

## Remuneration Mr. P.W.B. (Peter) Oosterveer

Mr. Oosterveer was appointed as member of the Executive Board and Chief Executive Officer of Arcadis N.V. with effect from 26 April 2017. In accordance with principle 3.4 and best practice provision 3.4.2 of the Dutch Corporate Governance Code 2016, the main elements of the contract of Mr. Oosterveer with Arcadis N.V. are described below.

Mr. Oosterveer is entitled to the following remuneration package:

- A fixed compensation of EUR 660,000 gross per annum
- The short-term variable remuneration ranges from 0% to 85% of the fixed compensation, with 50% being the target. The short-term variable remuneration is payable in cash. The payment is made in March, the year following the year of review.
- The long-term variable remuneration ranges from 0% to 181.5% of the fixed compensation, with 110% being the target.

The long-term variable remuneration serves to align the interests of the members of the Executive Board with long-term interests of the Company and its shareholders. Members of the Executive Board annually receive conditional performance shares. The conditional performance shares vest after three years and are subject to achievement of performance criteria. The shares must be held for two more years.

Mr. Oosterveer participates in the Dutch Arcadis Pension Scheme. This pension scheme provides for pension accrual according to a Collective Defined Contribution method up to the statutory salary maximum. For the salary above this statutory maximum, a compensation is provided. In line with the pension scheme, the Company pays 73% and the Executive Board member pays 27% of the total pension contribution.

Mr. Oosterveer is entitled to a severance compensation that is maximized at one-year gross annual fixed compensation (so excluding variable remuneration and other elements such as expense allowance and pension contributions). In accordance with the Dutch Corporate Governance Code, severance compensation will not be awarded if the Executive Board membership and/or the management agreement is terminated early at the initiative of the Executive Board member, or in the event of seriously culpable or negligent behavior on the part of the Executive Board member.

## Remuneration Ms. V.J.H. (Virginie) Duperat-Vergne

Ms. Duperat was appointed as member of the Executive Board and Chief Financial Officer of Arcadis N.V. with effect from 14 September 2020. In accordance with principle 3.4 and best practice provision 3.4.2 of the Dutch Corporate Governance Code 2016, the main elements of the contract of Ms. Duperat with Arcadis N.V. are described below.

Ms. Duperat is entitled to the following remuneration package:

- A fixed compensation of EUR 475,000 gross per annum
- The short-term variable remuneration ranges from 0% to 85% of the fixed compensation, with 50% being the target. The short-term variable remuneration is payable in cash. The payment is made in March, the year following the year of review.
- The long-term variable remuneration ranges from 0% to 165% of the fixed compensation, with 100% being the target.

The long-term variable remuneration serves to align the interests of the members of the Executive Board with long-term interests of the Company and its shareholders. Members of the Executive Board annually receive conditional performance shares. The conditional performance shares vest after three years and are subject to achievement of performance criteria. The shares must be held for two more years.

Ms. Duperat participates in the Dutch Arcadis Pension Scheme. This pension scheme provides for pension accrual according to a Collective Defined Contribution method up to the statutory salary maximum. For the salary above this statutory maximum, a compensation is provided. In line with the pension scheme, the Company pays 73% and the Executive Board member pays 27% of the total pension contribution.

Ms. Duperat is entitled to a severance compensation that is maximized at one-year gross annual fixed compensation (so excluding variable remuneration and other elements such as expense allowance and pension contributions). In accordance with the Dutch Corporate Governance Code, severance compensation will not be awarded if the Executive Board membership and/or the management agreement is terminated early at the initiative of the Executive Board member, or in the event of seriously culpable or negligent behavior on the part of the Executive Board member.