

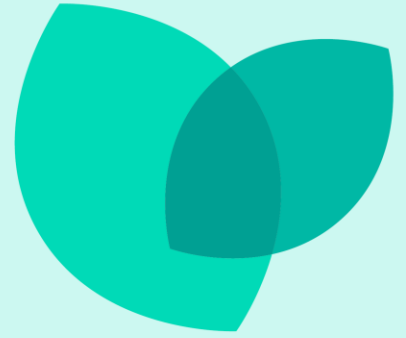


CO<sub>2</sub> PERFORMANCE LADDER

# REPORT ON MEASURE LIST 2021

## CO<sub>2</sub> PERFORMANCE LADDER

JUNE 2022



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# 1

# INTRODUCTION

This is the sixth annual report on the use of the Measure List [↗](#) within the scope of the CO<sub>2</sub> Performance Ladder. This report contains an analysis of its use in 2021 and a comparison with previous years. This shows the developments in the use of the Measure List.

## 1.1

### READER'S GUIDE

Section 2 outlines the use of the Measure List in 2021. Section 3 provides insight into the most frequently taken measures, measures that could require more attention and the changes per category compared to 2020. It also provides a look ahead at the changes to the list for 2022. Section 4 provides more insight into the background and impact of the Measure List and the annual update.

## 1.2

### WHAT IS THE MEASURE LIST?

As part of their certification according to the CO<sub>2</sub> Performance Ladder, organisations set ambitious CO<sub>2</sub> reduction objectives and define reduction measures (CO<sub>2</sub> Performance Ladder Handbook 3.1, requirement 3.B.1). But what does ambitious mean? An organisation must set this up 'in comparison with industry peers'<sup>1</sup>.

When completing the Measure List, organisations indicate which CO<sub>2</sub> reduction measures they take for each type of activity or category within the framework of the CO<sub>2</sub> Performance Ladder. So, the Measure List is a basis for organisations to compare themselves with other organisations with similar business operations. When organisations start with the CO<sub>2</sub> Performance Ladder, the list can also provide ideas about possible measures to take. The background and impact of the Measure List are explained further in Section 4.

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<sup>1</sup> For the sake of readability, the formal terms are not used everywhere in this report; see the 'CO<sub>2</sub> Performance Ladder Handbook 3.1' for exact definitions and terms.

# 2

# THE USE OF THE MEASURE LIST IN 2021

## 2.1

### DEVELOPMENTS IN THE USE OF THE MEASURE LIST

As of 1 January 2022, a total of 1,204 ladder certificates were issued to approximately 4,500 organisations. In 2021, a total of 1,175 organisations with a Ladder Certificate completed the Measure List, which is 131 more than in 2020.

The self-generation of renewable electricity by organisations continues to increase, but less rapidly than in previous years. On-site generation is increasing in industrial buildings (from 127 to 198 organisations), in offices (from 290 to 387), and on construction sites (from 40 to 48). Fourteen organisations consciously generate much more electricity than needed so they can supply it to third parties.

As of January 2023, office buildings (larger than 100 m<sup>2</sup>) are legally required to have at least Energy Label C. The implementation of this measure is slowly increasing. A total of 339 (33%) of the organisations have an average Energy Label C or higher for their buildings, which is 72 more than in 2020. This means that many organisations must take this step this year (2022).

In 2021, a new gasless offices measure was added. A total of 140 organisations now state that at least 10% of their office floor space is 'gasless'.

Electrification is an important reduction strategy for mobility, transport, and all construction activities. In the Measure List, this starting to be reflected. An increased number of organisations indicate they have at least one electric vehicle, lorry, or mobile equipment:

- 'Zero-emission vehicles' measure: 346 (240 in 2020) organisations indicate that at least 5% of their passenger cars are electric. 139 organisations indicate that at least 15% of their passenger cars are electric.
- Zero-emission measure for lorries: 34 (27 in 2020) organisations say they have at least one zero-emission lorry in use.
- Zero-emission measure for mobile equipment: 107 (46 in 2020) organisations indicate that they use at least one piece of zero-emission mobile equipment.

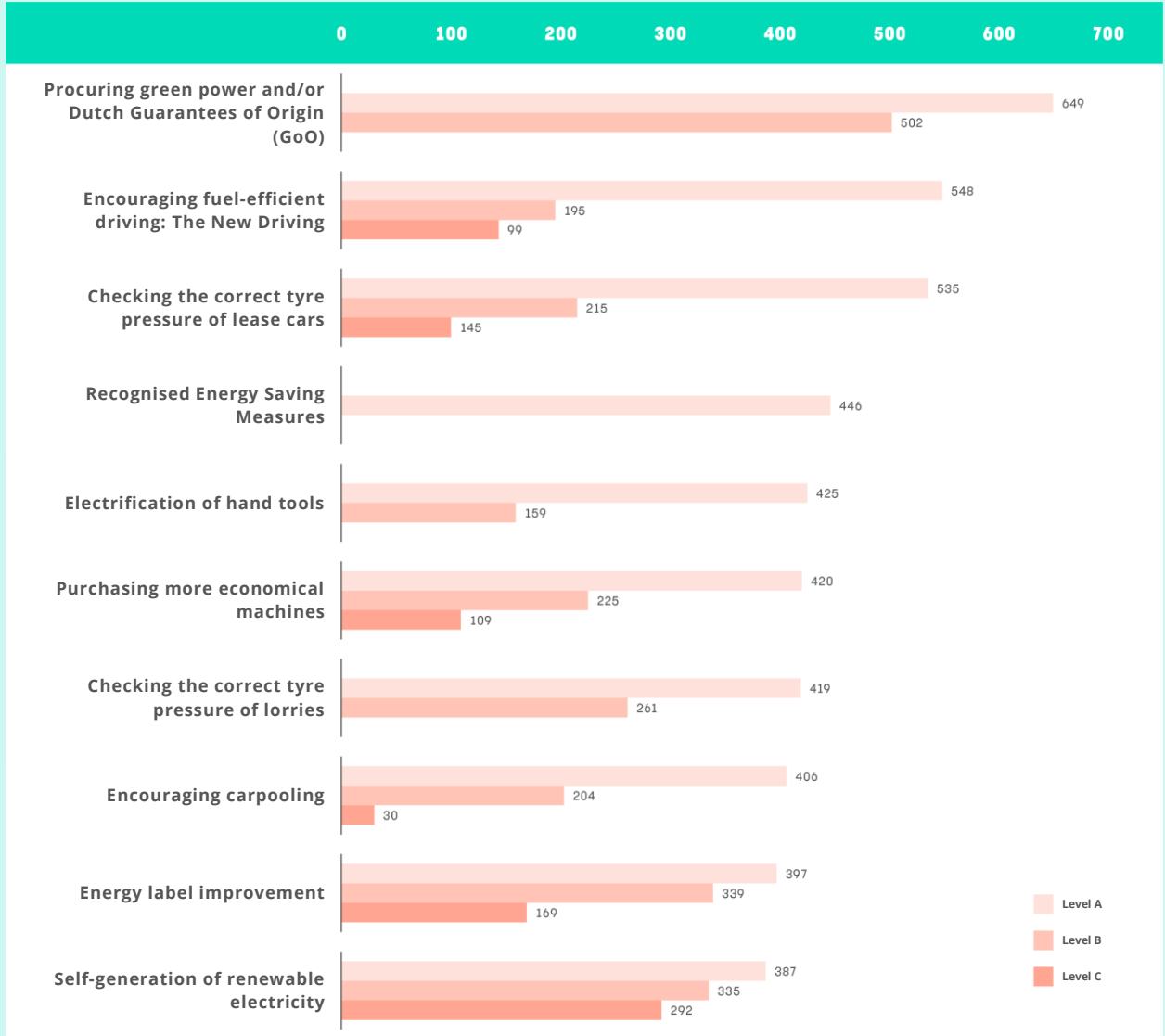
The use of circular material, in particular, is an important reduction strategy for the construction sector. This is where both clients and contractors come into play.

- In tenders, 27 organisations (35%) allow the use of secondary materials. This is a doubling compared to last year.
- Reports on measures aimed at applying sustainable asphalt and concrete are only slowly increasing. A total of 39 organisations indicated they systematically use 10% (by weight) more sustainable concrete, and 21 organisations indicated they systematically use asphalt with a lower ECI value than the sector average. It should be noted that construction companies are heavily dependent on the leeway given by clients to use more sustainable materials.

