

# CO<sub>2</sub> Management plan 2021

**VenhoevenCS**  
**architecture+urbanism**

# Table of content

<b>1. INTRODUCTION</b> .....	<b>3</b>
1.1 READING GUIDE.....	4
<b>2. ENERGY MANAGEMENT ACTION PROGRAM</b> .....	<b>5</b>
2.1 QUALITY MANAGEMENT PLAN .....	5
2.2 ENERGY MANAGEMENT PLAN .....	5
2.3 ENERGY POLICY AND TARGETS.....	6
2.4 TRA MATRIX .....	8
2.5 SECURING THE QUALITY- AND ENERGY MANAGEMENT PLAN.....	9
<b>3. STEERING CYCLE</b> .....	<b>10</b>
<b>4. COMMUNICATION</b> .....	<b>11</b>
4.1 INTERNAL STAKEHOLDERS .....	11
4.2 INTERNAL COMMUNICATION STRATEGY .....	11
4.3 EXTERNAL STAKEHOLDERS .....	12
4.4 EXTERNAL COMMUNICATION STRATEGY.....	13
4.5 TENDERS WITH AWARD ADVANTAGE .....	13
4.6 WEBSITE .....	13
<b>5. PARTICIPATION SECTOR AND BRANCH INITIATIVES</b> .....	<b>15</b>
5.1. IDENTIFICATION SECTOR AND BRANCH INITIATIVES .....	15
5.2. ACTIVE PARTICIPATION.....	15
5.3. RESEARCH PROJECTS SINCE 2016.....	15
5.4. PARTICIPATION BUDGET 2021.....	16
<b>APPENDIX A INVENTORY OF SECTOR AND CHAIN INITIATIVES</b> .....	<b>17</b>

# 1. Introduction

Sustainability has been in VenhoevenCS' DNA since the foundation in 1998. In 2009 we started with making our ambitions quantifiable and measurable by calculating our carbon footprint. In 2016 VenhoevenCS received the CO<sub>2</sub> Performance Ladder certificate level 3 and in 2017 we upgraded to level 5.

Today we still make our clients and project partners aware of a wide range of sustainable solutions, such as re-use, bio-based materials, low-energy buildings, adaptive and nature-inclusive design. We provide products and services (directly or indirectly) to commissioning parties who occasionally use award advantage in their tenders, based on the principles of the CO<sub>2</sub> Performance Ladder.

VenhoevenCS has a wide variety of clients, including national and international, local governments and semi-governments. The CO<sub>2</sub> Performance Ladder challenges and stimulates all project partners to map and reduce their own CO<sub>2</sub> emissions. The more attention an organisation pays to reducing their CO<sub>2</sub> emissions, the higher the chance of receiving fictional advantage in a tender.

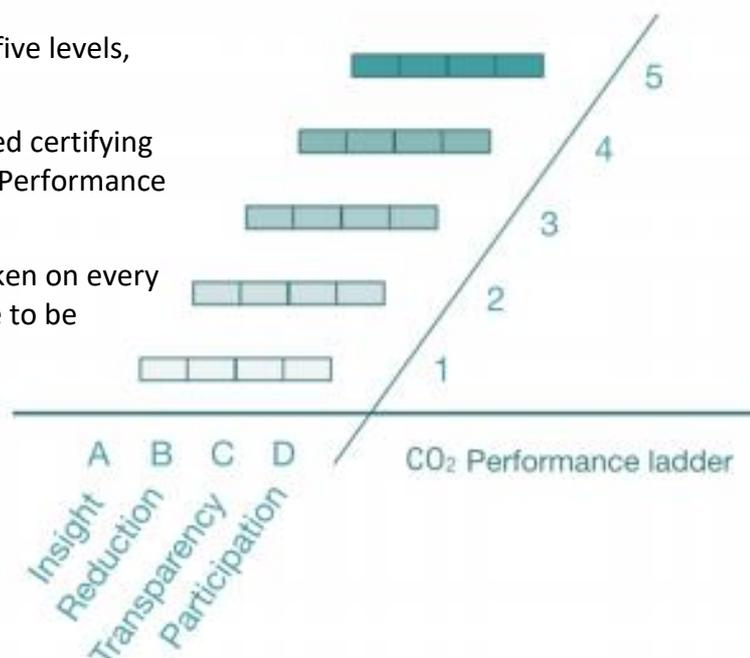
The CO<sub>2</sub> Performance Ladder is based on four pillars:

