

DIVERSITY POLICY OF THE SUPERVISORY BOARD

1 DECEMBER 2017

DIVERSITY POLICY OF THE SUPERVISORY BOARD OF ARCADIS N.V.

1 INTRODUCTION

1.1 General

1.1.1 The Supervisory Board members recognize the importance of diversity within the Supervisory Board of Arcadis N.V. (the “**Supervisory Board**” and the “**Company**”) and believe that the Company's business gains from a wide range of skills and a variety of different backgrounds which reflects the diversity of the Arcadis client base. A diverse composition of the Supervisory Board contributes to a robust decision-making and proper functioning of the Supervisory Board.

1.1.2 The Supervisory Board members furthermore recognize that diversity should not be limited to the Company's Supervisory Board, but should extend to all areas of the Company's business, including but not limited to other key leadership positions.

1.2 Content

1.2.1 In line with best practice provision 2.1.5 of the Code, the Supervisory Board members have adopted this diversity policy for the composition of the Company's Supervisory Board (the “**SB Diversity Policy**”).

1.2.2 This SB Diversity Policy addresses:

- (i) the diversity aspects relevant to the Company;
- (ii) the specific targets set in relation to diversity for the composition of the Supervisory Board; and
- (iii) the implementation of this SB Diversity Policy.

2 DIVERSITY ASPECTS

2.1 The following diversity aspects have been identified as relevant for the Company and its business considering the complexity of the Company's business, the markets in which the Company operates, and the diversity of its client base

- (i) Gender;
- (ii) Nationality /geographical provenance; and
- (iii) Background: education and/or (work) experience.

2.2 The diversity aspects referred to in Clause 2.1 shall be considered when composing the Supervisory Board and selecting persons for the appointment as Supervisory Board member.

3 SPECIFIC DIVERSITY TARGETS

3.1 On the basis of the diversity aspects listed under 2.1, the following specific diversity targets for the Supervisory Board have been identified:

- (i) Gender: at least 30% of the Supervisory Board shall consist of women;
- (ii) Nationality/geographical provenance from at least three regions where Arcadis is active shall be represented in the Supervisory Board¹;
- (iii) Background: at least one member of the Supervisory Board shall have a financial background; and
- (iv) Background: at least one member of the Supervisory Board shall have experience in the global design, the engineering and/or the consulting industry or an industry adjacent thereto.

4 IMPLEMENTATION AND REPORTING

4.1 Meeting diversity targets

4.1.1 In order to meet the diversity targets, the diversity aspects referred to in Clause 2.1 shall be taken into account when considering candidates for (re-)appointment as member of the Supervisory Board.

4.2 Review and updates

4.2.1 The Supervisory Board members shall review this SB Diversity Policy and the implementation thereof regularly. The Supervisory Board members shall update this Diversity Policy if and when necessary.

4.3 Reporting

4.3.1 In the Company's corporate governance statement in the annual report, this SB Diversity Policy and the way it has been implemented in practice shall be explained, addressing more specifically:

- (i) the objectives of this SB Diversity Policy;
- (ii) how this SB Diversity Policy has been implemented; and

¹ This number might change depending on the total number of Supervisory Board members.

(iii) the results of this SB Diversity Policy in the past financial year.

4.4 If the composition of the Supervisory Board diverges from the targets referred to in Clause 3.1 and/or the statutory target for the male/female ratio, if and to the extent that this is provided under or pursuant to Dutch law, the Company's corporate governance statement shall include:

- (i) an outline of the current state of affairs;
- (ii) an explanation as to which measures are being taken to attain the target; and
- (iii) by when this is likely to be achieved.

This SB Diversity Policy was adopted by the Supervisory Board on 25 September 2017.