

Global Diversity, Equity, Inclusion and Belonging (DEIB) Policy

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1 INTRODUCTION

Arcadis is a full-service design, engineering, and consultancy organization. Our design and advisory work span 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 strive to put people at the center of what we do. This ambition is also reflected in the solutions we develop, which address important societal challenges.

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 make us better able to solve our clients' challenges while delivering great client experience and creating a more sustainable world.

2 PURPOSE

The purpose of this Global Diversity, Equity, Inclusion, and Belonging Policy (the “**DEIB Policy**”) is to define Arcadis' company-wide commitment to DEIB. Arcadis aims to set a culture of psychological safety, diversity, equity and inclusion, in which every Arcadian feels valued and respected. We believe that a diverse range of perspectives, competencies, personal qualities, nationalities, and cultural backgrounds reduce group thinking and enhance long-term value creation.

3 SCOPE

This DEIB Policy is grounded in the Arcadis General Business Principles (“**AGBP**”) and our core values of People First, Client Success, Integrity, Collaboration and Sustainability.

Annex I to this DEIB Policy contains specific, appropriate and ambitious DEIB targets to achieve a good balance in gender diversity and other diversity and inclusion aspects of relevance to Arcadis regarding the composition of the Executive Leadership Team (“**ELT**”) and senior management of Arcadis. It also contains targets for its overall employees.

The Supervisory Board of Arcadis N.V. has adopted separate diversity policies for the Executive Board (“**EB**”) and the Supervisory Board (“**SB**”) of Arcadis N.V.

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.

Within Arcadis DEIB is defined as follows:

- **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, colour, occupational disabilities, and sexual orientation, religion, political opinion, nationality and cultural or other background.
- **Equity.** At Arcadis, we define workplace equity as providing access to opportunities or resources for all employees. The concept of equity recognizes that each person has different circumstances, hence allocation of resources and opportunities are diverse to reach an equal outcome.
- **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 for employees regardless of identity and facilitating diversity 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 employees have, when the environment promotes respect, acceptance, and inclusion of employees' identities. This allows all employees to bring their authentic self to work.

4 DIVERSITY, EQUITY, INCLUSION AND BELONGING AT ARCADIS

Our commitments to DEIB are:

1. **Dignity, Respect and Anti-Discrimination:** we are committed to creating a workplace where all individuals, regardless of their identities, are treated with respect, professionalism, and dignity; increasing workplace belonging. This is supported with the AGBP and the Human Rights & Labor Policy and included in the training programs for our employees.
2. **Inclusion-Conscious Recruitment, Career Development and Retention:** we are committed to creating an inclusive recruitment process, career development, and retention process. We do this by setting targets and promoting equitable access to opportunities. We encourage and support the growth and career development of all our employees to help them reach their full potential. Through offering diverse career enhancing experiences and development opportunities we aim to improve our ability to attract, retain and accelerate a diverse range of employees.

- 3. Diversity Awareness and Training:** through our mandatory Diversity, Wellbeing and Human Rights awareness training program, we equip Arcadians, including ELT, EB and SB to be ambassadors for DEIB, Wellbeing and Human Rights. This underpins the focus we place on culture and exemplary leadership behaviors in creating environments of inclusion and diverse employees.
- 4. Improving quality of life:** through the sustainable solutions we deliver, we are committed to positively impacting our employees, our clients, and the communities in which we operate.

We expect our business partners to follow similar high DEIB standards as well as to provide information on their DEIB approach.

Governance

Our Chief People Officer is primarily responsible for our DEIB approach, with ultimate accountability with our Executive Board.

Responsibilities

All Arcadians are responsible for upholding our values and behaviors as laid down in the AGBP, that 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. This includes mitigating conscious and unconscious bias in decisions and practices including but not limited to the talent process, clients, suppliers, communities, and other third-party agents. 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.

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

Communication

Arcadis is continuously working to ensure that all internal communications reflect the diversity of Arcadians in the language and images we use.

Measuring, monitoring and reporting

Arcadis will oversee the composition of our employees in line with country legal requirements to encourage diversity, equity, inclusion and belonging, and in meeting the aims and commitments set out in this policy. This will include publishing and reporting 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, reviewing them annually, identifying any lessons learned and taking action to address any issues and gaps.

In line with best practice 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 ELT and the Sub-Top at the end of the past financial year.

If one or more goals for the composition of the ELT and the Sub-Top are not achieved, an explanation of the reasons should be included in the corporate governance statement, along with an explanation as to which measures are being taken to attain the goals, and by when this is likely to be achieved.

This policy and our DEIB program are reviewed annually.

Annex I DEIB Targets

1. DEIB aspects of relevance to Arcadis

Arcadis recognizes the importance of diversity within its employees and believes that our business gains from a wide range of skills, expertise, experience, competencies, and personal qualities which reflect the diversity of the Arcadis client base. Diversity in age, sex or gender identity, nationality and cultural background results in different perspectives and contributes to better discussions and decision-making.

The following Diversity, Equity, Inclusion and Belonging aspects have been identified as particularly relevant for our business, considering the complexity of our organization, the markets in which we operate, and the diversity of our client base:

1. Gender;
2. Nationality;
3. Background: education, expertise and/or (work) experience; and
4. Ethnicity: people from UREGs¹.

2. DEIB Targets at Arcadis

In line with Dutch gender diversity legislation and the Dutch Corporate Governance Code, Arcadis has set gender diversity and inclusion targets at leadership level. On the basis of the diversity 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 DEIB targets apply to the ELT of Arcadis N.V.:

1. Gender: 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 ELT²;
3. Background: at least 30% of the ELT shall have experience in the global design, the engineering and/or the consulting industry or an industry adjacent thereto; and 4. Ethnicity: we strive to increase the representation of UREGs in our ELT.

¹ 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.

² For the purpose of this document, geographical regions are: North America, Latin America, United Kingdom, Europe, Middle East, Asia and Australia.

DEIB targets for the Sub-Top

The following DEIB targets apply to the Sub-Top across Arcadis globally:³

1. Gender: at least 22% women leaders in our Sub-Top by the end of 2023; and
2. Ethnicity: we strive to increase the representation of UREGs in our Sub-Top.

DEIB targets for the remainder of our employees

We know how important it is for our employees that the societies in which we live and work are represented in the entire organization, not just at leadership level. We therefore are making significant strides in our journey to becoming a more inclusion-conscious business. We want to keep evolving as an organization, enhancing the experiences of our employees and our clients, and empowering our employees to thrive. The EB has therefore adopted the following global targets:

1. Women: at least 40% women by the end of 2023; and
2. Ethnicity: we strive to increase the representation of UREGs.

³The Sub-Top includes employees on job level 12+.