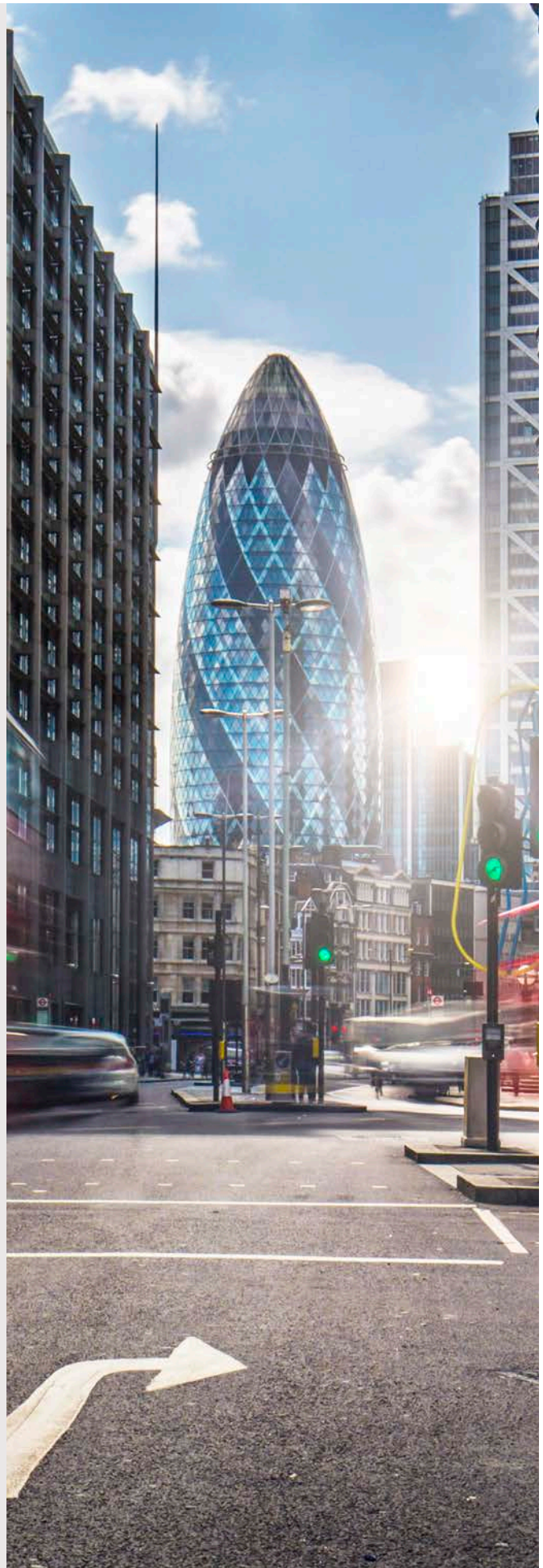
- 4. District Heating Strategy** - Developed a forward-looking strategy for CoLC's District Heating System (Citigen), accompanied by the development of three masterplans aimed at establishing future heat networks. This strategic vision provides a roadmap for the city's energy infrastructure, emphasising sustainability and resilience in the post-2027 landscape.
- 5. Carbon Consideration in Planning** - Undertaking reviews of planning application carbon option studies to support the CoLC's planning application process. This meticulous examination ensured that robust carbon considerations were integrated into the planning phase, aligning with commitment to a Net Zero future.

This collaborative partnership has brought better knowledge, understanding and expertise into business-as-usual practice in the CoLC, enhancing improved sustainability performance and reducing risk through more informed decision making. These initiatives have improved stakeholder understanding, engagement and collaboration through interactive and integrated solutions.

Arcadis continues to support the CoLC embed sustainability and in the delivery of the Climate Action Strategy, accelerating a planet positive future.



City of London Asset Resilience Portal



Closing Remarks

Our 2024 Consulting Excellence declaration showcases how Arcadis' UK Business Advisory team is embracing our strategy to accelerate a positive planet future, through digital and sustainability initiatives and the shift to a Skills Powered Organisation.

Social Value creation is an imperative for us all and we are proud of how our team are contributing to solutions that meet the pressing social challenges of our time as well as innovating with generative AI and emerging technologies.

With the fast-paced advent of AI and emerging technologies, there is much discussion as to what these may mean for our clients, our industry and the effect on skills and focus of consultants within. This said, there is a constant and that is delivering value for our clients through the demonstration of consulting excellence and this must consider how best to leverage these advancements responsibly and ethically.

Our team is empowered to bring their full self to work, promoting a human centered, psychologically healthy, and safe environment underpinned by social justice, diversity, equity, inclusion and a culture of belonging. Our Net Promotor Scores of +50 suggest the cultural climate we offer is well received.

For Arcadis, The Chartered Management Consultant (ChMC) Award and offering an accredited ChMC Development Programme serves as a benchmark of quality and trust, signifying our commitment to providing highly skilled consultants who value ethics and professionalism and are seen as trusted advisors.

Our Chartered Management Consultant community continues to grow with another 16 of our team committed to securing either Assoc ChMC or ChMC in 2024.

Another benchmark for consulting excellence are the prestigious MCA Awards.

Our team is making a positive difference in society in partnership with our clients and I am proud to see this independently recognised in the MCA 2023 Awards with six finalists:

- Chartered Management Consultant of the Year
- Young Consultant of the Year
- Rising Star
- Technology Transformation and
- Change and Transformation in the Public Sector

In 2024, we will continue to deliver consulting excellence in support of our clients, our people and accelerating to a positive planet future.

Zoe Bennion MCMi ChMC

Associate Director, Business Advisory

MCA Council Member & ChMC Working Group Chair



Spotlight:

Arcadis MCA Team



Zoe Bennion

- Council Member
- ChMC Working Group Chair
- ChMC Communications Committee
- Communications Committee Rep



Valia Grigoriadou

- Diversity & Inclusion Working Group Rep



Caroline Pallister

- Health & Social Sector Working Group Rep



Lewis McCormack

- Private Sector Working Group Chair



Kate Gardiner

- Public Sector Working Group Rep



Martin Chick

- Sustainability Working Group Rep



Annie Garry

- Young MCA Council and Universities and Networks Vice-Chair
- Young MCA Executive Committee



Louise Robinson

- Women In Consulting Working Group Rep
- MCA Awards 2024 Coordinator



Cenk Uzunoglu

- MCA 2024 Consulting Excellence Lead



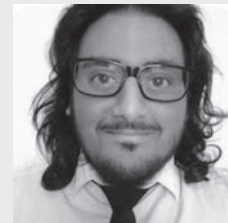
Michelle Osborne

- Women in Consulting Working Group Rep
- MCA 2024 Consulting Excellence Declaration Team



Jordan Kimani

- MCA 2024 Consulting Excellence Team



Zuhayr Safa

- MCA 2024 Annual Industry Survey

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