- A. **Insight**  
Drawing up an undisputable CO<sub>2</sub> footprint in accordance with the ISO 14064-1 norm to provide insight in the CO<sub>2</sub> emissions of the company.
- B. **CO<sub>2</sub> reduction**  
The ambition of the company to reduce the CO<sub>2</sub> emissions.
- C. **Transparency**  
The way a company communicates about their CO<sub>2</sub> footprint and reduction measures, both internally and externally.
- D. **Participation**  
(in sector and/or value chain initiatives) to reduce CO<sub>2</sub> emissions.

Every pillar of the CO<sub>2</sub> Performance Ladder has five levels, ascending from 1 to 5.

The activities are being assessed by an authorised certifying organization to determine the level on the CO<sub>2</sub> Performance Ladder.

To achieve a certain level, actions have to be taken on every pillar of the ladder. In order to do so, steps have to be made on every pillar of the ladder.



This document contains the energy management program in chapter 2, the steering cycle in chapter 3 and the communication plan in chapter 4. Chapter 5 contains the participation in sector- and branch initiatives and the appendix on initiatives.

This management plan has been composed in agreement with and approved by the management team and the board of VenhoevenCS.

## 1.1 Reading guide

This document serves as evidence for the requirements for the CO<sub>2</sub> Performance Ladder. In each chapter, some of the requirements are met. Underneath you will find a reading guide.

Chapter in this document	Requirement of the CO <sub>2</sub> Performance Ladder
Chapter 2: Energy management program	2.C.2, 3.B.2 and 4.A.2
Chapter 3: Steering cycle	2.C.2
Chapter 4: Communication plan	2.C.3
Chapter 5: Participation in sector- and branch initiatives	3.D.1 and 3.D.2
Appendix A	1.D.1

## 2. Energy management action program

This chapter outlines the quality management plan (requirement 4.A2) and the energy management plan (requirement 3.B.2) for VenhoevenCS.

### 2.1 Quality management plan

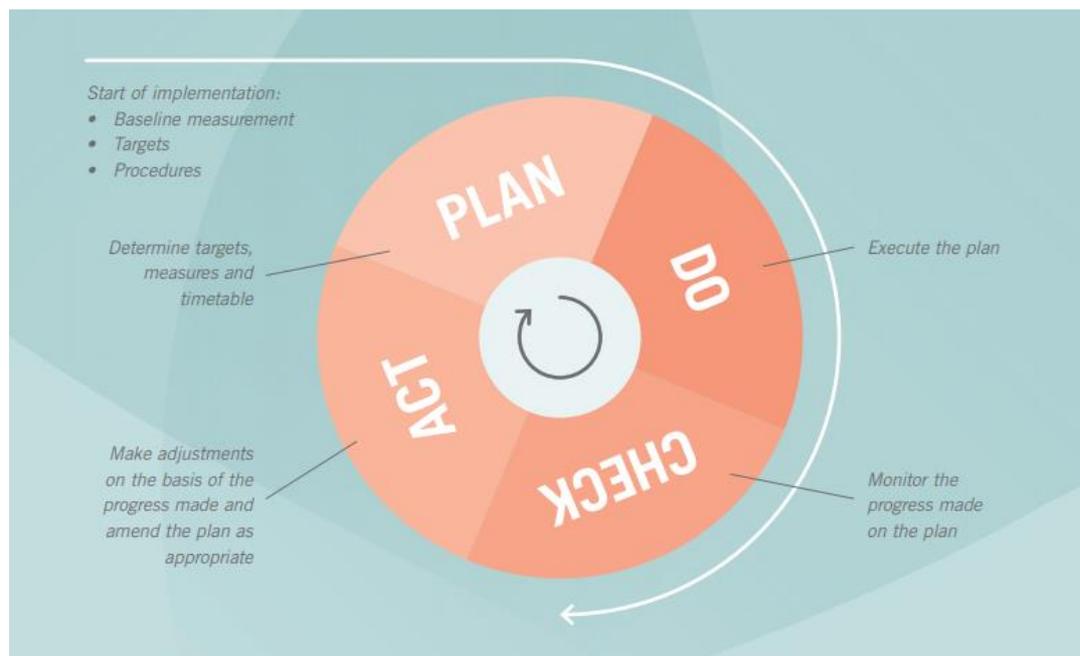
The quality management plan deals with guaranteeing and improving the quality of the CO<sub>2</sub> footprint. The overall purpose of the quality management plan is to provide continuous improvement of efficiency and effectiveness in relation to energy and CO<sub>2</sub> reduction in business activities.

