

No: GL-PL-PL-0200	Policy	
Revision: 1.0	Global Diversity, Equity, Inclusion and Belonging (DEIB)	

1.0 Purpose

In line with the Dutch Corporate Governance Code, the purpose of this Global Diversity, Equity, Inclusion, and Belonging Policy (the “DEIB Policy”) is to define Arcadis’ company-wide commitment to Diversity Equity Inclusion and Belonging. Arcadis aims to foster a culture of psychological safety, diversity, equity, and inclusion, in which every Arcadian feels valued and respected. Research reflects and we believe that a diverse range of perspectives, competencies, personal qualities, nationalities, and cultural backgrounds reduces group thinking and enhances long-term value creation.

It is the intent of Arcadis that this DEIB Policy, together with all our other programs, practices, procedures, trainings, controls or similar applications considered or effected in connection with this DEIB Policy, comply with all applicable law in all jurisdictions in which Arcadis operates, to the extent Arcadis is subject thereto, and accordingly to the maximum extent permitted, this DEIB Policy shall be interpreted and administered in compliance with all applicable law. To the extent any provision or implementation of this DEIB Policy is deemed to violate applicable law in any jurisdiction, Arcadis shall have the right, in its sole discretion, to adopt modifications or amendments to, or deviate from, this DEIB Policy and take such other actions (including selective application of the DEIB Policy among jurisdictions, amendments and actions with retroactive effect) as it determines are necessary or appropriate in order to ensure that this DEIB Policy and the implementation thereof remains in compliance with applicable law..

2.0 Scope

This policy applies to all Arcadians (employees) and extends beyond our workforce to include interactions with clients, suppliers, joint-venture partners, ecosystem partners, industry bodies, and *other third-parties who are expected to demonstrate the spirit of this policy in compliance with applicable law.*

3.0 Roles and Responsibilities

Our Chief People Officer is primarily responsible for our DEIB approach, with ultimate accountability resting with our Executive Board, with oversight by the Supervisory Board.

All Arcadians are responsible for upholding our values and behaviors as laid down in the AGBP. These contribute to a culture focused on sustainable long-term value creation including fostering diversity, equity, inclusion and belonging, and propagating these values through leading by example, in compliance with applicable law. This includes mitigating bias in decisions and practices including but not limited to the talent process, clients, suppliers, communities, and other third-party agents, in compliance with applicable law. For management there are additional responsibilities, as we are committed to creating and upholding a culture in which employees feel encouraged and safe to raise concerns and report instances of non-compliance in accordance with the AGBP and our Seek Advice and Speak Up Policy Statement.

¹ [Boston Consulting Group \(2018\) - "How Diverse Leadership Teams Boost Innovation"](#)

All Arcadians’ responsibilities include, as also stipulated in our AGBP, respecting the dignity and perspectives of all individuals, including colleagues and any other individuals that they might encounter during their engagement with

Classification Label:	Public	Prepared By:	Reviewed/Approved By:
Date of Issue:	01/SEP/2025	Rubiena Duarte	Mark Cowlard
Date Published:	11/DEC/2025		

No: GL-PL-PL-0200	Policy	
Revision: 1.0	Global Diversity, Equity, Inclusion and Belonging (DEIB)	

Arcadis. Arcadians are encouraged to create inclusive environments that are free from discrimination, harassment, and bullying, focusing on deliberate inclusion and being more intentional with actions to drive diversity, equity, inclusion and belonging. Arcadis does not engage in positive discrimination where this is not permitted by law.

The following table outlines the roles and responsibilities associated with this policy.

Role	Responsibility
Executive Board	Accountable for Arcadis DEIB approach
Chief People Officer	Responsible for Arcadis DEIB approach and owner of the policy shall be responsible for its review, approval, and continued suitability.
Global DEIB Director	Ensure the policy remains up to date, aligned with corporate strategy, and compliant with global regulations and ethical standard

4.0 Policy

4.1 Introduction

At Arcadis, we are committed to promoting a People First work environment. As such, we are committed to fostering an inclusive, human-centric, accountable, and sustainable workplace. We want to ensure every Arcadian feels they belong and can succeed at Arcadis, and that differences among Arcadians are recognized, valued, celebrated, and seen as an asset. Our employees bring diversity of experiences, ideas, and voices to our company, which makes us better able to solve our clients' challenges while delivering great client experience and creating a more sustainable world.

In line with its requirements under Dutch law including the Dutch Corporate Governance Code, this DEIB Policy has been developed. This DEIB Policy is [also] grounded in the Arcadis General Business Principles ("[AGBP](#)") and our core values of People First, Client Success, Integrity, Collaboration and Sustainability.

