



# Human Rights and Labor Policy

“These past years, we saw how gravely disproportionate the effects of climate change, natural disasters and pandemics can be on vulnerable communities. As designers, engineers and consultants, we can play a critical role in developing inclusive communities and protecting the people who live and work with us. We can only truly make progress when we bring everyone along on the journey. The time to act is now. We must take bold and concrete steps to promote human rights. And, take an active stance on improving the lives of people. This policy has been developed by global leadership at Arcadis to document our human rights ambitions. We acknowledge that the primary responsibility for the successful implementation of this policy lies with the Arcadis Executive Leadership Team. However, we also recognize that true success will be underpinned by the commitment of each and every employee”

August 2021



**Peter Oosterveer**  
Chief Executive Officer and Chairman  
of the Executive Board  
Arcadis NV

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## Purpose

Arcadis is the people who work here and make up our company. Without them, there is no business. Treating people with dignity and respect is a corollary of our company’s core values: People First, Client Success, Integrity, Collaboration, and Sustainability. Businesses can only act with integrity when they foster human rights. Respect for human rights is also a fundamental part of what it means to pursue corporate sustainability. Putting people first means taking a human-centric approach, which supports our passion for improving quality of life. All of this underpins this policy, which strengthens our commitment to human rights and is supported by our internal three-year roadmap.

## Who we are

Arcadis is a full-service design, engineering, and consultancy organization. Our design and advisory work spans the entire asset lifecycle. As one of the world’s leading sustainable design and engineering consultants, we work globally in different business areas, with a broad range of clients and suppliers. We have more than 28,000 employees in more than 30 countries. With sustainability at the heart of everything we do, our focus is on maximizing our impact on improving quality of life.

We strive to put people first and at the center of our organization. This ambition is also reflected in the solutions we develop, which address important societal challenges around resilience, locations, and mobility.

## Scope

This policy addresses:

1. our own operations, comprising our offices, our employees, and our contingent workforce;
2. our direct and indirect supply chains, covering the people that work in these supply chains, as well as in the supply chains of our business partners; and
3. our projects, services, solutions, and clients, including the people that work in these projects, for these services, solutions, and clients, or are affected by these projects, services, solutions or clients, e.g., residents in surrounding communities.

Arcadis is often part of large global networks delivering projects for our clients. When working in such multi-party networks, we conduct business with certain third parties (hereinafter referred to as “business partners”), whom we expect to commit to this policy or to have their own human rights standards in place, which are aligned with those set forth in this policy.

### Examples of business partners:

- **Client**
- **‘Direct’ Suppliers** (e.g. project related) and their supply chains
- **‘Indirect’ Suppliers** (e.g. suppliers of stationery or cleaning services) and their supply chains
- **Joint Venture partners** and their supply chains
- **Strategic Alliances**
- **‘Ecosystem’ Partners**



Our core values of people first, integrity, and sustainability mean that we value and respect the rights of our own employees as well as the rights of people affected by our business activities. The term *employees* as it is used in this policy includes our contingent workforce and temporary workers.

This policy complements the human rights-related statements in other Arcadis standards and policies. These related policies are as follows:

- Arcadis Global Business Principles (AGBP)
- Global Sustainability Policy Statement
- Global Privacy Notice
- [Procurement Policy](#)
- [Supplier Code of Conduct](#)

## Human Rights Policy Statements

### Our commitment

With this human rights policy, we confirm our commitment to respecting internationally recognized human rights when conducting business. This policy forms the basis for our three-year road map for embedding human rights standards in our operations. We expect all Arcadis employees to respect human rights and take a role in the implementation of the roadmap, where roles and responsibilities are stipulated.