Additionally, the quality management plan provides insight into the procedures, the measurement and reporting on the CO<sub>2</sub> footprint. The quality management plan guarantees a complete, trustworthy and topical consolidation of the energy performance of VenhoevenCS. It provides overall insights in the energy performance of the business activities and the comprehensive CO<sub>2</sub> emissions as a result of this. By using the quality management plan as a tool, VenhoevenCS aims to guarantee the quality of the data used and improve the performance.

### 2.2 Energy management plan

The NEN-EN-ISO 50001 serves as a guideline for setting up the energy management action plan. Introducing the energy management system into our business guarantees a complete, trustworthy and topical consolidation of the energy performance of VenhoevenCS.

Continuous evaluation of the activities and deviations lies at the core of the energy and quality management plan to ensure that improvement can be made according to the Plan-Do-Check-Act cycle as follows from the NEN-EN-ISO 50001.



## 2.3 Energy policy and targets

The importance of sustainability is a given in the present times. One of the ways to consciously deal with sustainability in our business actions is aiming to do business in a CO<sub>2</sub> conscious manner. Since 2009 we strive for continuous improvement of the emission reduction policy and a growing consciousness of the employees for reducing emissions in our business activities.

Our energy policy is focussed on optimally using our assets in order for us to work with a minimal energy consumption. The positive effect of a lower energy consumption is twofold: a lower consumption is positive for the environment because of lower CO<sub>2</sub> emissions. At the same time a more effective use assets leads to lower operational costs. Alongside this energy policy we aim to lower the energy consumption in processes and activities by taking reduction measures.

The general purpose of the energy management system is to continuously improve the energy-efficiency and reduce the CO<sub>2</sub> emissions of the business activities. In doing so, it has to be taken into account that the amount of work and the composition of activities (use of assets) are object to fluctuation. As a result, the absolute energy consumption can be higher, even though the relative consumption is lower.

### Energy aspects

The first step is providing insight in the energy consumption of the business. Based on these insights a conclusion can be drawn in which aspects of the business most effectively can be targeted to reduce CO<sub>2</sub> emissions. This insight can be found in the CO<sub>2</sub> footprint. Periodically (every 6 months) this list is being evaluated and tested on actual energy sources.

### Reference year

For the CO<sub>2</sub> Performance Ladder the choice has been made to take the CO<sub>2</sub> footprint of 2015 as reference year. The CO<sub>2</sub> emissions are calculated in accordance with the provisions in this document. The reliability is being checked through an internal audit. Based on the CO<sub>2</sub> footprint in the reference year, measures and objectives have been formulated to reduce CO<sub>2</sub> emissions. Every year an evaluation of the reference year is performed, to establish that the set measures and objectives are still appropriate. Management evaluates the progress of these measures and objectives yearly.

### Reduction measures

The overall reduction objective was formulated for a period of 10 years until 2025. Based on this objective, a plan of action was composed. This plan contains measures that will be taken in order to achieve the objective as well as the departments responsible for taking these measures. An overview of the measures and responsible departments is included in the Reduction measures Excel sheet.

### Organisation of the CO<sub>2</sub> footprint

In 2009 VenhoevenCS started to structurally map the CO<sub>2</sub> emissions. This led to the introduction of a CO<sub>2</sub> reduction system in accordance with the CO<sub>2</sub> Performance Ladder.

The table below shows what data needs to be collected and by whom. Sam de Bruin is responsible for the preparation of the emission inventory. She ensures for timely processing of the information in the CO<sub>2</sub> footprint.