## 2.2

# MOST FREQUENTLY TAKEN MEASURES

Figure 1 shows the top 10 most implemented measures. This relates to the number of organisations that undertook a particular action. For each measure, the degree of implementation is shown (Level A, B, or C).



**Figure 1** Most implemented measures

Table 1 provides more details on these 10 most implemented measures. The percentages in this table are calculated in relation to the total number of organisations that completed the Measure List (100% equals 1,175 organisations).

Purchasing green power (offices) is still the most frequently chosen measure, 649 organisations purchase green power for at least 75% of their electricity use, and of these organisations, 502 purchase almost entirely green electricity.

LEVEL	NUMBER OF ORGANISATIONS	% OF TOTAL 1175 = 100%	DESCRIPTION OF MEASURES (ABRIDGED)
<b>1. Offices: Procuring green power and/or Dutch Guarantees of Origin (GoO)</b>			
A	649	55%	At least 75% of the electricity purchased is green.
B	502	43%	At least 98% of the electricity purchased is green.
<b>2. Passenger mobility: Encouraging fuel-efficient driving: The New Driving</b>			
A	548	47%	Provision of toolboxes for all drivers.
B	195	17%	Every van driver completed a course
C	99	8%	90% of the drivers (car and van) completed a course
<b>3. Passenger mobility: Checking the correct tyre pressure of lease cars</b>			
A	535	46%	Annual inspection for over 50% of the lease cars
B	215	18%	Quarterly inspection for over 50% of the lease cars
C	145	12%	Quarterly inspection for over 90% of the lease cars
<b>4. Offices: Recognised Energy Saving Measures</b>			
A	446	38%	'Recognised Measures' have been or will be implemented.
<b>5. Equipment: Electrification of hand tools</b>			
A	425	36%	Wherever possible, the company uses electric hand tools
B	159	14%	Demonstrable policy for replacement/implementation of electric hand tools
<b>6. Equipment: Purchasing more economical machines</b>			
A	420	36%	Fuel consumption is considered in 50% of purchases
B	225	19%	Fuel consumption is considered in 75% of purchases
C	109	9%	Fuel consumption is considered in 90% of purchases
<b>7. Transport: Checking the correct tyre pressure of lorries</b>			
A	419	36%	Tyre pressure checked at least annually
B	261	22%	Tyre pressure checked every 3 months

**Table 1** Overview of the most common measures

LEVEL	NUMBER OF ORGANISATIONS	% OF TOTAL 1175 = 100%	DESCRIPTION OF MEASURES (ABRIDGED)
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**8. Passenger mobility: Encouraging carpooling**

A	406	35%	Company encourages active carpooling among staff and can demonstrate this.
B	204	17%	Company provides pool cars for shared transport to the office or project locations.
C	30	3%	All pool cars run on renewable fuel or natural gas or are zero-CO <sub>2</sub> -emission vehicles

**9. Offices: energy label improvement**

A	397	34%	The average Energy Label for offices is D or E.
B	339	29%	The average Energy Label for offices is C or B
C	169	14%	The average Energy Label for offices is at least A.

**10. Offices: Self-generation of renewable electricity**

A	387	33%	Up to 5% of electricity use is self-generated
B	335	29%	Up to 10% of electricity use is self-generated
C	292	25%	More than 10% of electricity use is self-generated

**Table 1 (continued)** Overview of the most common measures



# 3

## THE 2021 MEASURE LIST IN FIGURES

In the context of the CO<sub>2</sub> Performance Ladder, an organisation with subsidiary organisations consists of the main certificate holder with several certificate holders. So, the 1,175 organisations that completed the Measure List in 2021 are the main certificate holders. The actual number of organisations that are certified on the CO<sub>2</sub> Performance Ladder is higher at about 4,500.

	2021	2020	2019	2018	2017	2016
Number of organisations that completed the Measure List	1175	1044	945	880	839	722
Implemented measures*	17970	15042	13560	11403	10010	6033
Planned measures (total)	10223	8282	7175	6095	4749	3259
NEWLY added measures (total)	582	466	528	382	603	850
Implemented measures (average per company)	17.3	16.2	16.4	14.9	13.6	9.4
Planned measures (average per company)	8.7	7.9	7.6	6.9	5.7	4.5
NEWLY added measures (average per company)	0.4	0.4	0.6	0.4	0.7	1.2

This series was corrected (including previous years) due to double counting of measures per level.

**Table 2** The Measure List in figures

**Implemented measures** are measures that an organisation has actually implemented as of the end of 2021. Many measures are not a one-off action but a continuing policy measure.

**Planned measures** are measures that an organisation scheduled for implementation after the end of 2021.

**Newly added measures** are measures (planned or implemented) that an organisation added itself, for example, because it is a company-specific measure, or because the measure is not (yet) on the Measure List. If several organisations add a similar measure as a new measure, this may be a reason to add the measure to the Measure List during the annual update.

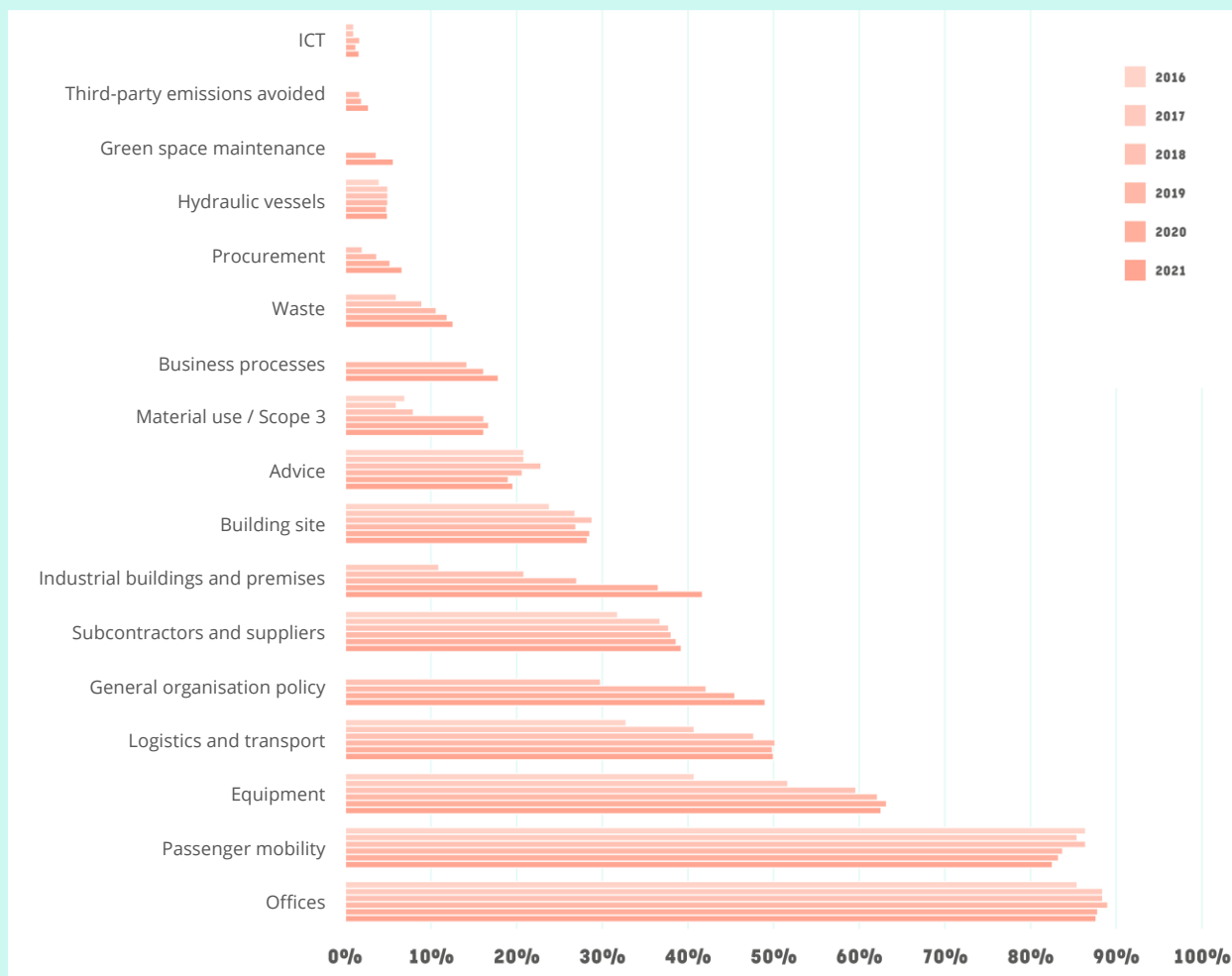
On average, about 26 measures will be registered per organisation in 2021 (see Figure 2).



