

# Designing a purpose-driven future

Arcadis Canada 2025 Impact Report



# A message from our country director

As Canada navigates another year of profound change, the need for collective action in the face of economic uncertainty, evolving social dynamics, and accelerating climate impacts has never been clearer.

It's not a question of whether we must be agents of change, but how we step up together. We all need to be part of the solution—putting people first and protecting our planet for future generations.

As a company built on the mission to improve quality of life, we believe Arcadis can work towards driving positive change in Canada. We find solutions to the pressing challenges of our communities and help to enhance the spaces where we live and work.

## Navigating 2025: responding to a changing landscape

This past year, Canadians have faced rising cost-of-living pressures, housing shortages, and new waves of climate events. Communities continue to grapple with inequality and the need for inclusive opportunities, while the economy adapts to emerging technologies and global shifts. Against this backdrop, Arcadis Canada has focused on leveraging our expertise, partnerships, and values to drive tangible progress.

Our 2025 Canada Impact Report outlines the actions we are taking: accelerating climate action, advancing reconciliation, creating inclusive workplaces, and supporting our communities. As a collaborative organization, Arcadis is uniquely positioned to lead positive change and deliver value through challenging times.

## 2025 highlights

Some of our key achievements and initiatives this year include:

- **Climate action:** Launched a new sustainable travel action plan, which helped reduce our carbon emissions, and support Arcadis to meet its net-zero target for 2035.

- **Indigenous partnerships:** Entered into an exclusivity agreement with the Mississaugas of the Credit Business Corporation (MCBC) to drive Indigenous-led development, sustainable infrastructure, and growth.
- **Community investment:** Developed a new diversity, equity, inclusion, and belonging strategy for Canada to deepen country engagement.
- **Arcadis Canada Impact Council:** Launched an employee-driven council to drive meaningful change across Canada by building community relationships aligned with our business and impact goals.

## Looking ahead

Despite the challenges of 2025, I am inspired by our employees' commitment to sustainable solutions, equity, and accountability. Their drive to make a positive impact—in our projects, workplaces, and communities—remains unwavering.

Looking ahead, we are committed to building on this year's achievements. In 2026, we will focus on embedding purpose into our company culture and identify new ways for our staff to engage and participate in how we approach our impact. We will accelerate progress toward net-zero goals, deepen support for grassroots and community organizations, and further embed reconciliation throughout our business operations.

Together, we can amplify our impact and help build a more resilient, inclusive, and sustainable Canada.



**Scott Arbuckle** MCIP, RPP  
Country Director  
Arcadis Canada

## Impact by the numbers

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### Accelerating Climate Action

Business travel emissions declined by approximately **21%**, largely as a result of implementing our business travel carbon budgets.



### Actioning Reconciliation

Since 2024, Arcadis Canada has contracted over **\$1.5 million** to Indigenous-owned companies and initiatives.

We have contributed **\$200,000** in scholarships for Indigenous students since 2022.



### Creating Inclusive Spaces

Globally, Arcadis remains within the **top 10%** of the professional services sector for employee engagement (eNPS).

Our total workforce is composed of **40%** women (excluding US and Puerto Rico).



### Supporting Communities

In 2025, our staff spent **1,500 hours** supporting local communities in Canada.

Donated over **\$220,000** to various local charities, non-profits, and community initiatives.



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## Our social impact vision

### Our mission

*Improving  
quality of life*

Arcadis exists to find solutions to today's most pressing challenges, from the impact of climate change to increasing urbanization and digital transformation—all with the ultimate goal of improving quality of life for people around the world.

You can see this in the work we do for our clients, the opportunities we create for our people, and in our efforts to enhance the communities in which we live and work.

We bring together world-class resources and the latest innovative technologies to help define the cities and experiences of tomorrow. This has been our mission since 1888, when we were founded to transform unusable wetlands in the Netherlands into prosperous land for people to farm. And it continues today.

### Our values



**People first**



**Integrity**



**Collaboration**



**Client success**



**Sustainability**

# Our purpose

To further integrate social impact and our mission of improving quality of life, we are committed to embedding purpose throughout our corporate culture nationwide.

The following steps will shape the cultural transformation within our organization:

- 1 Evaluate our existing social impact engagement levels.
- 2 Connect social impact initiatives to our core objectives.
- 3 Design our programs for meaningful employee participation.
- 4 Track our outcomes and share results regularly.
- 5 Build systems for authentic, long-term growth.



# Our social impact strategy in Canada

At Arcadis, we base our actions for clients and communities on environmental sustainability and social and economic advancement, ensuring our solutions enhance community inclusion for now, and into the future.

Arcadis Canada has established a plan to measure and implement a framework to track our impact and is committed to releasing an annual impact report to showcase our progress. Our social impact goals are structured around four pillars: accelerating climate action, actioning reconciliation, creating inclusive spaces, and supporting communities. We're focused on long-term transformation, with an emphasis on the communities in which we live, work, and play. Arcadis Canada's leadership endorses this work and are advocates for continuous improvement.

Designed to go beyond traditional corporate social responsibility, our social impact strategy is focused on improving our employee engagement programs, increasing employee participation, integrating business strategy, aligning to our global priorities, and identifying measurable returns on investments and positive impact.

Arcadis provided a transportation master plan that outlines policies, programs, and investments to guide how people and goods will move around the city. Residents will have well-connected, affordable, and greener travel options, and the city will become more resilient.

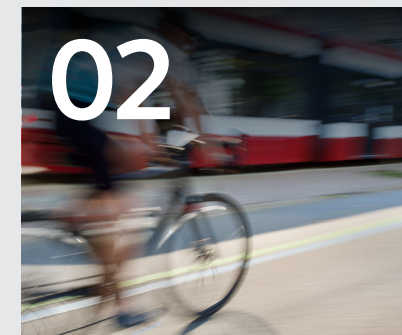


Structured around three guiding principles, our strategy will drive our priorities and decision-making.



## Be an employer of choice

At Arcadis, we are committed to putting people first. By focusing on employee engagement programs, access to skill-based training, and supporting our employee resource groups, we have structured our strategy to help us attract and retain top talent. Employees are increasingly seeking out purpose-driven companies. High employee engagement in volunteering and community support can lead to lower turnover, increased productivity, and higher job satisfaction.



## Accelerate a planet-positive future

Focused on the implementation of our global emission targets and strategy, we are working towards meeting our net-zero goals by 2035. We are committed to minimizing both our direct and indirect emissions, and to accelerating our shift toward renewable energy. In Canada, we are transitioning our company fleet to electric vehicles, reducing business travel emissions, shifting to renewable energy sources, and advancing our clients' efforts towards decarbonization and sustainable energy.



## Improve our local communities

Our impact strategy focuses on finding solutions to pressing challenges within the communities in which we live, work, and play. To drive our commitment, we are focused on building multi-year community partnerships for long-term growth and scale. By supporting local organizations, increasing opportunities for mentorship, and identifying areas for our services to accelerate impact, we are furthering our commitment to create a better world.

# Introducing our Arcadis Canada Impact Council

In 2025, we launched the Arcadis Canada Impact Council (ACIC), composed of passionate, engaged employees who are enthusiastic about social impact and charitable giving.

ACIC is an employee-driven initiative, endorsed and enabled by senior leadership. Council members are committed to fostering a culture of giving within their teams and communities, eager to collaborate with peers and leadership to drive meaningful change.

Moving forward, they will help shape our charitable focus and community partnerships. Together, we aim to:

- Create a robust charitable giving program that improves the lives of Canadians.
- Promote our impact to staff, clients, and the community.
- Engage employees and foster a culture of giving.
- Achieve our ambitious impact goals.



As part of the ACIC, we have local Community Champions who are driving change within their offices and organizing volunteer events and initiatives to amplify impact in our communities. The illustrated map on the left indicates where Community Champions are located.



Portfolio & resume clinic for recent grads,  
newcomers, and emerging professionals in  
the architecture and design industry  
*Toronto Society of Architects*

# 02

## Highlighting our impact

### Our pillars

Beyond our global efforts and commitments, we recognize that each country and community we operate in has distinct experiences and requires a tailored approach to solve pressing issues.

In 2025, we made significant strides to develop a nation-wide effort to make a positive impact. Arcadis Canada hired a Social Impact Manager that is driving our program development, impact measurement plan, metrics, and reporting.

We measure our impact through four categories that often intersect with each other. These include:



Accelerating climate action



Actioning reconciliation



Creating inclusive spaces



Supporting communities

# 2025 impact highlights



## Accelerating climate action

In 2025, we continued to integrate sustainable principles into our operations and client solutions, ensuring that environmental considerations are at the forefront of our services. We:

- Hired a Canadian representative to implement global sustainability goals nationally and ensure we meet net zero.
- Improved non-financial reporting to track our sustainability performance as part of our Environmental Management System (EMS).
- Launched a local sustainable travel plan and policy to reduce flight emissions.



## Creating inclusive spaces

Through a proactive approach to identifying opportunities for improvement, we continue to enhance our strategy and practices to promote inclusivity and equality for all. We:

- Developed a new Diversity, Equity, Inclusion, and Belonging (DEIB) country strategy to deepen country engagement.
- Organized 10 employee resource group events throughout the year including our first Indigenous-led Truth and Reconciliation Week.
- Built relationships with student organizations to support emerging talent in the Architecture, Engineering, and Construction (AEC) industry.
- Launched Inclusion by Design spaces for inclusion practitioners in Toronto driving candid conversations and solutions on diversity and inclusion.



## Actioning reconciliation

Over the past year, Arcadis Canada deepened our focus on integrating reconciliation throughout the business. We:

- Committed to form our first Limited Partnership with the Mississaguas of the Credit Business Corporation, and committed to an action plan for future partnership initiatives.
- Introduced mandatory Indigenous awareness training from Reconciliation Education for all Canadian staff.
- Launched a new Indigenous student post-secondary co-op program.
- Continued our partnership with Indspire to offer Indigenous youth scholarships.



## Supporting communities

To drive positive social change and economic empowerment, we have ensured that our efforts are meaningful and aligned with community needs. We:

- Launched a new Arcadis Canada Impact Council to drive community giving.
- Created new processes to track our social procurement to increase our support for social enterprises and equity-seeking owned businesses.
- Donated, sponsored, and volunteered with various local charities, non-profits, and grassroots initiatives.

Brentwood Station  
Burnaby, BC

# 03

## Accelerating climate action

### Our goals

Sustainability is at the heart of everything we do. Arcadis embeds sustainable values into all client solutions, business operations, people, and community programs.

The built environment is fundamental to this, accounting for almost 40% of global emissions. We are committed to becoming net-zero by 2035 by reducing our material direct and indirect emissions and accelerating our transition to renewable energy.

*\*Our goals in Canada are aligned with Arcadis' global emission targets and strategy. Scope 1 are direct emissions from owned or controlled sources, such as company vehicles and on-site fuel combustion. Scope 2 emissions are indirect emissions from purchased energy (e.g. electricity used in offices). Scope 3 emissions are all other indirect emissions, such as business travel, purchased goods, etc.*

GLOBAL GOAL

**70%** reduction in Scope 1 and 2\* emissions by 2026

GLOBAL GOAL

**45%** reduction in Scope 3\* emissions by 2029

GLOBAL GOAL

**No biodiversity net loss** for all sites by 2030

GLOBAL GOAL

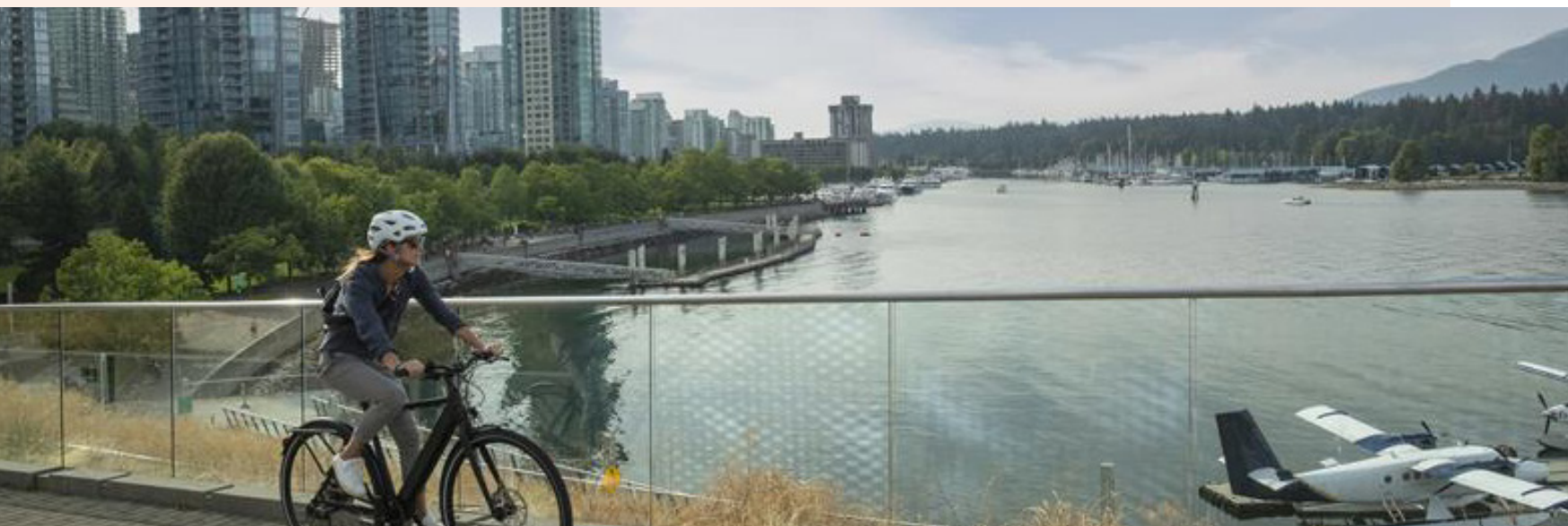
Transition entire company **fleet to EV** by 2030

## In 2025, we made significant progress towards our climate action goals:

- Implemented the Environmental Management System (EMS) in Canada, which will standardize business processes.
- Introduced new digital tools, such as a Power BI dashboard to monitor business travel carbon budgets<sup>1</sup> in Canada, enabling real-time tracking and transparent reporting of emissions data. This new tool provides valuable insights that will help us proactively manage and reduce emissions moving forward into 2026.
- Launched a flight estimator calculator to help employees and project teams assess the carbon impact of business travel, further supporting informed decision-making and effective emissions reduction.
- Hired an Environmental Management System Manager for Canada, who collaborates closely with Arcadis' Sustainability Impact Office to establish, implement, and maintain the EMS policy and manual in accordance with ISO 14001<sup>2</sup>.
- In 2025, we reduced emissions from domestic and international flights by 18% compared to 2024 emissions, surpassing our goal of 11% reduction.

<sup>1</sup> Having implemented carbon budgets demonstrates our decisive efforts to reduce emissions to clients and investors.

<sup>2</sup> ISO 14001 is the internationally recognized standard for environmental management systems.



xʔə́ilwətaʔt (Indian River Watershed)  
səlilwətaʔt (Tsleil-Waututh Nation), BC

## Our progress

For over a decade, Arcadis has collaborated with Tsleil-Waututh Nation to develop and implement sediment and biota sampling programs that assess contamination at beaches throughout Burrard Inlet and Indian Arm.

### Sustainable travel

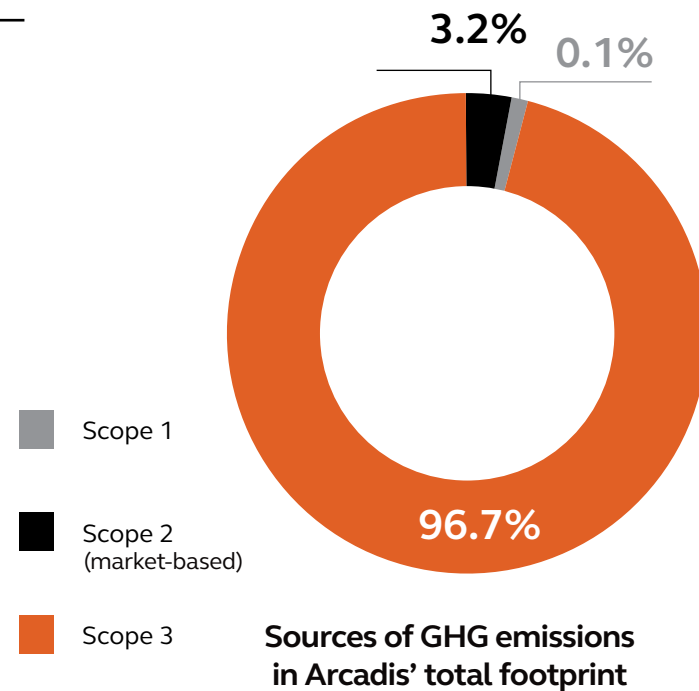
At Arcadis, we recognize that every journey we take is an opportunity to align with our commitment to sustainability and carbon efficiency. Travelling with purpose means maximizing the value of travelling, while minimizing its environmental impact. By carefully considering the necessity and alternatives of each trip, leaders can ensure travel plans align with Arcadis' commitment to reduce our Scope 3 emissions. Understanding the carbon footprint of business travel is essential to making informed decisions. Our staff are empowered to make smarter travel choices without compromising business outcomes. This includes:

- Understanding when to select direct flights versus stop-overs to reduce emissions.
- Opting for virtual meetings to minimize necessary trips.
- Utilize our travel carbon estimator to assess whether travel plans fit within their carbon budget, and monitor our emissions through the travel emissions Power BI Dashboard.
- Renting electric vehicles when possible, and using public transit.

## Sustainable procurement

Supply chain sustainability is critical when prioritizing environmental, social, and governance (ESG) considerations. At Arcadis, we are prioritizing informed decisions and concrete actions to reduce emissions throughout our supply chain. We are committed to lowering our Scope 3 greenhouse gas (GHG) emissions by **45% by 2029**, as they represent **96.7%** of Arcadis' total footprint. Over 83% of Scope 3 emissions come from suppliers, specifically from purchased goods and services. Therefore, focusing on emission reductions is critical to achieving our short-term net-zero target for 2029.

A **45%** reduction in Scope 3\* emissions by 2029



The Otipemisiwak Métis Government retained Arcadis to provide owner's engineer, feasibility study, and capital support services to develop Salay Prayzaan, a 13,000-panel solar farm producing enough energy to power 1,200 homes.

Salay Prayzaan  
Métis Crossing, AB

The table below outlines how we implement our global targets into local actions.

Global Target	Local Actions (In Progress)	Category
A 70% reduction in Scope 1 and 2 GHG emissions by 2026	<p>Transition our company fleet (leased vehicles) to electric vehicles (EVs) to reduce the biggest source of our Scope 1 emissions.</p> <p>Reduce direct office energy use (natural gas for heating) by resizing office floor space to reflect lower occupancy from increased remote work in recent years.</p> <p>Implemented semi-annual non-financial reporting to closely monitor emissions, observe trends and measure the impact of our reduction efforts.</p>	Reduce carbon emissions
A 45% reduction in Scope 3 GHG by 2029	<ul style="list-style-type: none"> <li>Launch a supplier engagement program, as well as a local sustainable travel plan with proposed actions, including selecting economy over business class and stacking trips to reduce emissions generated by business travel.</li> <li>Launch a net-zero supply chain training and support tool to measure, manage, and reduce GHG emissions associated with the supply chain and embedded net zero into day-to-day work with key suppliers.</li> <li>Develop a communications strategy to increase awareness and support for staff.</li> <li>Develop an implementation plan to further embed the global sustainable procurement process including a hotspot analysis to evaluate key priority areas to meet sustainable procurement commitments.</li> </ul>	
No net biodiversity loss at all sites by 2030	Semi-annual non-financial reporting that tracks biodiversity for each office location to observe trends and patterns over a longer period.	Biodiversity



Harmony Commons  
Scarborough, ON

## Our future

In 2026, we will continue taking local actions to meet our global targets.

Our priorities are focused on quarterly carbon budget updates, implementation plans to reduce travel in our local operations, integrating sustainability within our projects, and selecting projects with an emphasis on reducing net embodied carbon, as well as implementing sustainable design strategies.

We will work closely with the global sustainability team to conduct a hotspot analysis to identify where emission reductions will have the highest impact across our operations and procurement activities. Arcadis Canada will continue measuring and reporting data on our carbon emissions and reductions across the country, the electrification of our fleets, and our efforts to protect biodiversity. We will focus on building partnerships with organizations that are working toward a just energy transition, biodiversity and/or nature preservation, water conservation, circularity, and social impact.

As the Architect of Record, Arcadis has played a pivotal role in Harmony Commons—the largest passive certified building in Canada and largest passive house dormitory in the world.



# City of Iqaluit Long-Term Water Program

### Securing safe and accessible water

The City of Iqaluit is rapidly developing as the regional capital of Nunavut, with many northern businesses, government departments, and agencies making it their base of operations. This has led to a rapid growth in population causing challenges with that have been compounded by the impacts of climate change.

Arcadis is helping to create a new supply and storage system for potable water through the construction of a new 2 million cubic metre reservoir, two pump stations, and over six kilometres of conveyance piping. The project will secure water for the more than 8,000 people living in the northern territory of Nunavut, while considering future population growth to 24,000 by the year 2050.

**8,000** people with  
access to safe and secure water



# Actioning reconciliation

Squamish Nation Youth Powwow  
Xwmech'stn Village (Capilano 5 Reserve)  
in West Vancouver, BC

## Our goals

In our ongoing commitment to strengthen relationships with Indigenous communities, we have centred our goals around enhancing visibility, fostering understanding, and creating a more inclusive environment within our organization.

Our dedication to advancing reconciliation remains unwavering as we strive to create a positive impact and meaningful relationships.

Since 2024, Arcadis Canada has contracted over **\$1.5 million** to Indigenous-owned companies and initiatives.

CANADIAN GOAL

**\$264,000**  
in scholarships for Indigenous students by 2027

CANADIAN GOAL

**100%** staff trained in Indigenous cultural awareness training within 2026

CANADIAN GOAL

**1** certification in Partnership Accreditation in Indigenous Relations (PAIR)

## In 2025, we made significant progress towards our reconciliation goals:

- Since 2022, we've donated \$200,000 to Indpsire, a national Indigenous charity that invests in the education of Indigenous people across Canada. Our donations have been matched by the federal government, keeping us on track for our 2027 target.
- We are on track to meet our 2026 goal with 90% of Arcadis Canada staff trained in 4 Seasons of Reconciliation. We have now made Indigenous cultural awareness training mandatory for all new hires in Canada.
- Completed Phase 2 of the Canadian Council for Indigenous Business' Partnership Accreditation in Indigenous Relations Program (PAIR), a national certification initiative that recognizes corporate performance in Indigenous relations. We are currently in the process of completing Phase 3 and are on track to be certified by 2027.



Arcadis participates in the Toronto Region Board of Trade's Indigenous Business and the Infrastructure Opportunity event, alongside Former Chief Claire Sault, Mississaugas of the Credit First Nation, and Warren Sault, President and CEO, Mississaugas of the Credit Business Corporation.

## Our progress

### Launching a new Indigenous partnership

This year, Arcadis Canada entered into an exclusivity agreement with the Mississaugas of the Credit Business Corporation (MCBC), with the intention of establishing a new Limited Partnership. This is a first-of-its-kind collaboration for Arcadis, focused on driving Indigenous-led development, sustainable infrastructure, and inclusive growth across Ontario.

The partnership is focused on delivering design, engineering, and consulting services in the Greater Golden Horseshoe, Canada's most populous and economically-significant urban area, and the Treaty Lands of the Mississaugas of the Credit First Nation (MCFN). The Limited Partnership will be majority-owned by MCBC and will open doors to exciting projects in infrastructure, climate adaptation, architecture, and urban planning.

*“This partnership is much more than a sound business decision. It paves the way for reconciliation, renewal, and reclamation.”*

**Warren Sault**

President and CEO, MCBC and MCFN member

### Increasing access to Indigenous procurement

Building on our existing relationship and membership with the Canadian Council for Indigenous Business (CCIB), Arcadis joined the CCIB Procurement Advocate Program, ensuring access to Indigenous-owned businesses and a forum to provide access to contracting opportunities. As an Indigenous Procurement Advocate, Arcadis has demonstrated its commitment to increasing opportunities for Indigenous businesses to participate in supply chains and are actively working toward embedding Indigenous businesses into its procurement processes.



“Arcadis was a sponsor of the 2025 Squamish Nation Youth Powwow in July. On the Sunday afternoon of the powwow, the Orange Shirt Society hosted a special for all of the Junior category dancers (12 and under). They made the unusual move to stand in the centre of the powwow circle during the song. I watched Phyllis Webstad, founder of Orange Shirt Day, slowly walk among the children and become emotional at the sight of them dancing all around her in their regalia. It was a powerful reminder to celebrate the beauty in our survivance.”

**Jennifer Bennett,**  
Business Unit Leader and Impact Council Indigenous  
Communities Advisor, Arcadis



Squamish Nation Youth Powwow  
Xwmelch'stn Village (Capilano 5 Reserve)  
in West Vancouver, BC

### Mandatory reconciliation training

Reflecting Arcadis Canada's commitments under the Partnership Accreditation in Indigenous Relations (PAIR) Certification process, this year we introduced mandatory Indigenous training for all Arcadians in Canada. All staff are now required to complete 4 Seasons of Reconciliation, a training program created by First Nations University, located in Saskatoon, Saskatchewan.

The highly regarded online course is a dynamic resource made possible by a dedicated team of Indigenous contributors, writers, advisors, and producers. Originally created in 2014 under the guidance of the Aboriginal Healing Foundation as a direct response to the Truth and Reconciliation Commission's Calls to Action, its goal was to help educate all Canadians. Since then, the course has evolved into the 4 Seasons of Reconciliation program, now recognized as the benchmark for reconciliation e-learning. It has educated hundreds of leading organizations across Canada and reached more than 600,000 participants.

### Supporting Indigenous youth

To further our support of Indigenous youth, Arcadis continued to sponsor the annual Advancing Indigenous Science and Engineering Society (AISES) in Canada National Gathering, a professional society committed to increasing Indigenous people in science, technology, engineering, and mathematics (STEM) as an Emerald sponsor. In partnership with Indspire, we are on track to support 50 Indigenous post-secondary students by 2027 through the Building Brighter Futures scholarship program. Additionally, we became a corporate sponsor of the Indigenous Pathways Program for the Schulich School of Engineering at the University of Calgary.

In 2025, we were honoured to have two Indigenous students join Arcadis as summer students, where they gained hands-on experience and contributed to meaningful projects that support Indigenous communities across British Columbia and Alberta. Additionally, we expanded our mentorship opportunities with Indigenous and non-Indigenous staff mentoring youth for the Tsuut'ina Nation. Arcadis also supported the Influence Mentoring Society to support Indigenous post-secondary students and building capacity, talent, and career opportunities.

*“Investing in Indigenous youth through hiring and mentorship is one of the most meaningful ways we can create lasting impact. By supporting Indigenous youth through employment and mentorship, we help build future Indigenous leaders. Providing real project experience, guidance, and professional exposure helps remove barriers that Indigenous youth often face and contributes to a more inclusive, resilient workforce.”*

**Darcy Aubin,**  
Technical Director, Indigenous Services, Arcadis

## Our future

As we work towards Phase 3 of the Partnership Accreditation in Indigenous Relations (PAIR) program, we will continue embedding reconciliation into all facets of our business.

In 2026, we're looking forward to:

- Building a more supportive co-op and mentorship program.
- Increasing participation in reconciliation training and expanding our sponsorships and conference support.
- Rolling out new resources and training for integrating reconciliation practices into our work.
- Building employee support through an employee resource group called Indigenous Employee Network.

Building upon our PAIR commitments, Arcadis Canada has also developed a dedicated community investment and impact campaign. Some of our partner communities include Tsuut'ina Nation, Siksika Nation, Musqueam Indian Band, Tsleil-Waututh Nation, Sumas First Nation, Keeseekoowenin Ojibway First Nation, Mississaugas of the Credit First Nation, and Swan Lake First Nation.

Neale Hunt, Group Leader, Environmental Solutions (left) and Ian Collings, Associate Manager, Environmental Solutions (right), are wrapped with Musqueam blankets during a blanketing ceremony, a gesture that recognizes significant contributions to the community. Neal and Ian have built a relationship with Musqueam spanning nearly twenty years, with capacity building and trust at its foundation.



## Sumas First Nation

### Advancing ecological reconciliation

Sumas First Nation has worked with Arcadis since 2006, steadily nurturing its capacity to take on new jobs in land management and environmental stewardship. In 2017, the Nation enacted its pioneering Soil Deposit, Removal, and Transport Law—a first-of-its-kind regulation grounded in Indigenous governance. It laid the foundation for a bold shift: protecting Sumas lands not only from contamination, but from exploitation.

With Arcadis' support, the Nation has developed a comprehensive environmental framework that is establishing new grounds for development and securing their reserve lands from the impact of climate-related disasters, like the floods that devastated the Sumas Prairies in 2021. Our team is also training members of the Nation in environmental monitoring and enforcement, with the goal of Sumas taking over the entire process.

The soil project is part of a broader effort to reclaim and repurpose a southern parcel of land—once overlooked and degraded—into a future hub of economic activity, cultural gathering, and food security for centuries to come.

*“We didn’t always have this capacity. But we weren’t lacking ability—just opportunity. So, [with support from Arcadis] we cultivated our own.”*

**Jennette Pierre,**  
Lands Manager for Sumas First Nation

Photo credit: Ben Nelms/CBC



ARCADIS

Improving quality of life.

OTAMI-DCI

*“For this project, my intention was to represent the enduring spirit of our people, symbolized by fire and resilience, like an eagle soaring with strength and grace. The triangles evoke the form of the teepee, a gathering place for ceremony, storytelling, and the sharing of life, fueled by the essential fire within.”*

*It is imperative that we work towards sustainability for future generations, and for all beings that surround us. The seen and the unseen, the animate and the inanimate.*

*This can be achieved through facilitating and encouraging conversations that aim to build and strengthen relationships, while also sharing culture, ideas, and creative practices.”*



**Sébastien Aubin,**  
Owner & Art Director of  
Otami Design Studio

For the annual First Nations Major Projects Coalition Conference in Toronto, Creative Director Sébastien Aubin (Opaskwayak Cree Nation) was commissioned to design Arcadis’ booth backdrop reflecting the resilience of Indigenous people.

Leading by Example: Positive Male Role Modelling in Parenting  
Virtual webinar hosted by the Gender Affinity Group

05

# Creating inclusive spaces

## Our goals

To foster a culture of creativity and inclusivity within the workplace, we are establishing an environment that not only encourages innovation but also celebrates diversity.

Through initiatives like lunch and learn programs focused on social impact, sustainability, and Indigenous reconciliation, we aim to educate and inspire our employees to engage with pressing societal issues. We will launch additional employee resource groups which are voluntary, employee-led groups that foster a diverse and inclusive workplace by connecting employees with shared identities or experiences.

Our employee resource groups, branded Affinity Groups, will help provide spaces for all Arcadians to find community, share experiences, and build understanding across our spectrum of diverse backgrounds and identities. We are committed to intentionally leveling our hiring processes and partnering with external organizations to enhance diversity in our workforce.

 CANADIAN GOAL

**4** Canadian Affinity Groups by 2027

 GLOBAL GOAL

Top **25%** in employee satisfaction in the professional services sector

 GLOBAL GOAL

**40%** of employees identify as women

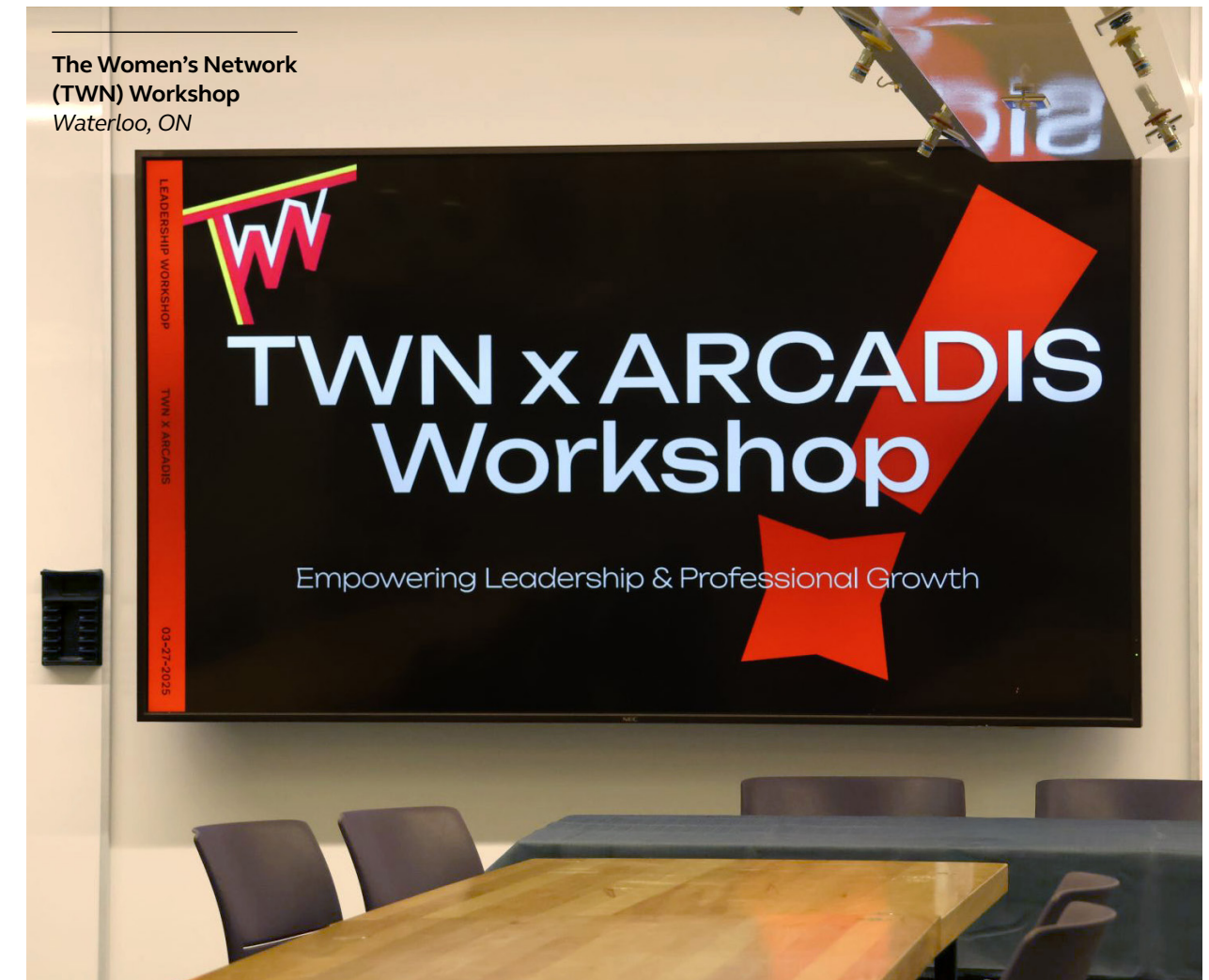
*Our goals above are aligned with Arcadis' global strategy and annual integrated report.*

## In 2025, we made significant progress towards our inclusive goals:

- Surpassed our headcount for total women in our global workforce reaching 40% as of December 2025 (excluding workforce in the US and Puerto Rico).
- Exceeded our employee satisfaction goal scoring top 10% of employers in the professional services sector for employee engagement.
- Created a national diversity, equity, inclusion and belonging (DEIB) plan for the country in partnership with leadership and Affinity Groups.
- Developed additional DEIB learning resources for leaders.



EngiQueers National Conference  
Montreal, QB



The Women's Network  
(TWN) Workshop  
Waterloo, ON

## Our progress

### Powered by our people

We are investing in our workforce and implementing initiatives that enrich the wellbeing of our employees. By nurturing a supportive and empowering work environment, investing in employee growth, and fostering a culture of collaboration, we can be an employer of choice.

To improve working conditions and ensure equal treatment and opportunities for all, we are focused on providing all employees work-life balance, health and safety, and training and skills development.

Our Canadian Affinity Group chapters and employees continue to demonstrate their commitment to building inclusive spaces within Arcadis.



Fall Fair  
Hamilton, ON



OALA Black History Month Panel Discussion  
Toronto, ON



Asian Heritage Month Potluck  
Calgary, AB

### Gender Affinity Group

With members nationwide, the Gender Affinity Group continues to grow and is making impactful contributions to foster inclusivity in Canada. The group hosted an office watch party for International Women's Day in March for a virtual panel called Doubling Down on Parity: Perspectives on Career Progression through Visibility and Advocacy. The event drew over 450 attendees and received overwhelmingly positive feedback. In November, they hosted a watch party in Toronto in support of International Men's Day called Leading by Example: Positive Male Role Modeling in Parenting.

### Race, Ethnicity, and Cultural Heritage Affinity Group

Our Race, Ethnicity, and Cultural Heritage (REACH) affinity group held targeted events throughout the year to promote our diverse workforce and expand learning opportunities for staff.

To celebrate Black History Month, REACH hosted a conversation with Dr. Ingrid Waldron, who shared her research and learnings on the impact of racism on the health—and especially mental health—of Black Canadians. Other events included a display of traditional items for Nowroz, a celebration of Asian Heritage Month with potlucks in various offices, and a speaker for National Indigenous History Month.

### Indigenous led Truth and Reconciliation Week

Indigenous staff organized an emotional and impactful Truth and Reconciliation Week at Arcadis leading up to September 30th.

- The week started with a virtual tour of the former Mohawk Institute Residential School, hosted by the Woodland Cultural Centre.
- Arcadians attended the National Centre for Truth and Reconciliation virtual lunch and learn, featuring leaders who are working on school ground searches for their communities.
- Mid-week, we hosted a panel of Indigenous Arcadians discussing the meaning of the Truth and Reconciliation Commission of Canada (TRC), creating an opportunity for non-Indigenous to learn more about how to action reconciliation.
- We wrapped up the week with a virtual documentary screening of the Honourable Murray Sinclair and Phyllis Webstad's History of the Orange Shirt Story.

Over 600 Arcadians participated in Truth and Reconciliation Week, showcasing the desire and interest of learning more about Indigenous perspectives.



EngiQueers National Conference  
Montreal, QB



MIIPOC Networking Event  
Toronto, ON

### Student support

Across Canada, we continued to build relationships with student organizations through funding and mentorship programs to support emerging talent in the architecture, engineering, and construction (AEC) industry. Some of the organizations we support include:

- **EngiQueers:** A nation-wide non-profit supporting professional development, education, advocacy, and social connection for queer engineering students.
- **Women in Science and Engineering (WISE):** A group that aims to empower women in STEM by fostering professional and interpersonal skills among university students and inspiring high school students to pursue STEM fields.
- **Mentorship Initiative for Indigenous & Planners of Colour (MIPOC):** An opportunity to build, grow, and enhance the capacity of the community of Black, Indigenous, and Persons of Colour (BIPOC) in the field of urban, community, and regional planning.
- **National Society of Black Engineers (NSBE):** A non-profit that supports black engineers and scientists in advocacy, education and career advancement.

### Supporting Indigenous and racialized planners

MIPOC is dedicated to dismantling barriers encountered by Indigenous, Black, and people of colour within the field of urban planning. Since 2023, Arcadis has partnered with MIPOC to hire students as interns, as well as support panels and networking events that foster meaningful connections and conversations among racialized planners. Centred on storytelling and reflection, panelists often share personal experiences, challenges, and advice for students and early-career professionals. It is a powerful reminder of why spaces and organizations like MIPOC matter—and how essential it is to support the growth and leadership of Indigenous and racialized planners.



*“As an urban planner at Arcadis, I work on diverse planning and development projects across Ontario. My passion for planning is rooted in a commitment to community-led and justice driven approaches. I believe planning should centre equity, dignity, and care, challenging extractive processes of development and planning”*

**Rudia Nam**  
Former MIPOC Student

Rudia began as a co-op student through the Arcadis x MIPOC partnership while pursuing her MEd at York University. After her co-op placement, she became a full-time staff member.



## Our future

In 2026, we will launch a new plan for Canada to implement global goals, with the aim to improve our company culture for current and prospective staff.

Arcadis Canada will focus on improving opportunities for employee engagement, including ways to mentor the next generation. Our talent acquisition team will prioritize areas to support and build capacity for students. Our offices will host various events throughout the year to provide Arcadians with more opportunities to learn and participate in various communities. Arcadis Canada will further support our employee resource groups (Affinity Groups) through recognition and development support, particularly as we launch a new Indigenous Employee Network for Canada.



*“At Arcadis, Diversity, Equity, Inclusion, and Belonging (DEIB) efforts go beyond the pursuit of a more inclusive workplace or a list of goals; it is the base from which everyone can feel that they are recognized. An inclusive culture makes us stronger and more resilient as a company—we are able to better encounter challenges posed by a rapidly changing global market and understand the opportunities facing our clients. Our goal is for each Arcadian to know they belong.”*

**Rubiena Duarte**, Global DEIB Director, Arcadis

# Yellowknife Aquatic Centre

## A national example of inclusive design

Arcadis led the design of the Yellowknife Aquatic Centre, providing architecture and interior design services to deliver one of the most ambitious public infrastructure projects ever delivered in the Northwest Territories.

Accessibility was integral to the project from day one. Through community engagement, led by Level Playing Field, feedback from people with disabilities helped shape the final design from parking and entrances to changerooms and poolside amenities. Each of the facility’s pools includes a ramp to accommodate water wheelchairs, and the changerooms are gender-inclusive, featuring private changing stalls to support comfort and dignity for all users. Every area of the centre was designed to support an inclusive, family-friendly experience.

**Winner** of  
the 2025 NWT Human  
Rights Commission  
Accessibility Award



# Supporting communities

## Our goals

Our commitment to supporting communities extends beyond our projects. By integrating the following actions into our company culture, we create opportunities for positive change and help build stronger, more inclusive communities.

We actively engage in social procurement by partnering with equity-seeking owned businesses and organizations that create lasting social value and economic opportunities in local communities. Through scholarships and dedicated student support, we help empower future leaders and provide pathways to education and meaningful careers. We give back through targeted donations and by encouraging our employees to contribute volunteer hours to community organizations and initiatives. These efforts allow us to address local needs, strengthen social ties, and foster resilience.

We paused to reflect on where our resources would be best directed and are in the process of onboarding Canadian staff to a new charitable contribution system.

 CANADIAN GOAL

**5%** of procurement redirected to businesses owned by marginalized groups, including women and members of Indigenous and 2SLGBTQQIA+ communities

 CANADIAN GOAL

**\$300,000** in scholarships and student support awarded from 2022-2029

 CANADIAN GOAL

**\$1,000,000** donated to local charities, non-profits, and community groups by 2029

 CANADIAN GOAL

**3,000** volunteer hours by 2029

## In 2025, we made significant progress towards our community goals:

- Distributed nearly \$50,000 in scholarships and student support for post-secondary students, as well as created a strategy to expand student support for future years.
- Donated over \$220,000 to various local charities, non-profits, and community initiatives.
- Created new categories within our procurement process to track social procurement, including Canadian certification programs and self-certification for social businesses.
- Launched a new Impact Council that will help drive community volunteering initiatives and created a tracking system for our volunteer hours.



## Our progress

After launching our Impact Council, Arcadis Canada made tremendous strides in advancing how we support our communities.

With 24 passionate Arcadians working towards a more cohesive community support strategy, we are creating a foundation to expand our charitable giving and build long-term partnerships.

### Community Champions

Community Champions are located in offices across Canada and are empowered to support causes that align to their office and community. Throughout 2025 they organized local volunteering and fundraising activities, attended community events, as well as led other initiatives to support their local communities.

### Global Business Area Impact Leads

Global Business Area Impact Leads are leaders in their respective disciplines and work towards identifying areas within their fields that can amplify our impact. In 2025, they identified strategic priorities to deepen relationships with professional societies, increased access to our support for community partnerships, and developed skills training for staff.



Right: **Eden Food for Change**  
Mississauga, ON

Below: **Habitat for Humanity**  
Big House Party  
Waterloo, ON



## Community support

### Community organizations supported:

- Habitat for Humanity
- St. Paul's Foundation
- Union Gospel Mission
- Canadian Blood Services
- CANstruction
- Lions Foundation of Canada Dog Guides
- Ronald McDonald House
- The WIN House
- Kids Up Front
- Alzheimer's Society
- Heads Up Guys
- Canadian Red Cross

### Holiday giving campaign:

- toy and food drives
- collecting items for the Downtown Eastside in Vancouver
- raising funds for Habitat for Humanity
- assembling kits for the Native Child and Family Services of Toronto's transitional housing program

### Supporting Indigenous communities:

- Treaty Five Summit at Lower Fort Garry in Manitoba
- Career fairs at Siksika Nation and Tsuut'ina Nation
- Mississaugas of the Credit First Nation Powwow
- Swan Lake First Nation Powwow
- Squamish Nation Youth Powwow
- G4 Mountaineers Youth Hockey Club
- Kilgatzie Youth Soccer Club



## Our future

In 2026, Arcadis Canada is placing a renewed emphasis on employee engagement as a cornerstone of our company culture.

We are committed to strengthening connections within our teams and with the communities we serve. We are investing in community-oriented staff socials, expanding volunteer initiatives, and encouraging participation in community events. We are also prioritizing partnerships that provide meaningful opportunities for employee involvement—whether through mentorship, pro bono services, or volunteering. Collectively, the council will spend approximately 3,500 hours each year driving change within our local communities in Canada.

Building on the momentum from last year, we are excited to officially launch our national charity program. This initiative empowers our people by inviting staff to nominate charities of their choice and vote on the organizations they are most passionate about supporting. By developing multi-year partnerships with our selected charities, we aim to offer sustained, impactful support that goes far beyond one-off donations. Together, we will foster a culture of giving, engagement, and shared purpose at Arcadis.

## Mikinàk Redevelopment

### Building affordable and sustainable housing

Designed as a triad of rectangular buildings partially enclosing a city block, Mikinàk provides 271 affordable homes as well as numerous inclusive outdoor and interior amenities for residents and the community.

Mikinàk embodies the requirements of numerous certification programs including Passive House, WELL, the Canada Green Building Council's Leadership in Energy and Environmental Design (LEED) program and Zero Carbon Building standard.

Achieving industry-leading energy metrics, the anticipated annual energy demand for heating is less than 10 kilowatt hours per square metre per year (kWh/m<sup>2</sup>a), equivalent to the annual energy used by a clock radio or an electric toothbrush.

**271** affordable homes

**57%** less energy and  
**56%** less CO<sub>2</sub> than  
recommended by the 2025  
National Energy Code of  
Canada for Buildings



# Becoming leaders



## Our 2026 commitment

In our inaugural 2024 Impact Report, Arcadis Canada set an ambitious goal to be recognized as an industry leader in social impact.

To become better leaders, we are working towards the following:

- Establishing long-term relationships with communities and focusing on sustainable development and empowerment.
- Encouraging and supporting employee volunteerism, skills-based programs, and personal development opportunities.
- Developing training, mentorship, and apprenticeship programs for marginalized communities to enhance employability and economic capacity.
- Increasing financial and resource support for local events, causes, and organizations.
- Leading the industry in social procurement practices, prioritizing social businesses, and suppliers that align with our values.



Corporate Challenge, Office Blood Drive  
Calgary, AB

## Our year ahead

**\$350,000**  
in charitable donations

**\$65,000**  
in scholarships and  
student support

**5%** social procurement  
commitment

**4** Canadian Affinity Groups



Front and Back Cover:  
**Mikinàk Redevelopment, Ottawa, ON**  
Arcadis was retained by Ottawa Community Housing Corporation as the prime consultant and lead architect to deliver Mikinàk, a housing complex with three mid-rise, mixed use buildings.