

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

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1.0 Purpose

At Arcadis, we are committed to improving quality of life by promoting a People First work environment - our people are our greatest asset. Without them, there is no business. By fostering an inclusive, human-centric, accountable, and sustainable workplace we want to ensure every Arcadian feels they belong and can succeed at Arcadis where differences among Arcadians are recognized, valued, celebrated, and seen as an asset. Fostering a diverse and inclusive workforce benefits our people and our company. Our people 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. We want every Arcadian to feel welcome and safe to be themselves at work.

The purpose of this Diversity, Equity, Inclusion, and Belonging Policy (the “**DEIB Policy**”) is to define Arcadis' commitment to DEIB and provide a roadmap for us to fulfil this commitment. We strive to work and collaborate with clients, suppliers, joint venture partners and their supply chains, ecosystem partners, industry bodies and other third-party agents who demonstrate the spirit of this policy.

Who we are

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 have more than 36,157 employees in 38 countries. We strive to put people first and at the centre of our organization. This ambition is also reflected in the solutions we develop, which address important societal challenges around resilience, places, and mobility.

2.0 Scope

This policy is grounded in the Arcadis General Business Principles (AGBP) and our core values of People First, Client Success, Integrity, Collaboration and Sustainability addresses our commitment to:

- **Diversity.** At Arcadis, we define diversity as the range of human differences, visible and non-visible, including but not limited to gender identity, race, ethnicity, sexual orientation, age, physical or mental ability, religious or ethical values system, citizenship status, veteran status, and political beliefs.
- **Equity.** At Arcadis, we define workplace equity as the concept of providing access to opportunities or resources for all employees. Whereas equality implies that each person or group of people is given the same resources or opportunities, equity recognizes that each person has different circumstances and allocates the resources and opportunities needed to reach an equal outcome.
- **Inclusion.** At Arcadis, we define inclusion as an organizational effort and practice in which all employees are respected, valued, and welcomed regardless of their background.
- **Belonging.** At Arcadis, workplace belonging is defined as feeling empowered to bring your whole, authentic self to work, with the confidence that you are supported and respected, and feel mentally and physically safe.

This policy applies to all Arcadis employees and includes its temporary workers.

3.0 Definitions

Acronym	Term	Definition

4.0 Revision History

Version	Author	Description
1.0	Nana Berchie	Global Policy

5.0 Diversity, Equity, Inclusion and Belonging (DEIB) Policy Statement

Our commitment

Our commitment to Diversity, Equity, Inclusion and Belonging means enabling people to bring their full self to work, promoting a human centred, psychologically healthy, and safe environment underpinned by social justice, diversity, equity, inclusion, and a culture of belonging throughout our employee lifecycle.

Our DEIB Roadmap

Our commitment to DEIB focuses on 4 key interventions:

- Dignity, Respect and Anti-Discrimination:** with human rights at the core of what we do, we are committed to creating a workplace where all individuals are treated with respect, professionalism, and dignity. This is supported with human rights, general business principles and anti-discrimination policies, controls, and transparent reporting amongst others.
- Diverse Recruitment, Development and Retention:** we are committed to diverse hiring and retaining diverse talent at all levels by promoting access to opportunities for all. We strive to leverage diverse talent pools and to attract underrepresented talent from diverse backgrounds.

Diversity throughout Arcadis

At Arcadis we recognize the importance of diversity and inclusion within our Leadership, and we will report annually on our gender diversity targets. In line with Dutch gender diversity legislation and the Dutch Corporate Governance Code, we have set ambitious gender targets at Leadership level for our entities in the Netherlands.¹ We have the ambition to create a more gender balanced Leadership in all countries in which Arcadis operates. We also 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 aspire to increase the percentage of women in our workforce to at least 40% by the end of 2023 and increase underrepresented ethnicities in our overall workforce.

¹ For more detailed information on the targets above and the measures Arcadis is working on to reach these targets and therefore create a more gender balanced leadership, see the Arcadis action plan via the Social and Economic Council diversity portal.
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3. **Diversity Awareness and Training:** we made a commitment in 2020 to actively promote our people first culture of inclusion and diversity. Through our diversity awareness training program, we equip Arcadians to be global ambassadors for DEIB, Wellbeing and Human Rights.
4. **People Centricity and Societal Impact:** our work both defines and bolsters the ‘S’ (social) in ESG—covering the ways Arcadis impacts and builds relationships with Arcadians, our clients, suppliers, 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 how they prevent situations of, among others, unequal treatment, and discrimination.

Governance

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

Responsibilities

Our leaders and managers are accountable for upholding our values and behaviors which foster diversity, equity, inclusion and belonging. 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. They are also accountable for reporting or raising a concern or grievance immediately and in good faith when made aware of situations in which an Arcadian has been or might be subject to discrimination, harassment, bullying, or other anti-DEIB behavior, in accordance with the Arcadis speak up process.

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 the course of 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.

Seeking advice and speaking up

If our people suspect a violation of our core values, the AGBP or other (including DEIB related) policies, local laws, and regulations, they are empowered to seek advice, act and speak-up. We encourage our people to always seek advice from their line manager, people business partner and/or health and safety representative.

We have a reporting procedure for our people to report suspected misconduct or irregularities. This reporting procedure includes an anonymous Integrity Line, in the event our people are uncomfortable reporting to their immediate supervisor or further in the line, or to their local Compliance Committee. This Integrity Line is managed by an independent third party and is made available 24 hours/7days, and in local languages.

Arcadis has a reporting procedure available also for its external stakeholders (suppliers, clients and other third parties) to report any concerns they may have that the AGBP and/or related policies are being breached. This procedure includes an anonymous Integrity Line managed, and made available in local languages, by an independent third party. This anonymous external Integrity Line is available 24 hours/7 days for the event our stakeholders are uncomfortable raising a concern or reporting suspected misconduct or irregularities related to the cooperation with Arcadis directly with their contact person within Arcadis. To report a concern, our stakeholders can also send an e-mail to compliance@arcadis.com.

Arcadis will investigate, address, and respond to the concerns of our people or external stakeholders and will take appropriate corrective action in response to any violation. When our people or stakeholders raise concerns in good faith, there will be no negative consequences and they will be protected against retaliation.

In the spirit of continuous improvement and understanding the speed of change in society, this policy statement and our DEIB program are reviewed annually.



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