*Figure 2 Average number of measures per organisation*

## NUMBER OF ORGANISATIONS PER CATEGORY

The Measure List is divided into 17 categories. Organisations select categories and measures from the list that are material to them<sup>2</sup>. For each category, Figure 3 shows the number of organisations that implemented one or more measures within that category.



**Figure 3** Number of organisations per category (100% = total number of organisations)

Offices and passenger mobility are relevant for almost all organisations, which is why most organisations list measures within these categories. The reason why some organisations did not include any measures here may be because the amount of emissions in this category is relatively small compared to the organisation's other emissions.

Some other categories are mainly relevant to the implementation of construction projects, such as 'Logistics and Transport', 'Materials', and 'Construction Site'. So, the number of organisations for which these categories are relevant varies.

<sup>2</sup> An organisation's material emissions are those that are so considerable that they influence the assessments and estimates (including reduction objectives) of decision-makers and stakeholders in and around the organisation. The organisation contributes to stakeholders making the right decisions by, in particular, providing reliable insights about the material emissions.

Compared to 2020, there have been no major changes in the distribution of companies per category. It is striking that the number of organisations in the categories 'Industrial Buildings', 'Business Processes', and 'General Organisation' in particular continues to increase, these are also the measures that may be relevant to the majority of companies. The number of organisations in the category 'Procurement' is increasing because more governments are obtaining a ladder certificate.

## 3.1

### DETAILED USE OF THE MEASURE LIST IN 2021

In the following paragraphs, the following factors are shown for each category:

- the number of organisations that took measures within this category;
- the most frequently taken measures within this category (the number and percentage of the number of organisations that took measures within this category);
- the main changes in the Measure List and reported numbers in 2021 compared to 2020;
- points of interest for further implementation of measures, such as developments in legislation or suggestions as to which measures should receive more attention;
- the main changes in the new 2022 Measure List (published in January 2022 for use in 2022) compared to 2021.

The categories are listed in order of the number of organisations with measures in the respective category.

To determine which measures are most frequently taken, we look at the percentage<sup>3</sup> of organisations that have taken a measure at level A ('standard'). We also give the percentage of organisations that implemented this measure at level B ('advanced'), or C ('ambitious'). If an organisation takes a measure at level B or C, the underlying levels (A and B) must also be met. The percentages per level may therefore not be added together.

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<sup>3</sup> The percentage is related to the number of organisations that listed measures within this category. Implementation at Level B ('advanced') always implies that level A ('standard') was also implemented. At Level C ('ambitious') both level A and B are implemented.

### 3.1.1 OFFICES



LEVEL	NUMBER OF ORGANISATIONS	% OF THIS CATEGORY 1030 = 100%	DESCRIPTION OF MEASURES (ABRIDGED)
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#### AK5: Procuring green power and/or Dutch Guarantees of Origin (offices)

A	649	63%	At least 75% of the electricity purchased is green.
B	502	49%	At least 98% of the electricity purchased is green.

#### AK8: Recognised Measures for offices

A	446	43%	'Recognised Measures' have been or will be implemented.
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#### AK1: Improving the energy label for offices

A	397	39%	The average Energy Label for offices is D or E
B	339	33%	The average Energy Label for offices is C or B
C	169	16%	The average energy label for offices is A

Number of organisations with measures in this category is **1,030**.

### CHANGES IN 2021 COMPARED TO 2020

Measure dropped:

- The measure 'Green Cloud for virtualising the ICT environment' was dropped.

Measures revised:

- The measure 'Feedback on energy consumption of buildings to their users' (AK3) was updated: the A level was revised, and a C level was added.
- The measure 'Purchasing efficient hardware' (AK10) was updated for the same reason: the B level was dropped.

New measure added:

- A new measure aimed at 'gasless offices' was added (AK14). This was immediately taken up by 140 (14%) organisations. For these organisations, more than 10% of the office floor space is 'gasless'.

### POINTS OF INTEREST

- Measure 'Purchasing green power'. The use of green power is still increasing. At 502 (49%) organisations, the offices run (almost) entirely on green power with Dutch Guarantees of Origin. 27% of the organisations (within this category) do not buy any green power or only a limited amount. This is a simple measure that organisations can implement quickly.
- Measure 'Recognised Measures for Offices'. 446 organisations (43%) indicate that they comply with this, compared to 374 organisations in 2020. This measure refers to the government's list of 'Recognised Measures'. This is a list of (mandatory) measures that apply to organisations that are predominantly offices, such as government organisations and business services. Most organisations that complete the Measure List will not fall directly under this requirement, but the 'Recognised Measures' can certainly be relevant in terms of content.

- Measure 'Improving the energy label for offices'. From January 2023, office buildings (larger than 100 m<sup>2</sup>) will be required by law to have at least an Energy Label C. Reporting on this measure is slowly increasing. A total of 397 (39%) of the organisations report a measure related to the Energy Label, and 339 (33%) of the organisations have an average Energy Label C or better for their buildings. So, many organisations must still take this step.

### CHANGES TO THE MEASURE LIST 2022

Measures revised:

- AK3 - Active energy management offices Terminology was revised, and a reference to energy management and Recognised Measures was included.
- AK6 - Renewable electricity generation (in-house) Percentages were tightened; PPA became a separate measure (general organisation)

New measures added:

- AK15 - Making charge points available
- AK16 - choice of location for public transport

## 3.1.2

# PASSENGER MOBILITY



LEVEL	NUMBER OF ORGANISATIONS	% OF THIS CATEGORY 970 = 100%	DESCRIPTION OF MEASURES (ABRIDGED)
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### AM4: The New Driving

A	548	56%	Toolbox available to all drivers
B	195	20%	Every van driver has completed a course
C	99	10%	90% of all drivers have completed a course

### AM6: Checking the correct tyre pressure of lease cars

A	535	55%	Annual tyre pressure checks for more than 50% of leased cars.
B	215	22%	Quarterly tyre pressure checks for more than 50% of leased cars.
C	145	15%	Quarterly tyre pressure checks for more than 90% of leased cars

### AM8: Encouraging carpooling

A	406	42%	Company encourages carpooling among staff and can demonstrate this.
B	204	21%	Company provides pool cars for shared transport to the office or project locations.
C	30	3%	All pool cars run on renewable fuel or natural gas or are zero-CO <sub>2</sub> -emission vehicles.

Number of organisations with measures in this category is **970**.

### CHANGES IN 2021 COMPARED TO 2020

Measure dropped

- The measure 'Policy on the purchase/lease of fuel-efficient passenger cars and company vans' was dropped
- The measure 'National Mobility Benchmark' was dropped.

Measure revised

- The measure 'Competition passenger mobility' was moved from level A to level B.
- The measure 'Facilities for working from home and teleconferencing' was updated. It is now called 'Reducing passenger mobility by working from home and teleconferencing' and focuses on reducing the number of transport movements.

### POINTS OF INTEREST

- Measure 'Zero-CO<sub>2</sub>-emission vehicles'. In 346 organisations (36%), at least 5% of the fleet is zero emission. This number is increasing: from 240 in 2020 to 346 in 2021. In 139 organisations, at least 15% of the fleet is zero emission.

### CHANGES TO THE MEASURE LIST 2022

No changes.



### 3.1.3 EQUIPMENT



LEVEL	NUMBER OF ORGANISATIONS	% OF THIS CATEGORY 735 = 100%	DESCRIPTION OF MEASURES (ABRIDGED)
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#### BM10: Electrification of hand tools

A	425	58%	Wherever possible, the company uses electric hand tools
B	159	22%	Demonstrable policy for replacement/implementation of electric hand tools

#### BM3: Purchasing more economical machines

A	420	57%	Fuel consumption is considered in 50% of purchases
B	225	31%	Fuel consumption is considered in 75% of purchases
C	109	15%	Fuel consumption is considered in 90% of purchases

#### BM7: Checking correct tyre pressure

A	372	51%	Monthly checks on part of the equipment
B	267	36%	Monthly checks on at least 25% of the equipment
C	166	23%	Monthly checks on at least 75% of the equipment

Number of organisations with measures in this category is **735**.