Emission flow	Unit	Source	Team responsible	When
Gas - Office	m <sup>3</sup>	Reporting	R&D Group CORE	Feb/Mar & Aug/Sep
Electricity - Office	kWh	Electricity meter	R&D Group CORE	Feb/Mar & Aug/Sep
Air travel	km	Invoices	R&D Group CORE	Feb/Mar & Aug/Sep
Business kilometres	km	Reporting	R&D Group CORE	Feb/Mar & Aug/Sep

## Energy consumption

Twice a year (every 6 months) VenhoevenCS draws up her energy consumption. This assessment is done in line with the ISO 14064-1 regulations, the GHG Protocol for scope 1 and 2, and potential requirements of the CO<sub>2</sub> Performance Ladder. The organisational boundary is also reassessed to assure it is up to date.

The QHSE manager bears operational responsibility for establishing, implementing and monitoring (and therefore functioning) the quality management system. A datasheet is being used that contains all relevant conversion factors. The sources of information are being collected and stored on the local network. A quality check is performed on the data after the assessment has been made. This includes the organisational boundary, the use of scopes and the use of conversion factors.

## Energy reduction opportunities

Everybody within VenhoevenCS can present ideas for energy/CO<sub>2</sub> reduction through e-mails, text messages and informal discussions. Alongside this, plenary office meetings on the topic of CO<sub>2</sub> reduction are held twice a year, during which suggestions are often made. The ideas are being valued on effectivity and when they seem effective, they will be added to the energy audit report.

## Monitoring and evaluating

Twice a year, the progress of the reduction objective and the corresponding measures are being gauged. The QHSE manager reports these results in the CO<sub>2</sub> discussions with the management team. This report at least includes:

- ✓ An overview of the energy use and the CO<sub>2</sub> emissions per scope
- ✓ A comparison of the energy use to the base year
- ✓ An analysis of striking reductions or increases in the energy use and/or CO<sub>2</sub> emissions
- ✓ The progress and prognosis for reaching the reduction targets and potential recommendations for preventive or corrective measures.
- ✓ The status of previous preventive or corrective measures
- ✓ General developments

Based on this report the management team concludes whether or not adjustments to the objective and/or the measures are necessary.

## 2.4 TRA Matrix

	Task-Responsibility- Authorise	Frequency	Management Team	QHSE Manager	CORE / Audit Team	PR Team	Employees
<b>Insight</b>							
Collect data on emission inventory	t	Half-yearly		X	X		
Colleague tests on emission inventory	t	Half-yearly			X		X
Approve emission inventory	a	Yearly	X				
Draw up emission inventory report	t	Yearly		X	X		
Evaluate: energy-assessment	t+r	Yearly			X		
<b>Reduction</b>							
Conduct research on energy reduction	t+r	Half-yearly		X	X		
Determine CO <sub>2</sub> -reduction measures	t	Half-yearly		X	X		
Determine CO <sub>2</sub> -reduction goals	t	Yearly		X	X		
Approve CO <sub>2</sub> -reduction goals	a	Yearly	X				
Realise CO <sub>2</sub> -reduction goals	r	Continuous	X	X	X		X
Monitor & evaluate progress CO <sub>2</sub> -reduction	t+r	Half-yearly	X	X	X		X
<b>Communication</b>							
Provide information for news messages	t	Half-yearly	X	X	X		X
Update website	t+a	Half-yearly				X	
Update page SKAO website	t+a					X	
Maintain internal communication	t+a	Half-yearly		X	X	X	
Approve internal communication	a	Half-yearly		X			
Maintain external communication	t	Half-yearly		X	X	X	
Approve external communication	a	Half-yearly	X	X			
<b>Participation</b>							
List interesting initiatives	t	Half-yearly		X	X	X	
Choose the fitting initiatives	a	Yearly	X	X	X		
Participate in the initiatives	r	Continuous		X			X
<b>Miscellaneous</b>							
Final check CO <sub>2</sub> -report	r	Continuous		X			
Check all CO <sub>2</sub> Performance Ladder requirements	r	Continuous		X			
Conduct Internal Audit CO <sub>2</sub> -reduction system	t	Half-yearly			X		
Report to the management	a	Half-yearly		X	X		
Decision-making on CO <sub>2</sub> -reduction policy	r	Half-yearly	X	X			

