ARUP

CO2 Performance Portfolio

Communication Plan

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Arup B.V.
Beta Building Naritaweg 118
1043 CA
Amsterdam
Netherlands
arup.com

ARUP

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		Name	K Komarnyckyj	H Duijndam	T Salusbury
		Signature			
		Filename			
		Description			
			Prepared by	**Checked by**	**Approved by**
		Name			
		Signature			
		Filename			
		Description			
			Prepared by	**Checked by**	**Approved by**

	Name
	Signature

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1. Introduction

1.1 Purpose of this Report

At Arup we aim to contribute towards a more sustainable future. Arup in the Netherlands has adopted the CO_2 Performance Ladder as a tool to map and reduce CO_2 emissions. The aims of the CO_2 Performance Ladder are in line with:

- Arup's Global Net Zero GHG Emission Statement;
- Arup's Global Net Zero Carbon Strategy; and
- Arup's Europe Region GHG Emissions Reduction Plan.

The targets in these documents are set until 2030 with a reference year of 2018.

Reporting within Arup is unusually based on the Arup Financial year which runs April to April. For the sake of CO2 reporting, the data is reported on a standard calendar year. In this way the data collection is more aligned with standard practice of reporting in energy and mobility. The reporting period for this report is January 2022 until December 2022.

Measuring and reporting of the carbon footprint of our organisation is a fundamental first step in our action cycle. Our footprint is reported every year in accordance with the GHG-protocol and ISO 14064-1, as to comply with our CO_2 Performance ladder certification.

1.2 Organisation

Arup B.V. was established in the Netherlands, Amsterdam in 2001. From 2019 onwards the group leader has been Tudor Salusbury. The management structure was divided into the following three business units since 1st of April 2022:

- Sustainable Industries
- Sustainable Properties
- Sustainable Cities & Transport

2. Communication

Arup uses both internal and external channels to communicate the implementation of the CO2 Performance Ladder. Each channel contains content targeted to a specific group or audience.

2.1 Target Groups and Communication Content

Table 1 shows the internal and external target groups identified for communications related to CO2 reduction.

Table 1: Target Groups

Target Group	
Internal	Employees Project managers Business units Leaders Management team
External	Arup Global and Arup companies

Target Group	
	Clients: public and private sector Sector / network associations and knowledge exchange platforms: SKAO "Stichting Klimaatvriendelijk Aanbesteden en Ondernemen: Project partners: architects and engineering firms Students and potential employees

Table 2 describes the content of communications applicable to the target groups.

Table 2: Content of communication for each target group

Target group	Content of communication
General	Reduction target and progress of Arup B.V. in meeting these targets
Internal	Actual footprint, reduction goals and measures to be taken to reduce emissions (All internal target groups) Measured progress in reducing emissions (All internal target groups) Expected / measured environmental performance of projects using Power BI dashboard (Project Managers, Business Unit Leaders & Management team) Environmental audits on projects (Project Managers, Business Unit Leaders & Management team)
Arup Global and Arup companies	Progress of Arup Netherlands in complying with Arup Regional and Global sustainability strategy and plans. Progress of Arup B.V. in meeting reduction goals
Clients, Sector and knowledge exchange platform	Carbon footprint, reduction targets and measures (to be) taken. Progress in meeting reduction targets Our measures and visions about a collaborative progress towards more sustainable designs
SKAO	Documents and links required according to certified level requirements of CO2-performance ladder Valid certificates
Partners and clients	Continuous reporting on design propositions, feasibility studies and decisions to increase the sustainability outcome of a project

2.2 Internal Communication Channels

Multiple channels to convey our message and information and reasoning around CO2 reduction internally to employees. These channels are described in this section.

2.2.1 Arup Intranet

The Arup intranet in a constant source of information regarding sustainability and CO2 reduction in Arup at a Global, European and Group (local) level. The following intranet sites should be the starting point for any internal Arupian looking for information on sustainability and CO2 reduction:

- Global Sustainability Page – this page contains links to Global Sustainability Policy and Strategy, Global Sustainability Reports and Global KPIs.
- Europe Sustainable Development site – this page contains links to the Europe Region Plan 2020-2030 and other applicable commitments, networks and strategies.