#### CHANGES IN 2021 COMPARED TO 2020

No changes.

#### POINTS OF INTEREST

Most measures in this category contribute to the transition to a zero-emission construction site. Even though the key measures are not yet in the top three, they are clearly growing.

- Measure 'Zero-CO<sub>2</sub>-emission mobile equipment'. The use of this measure more than doubled compared to 2020 (46 organisations in 2020, 107 in 2021).
- Measure 'Application of mobile equipment with hybrid technology'. The use of this measure continues to increase. (97 organisations in 2020, 127 in 2021).
- Measure 'Use of renewable fuels'. The use of this measure continues to increase (75 organisations in 2020, 113 in 2021).
- Measure zero-emission generator. 15 organisations indicate they use a zero-emission generator, for example, with a fuel cell and hydrogen as fuel.
- Measure 'Biogas tractor or equipment'. 7 organisations report using a tractor or equipment that runs entirely on locally produced biogas.

#### CHANGES TO THE MEASURE LIST 2022

Measure revised:

- BM7 - tyre pressure check  
Level shifted: B to A, C to B; C was weighted and now includes a monthly check on all equipment.

### 3.1.4

## LOGISTICS AND TRANSPORT



LEVEL	NUMBER OF ORGANISATIONS	% OF THIS CATEGORY 576 = 100%	DESCRIPTION OF MEASURES (ABRIDGED)
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#### AT7: Checking correct tyre pressure on lorries

A	419	73%	Tyre pressure checked at least annually
B	261	45%	Tyre pressure checked every 3 months

#### AT3: Purchasing more fuel-efficient lorries

A	360	63%	Choice of lorries with lower fuel consumption
B	97	17%	Choice of lorries with 15% lower fuel consumption
C	31	5%	Choice of lorries with 30% lower fuel consumption

#### AT2: Encouraging fuel-efficient driving using The New Driving programme

A	277	48%	75% of the drivers completed a course
B	170	30%	90% of the drivers completed a course

Number of organisations with measures in this category is **576**.

#### **CHANGES IN 2021 COMPARED TO 2020**

No changes.

#### **POINTS OF INTEREST**

- Measure 'Use of renewable fuel to replace fossil fuel'. The number of organisations indicating they fill up with partially renewable fuel continues to increase: from 51 in 2020 to 81 (14%) in 2020.
- Measure 'Zero CO<sub>2</sub>-emission lorries'. 32 organisations indicate they have one or more zero-emission lorries.

#### **CHANGES TO THE MEASURE LIST 2022**

Revised measures:

- AT3 - Purchasing more fuel-efficient lorries reference to VECTO (European lorry emission calculation system).
- AT7 - checking tyre pressure Level was shifted: B to A.

### 3.1.5

## GENERAL ORGANISATION POLICY



LEVEL	NUMBER OF ORGANISATIONS	% OF THIS CATEGORY 559 = 100%	DESCRIPTION OF MEASURES (ABRIDGED)
<b>OA4: CO<sub>2</sub>-awareness among staff</b>			
A	276	49%	Attention in induction process for more than 20% of new consultants and project leaders
B	204	36%	Attention in induction process for more than 50% of new consultants and project leaders
C	53	9%	Attention to the performance reviews for more than 20% of consultants and project leaders
<b>OA3: Implementing energy-saving measures</b>			
A	241	43%	Implementation with a payback period of up to 5 years
B	62	11%	Implementation with a payback period of up to 10 years
C	28	5%	Implementation with a payback period of up to 15 years
<b>OA2: Selecting subcontractors and/or suppliers with a CO<sub>2</sub> Awareness Certificate</b>			
A	198	35%	Certificate is taken into account during the selection of subcontractors
B	22	4%	Organisation requires certification of main subcontractors

Number of organisations with measures in this category is **559**.

#### **CHANGES IN 2021 COMPARED TO 2020**

No changes.

#### **POINTS OF INTEREST**

- The measure 'Implementation of energy saving measures' shows further growth, from 185 (39%) organisations in 2020 to 241 (43%) organisations in 2021. At level A, this concerns the legally required implementation of measures with a payback period of less than 5 years (duty of care for energy, part of the Environmental Management Act). The government 'Recognised Measures' are also based on this payback period.
- A limited number of organisations (16) use an internal CO<sub>2</sub> price for investments.

#### **CHANGES TO THE MEASURE LIST 2022**

- Category name changed (from 'general organisational policy' to 'general organisation').
- Two measures moved from the category 'third-party emissions avoided' to this category:
  - OA8 - Renewable energy generation (for third parties)
  - OA9 - Supplying materials or gases to third parties
- New measures:
  - OA5 - In-house production of green hydrogen
  - OA6 - Usage simultaneity based on electricity supply and demand.
  - OA7 - Renewable electricity generation (via PPA)

### 3.1.6

## SUBCONTRACTORS AND SUPPLIERS



LEVEL	NUMBER OF ORGANISATIONS	% OF THIS CATEGORY 461 = 100%	DESCRIPTION OF MEASURES (ABRIDGED)
<b>OL1: Selecting subcontractors by travel distance</b>			
A	385	84%	Travel distance weighs in subcontractor selection
B	48	10%	Travel distance requirement
<b>OL3: The New Way of Operating course</b>			
A	62	13%	A few subcontractor drivers/planners completed a course
B	50	11%	Course taken by more than 25% of drivers/planners
C	20	4%	Course taken by at least 75% of drivers/planners

Number of organisations with measures in this category is **461**.

#### **CHANGES IN 2021 COMPARED TO 2020**

No changes.

#### **POINTS OF INTEREST**

The Green Deal's 'the New Way of Operating' will be completed in 2020. This concerns an agreement to reduce fuel emissions from construction equipment by 10%. To maintain these reductions, continued attention to the New Way of Operating is relevant throughout the sector, where subcontractors also play an important role.

#### **CHANGES TO THE MEASURE LIST 2022**

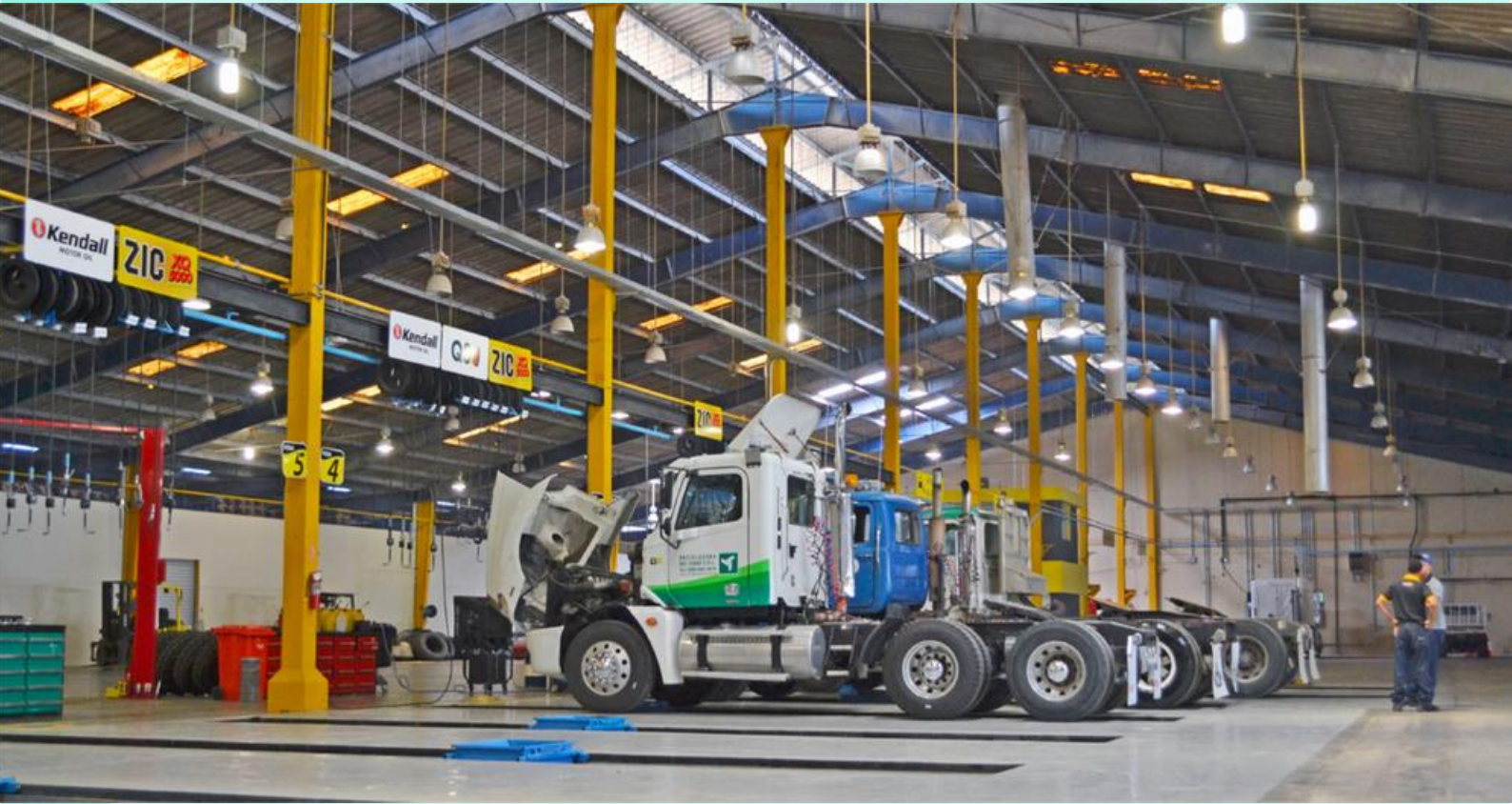
Revised measure:

- OL1 - selection of subcontractors.  
A was dropped.



### 3.1.7

## INDUSTRIAL BUILDINGS AND PREMISES



LEVEL	NUMBER OF ORGANISATIONS	% OF THIS CATEGORY 490 = 100%	DESCRIPTION OF MEASURES (ABRIDGED)
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#### BR5: LED outdoor lighting

B	249	51%	>50% of the lighting on company grounds consists of LED lighting
C	121	25%	100% of the lighting on company grounds consists of LED lighting

#### BR4: Self-generation of renewable electricity

A	198	40%	10% of the electricity comes from self-generation
B	167	34%	20% of the electricity comes from self-generation
C	126	26%	50% of the electricity comes from self-generation

#### BR3: Recognised Measures for industrial buildings

A	189	39%	'Recognised Measures' have been or will be implemented.
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Number of organisations with measures in this category is **490**.

#### CHANGES IN 2021 COMPARED TO 2020

No changes.

#### POINTS OF INTEREST

- Measure 'Self-generation'. An increased number of organisations generate at least 10% of their electricity, from 127 (33%) organisations in 2020 to 198 (40% in 2021)
- The measure 'Recognised Measures for industrial buildings' shows further growth in absolute numbers, from 143 (37%) organisations in 2020 to 189 (39%) in 2021. This concerns the legally required implementation of 'recognised measures' with a payback period of less than 5 years (energy duty of care, part of the Environmental Management Act). This measure is also likely relevant for many other organisations with industrial buildings.

#### CHANGES TO THE MEASURE LIST 2021

Measures revised:

- BR4 - Renewable electricity generation (in-house)  
Level shifted: C to B, weightier C.  
PPA became a separate measure (general organisation)
- BR5 - LED outdoor lighting  
Level shifted: C to B, B to A.
- BR6 - infrared heating  
The A level still proved to be realistic for few organisations. The A-level became the B-level.

## 3.1.8

# BUILDING SITE



LEVEL	NUMBER OF ORGANISATIONS	% OF THIS CATEGORY 332 = 100%	DESCRIPTION OF MEASURES (ABRIDGED)
<b>BB5: Use of temporary surfacing</b>			
A	244	73%	Use temporary surfacing where possible
<b>BB1: Purchase of green power</b>			
A	162	49%	Use green power on the construction site
B	118	36%	Green power covers at least 50% of the power consumption
C	93	28%	Green power covers at least 75% of the power consumption
<b>BB3: Energy-saving site hut</b>			
A	136	41%	5% Complies with 'temporary buildings' requirements of the Buildings Decree
B	107	32%	20% Complies with 'temporary buildings' requirements of the Buildings Decree
C	42	13%	100% Complies with 'temporary buildings' requirements of the Buildings Decree

Number of organisations with measures in this category is **332**.

#### **CHANGES IN 2021 COMPARED TO 2020**

No changes.

#### **POINTS OF INTEREST**

- Measure 'Purchasing green power'. 118 (36%) Organisations indicate they purchase green power for at least 50% of their electricity use on construction sites. With relatively little effort, organisations can use green power on the construction site. Within the Ladder, only green power with Dutch GoOs (Guarantees of Origin) may be labelled green. These are usually more expensive than many GoOs of foreign origin.

#### **CHANGES TO THE MEASURE LIST 2022**

- BB1 - Purchase of green power  
Level shifted: C to B, B to A, weightier C.

## 3.1.9

### ADVICE



LEVEL	NUMBER OF ORGANISATIONS	% OF THIS CATEGORY 230 = 100%	DESCRIPTION OF MEASURES (ABRIDGED)
<b>AD6: Dialogue on CO<sub>2</sub> reduction with major clients</b>			
A	158	69%	CO <sub>2</sub> reduction is occasionally discussed with major clients
B	73	32%	Fixed agenda item in periodic consultations with major clients
C	17	7%	Fixed agenda item in periodic consultations with all clients
<b>AD1: Attention to CO<sub>2</sub> reduction in projects NOT obtained with an award advantage</b>			
A	119	52%	In at least 10% of design assignments
B	67	29%	In at least 50% of design assignments
C	38	17%	For all design assignments
<b>AD2: CO<sub>2</sub>-related research and innovation</b>			
A	105	46%	2% to 10% of research and innovation budget
B	62	27%	10% to 20% of research and innovation budget
C	40	17%	More than 20% of research and innovation budget

Number of organisations with measures in this category is **230**.

#### **CHANGES IN 2021 COMPARED TO 2020**

No changes.

#### **POINTS OF INTEREST**

- Within the context of the Ladder's capacity to distinguish, SKAO attaches great value to the dialogue on CO<sub>2</sub> reduction between client and contractor, also in individual projects. Engaging in this dialogue helps identify and capitalise on reduction opportunities. 158 (69%) organisations for which the category 'Recommendations' is relevant indicate that they will enter into this dialogue.

#### **CHANGES TO THE MEASURE LIST 2022**

- AD6 - Dialogue with clients  
Level shifted: C to B, B to A

### 3.1.10

## BUSINESS PROCESSES



LEVEL	NUMBER OF ORGANISATIONS TOTAL: 210	% OF THIS CATEGORY 210 = 100%	DESCRIPTION OF MEASURES (ABRIDGED)
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#### BP3: Detecting compressed air leaks

A	124	59%	Annual check (in accordance with Recognised Measures)
B	36	17%	3-monthly check

#### BP2: Reducing energy consumption of electric motors in business processes

A	41	20%	Research on fuel-efficient electric motors (in accordance with the Recognised Measures)
B	14	7%	The use of efficiency class IE3 or IE4 for replacements
C	3	1%	Accelerated replacement with IE3 or IE4 efficiency class

#### BP1: Reducing energy consumption of cooling/refrigeration units

A	19	9%	Implementing recognised measure
B	5	2%	Additional measures up to 10% reduction
C	4	2%	Additional measures up to 20% reduction

Number of organisations with measures in this category is **210**.

#### **CHANGES IN 2021 COMPARED TO 2020**

No changes.

#### **POINTS OF INTEREST**

- Measures relating to compressed air, electric motors, and cooling are measures (at an A-level) from the list of Recognised Measures drawn up by the government, which many organisations must comply with. The measure concerning electric motors was taken up by 41 organisations (20%). This measure is probably relevant for many more organisations.

#### **CHANGES TO THE MEASURE LIST 2022**

No changes.