## 2.5 Securing the quality- and energy management plan

### Internal audits

Every year an internal audit is being conducted. These audits are focussed on checking the effectiveness and implementation of the energy policy. Alongside this it serves the purpose of improving the quality of the CO<sub>2</sub> footprint and providing a reliable view on the progress of the measures. The internal audit focusses on the way that data is being collected and processed. The R&D Group CORE (which includes the audit team) draws up a report with the findings from the internal audit. Emphasis is being laid on the following matters:

- ✓ Can the CO<sub>2</sub> emission inventory be verified with a certain level of certainty?
- ✓ Does the assessment comply with the requirements set out in ISO14064-1?
- ✓ Has the right data been used in drawing up the CO<sub>2</sub> footprint (conduct a sample to compare invoices and usage data)?
- ✓ Which level of the CO<sub>2</sub> Performance Ladder has been reached?

Recommendations from the audits need to be included in the yearly plan to improve the system.

### External audits

Every year an external auditor checks whether VenhoevenCS adheres to requirements of the CO<sub>2</sub> Performance Ladder for the level in which VenhoevenCS is certified.

### Management review

Every year the management reviews the quality management system on fit, suitability and efficiency. A report is then drawn up on the basis of these findings, which serves as quality registration. What follows from the management review is a year plan with aims and improvements for the next year.

### Feedback

Based on the input of the previous phases of evaluation and the evaluation report of management, the goals, if necessary, can be adjusted and follow-up actions can be drawn up to realize improvements. This is necessary to guarantee improvement of the quality management system. The feedback on the outcomes is being reported both verbally and in written form to the concerned parties. They are responsible for executing the corrective/preventive measures within their own departments.

### 3. Steering cycle

The CO<sub>2</sub> policy operates in semi-annual cycles, for which the following components have to be assessed:

- ✓ The data for the CO<sub>2</sub> footprint has to be collected;
- ✓ A judgement has to be made about whether the emissions factors are topical;
- ✓ Whether there are significant changes in the company which can impact the footprint;
- ✓ A judgement has to be made whether the emissions from last years have to be re-calculated because of above changes;
- ✓ The progress of the CO<sub>2</sub> reduction has to be stated and new goals have to be made.

Subsequently it is being assessed whether extra attention should be paid to certain goals and measures. If it becomes clear that certain goals will be (too) easily achieved, they might be raised. Or if certain goals seem far from being accomplished, new measures have to be taken to reach them. These changes will then be communicated both internally and externally. Alongside this, the useful participation in sector initiatives from the past period will be evaluated. Below one can find a PCDA-cycle, in which the different phases of the CO<sub>2</sub> reduction policy are depicted.



## 4. Communication

This section of the report deals with the moments of communication about the CO<sub>2</sub> reduction system of VenhoevenCS.

### 4.1 Internal stakeholders

Internal stakeholders are the employees and the board of VenhoevenCS. They will be updated about the progress through plenary meetings and the website. The board and the management team will be engaged with the decision-making about the reduction measures, the progress of the CO<sub>2</sub> reduction and the other key features of the CO<sub>2</sub> reduction policy.

### 4.2 Internal communication strategy

Message	Executers	Means	Frequency	Planning	Goals
CO <sub>2</sub> footprint	CORE Team	Plenary meetings* and website	Half-yearly	March September	Creating awareness of the CO <sub>2</sub> footprint internally
CO <sub>2</sub> reduction objective and measures	CORE team	Plenary meetings* and website	Half-yearly	March September	Creating awareness of the goals and measures among employees
Progress in CO <sub>2</sub> reduction scope 1 and 2	CORE Team	Plenary meetings* and website	Half-yearly	March September	Creating awareness on steps (to be) taken, encouraging engagement
Progress in CO <sub>2</sub> reduction scope 3 and chain analysis	CORE Team	Plenary meetings* and website	Yearly	March	Creating awareness on steps (to be) taken, encouraging engagement
CO <sub>2</sub> reduction tips, current energy consumption and trends	CORE Team	Plenary meetings* and website	Half-yearly	March September	Encouraging engagement of employees and involving them in CO <sub>2</sub> reduction

\* Progress of our CO<sub>2</sub> reduction targets are included In the Plenary Quality Meeting, held twice a year. Attendance of the Plenary Quality Meeting Is required for all employees. Presentations (and sometimes recordings of the meetings) are made available on the server afterwards.