- Netherlands Sustainable Development site – this page contains country specific information including the Netherlands Group Sustainable Development Plan 2021-2023 which translates the Group and Regional Strategies into a local plan.
- Global Newsroom – the Global newsroom reports on Arup news throughout the company. It is possible to search by topic and there is a Sustainable Development topical page.
- Europe Newsroom - the Europe newsroom reports on Arup news throughout the company.

2.2.2 Training

Training is another channel used to communicate the importance of sustainability and CO2 reduction to internal Arup staff, as well as equipping them with the skills necessary to implement this on projects.

Sustainable development is at the heart of our Arup Strategy. It is our purpose. It is how we will shape a better world. We train our people to making sure that they can deliver this complex task.The way we train our people is based on four pillars:

Act: Deliver projects, products, services and solutions that create shared value and drive innovation.

Influence: Use our knowledge and networks to lead the way and shape the markets in which we work.

Learn: Build capability and deep expertise through research, learning, knowledge management and communications.

Enable: Integrate sustainable development in our operations and business practices.

Specific training includes:

- Sustainable Development Learning paths - All staff members can enrol through our internal training system Moodle on to this learning path.
- BREEAM-nl
- GPR gebouw
- LEED
- Dubocalc - training course for all staff members, on a subscription basis, in order to link up with the standard sustainability measurement tool used by RWS.
- UNSDG's
- Sustainability training drive - In late 2021, the Infrastructure team initiated a Sustainability training drive with the intention to upskill the team in sustainability. Participants were encouraged to complete 8 online modules to participate in a lottery for small prizes. The Infra-initiative was followed up in January-March 2022 with an Arup BV level initiative along the same lines.

2.2.3 Group Meetings

The primary channel for internal communication is the Group Meeting. These meetings are recorded and widely shared within Arup Netherlands. These meetings provide an opportunity for discussion and questions. Table 3 records examples of discussion of our sustainability topics during Group Meetings in 2022.

The Group Meeting MS Teams Chat is also regularly used as a communication channel for informal messages for the whole Netherlands Group. Examples of these communications are recorded in Table 4.

Table 3: Examples of Sustainability Topics covered during Group Meetings in 2022

Date	Topic	Link
22-02-2-22	The design of the VoloPort with the UN Sustainable Development Goals	Group meeting 22 February 2022.pptx
22-02-2-22	Rivian transitioning to sustainable energy	Group meeting 22 February 2022.pptx

Date	Topic	Link
05-04-2022	Our services teams and Young Arup to organise interactive (hybrid) workshops to help business to move forward to finding better ways for a sustainable future for our clients and with our clients/ experts in a field	Group meeting 5 April 2022.pdf
05-04-2022	EWB strategic partnership. A long-term and sustainable project to make a change	Group meeting 5 April 2022.pdf
05-04-2022	Biodiversity in building projects	Group meeting 5 April 2022.pdf
26-04-2022	Our own carbon emissions at ARUP bv	Group meeting 26 April 2022.pptx
25-05-2022	Green business club energy event	https://greenbusinessclub.nl/sloterdijken/
07-06-2022	Skills Transformation and Transforming Skills Networks enable the Global Portfolios through their membership and re ach, pivoting skills at Arup to create capability for a sustainable future.	Group meeting 7 June 2022.pptx
05-07-2022	Whole Life Carbon Initiative: Zero Platform Launch	Group meeting 5 July 2022.pptx
06-09-2022	Echo TU-Delft. Netherlands most sustainable campus building	Group meeting 6 September 2022.pdf
06-09-2022	Green Business Club Sloterdijk – Microgrid challenge	Group meeting 6 September 2022.pdf
06-09-2022	EU game changers and Dutch Policy Programme on Climate	Group meeting 6 September 2022.pdf
20-12-2022	Ontwerpopgave MIRT-Verkenning OV-Knoop ‘s-Hertogenbosch	Group meeting 20 December 2022.pptx

Table 4: Examples of Sustainability topics shared in Group MS Teams messages in 2022

Date	Topic	Link
14-04-2022	Circular economy	link
10-06-2022	Scriptie presentative brandveilig ontwerp van massieve houten gebouwen (sustainable)	https://nipv.nl/scriptie-over-brandveilig-ontwerp-van-massieve-houten-gebouwen-winnaar-nipv-vvba-scriptieprijs-2022/
23-06-2022	Reconnecting with nature. Biodiversity & ecology at Arup	Shared by: Florence Hunnekens
29-07-2022	Arup Zero (tool for carbon tracking of our projects)	Shared by: Oliver Bate https://zerotracker.net/
27-08-2022	Bridges to Prosperity	http://Arup-rwanda2022.Squarespace.com
30-08-2022	Plastic Whale and Vepa	https://vepa.nl/plastic-whale-by-vepa/.
02-09-2022	Bridges to Prosperity	https://arup-rwanda2022.squarespace.com/
18-09-2022	3 tips to adjust your boiler settings to save gas	https://www.consumentenbond.nl/cv-ketel/afstellen-van-je-cv-ketel

Date	Topic	Link
19-09-2022	An overview of current small (or bigger) incentives which might inspire you in being more sustainable	Shared bu: Filique Nijenmanting
19-09-2022	Trias energetica	https://www.homewizard.com/p1-meter/
18-10-2022	Product for Product.	https://webshop.productforproduct.nl/informatie/plant-een-boom-
29-11-2022	Digital Transformation Award with Zero platform	https://arup.sharepoint.com/sites/news-global/SitePages/Our-Digital-Transformation-Award-winners.aspx?OR=Teams-HL&CT=1669652078570&clickparams=eyJBcHBOYW1lIjoiVGVhbXMtRGVza3RvcCIsIkFwcFZlcnNpb24iOiIyNy8yMjEwMjgwNzIwMCIsIkhhc0ZlZGVyYXRlZFVzZXIiOmZhbHNlfQ%3d%3d#and-the-winners-are...

2.2.4 Emails

Email is key communication channel for communicating with internal Arup staff. Table 5 records examples of the sustainability related email communications in 2022.

Table 5: Examples of Sustainability communications via email in 2022

Date	Topic	Link
25-02-2022	Introducing the Circular Buildings Toolkit	https://www.arup.com/news-and-events/arup-and-emf-introduce-circular-building-design-toolkit
07-04-2022	Social media campaign | Active travel & Inclusive design	https://arup.sharepoint.com/sites/news-europe/SitePages/Social-Media-Spotlight---Active-Travel-&-Inc.aspx?OR=Teams-HL&CT=1649319214906&params=eyJBcHBOYW1lIjoiVGVhbXMtRGVza3RvcCIsIkFwcFZlcnNpb24iOiIyNy8yMjAzMDcwMTYxMCJ9
16-06-2022	Reconnecting with nature. Biodiversity & ecology at Arup	Shared by Hester
26-09-2022	Almere's Circle Bridge – social media content	Shared by Hester
29-09-2022	Running Out of Time, the world's biggest climate change relay	https://running-out-of-time.com/route/netherlands/
09-11-2022	World Quality Week - Safety in Design quality	https://arup.sharepoint.com/sites/news-global/SitePages/World-Quality-Week-2022.aspx
19-12-2022	OhMyGood Christmas gifts. Fairer, more sustainable and more inclusive.	https://ohmygood.nl/

2.2.5 GIKI

In December 2021 Giki Zero was made available to all staff, to evaluate their personal carbon footprint one step at a time. Giki Zero is an app which provides you with your own personal path to reach zero carbon emissions based on several factors such as food choices and travel habits. With our working unbound policy the boundaries between work and home become less clear, this app will allow people to improve their personal carbon footprints along the improving of our corporate carbon footprint. Use of this app continued in 2022.

2.3 External Communication Channels

Our work and our solutions are communicated externally in various ways.

2.3.1 Arup website

The website is Arup's primary method of communication with external parties. As can be seen in Figure 1, the landing page focuses on sustainable development. Our sustainability offering, including decarbonisation, is communicated through our Climate & Sustainability Services page.

Arup also communicates its participation in the CO2 Performance Ladder through the website.

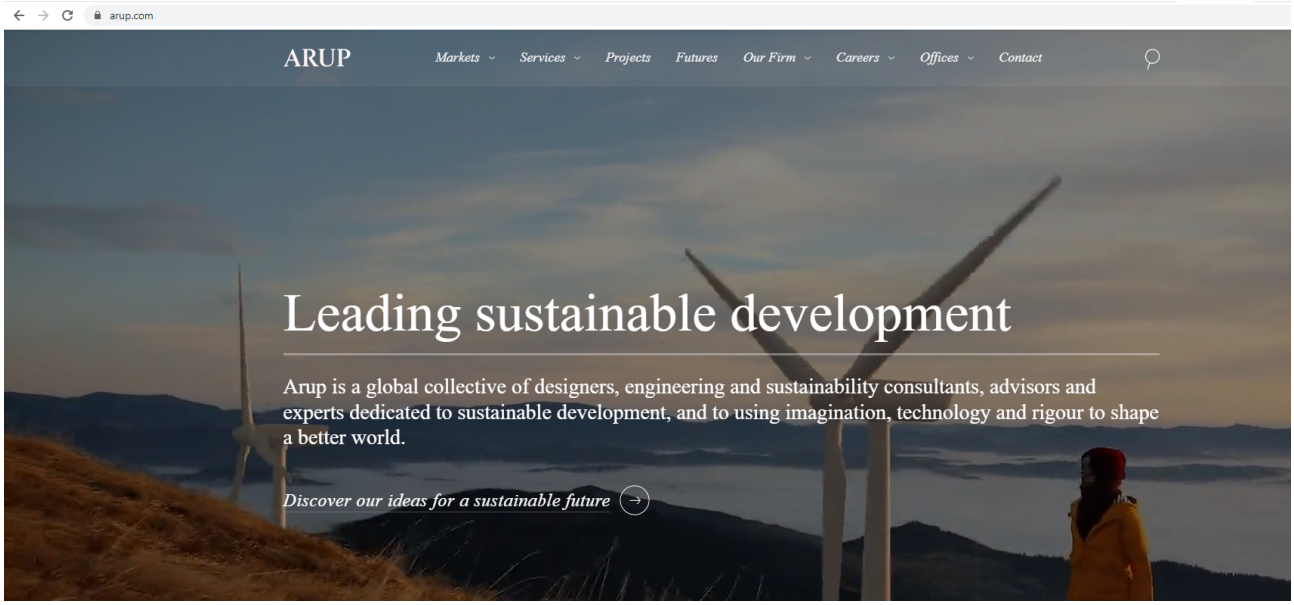

Figure 1: Arup.com landing page promotes sustainable development (date 15/03/2023)

The Annual Report which focuses on Creating Sustainable Futures is also communicated via the website.

2.3.2 External News Platforms

Through national media and trade platforms/ magazines we convey our vision and our inventive approach to achieve sustainable outcomes for our clients or to inspire the public to change their ways to help achieve a more sustainable future.

Table 6: Examples of external news articles relating to Arup and CO2 reduction in 2022

Date	Topic	Link
01-11-2022	Building a climate resilient Asia: what is most needed?	https://www.arup.com/perspectives/building-a-climate-resilient-asia-what-is-most-needed%20?utm_medium=social&utm_source=linkedin&utm_campaign=_011222&utm_content=
01-12-2022	Designing and engineering the Netherlands' tallest timber-hybrid residential building	https://www.arup.com/projects/haut?utm_source=social&utm_medium=linkedin&utm_campaign=haut_timber_award
01-11-2022	Race to resilience	https://www.youtube.com/playlist?list=PLCWGoFmkxMjrpWpJZcQ3d9XpWriFhkIsc
01-11-2022	Sustainability as a driver for innovative building design	https://www.arup.com/projects/amorepacific?utm_medium=social&utm_source=linkedin&utm_campaign=amorepacific_-

Date	Topic	Link
		_evergreen_rework__301122&utm_content=global
01-11-2022	A transformable theatre creating unique performance spaces	https://www.arup.com/projects/taipei-performing-arts-centre
01-11-2022	Buildings UK Year in Review 2021-22. Discover how our focus on the carbon footprint of the built environment has led us to develop and implement new solutions towards a sustainable world.	https://www.arup.com/perspectives/publications/promotional-materials/section/uk-buildings-year-in-review-2021-22?utm_medium=social&utm_source=linkedin&utm_campaign=york_guildhal__251122&utm_content=global
01-11-2022	Cities in transition: planning for the sustainable growth of two Turkish municipalities	https://www.arup.com/projects/adana-manisa-sustainable-energy-and-climate-action-plans?utm_medium=social&utm_source=linkedin&utm_campaign=secaps_181122&utm_content=europe
01-11-2022	How do you assess multiple climate and disaster risks in the Pacific?	https://www.arup.com/projects/multi-hazard-climate-and-disaster-risk-assessment-for-tongatapu?utm_medium=social&utm_source=linkedin&utm_campaign=tonga_171122&utm_content=australasia
01-11-2022	Arup announces international dataset of whole life carbon emissions for buildings at COP27	https://www.arup.com/news-and-events/arup-announces-international-dataset-of-whole-life-carbon-emissions-for-buildings-at-cop27?utm_medium=social&utm_source=linkedin&utm_campaign=matt_kennedy_-_whole_life_carbon_assessments_171122&utm_content=global
01-11-2022	City of London Corporation: Climate Action Strategy	https://www.arup.com/projects/city-of-london-corporation-climate-action-strategy?utm_medium=social&utm_source=linkedin&utm_campaign=city_of_london_climate_action_171122&utm_content=ukimea
01-11-2022	Our pathway through net zero	https://www.arup.com/perspectives/our-pathway-through-net-zero
01-11-2022	How do we get emerging economies to invest more in large scale nature-based solutions?	https://www.arup.com/perspectives/how-do-we-get-emerging-economies-to-invest-more-in-large-scale-nature-based-solutions?utm_medium=social&utm_source=linkedin&utm_campaign=nature_based_solutions__161122&utm_content=global
01-11-2022	Designing to shape a more equitable and resilient planet	https://www.arup.com/perspectives/designing-to-shape-a-more-equitable-and-resilient-planet?utm_source=twitter&utm_medium=social&utm_campaign=cop27&utm_

Date	Topic	Link
		content=americas&utm_medium=social&utm_source=linkedin&utm_campaign=perspectives:_designing_to_shape_a_more_resilient_planet_cop27_161122&utm_content=americas
01-11-2022	Explore highlights from our programme of activity before and during the UN climate change conference.	https://www.arup.com/news-and-events/arup-at-cop27?utm_medium=social&utm_source=linkedin&utm_campaign=mark_neller_interview_151122&utm_content=global
01-11-2022	The brain of a sustainable building – it's time to invest in digital twins	https://www.arup.com/perspectives/the-brain-of-a-sustainable-building-its-time-to-invest-in-digital-twins?utm_medium=social&utm_source=linkedin&utm_campaign=digital_twins:_the_brain_of_a_sustainable_building_151122&utm_content=global
01-11-2022	High Speed 1: laying the tracks for transformation	https://www.arup.com/perspectives/publications/promotional-materials/section/high-speed-1-laying-the-tracks-for-transformation?utm_medium=social&utm_source=linkedin&utm_campaign=hs1_anniversary_post_141122&utm_content=global
8-11-2022	Arup announces commitment to 24/7 Carbon Free Energy Compact	https://www.arup.com/news-and-events/arup-announces-commitment-to-24-7-carbon-free-energy-compact
01-11-2022	Wheels on: helping Ankara to become a cycle-friendly city	https://www.arup.com/projects/ankara-cycling-strategy-and-masterplan?utm_medium=social&utm_source=linkedin&utm_campaign=ankara_cycling_masterplan_111122&utm_content=europe
01-11-2022	How does location impact carbon emissions?	https://www.arup.com/projects/carbon-research-project-johannesburg?utm_medium=social&utm_source=linkedin&utm_campaign=divercity_carbon_research_project_111122&utm_content=global

2.3.3 LinkedIn

Arup is active on the social media platform LinkedIn. This allows us to reach colleagues and peers within the industry as well as a range of clients and potential clients.

Table 7: Examples of LinkedIn posts relating to CO2 reduction in 2022

Topic	Link
Collaborations in Architecture and Engineering	https://www.linkedin.com/posts/arup_circulareconomy-timber-bridges-activity-6933325492754264065-D23P/?utm_source=linkedin_share&utm_medium=member_desktop_web

Topic	Link
Bouwplaats van BESIX NL van het grootste hout-hybride kantoor van Europa! Hier wordt het nieuwe hoofdkantoor van DPG Media Nederland gerealiseerd.	https://www.linkedin.com/feed/update/urn:li:activity:6967592155905150976?updateEntityUrn=urn%3Ali%3Afs_feedUpdate%3A%28V2%2Curn%3Ali%3Aactivity%3A6967592155905150976%29 en https://www.linkedin.com/posts/mathew-vola-3ab0565_houtbouw-duurzaamgebouwd-wearearup-activity-7006972141040459776-GLwV?utm_source=share&utm_medium=member_desktop
World Cities Summit building an Urban Water Action Agenda	https://www.linkedin.com/posts/henk-ovink-1269b85_singapore-un2023waterconference-worldcitiessummit-activity-6960901364038176768-lC0f?utm_source=share&utm_medium=member_desktop
HAUT Amsterdam	https://www.linkedin.com/posts/do-janne-vermeulen_haut-waf22-hautamsterdam-activity-6953085032097824768-A-Di?utm_source=share&utm_medium=member_desktop
Marktinnovatiedag digitalisering in de circulaire bouw	https://www.linkedin.com/posts/guidobraam_marktinnovatiedag-digic-digitalisering-activity-6990211973342707712-EXcA?utm_source=share&utm_medium=member_desktop
COP15 Accelerating Accountability for Nature: Taking Action' event.	https://www.linkedin.com/posts/arup_wearearup-cop15-architecture-activity-7009216315152322561-amkY?utm_source=share&utm_medium=member_desktop
City's urban development plan, as well as its vision for recreation, entertainment and sustainability	https://www.linkedin.com/posts/arup_singapore-urbandevelopment-sustainability-activity-7011986307291729920-kEFf?utm_source=share&utm_medium=member_desktop
The importance of a holistic take on transforming our workplaces, with digitisation, flexibility and wellbeing at the forefront.	https://www.linkedin.com/posts/arup_future-of-work-christina-dreesen-activity-7027221729177411584-Uh8G?utm_source=share&utm_medium=member_desktop https://world-architects.com/en/architecture-news/specials/christina-dreesen-the-workplace-is-fundamentally-a-social-experience-as-well-as-an-important-learning-environment-and-a-cultural-sphere-of-life
Building a climate wresilient Asia: what is most needed?	https://www.linkedin.com/posts/arup_wearearup-racetoresilienceasia2022-cop27-activity-7004045216676519937-TyzZ?utm_source=share&utm_medium=member_desktop
Race to resilience	https://www.linkedin.com/posts/arup_wearearup-cop27-racetoresilience-activity-6999370746330234881-PPE7?utm_source=share&utm_medium=member_desktop
Digital twins can help guide us towards a sustainable future.	https://www.linkedin.com/posts/arup_digitaltwins-arupisdigital-sustainablefuture-activity-7004029474384039936-gZiu?utm_source=share&utm_medium=member_desktop
Extending the life of existing building, by refurbishing and reinstalling their facades	https://www.linkedin.com/posts/arup_facades-awardwinning-sfeawards2022-activity-7003662249772867584-EtG2?utm_source=share&utm_medium=member_desktop
How can sustainable design encourage collaboration in the workplace?	https://www.linkedin.com/posts/arup_future-of-work-bartosz-marcol-activity-7008362459736506368-dMnH?utm_source=share&utm_medium=member_desktop
Sustainability as a driver for innovative building design	https://www.linkedin.com/posts/arup_sustainability-design-leed-activity-7003749593871966209-UuI-?utm_source=share&utm_medium=member_desktop
Taipei Performing Arts Centre. Sustainability as a driver for innovative building design	https://www.linkedin.com/posts/arup_design-taipei-arup-activity-7003068211525001216-DZrG?utm_source=share&utm_medium=member_desktop

Topic	Link
Sustainable Energy and Climate Action Plans (SECAPs)	https://www.linkedin.com/posts/arup_sustainability-secaps-cities-activity-6999340499098595328-uyb3?utm_source=share&utm_medium=member_desktop
International dataset of whole life carbon emissions for building	https://www.linkedin.com/posts/arup_arup-report-scaling-net-zero-buildings-activity-6999041031585370113-z22e?utm_source=share&utm_medium=member_desktop
How do you assess multiple climate and disaster risks in the Pacific?	https://www.linkedin.com/posts/arup_wearearup-tonga-cop27-activity-6999023492461383680-Nev9?utm_source=share&utm_medium=member_desktop
Arup has been sharing our experience of carrying out whole life carbon assessments of 1,000 of our buildings projects across 30 countries	https://www.linkedin.com/feed/update/urn:li:activity:6998998476638273536?utm_source=share&utm_medium=member_desktop
Arup announces international dataset of whole life carbon emissions for buildings at COP27	https://www.linkedin.com/posts/arup_cop27-justandambitious-togetherforimplementation-activity-6998996996636221440-UKkl?utm_source=share&utm_medium=member_desktop
City of London Corporation: Climate Action Strategy	https://www.linkedin.com/posts/arup_london-cop27-togetherforimplementation-activity-6998966729569673217-Wz4A?utm_source=share&utm_medium=member_desktop
What are the tools and measures being applied to accelerate decarbonisation and adaptation of the built environment to climate change?	https://www.linkedin.com/posts/arup_cop27-justandambitious-togetherforimplementation-activity-6998902572862308352-hj_X?utm_source=share&utm_medium=member_desktop
How do we get emerging economies to invest more in large scale nature-based solutions?	https://www.linkedin.com/posts/arup_cop27-justandambitious-togetherforimplementation-activity-6998615713112322049-Oi6x?utm_source=share&utm_medium=member_desktop
Designing to shape a more equitable and resilient planet	https://www.linkedin.com/posts/arup_cop27-design-engineering-activity-6998608181425799169-FZGG?utm_source=share&utm_medium=member_desktop
The brain of a sustainable building – its time to invest in digital twins	https://www.linkedin.com/posts/arup_the-brain-of-a-sustainable-building-its-activity-6998224468099670018-kPQO?utm_source=share&utm_medium=member_desktop
High Speed 1: laying the tracks for transformation	https://www.linkedin.com/posts/arup_highspeed1-hs1-highspeedrail-activity-6997951421622972416-VKAC?utm_source=share&utm_medium=member_desktop
Arup announces commitment to 24/7 Carbon Free Energy Compact	https://www.linkedin.com/feed/update/urn:li:activity:6997895051938783232?utm_source=share&utm_medium=member_desktop
Wheels on: helping Ankara to become a cycle-friendly city	https://www.linkedin.com/posts/arup_wheels-on-helping-ankara-to-become-a-cycle-friendly-activity-6996803847411138560-vvDR?utm_source=share&utm_medium=member_desktop

2.3.4 SKAO

Arup B.V. reports information applicable to the CO2 Performance Ladder on the SKAO website. The information stays available on the website for at least 2 years. Arup is listed on the website of SKAO as a level 5 certified company.

2.3.5 Client Relationships

Arup nurtures client relationships, including understanding client's sustainability and CO2 reduction needs. This is managed on a client specific basis.

One example is our relationship with Rijkswaterstaat (RWS), annually we discuss sustainability issues in our annual suppliers meeting also known as 'Leveranciersgesprek'. Part of the Samenwerkingsovereenkomst 4 with Rijkswaterstaat is collaboration on sustainability.

2.3.6 Events

Throughout the year we organize various events, lectures, and meetings with and for clients to inspire, update and motivate. Together we are responsible for delivering a more sustainable future. In sharing our knowledge, learnings and delivered projects we lead the way.

Table 8: Examples of events relating to CO2 reduction in 2022

Date	Topic	Link
23-03-2022	Circular Buildings Toolkit	https://www.linkedin.com/events/sakatinkentt-ty-tovatj-lleenk-y6900107059086651392/about/
02-06-2022	Energy event GBC	Group meeting 5 April 2022.pdf
09-06-2022	Arup and Asite Digital way for a sustainable future of Real Estate	Group meeting 5 April 2022.pdf
14-06-2022 – 16-06-2022	Provada (ao Circular buildings toolkit)	Group meeting 5 April 2022.pdf
17-11-2022	"Why location matters - shaping city growth to cut carbon" event	https://www.youtube.com/c/UnfcccInt/streams