### 3.1.11

## MATERIAL USE / SCOPE 3



LEVEL	NUMBER OF ORGANISATIONS	% OF THIS CATEGORY 190 = 100%	DESCRIPTION OF MEASURES (ABRIDGED)
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#### SO1: Development of additional reduction measures in projects

A	111	58%	Additional measures in one or more projects
B	35	18%	Additional measures in 20% of projects
C	15	8%	Additional measures in 50% of projects

#### SO4: Use of sustainable concrete products

A	39	21%	At least 10% comply with the requirements of the Sustainable Concrete Model Specifications
B	11	6%	100% comply with the requirements of the Sustainable Concrete Model Specifications
C	8	4%	Company complies with further requirements for sustainable concrete as standard.

#### SO3: Using concrete residual flows

A	25	13%	At least 5% (v/v) <sup>1</sup> where possible
B	13	7%	At least 10% (v/v) where possible
C	8	4%	At least 15% (v/v) where possible

<sup>1</sup> Substitution percentage expressed in % v/v relative to the total volume of construction aggregate

Number of organisations with measures in this category is **190**.

### CHANGES IN 2021 COMPARED TO 2020

Revised Measures:

- The measure 'Selection of materials based on CO<sub>2</sub> emissions' was changed and is now called 'Requesting LCA or ECI information on products and materials'.
- In addition, the name of the measure 'The use of sustainable asphalt products' was changed to 'The use of asphalt mixtures with a low ECI'.

New Measure:

- The measure 'Provide LCA or ECI information on products and materials' is newly added.

### POINTS OF INTEREST

The use of the ECI value in the selection of materials and the reuse of materials, such as concrete and asphalt, are important developments that receive a lot of attention in the civil engineering sector. Nevertheless, measures that align with this are only implemented by a few organisations.

### CHANGES TO THE MEASURE LIST 2022

No changes.

### 3.1.12

## WASTE



LEVEL	NUMBER OF ORGANISATIONS	% OF THIS CATEGORY 148 = 100%	DESCRIPTION OF MEASURES (ABRIDGED)
<b>AF02 Realising saleable secondary materials</b>			
A	77	52%	Selling secondary materials as raw materials
B	48	32%	Selling multiple types of secondary materials as raw materials
C	26	18%	Chain consultation on upcycling
<b>AF04 Purchasing auxiliary materials – using secondary materials</b>			
A	75	51%	Investigating options for using secondary materials
B	51	34%	Uses 2 secondary materials as auxiliary materials
<b>AF01 Insight into avoiding CO<sub>2</sub> due to processing waste streams</b>			
A	38	26%	Quantification of avoided lifecycle emissions for 80% of waste streams
B	20	14%	Quantification of avoided lifecycle emissions for all waste streams
C	17	11%	Demonstrable increase in avoided chain emissions

Number of organisations with measures in this category is **148**.

#### **CHANGES IN 2021 COMPARED TO 2020**

No changes.

#### **POINTS OF INTEREST**

- Measure 'Insight on avoided CO<sub>2</sub>'. The transition to a circular economy is receiving more and more attention. The waste sector plays an important role in this. For this sector, insight into avoided CO<sub>2</sub> emissions is an important indicator of the contribution to circularity. 38 organisations (26%) report on avoided emissions.

#### **CHANGES TO THE MEASURE LIST 2022**

Revised measure:

- AF5 - Zero-emission waste collection vehicle and mobile waste presses.  
Existing measure adjusted to 'zero emission'

New measure:

- AF6 - Use of renewable fuel for waste collection services

3.1.13

## PROCUREMENT



LEVEL	NUMBER OF ORGANISATIONS	% OF THIS CATEGORY 70 = 100%	DESCRIPTION OF MEASURES (ABRIDGED)
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### AB09 Enabling the use of secondary materials and components used

C	27	35%	Removing obstacles to the use of secondary materials
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### AB01 The use of award advantage in relation to CO<sub>2</sub> ambition in the civil engineering sector – works

A	20	26%	Up to 25% of the works
B	6	8%	25% - 75% of the works
C	3	4%	All works

### AB10 Policy on the use of Socially Responsible Procurement (SRP) criteria in tenders

A	18	23%	Organisation uses SRP criteria related to the themes of energy, materials, and circularity with at least the ambition level 'Basic'
B	7	9%	Organisation uses SRP criteria related to the themes of energy, materials, and circularity with at least the ambition level 'Significant'
C	5	6%	Organisation uses SRP criteria related to the themes of energy, materials, and circularity with at least the ambition level 'Ambitious'

Number of organisations with measures in this category is **78**.

#### CHANGES IN 2021 COMPARED TO 2020

- Three measures related to tenders for services (ICT, waste, civil engineering) were merged into one measure related to services

Revised measure:

- The name of the measure 'Request for sustainable asphalt products' was revised. The title now reads: 'request for asphalt mixtures with low ECI'.

#### POINTS OF INTEREST

- The number of organisations taking up measures in this category continues to grow significantly, from 55 in 2020 to 79 organisations in 2021
- The measure 'Policy on the use of SRP criteria in tenders'. This measure from the civil engineering sustainability approach shows an increase from 11 (2020) to 18 (2021) organisations
- The measure 'The use of the Ambition Web and the Environmental Guide'. This measure from the civil engineering sustainability approach shows an increase from 3 (2020) to 8 organisations (2021). This number is likely to increase given the growth in the number of certified authorities.

#### CHANGES TO THE MEASURE LIST 2021

Revised measure:

- AB9 - Enabling the use of secondary materials and components used  
Level shifted: C to B, new C.

New measure:

- AB12 - Make construction power available.

### 3.1.14

## GREEN SPACE MAINTENANCE



LEVEL	NUMBER OF ORGANISATIONS	% OF THIS CATEGORY 66 = 100%	DESCRIPTION OF MEASURES (ABRIDGED)
<b>GO01 Processing organic residues into saleable raw materials</b>			
A	41	62%	Company systematically produces and sells secondary material made from organic residues
B	20	30%	Company systematically produces and sells secondary material made from organic residues that demonstrably lowers CO <sub>2</sub> footprint more than composting
<b>GO02 Self-production of biogas</b>			
C	7	11%	Company produces biogas from fermentation for its own use or supply to third parties

Number of organisations with measures in this category is **66**.

#### **CHANGES IN 2021 COMPARED TO 2020**

No changes.

#### **POINTS OF INTEREST**

- The number of organisations that include measures in the 'green maintenance' category almost doubled, from 38 (2020) to 66 organisations in 2021.

#### **CHANGES TO THE MEASURE LIST 2022**

No changes.



### 3.1.15

## HYDRAULIC VESSELS



LEVEL	NUMBER OF ORGANISATIONS	% OF THIS CATEGORY 58 = 100%	DESCRIPTION OF MEASURES (ABRIDGED)
<b>WS03 Reducing stationary diesel use</b>			
A	32	55%	Uses shore power or own generator
B	15	26%	Always uses shore power when available
<b>WS07 LED lighting for ships</b>			
B	25	43%	Company has one vessel in its fleet that is fully illuminated with LED lighting.
C	11	19%	Company has at least 10% of the vessels in its fleet with full LED lighting.
<b>WS04 Purchase of green power</b>			
A	22	38%	Less than 50% of shore power is green power
B	12	21%	More than 80% of shore power is green power
C	8	14%	More than 95% of shore power is green power

Number of organisations with measures in this category is **58**.

#### CHANGES IN 2021 COMPARED TO 2020

New measures:

- The measure 'Hybrid-powered vessels' was added to encourage efficiency improvements by using diesel-electric propulsion, among other things. This measure was taken up by 7 organisations.
- The measure 'Using renewable energy generated on the ship' was added to stimulate self-generation and using renewable energy on a ship. This measure was taken up by 7 organisations.