### 4.3 External Stakeholders

Below is a list of external stakeholders. These parties benefit from a reduction of energy consumption and most CO<sub>2</sub> emissions. Simultaneously they are potential partners to collaborate with on CO<sub>2</sub> reduction. Communication with the external stakeholders happens through the website of VenhoevenCS, through social media and through various standardized documents (such as contracts and terms of delivery).

Through our *Environmental Impact Tool* (part of our chain analysis on shadow pricing) clients are provided with clear data which building elements will have the least CO<sub>2</sub> impact.

External stakeholders	Importance of CO <sub>2</sub> policy & knowledge about it
Clients	The clients can be seen as an external interested party. It may happen that clients use the ladder in a tender. The CO <sub>2</sub> performance ladder can provide benefits to clients.
Governments	VenhoevenCS often has governments as clients. Research done by VenhoevenCS can help change environmental policies, which can have a positive impact on CO <sub>2</sub> -reduction.
End-users	Everyone in the area benefits from CO <sub>2</sub> -reduction, including end-users of our projects. The performance ladder can provide (financial) benefits, such as lower energy costs.
Project partners & suppliers	By becoming aware of the CO <sub>2</sub> performance ladder, project partners may decide to start the certification process. Because VenhoevenCS has a level 5 certificate, it must also engage with their supplier on sustainability
Research partners, students, writers, etc.	VenhoevenCS aims to contribute to the environmental discourse regarding the built environment through collaboration in research and PR.
SKAO	SKAO is the founder of the CO <sub>2</sub> -performance ladder. VenhoevenCS must be a member of SKAO to obtain and maintain their certificate.

## 4.4 External communication strategy

Message	Executers	Means	Frequency	Planning	Goals
CO <sub>2</sub> footprint	PR Team	Website	Half-yearly	March September	Creating awareness of the CO <sub>2</sub> footprint externally
CO <sub>2</sub> reduction objective and measures	PR Team	Website	Half-yearly	March September	Creating awareness of the goals and measures among external stakeholders.
Progress in CO <sub>2</sub> reduction	PR Team	Website	Half-yearly	March September	Creating awareness on steps (to be) taken, encouraging engagement
CO <sub>2</sub> reduction tips, current energy consumption and trends	PR Team	Website and social media	Half-yearly (social media yearly)	March September	Encouraging engagement of external stakeholders.
Publication requirement SKAO	PR Team	Website SKAO	Yearly	March September	Publishing the required documents and updating the list of measures

## 4.5 Tenders with award advantage

Communication about the CO<sub>2</sub> policy of VenhoevenCS does not only deal with the company as a whole but also with the policy towards tenders taken with award advantage. For these projects there should be specific mentions about the CO<sub>2</sub> emissions of the project as well as the progress and goals. This communication will predominantly be done through the same communication channels as the general communication. Where necessary, more information regarding the project will be shared in the project meetings.

VenhoevenCS does not conduct any projects that were given with award advantage. Since 2016 only 1 European tender has had a CO<sub>2</sub> performance ladder criterium for architects.

## 4.6 Website

The website of VenhoevenCS includes a section on CO<sub>2</sub> reduction measures. This page presents the necessary information on the CO<sub>2</sub> policy and the newest versions of the documents.

## Textual information

The page dedicated to the CO<sub>2</sub> Performance Ladder should provide up-to-date information about:

- ✓ The CO<sub>2</sub> reduction policy;
- ✓ The CO<sub>2</sub> footprint;
- ✓ The CO<sub>2</sub> reduction goals (and their progress);
- ✓ The CO<sub>2</sub> reduction sub-goals (and their progress);
- ✓ The CO<sub>2</sub> reduction measures;
- ✓ Actions and initiatives in which VenhoevenCS participates or runs;
- ✓ A reference to the business page on the website of SKAO.

The progress will be described through the publication of half-yearly messages. To be truly transparent about the progress, these messages have to be visible on the website for at least two years.