In line with its requirements under Dutch law, including the Dutch Corporate Governance Code, the Supervisory Board of Arcadis N.V. has adopted separate policies for composition of the Executive Board ("**EB**") and the Supervisory Board ("**SB**") of Arcadis N.V. The Diversity and Inclusion Policy of the Supervisory Board and the Diversity and Inclusion Policy of the Executive Board are published and can be accessed here [Supervisory Board | Arcadis](#) and [Executive Board | Arcadis](#).

We strive to work and collaborate with clients, suppliers, joint venture partners and their supply chains, ecosystem partners, industry bodies and other third parties who demonstrate the spirit of this policy, in compliance with applicable law.

4.2 DEIB Definition

Within Arcadis. DEIB is defined as follows:

Classification Label:	Public	Prepared By:	Reviewed/Approved By:
Date of Issue:	01/SEP/2025	Rubiena Duarte	Mark Cowlard
Date Published:	11/DEC/2025		

No: GL-PL-PL-0200	Policy	
Revision: 1.0	Global Diversity, Equity, Inclusion and Belonging (DEIB)	

- **Diversity.** At Arcadis, we define diversity as all aspects and personal characteristics in which people may differ, such as expertise, experience, competencies, other personal qualities including sex and gender identity, age, racial and ethnic origin, socioeconomic background, colour, occupational disabilities, parental status, sexual orientation, religion, political opinion, nationality and cultural or other background.
- **Equity.** At Arcadis, we define workplace equity as providing all employees with access to opportunities or resources. The concept of equity recognizes that each person has different circumstances, hence allocation of resources and opportunities are calibrated to ensure equality of opportunities to succeed.
- **Inclusion.** At Arcadis, we define inclusion as an organizational ability to create a culture in which every employee feels valued and respected, ensuring equitable opportunities across all levels of employees. Inclusion also covers psychological safety within the company where employees are expected to behave in accordance with the AGBP and our core values.
- **Belonging.** At Arcadis, workplace belonging is defined as the feeling of security and support that employees have, where the environment promotes respect, acceptance, and inclusion of all employees.

4.3 Our DEIB commitments

1. **Dignity, Respect and Anti-Discrimination:** we are committed to creating a workplace where all individuals are treated with respect, civility, and dignity; free from prejudice, discrimination, and bias. By fostering inclusivity, we aim to increase workplace belonging for everyone.
2. **Talent Practices:** we are committed to creating inclusive talent systems that are merit based and comply with applicable law. We encourage and support the growth and career development of all our employees to help them reach their full potential. Through offering career enhancing experiences and development opportunities we aim to improve our ability to attract, retain and accelerate a diverse range of qualified employees, in compliance with applicable law.
3. **Improving quality of life:** through the sustainable solutions we deliver, the culture we foster and the values we uphold, we are committed to positively impacting our employees, our clients, and the communities in which we operate. Consistent with our [Global Supplier Code of Conduct](#) we require our business partners to follow similar high DEIB standards as well as to provide information on their DEIB approach, where permissible Governance

Classification Label:	Public	Prepared By:	Reviewed/Approved By:
Date of Issue:	01/SEP/2025	Rubiena Duarte	Mark Cowlard
Date Published:	11/DEC/2025		

No: GL-PL-PL-0200	Policy	
Revision: 1.0	Global Diversity, Equity, Inclusion and Belonging (DEIB)	

4.4 Communication

Arcadis endeavors to ensure that to the extent possible, internal communications reflect all Arcadians in the words and images we use.

4.5 Measuring, Monitoring and Reporting

Arcadis will oversee the composition of our employees by recruiting, retaining, and developing the most qualified employees and by meeting the aims and commitments set out in this policy, to the extent in compliance with applicable law. We will publish and report on a range of our employees' data in line with our legal and contractual obligations.

Monitoring will also include assessing performance against our commitments and any supporting action plans in the global business areas and in-country, where consistent with applicable law, reviewing them annually, identifying any lessons learned and taking action to address any issues and gaps.

In line with best practice and provision 2.1.6 of the Dutch Corporate Governance Code, in the Company's corporate governance statement in its annual report, this DEIB Policy and the way it has been implemented in practice shall be explained, addressing more specifically:

1. The goals of the DEIB Policy;
2. The plan to achieve the goals of the DEIB Policy;
3. The results of the DEIB Policy in the past financial year and – where relevant and applicable – insight into the inflow, progression and retention of employees; and
4. The gender composition of the executive leadership team (ELT) and senior management at the end of the past financial year, to the extent in compliance with applicable law.¹

If one or more goals for the composition of the ELT and senior management are not achieved, where the goals are consistent with applicable law, an explanation of the reasons should be included in the corporate governance statement, along with an explanation of any measures being taken to attain the goals, and by when this is likely to be achieved.

This policy and our DEIB program are reviewed annually in December.

5.0 Definitions

Link to [Arcadis Virtual Assistant \(AVA\)](#) for definitions.

6.0 Records

Not applicable

¹ Senior management includes employees on job level 12+.

Classification Label:	Public	Prepared By:	Reviewed/Approved By:
Date of Issue:	01/SEP/2025	Rubiena Duarte	Mark Cowlard
Date Published:	11/DEC/2025		

No: GL-PL-PL-0200	Policy	
Revision: 1.0	Global Diversity, Equity, Inclusion and Belonging (DEIB)	

7.0 Reference Documents

Document Number	Document Title
N/A	Boston Consulting Group (2018) - "How Diverse Leadership Teams Boost Innovation"
N/A	AGBP
N/A	Global Supplier Code of Conduct
N/A	Supervisory Board Arcadis
N/A	Executive Board Arcadis
Appendix A	Objectives

8.0 Process Flowchart

Not applicable

9.0 Revision History

Rev.	Author	Date	Approved by	Date	Description
1.0	Rubiena Duarte	01/APR/2025	Emily Barker and Mark Cowlard	01/SEP/2025	Revised and updated the language throughout the document
1.1	Valia Grigoriadou	04/DEC/2025	Rubiena Duarte	11/DEC/2025	Added the links to the Diversity and Inclusion Executive and Supervisory Board policies

Classification Label:	Public	Prepared By:	Reviewed/Approved By:
Date of Issue:	01/SEP/2025	Rubiena Duarte	Mark Cowlard
Date Published:	11/DEC/2025		

No: GL-PL-PL-0200	Policy	
Revision: 1.0	Global Diversity, Equity, Inclusion and Belonging (DEIB)	

Appendix A: Objectives

1. DEIB aspects of relevance to Arcadis

Arcadis recognizes and believes that our business gains from a wide range of skills, expertise, experience, competencies, and personal qualities that reflect the varied Arcadis client and employee base. Diversity of all identify-based characteristics like age, sex or gender identity, nationality and cultural background results in different perspectives and contributes to better discussions and decision-making. At the same time, the first and foremost priorities when considering candidates to fill vacancies shall always be quality, expertise and experience.

The following aspects have been identified as particularly relevant for our business, considering the complexity of our organization, the markets in which we operate (including the relevant local legal requirements), and the diversity of our client base:

1. Gender;
2. Nationality;
3. Background: education, expertise and/or (work) experience; and
4. Ethnicity: people from UREGs².

2. DEIB Targets at Arcadis under Dutch Law

In line with Dutch statutory gender diversity legislation and the Dutch Corporate Governance Code, Arcadis has set targets at leadership level. On the basis of the aspects listed under 1. above, the aim is to meet the following targets:

DEIB targets for the Executive Leadership Team of Arcadis N.V.

The following targets apply to the ELT of Arcadis N.V.:

1. Gender: where in compliance with applicable laws, at least 1/3rd of the ELT shall consist of women, and at least 1/3rd of the ELT shall consist of men;
2. Nationality: to reflect the global nature of the Company, nationalities from at least three geographical regions where Arcadis is active shall be represented in the ELT³;
3. Background: at least 30% of the ELT shall have experience in global design, the engineering and/or the consulting industry or an industry adjacent thereto; and

² UREGs are Underrepresented Ethnic Groups; those employees who have self-identified as Black, South Asian (UK only), East Asian (UK only), LatinX (US only) and Indigenous peoples (US only) in permissible geographies where this can be registered and where we have data available.

³ For the purpose of this document, geographical regions are: North America, Latin America, United Kingdom, Europe, Asia, and Australia

Classification Label:	Public	Prepared By:	Reviewed/Approved By:
Date of Issue:	01/SEP/2025	Rubiena Duarte	Mark Cowlard
Date Published:	11/DEC/2025		

No: GL-PL-PL-0200	Policy	
Revision: 1.0	Global Diversity, Equity, Inclusion and Belonging (DEIB)	

4. Ethnicity: to the extent in compliance with applicable laws, we strive to increase the representation of UREGs in our ELT.

At the same time, the first priorities when considering candidates to fill vacancies in the ELT remain quality, expertise and experience.

DEIB targets for senior Management (employees job level 12+)

The following DEIB targets apply to senior management across Arcadis globally, other than in the US, and to the extent in compliance with applicable laws:

1. Gender: where in compliance with applicable laws, at least 22% women leaders in senior management by the end of 2026 and
2. Ethnicity: where in compliance with applicable laws, we strive to increase the representation of UREGs in senior management.

At the same time, our first priorities when considering candidates to fill vacancies in our Sub-Top remain quality, expertise and experience.

Classification Label:	Public	Prepared By:	Reviewed/Approved By:
Date of Issue:	01/SEP/2025	Rubiena Duarte	Mark Cowlard
Date Published:	11/DEC/2025		