#### POINTS OF INTEREST

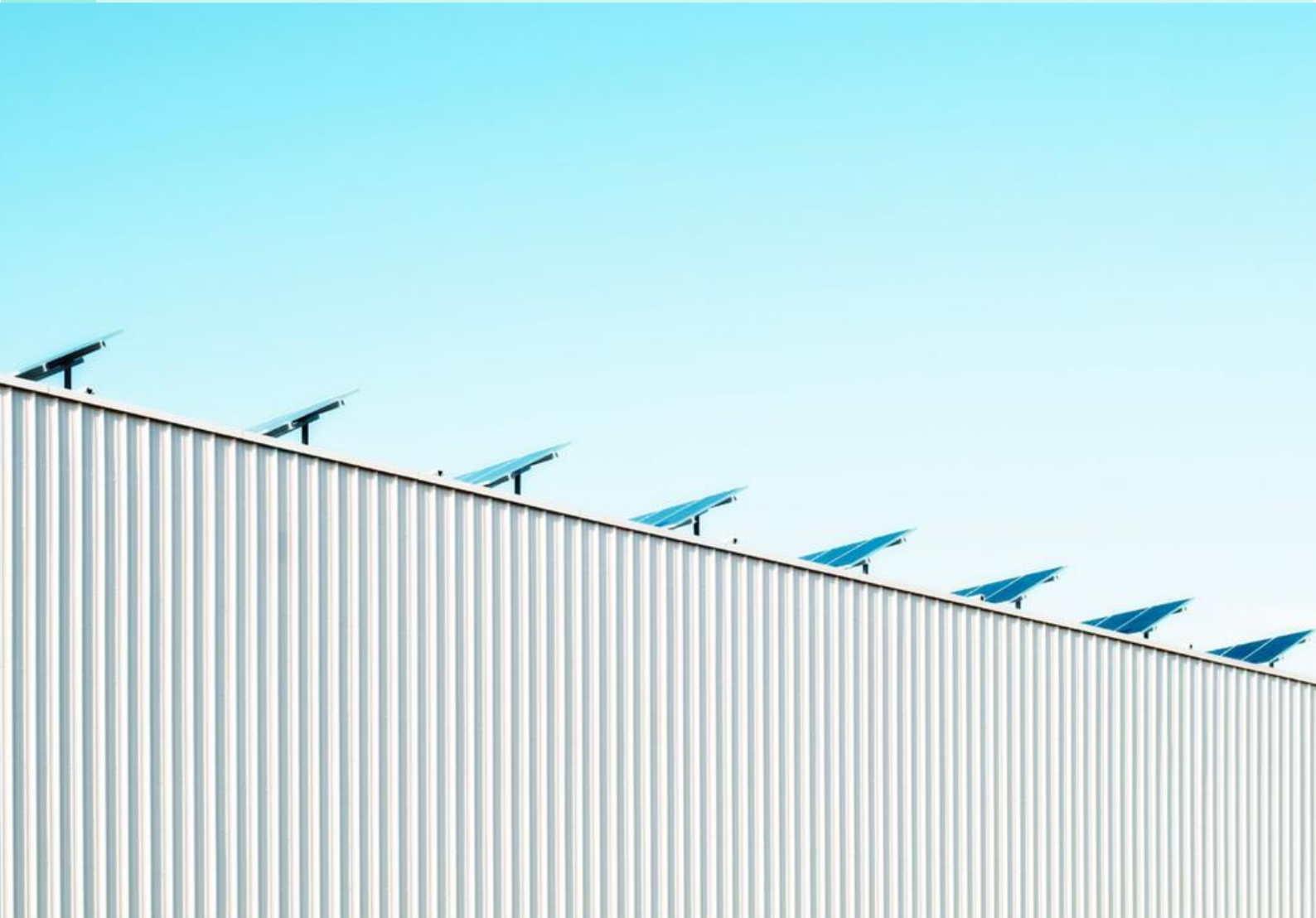
Many measures taken by organisations in this sector involve specific modifications of ships, which are difficult to translate into generic measures. These are partly taken up as 'custom' measures, organisations partly consider this as competition-sensitive information that is only shared with the certifying institution as part of the CO<sub>2</sub> Performance Ladder audit.

#### CHANGES TO THE MEASURE LIST 2022

No changes.

3.1.16

## THIRD-PARTY EMISSIONS AVOIDED



LEVEL	NUMBER OF ORGANISATIONS	% OF THIS CATEGORY 32 = 100%	DESCRIPTION OF MEASURES (ABRIDGED)
<b>VE01 Renewable energy generation</b>			
B	15	47%	Provision of roofs or land
C	9	28%	Supplying renewable energy to third parties
<b>VE02 Supplying materials or gases to third parties</b>			
C	14	44%	Avoided emissions due to delivery to third parties

Number of organisations with measures in this category is **32**.

#### **CHANGES IN 2021 COMPARED TO 2020**

No changes.

#### **CHANGES TO THE MEASURE LIST 2022**

This category was dropped to limit the number of categories. The measures are merged into the category 'General Organisation'.

### 3.1.17

## ICT



LEVEL	NUMBER OF ORGANISATIONS	% OF THIS CATEGORY 19 = 100%	DESCRIPTION OF MEASURES (ABRIDGED)
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#### IC01 Implementing the LTA3 Measure List

A	11	58%	Implement most relevant process measures
B	8	42%	Implement process-and recognised measures
C	2	11%	Realisation of 2 innovative measures

#### IC02 Power Usage Effectiveness (PUE)

B	5	26%	The PUE of networks, data centre hardware, and telephony services are monitored and evaluated for improvement
C	4	21%	Networks, data centre hardware, and telephony services are designed with a PUE of no more than 1.3

Number of organisations with measures in this category is **19**.

#### **CHANGES IN 2021 COMPARED TO 2020**

No changes.

#### **CHANGES TO THE MEASURE LIST 2021**

Revised measures:

- IC1 - Recognised measures for data centres LTA has ended.  
A-level measure only

New measure:

- IC3 - Purchase of green power

## 3.2

# STRONGEST GROWERS AND SHRINKERS

Table 3 shows the measures that showed the strongest growth (in absolute numbers) in the number of organisations taking the measure in question in 2021.

	MEASURE	CATEGORY	CHANGES 2021 COMPARED TO 2020			PARTICULARS
			A	B	C	
AK14	Gasless offices	Offices	N/A	N/A	+140	newly added in 2021
AK04	Optimisation of climate-control systems	Offices	+127	+77	N/A	
BM09	Equipment maintenance	Equipment	+122	+101	+43	
BR05	LED outdoor lighting	Industrial buildings and premises	N/A	+111	+57	
AM11	Zero CO <sub>2</sub> -emission vehicles	Passenger mobility	+106	+91	+67	

**Table 3** Measures with the strongest growth in 2021

Table 4 shows the measures that showed the strongest decrease (in absolute numbers) in the number of organisations taking the measure in question in 2021.

	MEASURE	CATEGORY	CHANGES 2021 COMPARED TO 2020			PARTICULARS
			A	B	C	
AM12	Reducing passenger mobility by providing resources for telework	Passenger mobility	-274	-83	-92	Measure tightened due to sharp increase caused by coronavirus
AK10	Purchasing efficient hardware	Offices	+48	-89	N/A	Measure at B level was dropped
AM01	Policy on purchasing/leasing fuel-efficient passenger cars and company vans	Passenger mobility	-60	-24	-14	Measure was dropped and replaced by measure based on actual consumption
AM19	National Mobility Benchmark	Passenger mobility	-17	-3	N/A	Measure was dropped, method is no longer supported

**Table 4** Measures with the strongest decrease in 2021

### 3.3

## GENERAL CHANGES IN THE 2021 MEASURE LIST COMPARED TO 2020

Changes to the categories:

- Name of category 'general organisation policy' was changed to 'general organisation'.
- Avoided third-party emissions: this category was dropped. The measures have been merged with 'general organisation'.



# 4

## MEASURE LIST BACKGROUND AND IMPACT

### 4.1

#### WHAT IS THE MEASURE LIST?

As part of the certification process according to the CO<sub>2</sub> Performance Ladder, organisations set ambitious CO<sub>2</sub> reduction objectives and define reduction measures (CO<sub>2</sub> Performance Ladder Handbook 3.1, requirement 3.B.1). But what does ambitious mean? An organisation must set this up 'in comparison with industry peers'.

By the increase of certified organisations, the need emerged for a tool that gives insight into the efforts of other organisations in the sector. The aim is to compare these with your own objectives and measurements. The Measure List provides this tool.

The organisations participating in the CO<sub>2</sub> Performance Ladder annually use a digital system to indicate which measures they took or plan to take. This creates an (anonymised) overview of the reduction measures taken by all these organisations. This overview is used, inter alia, to refine the list for the following year. Organisations can use the Measure List to compare themselves with industry peers with similar business operations. When organisations start out with the CO<sub>2</sub> Performance Ladder, the list can also provide ideas about possible measures to take. So, the Measure List is suitable for use by participating organisations.

The first version of the list was compiled in 2015 based on an analysis of a large number of reduction plans drawn up by organisations within the scope of the CO<sub>2</sub> Performance Ladder. This was followed up by coordination with industry organisations. The list was constantly updated in the following years. Existing measures were improved and sometimes tightened. New measures were added: partly based on measures proposed by certified organisations and partly by adding new categories, in consultation with sector organisations. The list is a reflection of measures that certified organisations actually use in practice.

Since 2016, it is compulsory for all participants of the CO<sub>2</sub> Performance Ladder (level 3 and above) to complete the Measure List.

## 4.2

### MEASURE LIST IMPACT

The Measure List consists of CO<sub>2</sub> reduction measures divided into different categories or activities (hereafter referred to as categories). Three levels of implementation are indicated for each measure: A ('standard'), B ('advanced'), or C ('ambitious').

An organisation only needs to fill in the measures for the categories that the organisation determines are relevant to it. Not all categories are relevant to an organisation; for example, because an organisation does not have a particular activity in-house. For example, not every organisation has industrial buildings or uses excavators. Also, an organisation may choose not to actively pursue CO<sub>2</sub> reduction in some categories, for example, because the amount of emissions in that category is relatively small compared to other emissions by the organisation. For example, for an organisation with a large fleet of ships or equipment, the emissions related to offices may be relatively small. In the terminology of the CO<sub>2</sub> Performance Ladder, we call this 'immaterial'.

Of course, the list does not include all conceivable measures. This would make the list too long. Consequently, an organisation can also add its own measures. During the annual Ladder audit by an independent Certifying Institution (CI), the list completed by the organisation serves to substantiate the relative position of its reduction ambitions and plans compared to those of its peers. The Measure List offers the CI a tool to test whether the organisation is ambitious with regard to its reduction objectives, in relation to its peers, and is continuously working on reducing CO<sub>2</sub>.

When filling in the Measure List, organisations are also asked to fill in the 'global measure' per year: total data for turnover, number of employees (FTEs), and CO<sub>2</sub> emissions. This data is not included in this report.

The use of the 'global measure' is primarily intended to give individual organisations insight into the course of their own emissions over time compared to general company data. The data entered is processed anonymously and cannot be used to compare individual organisations.

There are too many company-specific circumstances that can influence such a comparison.

### ANONYMITY

The data that organisations enter into the Measure List is stored in a secure online database. Only the organisation itself can print out its own data to check and discuss with the certification body. SKAO only has access to anonymised data to annually update the list and, for example, for this report. SKAO has no insight into the specific measures an organisation completed. Certified bodies or other parties also cannot access the information in the database.

### ANNUAL UPDATE FOR A SELF-LEARNING SYSTEM

The list of measures is updated annually based on anonymised data.

#### THE LEVEL OF IMPLEMENTATION IS DEFINED AS FOLLOWS:

**a) Category A or 'Standard':** The level of implementation considered the standard. I.e., more than 50% of the companies, for which the category within which the measure falls is relevant, have implemented this measure.

**b) Category B or 'Advanced':** The level of implementation considered advanced. I.e., 20% to 50% of the companies, for which the category within which the measure falls is relevant, have implemented this measure.

**c) Category C or 'Ambitious':** The level of implementation considered ambitious. I.e., only a single company, for which the category in which the measure falls is relevant, has implemented this measure.

If the percentage of organisations implementing a specific measure at level A ('standard'), B ('advanced') or C ('ambitious') grows beyond a certain proportion, the level of implementation is adjusted ('ambitious' becomes 'advanced', 'advanced' becomes 'standard' – see text box). This raises the bar for that particular measure. In incidental cases, the percentages mentioned in the text box may be deviated from, for example, because an added measure still has to 'grow in'. Many measures refer to other instruments, agreements, or laws and regulations. During the annual update, these references are checked, which may require updates. Measures can also be added or removed, for example, based on the measures that organisations added themselves or discussions with sector representatives or experts. This creates a self-learning system that continuously grows to the extent that organisations use certain measures and offers room for new measures and innovations: a practical list for and by organisations.

A proposal for actualisation is made annually. The new updated version is established by the Central College of Experts of the CO<sub>2</sub> Performance Ladder.

# THE ACCELERATION OF THE ENERGY TRANSITION IS VISIBLE ACROSS THE ORGANISATION ON THE CO<sub>2</sub> PERFORMANCE LADDER

By **Gijs Termeer**

The more than 1,200 certificate holders on the CO<sub>2</sub> Performance Ladder report annually on the actions taken and planned to reduce CO<sub>2</sub>. Collectively, this now involves almost 30,000 measures. This is an average of 25 measures per organisation.

The IPCC reports of the past year (read [here](#) and [here](#)) once again underline the urgency of tackling the climate problem and of energetically tackling the energy transition. In the Netherlands, the **Climate Agreement** strives to shape this in various fields (industry, built environment, electricity, mobility, agriculture). The reporting of the CO<sub>2</sub> Performance Ladder Measure List for 2021 clearly shows this energy transition taking place across the board. The question is whether it's fast enough.

## SELF-GENERATION CONTINUES TO RISE SHARPLY

The Netherlands is working to increase solar energy (on roofs and ground) and wind energy (at sea and on land). In the summer of 2021, 30 regional energy strategies (RESes) were published, which are also heavily focused on solar energy on (large) roofs. This is also reflected in the Measure List. Nearly 1-in-5 organisations are now working on self-generation at industrial premises. In offices, this is now even 1-in-3. In practice, these are solar panels in almost all cases. This growth has been rapid in recent years. More and more organisations are opting to generate their own sustainable power instead of only buying (Dutch) green power. Fourteen organisations consciously generate much more electricity than needed so they can supply it to third parties in the vicinity. Hopefully, this will continue in the coming years.

In this respect, the improved matching of electricity supply and demand is likely to become an important new measure. This is because the grid operators are finding it increasingly difficult to **provide sufficient transmission capacity on the regional and local power grid** [↗](#).

## SHARP INCREASE IN THE ELECTRIFICATION OF MOBILITY AND MOBILE EQUIPMENT

The Climate Agreement states that no fossil fuel cars may be sold by 2030. Moreover, the Dutch government is aiming for completely emission-free construction by 2030. Electrification is an important reduction strategy for mobility, transport, and all construction activities. This is clearly starting to be reflected in the Measure List. Last year, we were **still critical about this**. [↗](#) But the number of organisations using at least one mobile tool will more than double by 2021. About 1-in-5 organisations that have mobile equipment now have at least one electric machine. Almost a third of the organisations now have at least 5% of their car fleet that is electric. That's an increase of 45%! It's than a tenth, so this is already more than 15%. Great numbers. The leasing market in particular can be an enormous stimulus for the electrification of passenger mobility. So this must continue in the coming years.

## RISE OF GASLESS OFFICES, BUT LABEL C LAGS BEHIND

Stopping the use of natural gas in the built environment is another important pillar of the Climate Agreement. By 2030, 1.5 million buildings will be taken off natural gas. A new measure on the Measure List in 2021 is the gasless office. And in one year, 140 organisations say they are doing just that. At the same time, by law, all offices must have Energy Label C by 1 January 2023. Implementation of this measure is slowly increasing. But according to the Measure List, 339 of the organisations (33%) currently have on average an Energy Label C or better for their buildings. This number grew by 25% in 2021. But this also means that at least two-thirds won't meet the statutory obligation of 1 January 2023. With the current crisis in Ukraine and the attendant increase in gas prices, these organisations should now finally commit to making these offices and premises more sustainable.

In short, there's a sharp increase in the self-generation of power and electrification of mobility and mobile equipment. Measures to get offices off gas are also on the rise. But whether this is rapid enough remains to be seen. The detailing of the new cabinet's plans and the use of the Climate Fund totalling 35 billion euros will be decisive in this respect.




## CO<sub>2</sub> PERFORMANCE LADDER

March 2022

**This document was produced based on the data in the Measure List Database as at 1 January 2022.**

### COLOPHON

Text and analyses: Vincent Swinkels and Bart van der Ree, SQ Consult, commissioned by SKAO Graphic  
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This document does not stand alone. Also see our website [www.co2-prestatieladder.nl/en/](http://www.co2-prestatieladder.nl/en/)  for more information on the CO<sub>2</sub> Performance Ladder, SKAO, the latest version of the Handbook, brochure and an overview of all certified organisations and clients. No rights can be derived from this document.

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