## Shared documents

The most recent versions of the below document should be presented on the website at all times (available to be downloaded in PDF).

- ✓ Communication report (requirement 3.C.1)
- ✓ The CO<sub>2</sub> Reduction plan (requirement 3.B.1 & 3.D.1)
- ✓ The CO<sub>2</sub> Management plan (requirement 2.C.3 & 3.B.2)
- ✓ Certificate CO<sub>2</sub> Performance Ladder

## Website SKAO

The website of SKAO should provide the most recent versions of the documents below:

- ✓ Active participation in chain initiatives (requirement 3.D.1)
- ✓ Filled out list of measures

Every document on the website of SKAO should be in PDF format with a reference of the version number, it should include a signature of the responsible manager and the authorisation date.

## 5. Participation sector and branch initiatives

The CO<sub>2</sub> Performance Ladder requires companies to participate in sector- or branch initiatives. The company should thus be aware of the initiatives within the industry.

### 5.1. Identification sector and branch initiatives

To assess which sector and branch initiatives could be relevant to VenhoevenCS, the website of SKAO has been consulted ([https://www.skao.nl/initiatives\\_programs](https://www.skao.nl/initiatives_programs)). This page contains a comprehensive list of all initiatives and reduction programs. Possible suitable initiatives are discussed with the CORE and management team, of which appendix A is an example.

VenhoevenCS is currently:

- ✓ Partner of the Dutch Green Building Council (since 2018)
- ✓ Partner of Duurzaam Gebouw (since 2020)

### 5.2. Active participation

VenhoevenCS actively contributes to the development of knowledge about sustainability in several ways, for example:

- ✓ We continually speak to clients, project partners, subcontractors and suppliers about their responsibility ambitions (or their lack of ambitions)
- ✓ We exchange knowledge with various knowledge institutes, such as TU Delft, AMS and TNO.
- ✓ VenhoevenCS endorses SDG 17: we collaborate with many other (international) parties: the issues our societies face are too complex for a single person or organization to solve.
- ✓ We organize workshops (abroad) in the field of sustainable urban development and mobility.
- ✓ We give lectures in the Netherlands and abroad.
- ✓ In the VenhoevenCS Academy guest lectures (by academic researchers, innovative product developers, etc) and excursions are organized, mostly about sustainable urban development and mobility.
- ✓ Also within the scope of the VenhoevenCS Academy is sharing and discussing sustainability ambitions and goals through in project presentations.
- ✓ Sharing our experiences through social media and PR. In 2021 we will start with airing videos regarding sustainable urban development and mobility.

### 5.3. Research projects since 2016

We regularly conduct research by design in the field of sustainable urban development and mobility.

Project	Type	Client / partners	Duration	Status
City x Space	Sustainable Mobility	COB, TU Delft, BVR	2021-2022	Current
The Butterfly Effect	Energy Transition	Kunstloc Brabant, DS Landschapsarchitecten and Solarix	2021	Current
De Staart	Integrated Climate Adaptive Design	Municipality of Dordrecht / IABR	2020-2021	Current
Multimodal Hubs	Sustainable Mobility	RWS	2019-2020	Completed
Environmental Impact Tool	Integrated Sustainable Design	Own initiative	2020-2025	Current
The Breathing City: Proximity as a Principle	Integrated Climate Adaptive Design	BNA, BVR, Sweco, WYNE, Tijs van den Boomen, and many more	2018-2019	Completed
PetaPlan	Energy Transition	Board of Government Advisors.	2017-2018	Completed
Sustainability Matrix	Integrated Sustainable Design	Own initiative	2017-2022	Implementation
Accessible Cities	Sustainable Mobility	Creative Industry Fund NL, Sweco, The Cloud Collective and René Kuiken.	2016-2017	Completed
Challenge NL 2070	Integrated Climate Adaptive Design	The Council for the Environment and Infrastructure, BoschSlabbers Landscape Architects	2016-2017	Completed
Highway & City	Sustainable Mobility	BNA, Tu Delft	2016-2017	Completed

*Not included:* research and consultancy for various international government organisations and the World Bank.