We believe that we have a responsibility to respect all human rights and to seek to avoid any negative impacts of our business and contribute to the positive impacts of our business on people. We are committed to following the United Nations Guiding Principles (UNGP) on Business and Human Rights and the Organization for Economic Cooperation and Development (OECD) Guidelines for Multinational Enterprises. We respect the international human rights as set out by the International Bill of Human Rights, the International Labor Organizations' (ILO) Declaration on Fundamental Principles and Rights at Work and its core Conventions (on child labor, forced labor, freedom of association and collective bargaining and non-discrimination), as well as the ILO Indigenous and Tribal Peoples Convention C169, and the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP). We will further be guided by the International Finance Corporation's (IFC) Environmental and Social Performance Standards, the Voluntary Principles on Security and Human Rights, Children's Rights and Business Principles, and Women's Empowerment Principles, and the Ten Principles of the United Nations Global Compact to which we are a signatory. When respecting these international standards and guidelines, we expect to directly contribute to the relevant Sustainable Development Goals (SDGs) of the United Nations.



Where these international human rights are restricted by national legislation in one or more of the countries of our operations or projects, we will respect the international principles behind the international standard, while abiding by national laws. Where national laws and international human rights standards differ, we will follow the higher standard.

### Our commitment to human rights due diligence

Our commitment to respecting human rights means that we are continuously preventing, identifying, mitigating, and remediating human rights risks caused by, contributed or linked to our business activities. We expect our business partners to have the same commitment and to implement continuous human rights due diligence processes to prevent, mitigate, and remediate any negative impacts they might cause, contribute to, or are linked to by their business activities and partners. Our business partners must agree to ensure transparency, remedy any shortcomings, and drive continuous improvement.

If we identify any human rights infringements we are linked to via the activities of our business partners, we will expect our business partner to address and remediate such infringements. We will set up systems of consequences when business partners do not meet these expectations. This can include using our leverage on our

business partners to seek a collaborative approach. However, in cases where business partners are not willing to assume the responsibility to respect human rights and/or we do not have any leverage on the business partner, we will phase out those relationships.

### Our roadmap for implementation

To implement this policy, we developed a three-year roadmap for conducting human rights due diligence in alignment with the UN Guiding Principles on Business and Human Rights. We see this process as a continuous learning journey and expect to make adjustments along the way. Our roadmap for implementing this human rights policy includes the following steps:

- Pro-actively identifying actual and potential human rights risks with regular and continuous risk assessments, including identifying risks we are linked to via our business relationships.
- Embedding and integrating human rights into management systems and taking action to address identified risks, which will include programs to address specific human rights risks. This also includes strengthening the integration of human rights into the selection and management of our suppliers and the provision of services to clients and projects.

- Monitoring against a set of Key Performance Indicators (KPIs) to assess whether we have made progress on the process.
- Communicating about the policy and the due diligence process within Arcadis via guidance materials and training, internally and externally with stakeholders via our website, other appropriate communication channels, and our annual integrated report.
- Remediating and addressing potential human rights infringements. Where needed, we will work with others to ensure human rights risks are addressed.



### International initiatives and memberships

We are members of, participate in or support the following partnerships and initiatives that seek to advance human rights:

- UN Global Compact (member since 2009)
- World Business Council for Sustainable Development
  - The CEO Call to Action on Human Rights
  - The CEO Guide to Human Rights
  - The Business Commission to Tackle Inequality

### Governance

Our Board, all managers, employees, contractors, and business partners bear a responsibility to act in a way that respects human rights.

A part of our roadmap is to embed this policy in the company’s management system, including the Arcadis Risk and Control (ARC) Framework and internal audits. In addition, we will integrate the activities across all our global business and enabling functions. Also we want to ensure human rights is integrated when providing services and solutions. We will continuously review and adapt, where needed, indicators to monitor performance.

Our Chief People Officer is primarily responsible for our human rights approach, with the ultimate accountability resting with the Chief Executive Officer and our Executive Board.

### Stakeholder engagement

Stakeholder engagement for Arcadis means participating in conversations with internal stakeholders and external stakeholders to deepen our insights into their needs and expectations. We have already conducted workshops specifically on human rights, including an external workshop to understand the views of our stakeholders. These viewpoints are invaluable to us as they help us develop sustainable solutions, manage risks and opportunities in our operations, and maximize our impact on improving quality of life. We will continue these engagements with our stakeholders and ensure we identify potentially impacted stakeholders as part of our roadmap. These stakeholder groups may include those in communities affected by the projects we engage in. We commit to listen to, engage with, learn from and respect their rights and views and adopting mitigating measures and controls. We encourage our business partners to do the same.

### Grievance mechanism

We have a reporting procedure for our employees to report suspected misconduct or irregularities that relate to our core values, the Arcadis General Business Principles (AGBP), or other (including human rights-related) laws and regulations. This reporting procedure includes an anonymous and global Integrity Phone Line managed by a third party, in the event our people are uncomfortable reporting to their immediate supervisor or further in the line, or to their local Compliance Committee. The AGBP describe this procedure and refer to the quarterly Compliance Oversight meeting. External stakeholders can raise a concern or report suspected misconduct or irregularities directly with their contact person in the business. Arcadis will investigate, address, and respond to the concerns of employees and external stakeholders and will take appropriate corrective action in response to any violation. We will monitor the effectiveness of our grievance mechanism, including for human rights-related topics and adapt, where appropriate. We expect our business partners to also have such grievance mechanisms in place for human rights, including processes to handle complaints from external stakeholders.



## Specific Human Rights Topics

We respect all human rights. Our assessment of the most common industry risks and global risk assessment preceding this policy, has identified the following human rights issues as potentially most salient and in need of specific attention. *Salient human rights issues* in this context means human rights that are at risk of potentially the most severe negative impact for the people who may be affected through our business activities. It does not mean Arcadis has already encountered these issues. With regular risk assessments to be implemented as part of our roadmap, we will gain a deeper understanding of the actual occurrence and severity of these and also possibly identify other risks and take mitigation measures accordingly.

### Health, safety, wellbeing, and security

We strive to make the health, safety, and well-being of our people central to everything that we do. Our health and safety (H&S) program was launched to achieve zero H&S incidents. We assess the safety and security of our employees within each project and in each office, define necessary measures and controls to ensure that our employees are working in safe and secure conditions. These commitments have been translated into a Health & Safety Plan (HASP) that has been developed in accordance with the Global H&S Management System Standard.

We expect our business partners to follow similar high standards on health, safety, and well-being of their employees and to provide us with clear information on how they achieve such high standards.

We are responsible for the security of our employees and for protecting our premises. We expect our business partners to ensure that security personnel in high risks countries or sites undergo human rights training in line with the UN Voluntary Principles on Security and Human Rights and that such security personnel act in a proportionate way to security threats.

### Modern slavery including forced labor and human trafficking

Arcadis does not accept any form of modern slavery, including forced labor or bonded labor. In line with the ILO Conventions, all work must be conducted on a voluntary basis, and not under threat of any penalty or sanction. This is particularly important for employees of our business partners on sites where physical and manual labor is undertaken. As part of our roadmap, we will further develop screening processes and engagement with our business partners. We expect our business partners to provide clear information on how they prevent situations of modern slavery.

### Diversity, equity, inclusion and respectful treatment

We believe equal treatment of all employees, as defined in the ILO Conventions, is a fundamental principle. The Arcadis General Business Principles state “every employee has an equal opportunity for personal recognition and career development, regardless of personal background or belief”. Arcadis does not tolerate any form of discrimination, harassment or otherwise disrespectful or inappropriate behavior, unfair treatment, or retaliation of any kind.

We recruit, hire, place, train, compensate, and advance people based on the needs in the organization and qualifications, skills, experience, and performance of our people. We expect the same from our business partners. We are dedicated to fostering workplaces that are free from discrimination or harassment based on race, sex, national or social origin, religion, age, physical health and/ or neurodivergent conditions, sexual

orientation, political opinion, or any other status protected by applicable law. We also aim to ensure that our services and solutions are free from discrimination and promote diversity, equity, inclusion and belonging.

We are strengthening the implementation of this commitment with a new global strategy on Diversity, Equity, Inclusion & Belonging, which will be centered on the fundamental right to equal treatment. We expect our business partners to follow similar high standards as well as to provide information on how they prevent situations of, among others, unequal treatment and harassment.

### Freedom of association and collective bargaining

We recognize the freedom of our employees to choose to establish or associate with any organization of their own choosing, including labor unions, in line with the ILO Conventions. Employment by Arcadis is not made subject to the condition that the employee will not join a union or must relinquish their union membership. Neither will Arcadis dismiss a worker or otherwise prejudice their employment by reason of the employee’s union membership.

We also respect the right of employees to be represented by labor unions or other employee organizations, where it is allowed by national law. We engage in negotiations either on its own behalf or through employers’ organizations with a view to reaching agreement on employment conditions.

Where national laws restrict the implementation of these international standards, the company will facilitate the development of parallel means for independent and free association and bargaining to establish a good forum for dialogue between employees and the management. This may include the facilitation of workers to elect their own workplace representatives. We expect our business partners to provide clear information on how they respect the right of freedom of association.

### **Children's rights**

We respect the rights of the child as stated in the UN Convention on the Rights of the Child, including the right to education, the right to rest and play and the right to have basic needs met. We will not accept child labor within our facilities and projects or in our supply chain. We will follow the ILO definition of the minimum age for hiring employees.

This also means that as part of our roadmap on human rights due diligence, we will develop screening processes and risk assessments to identify actual and potential children's rights risks and will invest in making our workplaces family friendly. We expect our business partners to provide clear information on how they respect children's rights.

### **Wages, working hours and benefits**

We provide our workforce with a fair remuneration that is consistent with applicable wage laws. Our company's principle is to provide a living wage, which means wages should at a minimum meet the basic needs of employees and their dependents.

Working weeks should not exceed the maximum set by local laws. Overtime should be an exception to meet short-term business demand and always be voluntary. Overtime will be compensated according to local regulations. We will provide our employees with a workplace flexibility that enables a healthy work-life balance. We expect our business partners to provide similar working conditions and provide clear information on how they ensure fair wages, working hours, and benefits.

### **Privacy**

We respect the privacy of and are committed to protecting the personal data of our clients, the end customers of our clients, other business partners, and our employees. We process personal data in line with applicable privacy laws, including the European Union General Data Protection Regulation (GDPR). With our Global Privacy Program, as described in our annual report, we implement this commitment to privacy.

We expect our business partners to provide clear information on how they respect the right to privacy.

### **Land and engagement**

We acknowledge our responsibility to minimize access restrictions or relocations for local communities as a result of the projects we are involved in and aim to prevent and mitigate adverse impacts on human rights of local communities and affected stakeholders. As part of our roadmap on human rights due diligence, we will create effective project screenings to understand the risks related to communities and develop effective mitigation measures and controls. We expect our business partners to undertake active community engagement throughout the project process, minimize negative impacts, foster respect for human rights, dignity, and the culture of indigenous populations, and promote development benefits in culturally appropriate ways. We expect our business partners to provide information on how they have done this.

In case our business activities negatively impact local communities, we will work with our business partners to ensure that people are fairly compensated and informed in line with IFC performance standards.

In case we engage in projects where land is owned or otherwise used by indigenous or tribal peoples, we will encourage our business partners to seek free and prior informed consent in line with the ILO Convention, United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) and the IFC Performance standards.

### **Environmental impact**

We are aware of the impact we might have on people living in surrounding communities through our operations and through the projects we perform on behalf of our clients. We are also aware of our responsibility towards future generations. Therefore, as stated in our Sustainability Policy, we are committed to protect, conserve, and enhance the natural environment through the provision of our services. We strive to minimize environmental impacts and to promote the use of sustainable resources and the protection of biodiversity and ecosystems, in both our own actions and the advice we provide. We protect the environment by implementing waste management procedures and environmentally-friendly designs and prevent our impact on natural resources such as access to clean water. We integrate sustainability in our business activities by offering our clients socially and environmentally conscious solutions and by performing optimally.

We expect our business partners to provide clear information on the environmental aspects of their products and production processes.





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