The results of all our sustainability research are made public through presentations and publications for larger audiences. See also <https://venhoevencs.nl/news-media/publications/>

## 5.4. Participation budget 2021

Description		Budget
DGBC	Partnership costs 2021	€ 1.050
Duurzaam Gebouwd	Partnership costs 2021	€ 3.630
City x Space	Hours & costs	€ 75.000
The Butterfly Effect	hours& costs	€ 25.000
Environmental Impact Tool	hours	€ 16.000
De Staart	hours& costs 2021 only	€ 22.000
Sustainability Matrix	Hours 2021 only	€ 11.230
<b>Total budget</b>		<b>€ 153.910</b>

*Not included:* costs for lectures, videos, VenhoevenCS Academy, PR.

## Appendix A Inventory of sector and chain initiatives

Sector and branch initiatives for CO <sub>2</sub> reduction
<p><b>Nederland CO<sub>2</sub> Neutraal</b></p> <p>Working on CO<sub>2</sub>-reduction can also be fun! That is the message that the founders of the initiative Nederland CO<sub>2</sub> Neutraal give to their participants. The goal behind the initiative is to actively inform and involve companies to reduce CO<sub>2</sub>. This is not only achieved by providing information, but also by organizing meetings.</p> <p><a href="http://nlco2neutraal.nl/">http://nlco2neutraal.nl/</a></p>
<p><b>Duurzameleverancier.nl</b></p> <p>This is a sector initiative by Movares. Together with other market parties from the sector (from engineering firms to contractors), Movares is building a platform of parties that actively support their suppliers in setting up and implementing sustainable business practices, starting by asking key suppliers what they are already doing in this area.</p> <p><a href="https://www.duurzameleverancier.nl/">https://www.duurzameleverancier.nl/</a></p>
<p><b>DGBC</b></p> <p>The Dutch Green Building Council (DGBC) is an independent non-profit organization that strives to make the building environment in the Netherlands more sustainable.</p> <p><a href="https://www.dgbc.nl/">https://www.dgbc.nl/</a></p>
<p><b>Lean and Green</b></p> <p>Lean and Green is an incentive program for companies and government implemented by Connekt. It encourages organizations to grow to a higher level of sustainability by taking measures that not only save costs, but simultaneously reduce environmental impact.</p> <p><a href="http://lean-green.nl/">http://lean-green.nl/</a></p>
<p><b>Duurzaamgebouwd.nl</b></p> <p>A platform for knowledge sharing and innovation in the field of sustainable building.</p> <p><a href="http://www.duurzaamgebouwd.nl/">http://www.duurzaamgebouwd.nl/</a></p>
<p><b>Aanpak Duurzaam GWW</b></p> <p>A partnership between market players, government clients and knowledge institutes. Focused on the rail and civil engineering sectors. The core of the Sustainable Construction approach is the inclusion of sustainability aspects from an early planning phase and the pursuit of an optimal balance between People, Planet and Profit. The inclusion of sustainability aspects in all phases of a project is about formulating, recording and implementing ambitions and passing them on to the next project phase.</p> <p><a href="http://www.duurzaamgww.nl/">http://www.duurzaamgww.nl/</a></p>

**Climate Neutral Group**

Climate Neutral Group is working with a group of companies on climate neutrality: the Coalition of the Doing. This group is working on climate neutral business operations and concrete CO2 reduction. The group shows that it's time to take action! All participants are actively working towards the achievement of the Climate Change Agreement and want to inspire others in doing so.

<https://www.climateneutralgroup.com/>

**Low Car Diet – stichting Urgenda**

Low Car Diet is the largest sustainable mobility competition in the Netherlands between companies and colleagues. The Low Car Diet brings companies, organizations and employees into contact with various forms of sustainable transport. Workshops and online tools provide information about CO2 reduction.

<http://www.lowcardiet.nl/>

## Signing

Author V1	Marleen Kuyt – de Duurzame Adviseurs
Date	12-02-2021
Author V2	Helga Lasschuijt - VenhoevenCS
Date	30-04-2021
Label	CO <sub>2</sub> Management plan
Responsible manager	Helga Lasschuijt
Responsible director	Jos-Willem van Oorschot

Signature authorised responsible manager:

Signature authorised responsible director: