

## GRI STANDARDS CONTENT INDEX



GRI Standard	Disclosure number	GRI Standard Disclosure Title	Description	Page reference
<b>ORGANIZATIONAL PROFILE</b>				
<b>GRI 102 GENERAL STANDARD DISCLOSURES 2016</b>	<a href="#">102-1</a>	<b>Name of Organization</b>	Name of the organization.	Arcadis, Cover.
	<a href="#">102-2</a>	<b>Activities, brands, products, and services</b>	Primary brands, products, and services. • A description the organization's activities • An explanation of any products or services that are banned in certain markets	Our Business, page 14.
	<a href="#">102-3</a>	<b>Location of headquarters</b>	Location of the organization's headquarters.	Amsterdam, The Netherlands, page 183.
	<a href="#">102-4</a>	<b>Location of operations</b>	Number of countries where the organization operates, and names of countries where either the organization has significant operations or that are specifically relevant to the sustainability topics covered in the report.	Company Addresses, page 275-276.
	<a href="#">102-5</a>	<b>Ownership and legal form</b>	Nature of ownership and legal form.	Chapter Corporate Governance Report, page 141.
	<a href="#">102-6</a>	<b>Markets served</b>	Markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries).	Our business, page 14; Chapter Performance by Segment, page
	<a href="#">102-7</a>	<b>Scale of organization</b>	Scale of the reporting organization. Including: Total number of employees; Total number of operations; Net sales (for private sector organizations) or net revenues (for public sector organizations); Total capitalization broken down in terms of debt and equity (for private sector organizations); Quantity of products or services provided.	Chapter Five-year Summary, page 272-273.
	<a href="#">102-8</a>	<b>Information on employees and other workers</b>	Total number of employees by employment contract, and gender. a. Total workforce by employment type, gender, employment contract, and region. b. Report whether a substantial portion of the organization's work is performed by workers who are legally recognized as self-employed, or by individuals other than employees or supervised workers, including employees and supervised employees of contractors. c. Total number of employees by employment contract (permanent and temporary), by region d. Total number of employees by employment type (full-time and part-time), by gender e. An explanation of how the data have been compiled, including any assumptions made. f. Report any significant variations in employment numbers (such as seasonal variations in employment in the tourism or agricultural industries).	Chapter 2019 at a Glance, page 5; Chapter Five-year Summary, page 272-273.
	<a href="#">102-9</a>	<b>Supply chain</b>	Describe the organization's supply chain, including the main elements of supply chain as they relate to the organization's activities, primary brands, products and services (as applicable)	Chapter Our Position in the Industry Value Chain, page 15.
	<a href="#">102-10</a>	<b>Significant changes to the organization and its supply chain</b>	Significant changes during the reporting period regarding the organization's size, structure, or ownership, of its supply chain (including changes in location, operations, facility openings, closings, and expansions; changes in the share capital structure and other capital formation, maintenance, and alteration operations; changes in the location of suppliers, the structure of the supply chain, or in relationships with suppliers, including selection and termination	Chapter Corporate Governance Report, page 141.
	<a href="#">102-11</a>	<b>Precautionary Principle or approach</b>	Explanation of whether and how the precautionary approach or principle is addressed by the organization.	Chapter Enterprise Risk Management, page 147, 149-151.
	<a href="#">102-12</a>	<b>External initiatives</b>	Externally developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes or which it endorses.	Sustainability Partnerships, page 74.
	<a href="#">102-13</a>	<b>Membership of associations</b>	a. List main memberships of associations (such as industry associations) and national or international advocacy organizations in which the organization holds a position on the governance body; participates in projects or committees; provides substantive funding beyond routine membership dues; views membership as strategic	Sustainability Partnerships, page 74.

STRATEGY			
Standard Disclosure	Standard Disclosure Title	Description	
<a href="#">102-14</a>	<b>Statement from senior decision-maker</b>	<p>Statement from the most senior decision-maker of the organization about the relevance of sustainability to the organization and the organization's strategy for addressing sustainability. The statement should present the overall vision and strategy for the short term, medium term, and long term, particularly with regard to managing the significant economic, environmental and social impacts that the organization causes and contributes to, or the impacts that can be linked to its activities as a result of relationships with others (such as suppliers, people or organizations in local communities). The statement should include:</p> <ul style="list-style-type: none"> <li>• Strategic priorities and key topics for the short and medium term with regard to sustainability, including respect for internationally recognized standards and how such standards relate to long term organizational strategy and success</li> <li>• Broader trends (such as macroeconomic or political) affecting the organization and influencing sustainability priorities</li> <li>• Key events, achievements, and failures during the reporting period</li> <li>• Views on performance with respect to targets</li> <li>• Outlook on the organization's main challenges and targets for the next year and goals for the coming 3–5 years</li> <li>• Other items pertaining to the organization's strategic approach</li> </ul>	Message from the CEO, page 8
<a href="#">102-15</a>	<b>Key impacts, risks, and opportunities</b>	<p>Description of key impacts, risks, and opportunities. The organization should provide two concise narrative sections on key impacts, risks, and opportunities.</p> <p>Section One should focus on the organization's key impacts on sustainability and effects on stakeholders, including rights as defined by national laws and relevant internationally recognized standards. This should take into account the range of reasonable expectations and interests of the organization's stakeholders. This section should include:</p> <ul style="list-style-type: none"> <li>• Description of the significant economic, environmental and social impacts of the organization, and associated challenges and opportunities. This includes the effect on stakeholders' rights as defined by national laws and the expectations in internationally recognized standards and norms</li> <li>• An explanation of the approach to prioritizing these challenges and opportunities</li> <li>• Key conclusions about progress in addressing these topics and related performance in the reporting period. This includes an assessment of reasons for underperformance or over-performance</li> <li>• A description of the main processes in place to address performance and relevant changes</li> </ul> <p>Section Two should focus on the impact of sustainability trends, risks, and opportunities on the long-term prospects and financial performance of the organization. This should concentrate specifically on information relevant to financial stakeholders or that could become so in the future. Section Two should include the following:</p> <ul style="list-style-type: none"> <li>• A description of the most important risks and opportunities for the organization arising from sustainability trends</li> <li>• Prioritization of key sustainability topics as risks and opportunities according to their relevance for long-term organizational strategy, competitive position, qualitative, and (if possible) quantitative financial value drivers</li> <li>• Table(s) summarizing: <ul style="list-style-type: none"> <li>– Targets, performance against targets, and lessons learned for the current reporting period</li> <li>– Targets for the next reporting period and medium term objectives and goals (that is, 3–5 years) related to key risks and opportunities</li> <li>• Concise description of governance mechanisms in place specifically to manage these risks and opportunities, and identification of other related risks and opportunities</li> </ul> </li> </ul>	Chapter Our Strategy, page 31; Chapter Strategic context, 35; Chapter Mega Trends, page 36; Chapter Stakeholder Dialogue page 37; Chapter Sustainable Development Goals, page 40; Chapter Connectivity Matrix, page 45; Chapter Enterprise Risk Management, page 147-148.
ETHICS AND INTEGRITY			
<a href="#">102-16</a>	<b>Values, principles, standards, and norms of behavior</b>	Describe the organization's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics.	Our Values, page 22; Business Ethics, page 53.
<a href="#">102-17</a>	<b>Mechanisms for advice and concerns about ethics</b>	<ul style="list-style-type: none"> <li>• Report the internal and external mechanisms for seeking advice on ethical and lawful behavior, and matters related to organizational integrity, such as helplines or advice lines.</li> <li>• Report the internal and external mechanisms for reporting concerns about unethical or unlawful behavior, and matters related to organizational integrity, such as escalation through line management, whistleblowing mechanisms or hotlines.</li> </ul>	Internal: General Business Principles, including an anonymous Global Integrity Phone Line for ethical matters, page 54.
GOVERNANCE			
<a href="#">102-18</a>	<b>Governance structure</b>	Governance structure of the organization (including committees of the highest governance body. Identify any committees responsible for decision-making on economic, environmental and social topics).	Chapter Composition of the Executive Board, page 136; Chapter Composition of the Executive Leadership Team, page 137; Chapter Composition of the Supervisory board; Chapter Corporate Governance Report, 141; Chapter Report by the Supervisory Board, 162.
<a href="#">102-19</a>	<b>Delegating authority</b>	Process for delegating authority for economic, environmental and social topics from the highest governance body to senior executives and other employees.	Paragraph Disclosures Related to Environmental Matters on Page 80, this applies for social and environmental topics.
<a href="#">102-20</a>	<b>Executive-level responsibility for economic, environmental, and social topics</b>	Report whether the organization has appointed an executive-level position or positions with responsibility for economic, environmental and social topics, and whether post holders report directly to the highest governance body.	Director of Global Sustainability
<a href="#">102-21</a>	<b>Consulting stakeholders on economic, environmental, and social topics</b>	Report processes for consultation between stakeholders and the highest governance body on economic, environmental and social topics. If consultation is delegated, describe to whom and any feedback processes to the highest governance body.	Chapter Stakeholder Dialogue page 37; Chapter Connectivity Matrix, page 45.

	<a href="#">102-22</a> <b>Composition of the highest governance body and its committees</b>	Report the composition of the highest governance body and its committees by: <ul style="list-style-type: none"> <li>• Executive or non-executive</li> <li>• Independence</li> <li>• Tenure on the governance body</li> <li>• Number of each individual's other significant positions and commitments, and the nature of the commitments</li> <li>• Gender</li> <li>• Membership of under-represented social groups</li> <li>• Competences relating to economic, environmental and social topic</li> <li>• Stakeholder representation</li> </ul>	Chapter Corporate Governance Report, 141-146; Chapter Report by the Supervisory Board, 162-168.
	<a href="#">102-23</a> <b>Chair of the highest governance body</b>	Report whether the Chair of the highest governance body is also an executive officer (and, if so, his or her function within the organization's management and the reasons for this arrangement).	Chapter Corporate Governance Report, 141-146; Chapter Report by the Supervisory Board, 162-168.
	<a href="#">102-24</a> <b>Nominating and selecting the highest governance body</b>	Report the nomination and selection processes for the highest governance body and its committees, and the criteria used for nominating and selecting highest governance body members, including: <ul style="list-style-type: none"> <li>• Whether and how diversity is considered</li> <li>• Whether and how independence is considered</li> <li>• Whether and how expertise and experience relating to economic, environmental and social topics are considered</li> <li>• Whether and how stakeholders (including shareholders) are involved</li> </ul>	Chapter Composition of the Executive Board, page 136; Chapter Composition of the Executive Leadership Team, page 137; Chapter Corporate Governance Report, 141; Chapter Report by the Supervisory Board, 162.
	<a href="#">102-25</a> <b>Conflicts of interest</b>	Report processes for the highest governance body to ensure conflicts of interest are avoided and managed. Report whether conflicts of interest are disclosed to stakeholders, including, as minimum: <ul style="list-style-type: none"> <li>• Cross-board membership</li> <li>• Cross-shareholding with suppliers and other stakeholders</li> <li>• Existence of controlling shareholder</li> <li>• Related party disclosures</li> </ul>	Chapter Corporate Governance Report, 141-142; Business Ethics, page 53.
	<a href="#">102-26</a> <b>Role of the highest governance body in setting purpose, values, and strategy</b>	Report the highest governance body's and senior executives' roles in the development, approval, and updating of the organization's purpose, value or mission statements, strategies, policies, and goals related to economic, environmental and social topics.	Paragraph Disclosures Related to Environmental Matters on Page 80, this applies for social and environmental topics.
	<a href="#">102-27</a> <b>Collecting knowledge of highest governance body</b>	Report the measures taken to develop and enhance the highest governance body's collective knowledge of economic, environmental and social topics.	Active participation in organizations such as WBCSD, World Economic Forum, The 100 Resilient Cities organization and UN Global Compact. See Sustainability Partnerships, page 74.
	<a href="#">102-28</a> <b>Evaluating the highest governance body's performance</b>	Report the processes for evaluation of the highest governance body's performance with respect to governance of economic, environmental and social topics. Report whether such evaluation is independent or not, and its frequency. Report whether such evaluation is a self-assessment; Report actions taken in response to evaluation of the highest governance body's performance with respect to governance of economic, environmental and social topics, including, as a minimum, changes in membership and organizational practice.	Chapter Corporate Governance Report, 141; Chapter Remuneration Report, page 168.
	<a href="#">102-29</a> <b>Identifying and managing economic, environmental, and social impacts</b>	Report the highest governance body's role in the identification and management of economic, environmental and social topics, risks, and opportunities. Include the highest governance body's role in the implementation of due diligence processes; Report whether stakeholder consultation is used to support the highest governance body's identification and management of economic, environmental and social topics, risks, and opportunities.	Chapter Stakeholder Dialogue page 37; Chapter Corporate Governance Report, 141; Chapter Enterprise Risk Management, page 147.
	<a href="#">102-30</a> <b>Effectiveness of risk management process</b>	Report the highest governance body's role in reviewing the effectiveness of the organization's risk management processes for economic, environmental and social topics.	Responsibility for Risk Management, page 149.
	<a href="#">102-31</a> <b>Review of economic, environmental, and social topics</b>	Report the frequency of the highest governance body's review of economic, environmental and social topics, risks, and opportunities.	Responsibility for Risk Management, page 149.
	<a href="#">102-32</a> <b>Highest governance body's role in sustainability reporting</b>	Report the highest committee or position that formally reviews and approves the organization's sustainability report and ensures that all material topics are covered.	Chapter Stakeholder Dialogue page 37.
	<a href="#">102-33</a> <b>Communicating critical concerns</b>	Report the process for communicating critical concerns to the highest governance body.	Monitoring and Accountability, page 54.
	<a href="#">102-34</a> <b>Nature and total number of critical concerns</b>	Report the nature and total number of critical concerns that were communicated to the highest governance body and the mechanism(s) used to address and resolve them.	Monitoring and Accountability, page 54.

<a href="#">102-35</a>	<b>Remuneration policies</b>	<p>a. Report the remuneration policies for the highest governance body and senior executives for the below types of remuneration:</p> <ul style="list-style-type: none"> <li>• Fixed pay and variable pay:           <ul style="list-style-type: none"> <li>– Performance-based pay</li> <li>– Equity-based pay</li> <li>– Bonuses</li> <li>– Deferred or vested shares</li> </ul> </li> <li>• Sign-on bonuses or recruitment incentive payments</li> <li>• Termination payments</li> <li>• Clawbacks</li> <li>• Retirement benefits, including the difference between benefit schemes and contribution rates for the highest governance body, senior executives, and all other employees</li> </ul> <p>b. Report how performance criteria in the remuneration policy relate to the highest governance body's and senior executives' economic, environmental and social objectives.</p>	Chapter Remuneration Report, page 168; note 8 of the Financial Statements, page 196.
<a href="#">102-36</a>	<b>Process of determining remuneration</b>	Report the process for determining remuneration. Report whether remuneration consultants are involved in determining remuneration and whether they are independent of management. Report any other relationships which the remuneration consultants have with the organization.	Chapter Remuneration Report, page 168-173.
<a href="#">102-37</a>	<b>Stakeholder's involvement in remuneration</b>	Report how stakeholders' views are sought and taken into account regarding remuneration, including the results of votes on remuneration policies and proposals, if applicable.	Chapter Stakeholder Dialogue page 37; Chapter Remuneration Report, page 168.
<a href="#">102-38</a>	<b>Annual total compensation ratio</b>	Report the ratio of the annual total compensation for the organization's highest-paid individual in each country of significant operations to the median annual total compensation for all employees (excluding the highest-paid individual) in the same country.	This ratio is provided for the CEO on page 169.
<a href="#">102-39</a>	<b>Percentage increase in annual total compensation ratio</b>	Report the ratio of percentage increase in annual total compensation for the organization's highest-paid individual in each country of significant operations to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual) in the same country.	This ratio is provided for the CEO on page 169.
<b>STAKEHOLDER ENGAGEMENT</b>			
<b>Standard Disclosure</b>	<b>Standard Disclosure Title</b>	<b>Description</b>	
<a href="#">102-40</a>	<b>List of stakeholder groups</b>	List of stakeholder groups engaged by the organization.	Our Position in the Industry Value Chain, page 15; Strategic Context, page 35; Arcadis' Material Topics, page 39; Connectivity Matrix, page 45.
<a href="#">102-41</a>	<b>Collective bargaining agreements</b>	Percentage of total employees covered by collective bargaining agreements.	The actual percentage of employees covered by collective bargaining agreements is managed and monitored at local level. Arcadis considers this percentage on consolidated level not relevant.
<a href="#">102-42</a>	<b>Identifying and selecting stakeholders</b>	Basis for identification and selection of stakeholders with whom to engage.	Chapter Stakeholder Dialogue page 37.
<a href="#">102-43</a>	<b>Approach to stakeholder engagement</b>	The organization's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process.	Chapter Stakeholder Dialogue page 37.
<a href="#">102-44</a>	<b>Key topics and concerns raised</b>	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting. Report the stakeholder groups that raised each of the key topics and concerns.	Chapter Stakeholder Dialogue page 37; Chapter Sustainable Development Goals, page 40; Chapter Enterprise Risk Management, page 147; Capital and Financial Risk Management, page 234.
<b>REPORTING PRACTICE</b>			
<a href="#">102-45</a>	<b>Entities included in the consolidated financial statements</b>	List all entities included in the organization's consolidated financial statements or equivalent documents. Report whether any entity included in the organization's consolidated financial statements or equivalent documents is not covered by the report. (The organization can report on this Standard Disclosure by referencing the information in publicly available consolidated financial statements or equivalent documents).	Chapter Notes to the Consolidated Financial Statements, page 183; Investments Accounted for Using the Equity Method, page 212; Related Party Transactions, page 246.
<a href="#">102-46</a>	<b>Defining report content and topic boundaries</b>	Process for defining the report content and the topic Boundaries and explain how the organization has implemented the Reporting Principles for Defining Report Content.	Chapter Stakeholder Dialogue page 37; Connectivity Matrix, page 45.
<a href="#">102-47</a>	<b>List of material topics</b>	List all the material <b>topics</b> identified in the process for defining report content.	Chapter Stakeholder Dialogue page 37; Connectivity Matrix, page 45.
<a href="#">102-48</a>	<b>Restatements of information</b>	Report the effect of any restatements of information provided in previous reports, and the reasons for such restatements.	Changes in accounting policies, page 183, 186-189.
<a href="#">102-49</a>	<b>Changes in reporting</b>	Report significant changes from previous reporting periods in the list of material topics and topic Boundaries.	No significant changes were made.
<a href="#">102-50</a>	<b>Reporting period</b>	Reporting period.	Cover.
<a href="#">102-51</a>	<b>Date of most recent report</b>	Date of most recent previous report.	Chapter Five Year Summary, page 272.
<a href="#">102-52</a>	<b>Reporting cycle</b>	Reporting cycle.	Annual; Chapter Five Year Summary, page 272.
<a href="#">102-53</a>	<b>Contact point for questions regarding the report</b>	Provide the contact point for questions regarding the report or its contents.	<a href="mailto:ir@Arcadis.com">ir@Arcadis.com</a> ; back cover.

	<a href="#">102-54</a>	<b>Claims of reporting in accordance with the GRI Standards</b>	Disclosure 102-54 a Report claim that an organization is required to make if it has prepared a report in accordance with the GRI Standards (Core or Comprehensive option).	This GRI overview is in accordance 'Core' with the GRI Standards Sustainability Reporting Guidelines.
	<a href="#">102-55</a>	<b>GRI content index</b>	Disclosure 102-55 Content index. The content index requirement has been revised and made less prescriptive about the format in which it is to be presented. An example table is included as guidance only.	This present table presents the GRI Content Index, which supplements our 2019 Annual Report.
	<a href="#">102-56</a>	<b>External assurance</b>	Report the organization's policy and current practice with regard to seeking external assurance report, statements, or opinions for the report, and what has and what has not been assured and on what basis, including the assurance standards used, the level of assurance obtained, and any limitations of the assurance process	Assurance Report of the Independent Auditor, page 269-270.
<b>103 MANAGEMENT APPROACH 2016</b>				
<b>Standard Disclosure</b>	<b>Standard Disclosure Title</b>	<b>Description</b>		
<a href="#">103-1</a>	<b>Explanation of the material topic and its boundary</b>	For each material topic, the reporting organization shall report the following information: <ul style="list-style-type: none"><li>• An explanation of why the topic is material.</li><li>• The Boundary for the material topic, which includes a description of: where the impacts occur and the organization's involvement with the impacts. For example, whether the organization has caused or contributed to the impacts, or is directly linked to the impacts through its business relationships.</li><li>• Any specific limitation regarding the topic Boundary.</li></ul>	Chapter Stakeholder Dialogue, page 37; Connectivity Matrix, page 45.	
<a href="#">103-2</a>	<b>The management approach and its components</b>	For each material topic, the reporting organization shall report the following information: <ul style="list-style-type: none"><li>• An explanation of how the organization manages the topic.</li><li>• A statement of the purpose of the management approach.</li><li>• A description of the following, if the management approach includes that component:<ul style="list-style-type: none"><li>◦ Policies</li><li>◦ Commitments</li><li>◦ Goals and targets</li><li>◦ Responsibilities</li><li>◦ Resources</li><li>◦ Grievance mechanisms</li><li>◦ Specific actions, such as processes, projects, programs and initiatives</li></ul></li></ul>	Chapter Stakeholder Dialogue, page 37; Connectivity Matrix, page 45.	
<a href="#">103-3</a>	<b>Evaluation of the management approach</b>	For each material topic, the reporting organization shall report an explanation of how the organization evaluates the management approach, including: <ul style="list-style-type: none"><li>• The mechanisms for evaluating the effectiveness of the management approach</li><li>• The results of the evaluation of the management approach.</li><li>• Any related adjustments to the management approach.</li></ul>	Chapter Stakeholder Dialogue, page 37; Connectivity Matrix, page 45.	
<b>TOPIC-SPECIFIC STANDARD DISCLOSURES</b>				
<b>GRI 200 ECONOMIC PERFORMANCE 2016</b>		<b>Description</b>		
	<b>ECONOMIC PERFORMANCE 2016</b>			
	<a href="#">201-1</a>	<b>Direct economic value generated and distributed</b>	a. Report the direct economic value generated and distributed (EVG&D) on an accruals basis including the basic components for the organization's global operations as listed below: If data is presented on a cash basis, report the justification for this decision and report the basic components as listed below: <ul style="list-style-type: none"><li>• Direct economic value generated:<ul style="list-style-type: none"><li>– Revenues</li></ul></li><li>• Economic value distributed:<ul style="list-style-type: none"><li>– Operating costs</li><li>– Employee wages and benefits</li><li>– Payments to providers of capital</li><li>– Payments to government (by country)</li><li>– Community investments</li></ul></li><li>• Economic value retained (calculated as 'Direct economic value generated' less 'Economic value distributed')</li></ul> b. To better assess local economic impacts, report EVG&D separately at country, regional, or market levels, where significant. Report the criteria used for defining significance.	Consolidated Financial Statements, page 176.

	<a href="#">201-2</a> <b>Financial implications and other risks and opportunities for the organization's activities due to climate change</b>	Report risks and opportunities posed by climate change that have the potential to generate substantive changes in operations, revenue or expenditure, including: <ul style="list-style-type: none"> <li>• A description of the risk or opportunity and its classification as either physical, regulatory, or other</li> <li>• A description of the impact associated with the risk or opportunity</li> <li>• The financial implications of the risk or opportunity before action is taken</li> <li>• The methods used to manage the risk or opportunity</li> <li>• The costs of actions taken to manage the risk or opportunity</li> </ul>	Chapter Mega Trends, page 36; Connectivity Matrix, page 40; SDG 13 Climate Action, page 42; Connectivity Matrix, page 45; Climate Change, page 78.
	<a href="#">201-3</a> <b>Coverage of the organization's defined benefit plan obligations</b>	a. Where the plan's liabilities are met by the organization's general resources, report the estimated value of those liabilities. b. Where a separate fund exists to pay the plan's pension liabilities, report: <ul style="list-style-type: none"> <li>• The extent to which the scheme's liabilities are estimated to be covered by the assets that have been set aside to meet them</li> <li>• The basis on which that estimate has been arrived at</li> <li>• When that estimate was made</li> </ul> c. Where a fund set up to pay the plan's pension liabilities is not fully covered, explain the strategy, if any, adopted by the employer to work towards full coverage, and the timescale, if any, by which the employer hopes to achieve full coverage. d. Report the percentage of salary contributed by employee or employer. e. Report the level of participation in retirement plans (such as participation in mandatory or voluntary schemes, regional or country-based schemes, or those with financial impact).	Employee Share Purchase Plan (Lovinklaan Foundation), Page 178; Provisions for Employee Benefits, page 225; Transactions with Lovinklaan Foundation, page 246.
	<a href="#">201-4</a> <b>Financial assistance received from government</b>	Report the total monetary value of financial assistance received by the organization from governments during the reporting period.	Arcadis does not receive any significant financial assistance from governments.
<b>GRI 202 MARKET PRESENCE 2016</b>			
	<a href="#">202-1</a> <b>Ratios of standard entry level wage by gender compared to local minimum wage</b>	a. When a significant proportion of the workforce is compensated based on wages subject to minimum wage rules, report the ratio of the entry level wage by gender at significant locations of operation to the minimum wage. b. Report whether a local minimum wage is absent or variable at significant locations of operation, by gender. In circumstances in which different minimums could be used as a reference, report which minimum wage is being used. c. Report the definition used for 'significant locations of operation'.	Not material, no information.
	<a href="#">202-2</a> <b>Proportion of senior management hired from the local community</b>	a. Report the percentage of senior management at significant locations of operation that are hired from the local community. b. Report the definition of 'senior management' used. c. Report the organization's geographical definition of 'local'. d. Report the definition used for 'significant locations of operation'.	Not material, no information.
<b>GRI 203 INDIRECT ECONOMIC IMPACTS 2016</b>			
	<a href="#">203-1</a> <b>Infrastructure investments and services supported</b>	a. Report the extent of development of significant infrastructure investments and services supported. b. Report the current or expected impacts on communities and local economies. Report positive and negative impacts where relevant. c. Report whether these investments and services are commercial, in-kind, or pro bono engagements.	Not material, no information.
	<a href="#">203-2</a> <b>Significant indirect economic impacts</b>	a. Report examples of the significant identified positive and negative indirect economic impacts the organization has. These may include: <ul style="list-style-type: none"> <li>• Changing the productivity of organizations, sectors, or the whole economy</li> <li>• Economic development in areas of high poverty</li> <li>• Economic impact of improving or deteriorating social or environmental conditions</li> <li>• Availability of products and services for those on low incomes</li> <li>• Enhancing skills and knowledge amongst a professional community or in a geographical region</li> <li>• Jobs supported in the supply chain or distribution chain</li> <li>• Stimulating, enabling, or limiting foreign direct investment</li> <li>• Economic impact of change in location of operations or activities</li> <li>• Economic impact of the use of products and services</li> </ul> b. Report the significance of the impacts in the context of external benchmarks and stakeholder priorities, such as national and international standards, protocols, and policy agendas.	Not material, no information.
<b>GRI 204 PROCUREMENT PRACTICES 2016</b>			
	<a href="#">204-1</a> <b>Proportion of spending on local suppliers</b>	a. Report the percentage of the procurement budget used for significant locations of operation spent on suppliers local to that operation (such as percentage of products and services purchased locally). b. Report the organization's geographical definition of 'local'. c. Report the definition used for 'significant locations of operation'.	Not material, no information.
<b>GRI 205 ANTI-CORRUPTION 2016</b>			
	<a href="#">205-1</a> <b>Operations assessed for risks related to corruption</b>	a. Report the total number and percentage of operations assessed for risks related to corruption. b. Report the significant risks related to corruption identified through the risk assessment.	Business Ethics, page 53; UN Global Compact, page 75; Compliance Risk, page 159.

	<a href="#">205-2</a>	<b>Communication and training about anti-corruption policies and procedures</b>	<p>Describe if the organization's anti-corruption policies and procedures have been communicated to any other persons or organizations</p> <ul style="list-style-type: none"> <li>a. Report the total number and percentage of governance body members that the organization's anti-corruption policies and procedures have been communicated to, broken down by region.</li> <li>b. Report the total number and percentage of employees that the organization's anti-corruption policies and procedures have been communicated to, broken down by employee category and region.</li> <li>c. Report the total number and percentage of business partners that the organization's anti-corruption policies and procedures have been communicated to, broken down by type of business partner and region.</li> <li>d. Report the total number and percentage of governance body members that have received training on anti-corruption, broken down by region.</li> <li>e. Report the total number and percentage of employees that have received training on anti-corruption, broken down by employee category and region.</li> </ul>	Business Ethics, page 53; Labor Rights and Relations and Human Rights, page 56; Reporting Standards, page 58; Compliance Risk, page 159.
	<a href="#">205-3</a>	<b>Confirmed incidents of corruption and actions taken</b>	<ul style="list-style-type: none"> <li>a. Report the total number and nature of confirmed incidents of corruption.</li> <li>b. Report the total number of confirmed incidents in which employees were dismissed or disciplined for corruption.</li> <li>c. Report the total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption.</li> <li>d. Report public legal cases regarding corruption brought against the organization or its employees during the reporting period and the outcomes of such cases.</li> </ul>	Number of AGBP Alleged Breaches, page 47.
<b>GRI 206 ANTI-COMPETITIVE BEHAVIOR 2016</b>				
	<a href="#">206-1</a>	<b>Legal actions for anti-competitive behavior, anti-trust, and monopoly practices</b>	<ul style="list-style-type: none"> <li>a. Report the total number of legal actions pending or completed during the reporting period regarding anti-competitive behavior and violations of anti-trust and monopoly legislation in which the organization has been identified as a participant.</li> <li>b. Report the main outcomes of completed legal actions, including any decisions or judgments.</li> </ul>	Number of AGBP Alleged Breaches, page 47.
<b>GRI 300 ENVIRONMENT AL 2016</b>				
	<b>Standard Disclosure</b>	<b>Standard Disclosure Title</b>	<b>Description</b>	
<b>GRI 301 MATERIALS 2016</b>				
	<a href="#">301-1</a>	<b>Materials used by weight or volume</b>	<ul style="list-style-type: none"> <li>a. Report the total weight or volume of materials that are used to produce and package the organization's primary products and services during the reporting period, by: <ul style="list-style-type: none"> <li>• Non-renewable materials used</li> <li>• Renewable materials used</li> </ul> </li> </ul>	Not material, no information.
	<a href="#">301-2</a>	<b>Recycled input materials used</b>	<ul style="list-style-type: none"> <li>a. Report the percentage of recycled input materials used to manufacture the organization's primary products and services.</li> </ul>	Not material, no information.
	<a href="#">301-3</a>	<b>Reclaimed products and their package materials</b>	<ul style="list-style-type: none"> <li>a. Report the percentage of reclaimed products and their packaging materials for each product category</li> <li>b. Report how the data for this disclosure have been collected</li> </ul>	Not applicable. Arcadis does not sell products, only services. We do not show this indicator.
<b>GRI 302 ENERGY 2016</b>				
	<a href="#">302-1</a>	<b>Energy consumption within the organization</b>	<ul style="list-style-type: none"> <li>a. Report total fuel consumption from non-renewable sources in joules or multiples, including fuel types used.</li> <li>b. Report total fuel consumption from renewable fuel sources in joules or multiples, including fuel types used.</li> <li>c. Report in joules, watt-hours or multiples, the total: <ul style="list-style-type: none"> <li>• Electricity consumption</li> <li>• Heating consumption</li> <li>• Cooling consumption</li> <li>• Steam consumption</li> </ul> </li> <li>d. Report in joules, watt-hours or multiples, the total: <ul style="list-style-type: none"> <li>• Electricity sold</li> <li>• Heating sold</li> <li>• Cooling sold</li> <li>• Steam sold</li> </ul> </li> <li>e. Report total energy consumption in joules or multiples.</li> <li>f. Report standards, methodologies, and assumptions used.</li> <li>g. Report the source of the conversion factors used.</li> </ul>	Table page 77.
	<a href="#">302-2</a>	<b>Energy consumption outside of the organization</b>	<ul style="list-style-type: none"> <li>a. Report energy consumed outside of the organization, in joules or multiples.</li> <li>b. Report standards, methodologies, and assumptions used.</li> <li>c. Report the source of the conversion factors used.</li> </ul>	We do not report and will not show this indicator.
	<a href="#">302-3</a>	<b>Energy intensity</b>	<ul style="list-style-type: none"> <li>a. Report the energy intensity ratio.</li> <li>b. Report the organization-specific metric (the ratio denominator) chosen to calculate the ratio.</li> <li>c. Report the types of energy included in the intensity ratio: fuel, electricity, heating, cooling, steam, or all.</li> <li>d. Report whether the ratio uses energy consumed within the organization, outside of it or both.</li> </ul>	Table page 77.

	<a href="#">302-4</a> <b>Reduction of energy consumption</b>	a. Report the amount of reductions in energy consumption achieved as a direct result of conservation and efficiency initiatives, in joules or multiples. b. Report the types of energy included in the reductions: fuel, electricity, heating, cooling, and steam. c. Report the basis for calculating reductions in energy consumption such as base year or baseline, and the rationale for choosing it. d. Report standards, methodologies, and assumptions used.	Energy and Emissions, page 76.
	<a href="#">302-5</a> <b>Reductions in energy requirements of products and services</b>	a. Report the reductions in the energy requirements of sold products and services achieved during the reporting period, in joules or multiples. b. Report the basis for calculating reductions in energy consumption such as base year or baseline, and the rationale for choosing it. c. Report standards, methodologies, and assumptions used.	Energy considerations are integrated into our designs.
<b>GRI 303 WATER 2016</b>			
	<a href="#">303-1</a> <b>Water withdrawal by source</b>	a. Report the total volume of water withdrawn from the following sources: • Figure for total volume of water withdrawn • Breakdown of figure by source including: - Surface water, including water from wetlands, rivers, lakes, and oceans - Ground water - Rainwater collected directly and stored by the organization - Waste water from another organization - Municipal water supplies or other water utilities b. Report standards, methodologies, and assumptions used.	Not applicable. Arcadis is a service provider and only uses piped water for its office activities and does not consume any substantial volumes of water. We will not show this indicator.
	<a href="#">303-2</a> <b>Water sources significantly affected by withdrawal of water</b>	a. Report the total number of water sources significantly affected by withdrawal by type: • Size of water source • Whether or not the source is designated as a protected area (nationally or internationally) • Biodiversity value (such as species diversity and endemism, total number of protected species) • Value or importance of water source to local communities and indigenous peoples b. Report standards, methodologies, and assumptions used.	Not material, no information.
	<a href="#">303-3</a> <b>Water recycled and reused</b>	a. Report the total volume of water recycled and reused by the organization. b. Report the total volume of water recycled and reused as a percentage of the total water withdrawal reported under Indicator 303-1. c. Report standards, methodologies, and assumptions used.	Not material, no information.
<b>GRI 304 BIODIVERSITY 2016</b>			
<b>Standard Disclosure</b>	<b>Standard Disclosure Title</b>	<b>Description</b>	
	<a href="#">304-1</a> <b>Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas</b>	a. Report the following information for each operational site owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas: • Geographic location • Subsurface and underground land that may be owned, leased, or managed by the organization • Position in relation to the protected area (in the area, adjacent to, or containing portions of the protected area) or the high biodiversity value area outside protected areas • Type of operation (office, manufacturing or production, or extractive) • Size of operational site in km <sup>2</sup> • Biodiversity value characterized by: – The attribute of the protected area or high biodiversity value area outside the protected area (terrestrial, freshwater, or maritime ecosystem) – Listing of protected status (such as IUCN Protected Area Management Categories, Ramsar Convention, national legislation)	Not material, no information.
	<a href="#">304-2</a> <b>Significant impacts of activities, products, and services on biodiversity</b>	a. Report the nature of significant direct and indirect impacts on biodiversity with reference to one or more of the following: • Construction or use of manufacturing plants, mines, and transport infrastructure • Pollution (introduction of substances that do not naturally occur in the habitat from point and non-point sources) • Introduction of invasive species, pests, and pathogens • Reduction of species • Habitat conversion • Changes in ecological processes outside the natural range of variation (such as salinity or changes in groundwater level) b. Report significant direct and indirect positive and negative impacts with reference to the following: • Species affected • Extent of areas impacted • Duration of impacts • Reversibility or irreversibility of the impacts	SDG 15 Life on Land, page 42; Sustainability Partnerships, page 74.

	<a href="#">304-3</a> <b>Habitats protected or restored</b>	a. Report the size and location of all habitat protected areas or restored areas, and whether the success of the restoration measure was or is approved by independent external professionals. b. Report whether partnerships exist with third parties to protect or restore habitat areas distinct from where the organization has overseen and implemented restoration or protection measures. c. Report on the status of each area based on its condition at the close of the reporting period. d. Report standards, methodologies, and assumptions used.	Not material, no information.
	<a href="#">304-4</a> <b>IUCN Red List species and national conservation list species with habitats in areas affected by operations</b>	a. Report the total number of IUCN Red List species and national conservation list species with habitats in areas affected by the operations of the organization, by level of extinction risk: <ul style="list-style-type: none"><li>• Critically endangered</li><li>• Endangered</li><li>• Vulnerable</li><li>• Near threatened</li><li>• Least concern</li></ul>	Not material, no information.
<b>GRI 305 EMISSIONS 2016</b>			
	<a href="#">305-1</a> <b>Direct (Scope 1) GHG emissions</b>	a. Report gross direct (Scope 1) GHG emissions in metric tons of CO <sub>2</sub> equivalent, independent of any GHG trades, such as purchases, sales, or transfers of offsets or allowances. b. Report gases included in the calculation (whether CO <sub>2</sub> , CH <sub>4</sub> , N <sub>2</sub> O, HFCs, PFCs, SF <sub>6</sub> , NF <sub>3</sub> , or all). c. Report biogenic CO <sub>2</sub> emissions in metric tons of CO <sub>2</sub> equivalent separately from the gross direct (Scope 1) GHG emissions. d. Report the chosen base year, the rationale for choosing the base year, emissions in the base year, and the context for any significant changes in emissions that triggered recalculations of base year emissions. e. Report standards, methodologies, and assumptions used. f. Report the source of the emission factors used and the global warming potential (GWP) rates used or a reference to the GWP source. g. Report the chosen consolidation approach for emissions (equity share, financial control, operational control).	Table page 77.
	<a href="#">305-2</a> <b>Energy indirect (Scope 2) GHG emissions</b>	Report for location and/or market-based Scope 2 GHG emissions as required by GHG Protocol a. Report gross energy indirect (Scope 2) GHG emissions in metric tons of CO <sub>2</sub> equivalent, independent of any GHG trades, such as purchases, sales, or transfers of offsets or allowances. b. Report gases included in the calculation, if available. c. Report the chosen base year, the rationale for choosing the base year, emissions in the base year, and the context for any significant changes in emissions that triggered recalculations of base year emissions. d. Report standards, methodologies, and assumptions used. e. Report the source of the emission factors used and the global warming potential (GWP) rates used or a reference to the GWP source, if available. f. Report the chosen consolidation approach for emissions (equity share, financial control, operational control).	Table page 77.
	<a href="#">305-3</a> <b>Other indirect (Scope 3) GHG emissions</b>	a. Report gross other indirect (Scope 3) GHG emissions in metric tons of CO <sub>2</sub> equivalent, excluding indirect emissions from the generation of purchased or acquired electricity, heating, cooling, and steam consumed by the organization (these indirect emissions are reported in Indicator G4-EN16). Exclude any GHG trades, such as purchases, sales, or transfers of offsets or allowances. b. Report gases included in the calculation, if available. c. Report biogenic CO <sub>2</sub> emissions in metric tons of CO <sub>2</sub> equivalent separately from the gross other indirect (Scope 3) GHG emissions. d. Report other indirect (Scope 3) emissions categories and activities included in the calculation. e. Report the chosen base year, the rationale for choosing the base year, emissions in the base year, and the context for any significant changes in emissions that triggered recalculations of base year emissions. f. Report standards, methodologies, and assumptions used. g. Report the source of the emission factors used and the global warming potential (GWP) rates used or a reference to the GWP source, if available.	Table page 77.
	<a href="#">305-4</a> <b>GHG emissions intensity</b>	a. Report the GHG emissions intensity ratio. b. Report the organization-specific metric (the ratio denominator) chosen to calculate the ratio. c. Report the types of GHG emissions included in the intensity ratio: direct (Scope 1), energy indirect (Scope 2), other indirect (Scope 3). d. Report gases included in the calculation.	Table page 77.
	<a href="#">305-5</a> <b>Reduction of GHG emissions</b>	a. Report the amount of GHG emissions reductions achieved as a direct result of initiatives to reduce emissions, in metric tons of CO <sub>2</sub> equivalent. b. Report gases included in the calculation (whether CO <sub>2</sub> , CH <sub>4</sub> , N <sub>2</sub> O, HFCs, PFCs, SF <sub>6</sub> , NF <sub>3</sub> , or all). c. Report the chosen base year or baseline and the rationale for choosing it. d. Report standards, methodologies, and assumptions used. e. Report whether the reductions in GHG emissions occurred in direct (Scope 1), energy indirect (Scope 2), other indirect (Scope 3) emissions.	Energy and Emissions - carbon footprint, page 76.

	<a href="#">305-6</a>	<b>Emissions of ozone-depleting substances (ODS)</b>	a. Report production, imports, and exports of ODS in metric tons of CFC-11 equivalent. b. Report substances included in the calculation. c. Report standards, methodologies, and assumptions used. d. Report the source of the emission factors used.	No (not applicable).
	<a href="#">305-7</a>	<b>NO<sub>x</sub>, SO<sub>x</sub>, and other significant air emissions</b>	a. Report the amount of significant air emissions, in kilograms or multiples for each of the following: <ul style="list-style-type: none"><li>• NO<sub>x</sub></li><li>• SO<sub>x</sub></li><li>• Persistent organic pollutants (POP)</li><li>• Volatile organic compounds (VOC)</li><li>• Hazardous air pollutants (HAP)</li><li>• Particulate matter (PM)</li><li>• Other standard categories of air emissions identified in relevant regulations</li></ul> b. Report standards, methodologies, and assumptions used. c. Report the source of the emission factors used.	No (not applicable).
<b>GRI 306 EFFLUENTS AND WASTE 2016</b>				
Standard Disclosure	Standard Disclosure Title	Description		
<a href="#">306-1</a>	<b>Water discharge by quality and destination</b>	a. Report the total volume of planned and unplanned water discharges by: <ul style="list-style-type: none"><li>• Destination</li><li>• Quality of the water including treatment method</li><li>• Whether it was reused by another organization</li></ul> b. Report standards, methodologies, and assumptions used.	Not applicable. Arcadis is a service provider and only uses piped water for its office activities and does not consume any substantial volumes of water. We will not show this indicator.	
<a href="#">306-2</a>	<b>Waste by type and disposal method</b>	a. Provide separate figures for the total weight of hazardous and non-hazardous wastes b. Report breakdown of the total weight of hazardous and non-hazardous waste, by the following disposal methods: <ul style="list-style-type: none"><li>• Reuse</li><li>• Recycling</li><li>• Composting</li><li>• Recovery, including energy recovery</li><li>• Incineration (mass burn)</li><li>• Deep well injection</li><li>• Landfill</li><li>• On-site storage</li><li>• Other (to be specified by the organization)</li></ul> c. Report how the waste disposal method has been determined: <ul style="list-style-type: none"><li>• Disposed of directly by the organization or otherwise directly confirmed</li><li>• Information provided by the waste disposal contractor</li><li>• Organizational defaults of the waste disposal contractor</li></ul>	Not material, no information.	
<a href="#">306-3</a>	<b>Significant spills</b>	a. Report the total number and total volume of recorded significant spills. b. For spills that were reported in the organization's financial statements, report the additional following information for each such spill: <ul style="list-style-type: none"><li>• Location of spill</li><li>• Volume of spill</li><li>• Material of spill, categorized by:<ul style="list-style-type: none"><li>– Oil spills (soil or water surfaces)</li><li>– Fuel spills (soil or water surfaces)</li><li>– Spills of wastes (soil or water surfaces)</li><li>– Spills of chemicals (mostly soil or water surfaces)</li><li>– Other (to be specified by the organization)</li></ul></li></ul> c. Report the impacts of significant spills.	Not material, no information.	
<a href="#">306-4</a>	<b>Transport of hazardous waste</b>	a. Report the total weight for each of the following: <ul style="list-style-type: none"><li>• Hazardous waste transported</li><li>• Hazardous waste imported</li><li>• Hazardous waste exported</li><li>• Hazardous waste treated</li></ul> b. Report the percentage of hazardous waste shipped internationally. c. Standards, methodologies, and assumptions used	Not material, no information.	

	<a href="#">306-5</a>	Water bodies affected by water discharges and/or runoff	a. Report water bodies and related habitats that are significantly affected by water discharges based on the criteria described in the Compilation section below, adding information on: <ul style="list-style-type: none"><li>• Size of water body and related habitat</li><li>• Whether the water body and related habitat is designated as a protected area (nationally or internationally)</li><li>• Biodiversity value (such as total number of protected species)</li></ul>	Not material, no information.
<b>GRI 307 ENVIRONMENTAL COMPLIANCE 2016</b>				
	<a href="#">307-1</a>	Non-compliance with environmental laws and regulations	a. Report significant fines and non-monetary sanctions for non-compliance with environmental laws and/or regulations in terms of: <ul style="list-style-type: none"><li>• Total monetary value of significant fines</li><li>• Total number of non-monetary sanctions</li><li>• Cases brought through dispute resolution mechanisms</li></ul> b. If the organization has not identified any non-compliance with laws or regulations, a brief statement of this fact is sufficient.	Not material, no information. We do not show this indicator.
<b>GRI 308 SUPPLIER ENVIRONMENTAL ASSESSMENT</b>				
	<a href="#">308-1</a>	New suppliers that were screened using environmental criteria	a. Report the percentage of new suppliers that were screened using environmental criteria.	Responsible Procurement, page 57.
	<a href="#">308-2</a>	Negative environmental impacts in the supply chain and actions taken	a. Report the number of suppliers subject to environmental impact assessments. b. Report the number of suppliers identified as having significant actual and potential negative environmental impacts. c. Report the significant actual and potential negative environmental impacts identified in the supply chain. d. Report the percentage of suppliers identified as having significant actual and potential negative environmental impacts with which improvements were agreed upon as a result of assessment. e. Report the percentage of suppliers identified as having significant actual and potential negative environmental impacts with which relationships were terminated as a result of assessment, and why.	We do not show this indicator.
<b>GRI 400 SOCIAL 2016</b>				
<b>GRI 401 EMPLOYMENT 2016</b>				
	Standard Disclosure	Standard Disclosure Title	Description	
	<a href="#">401-1</a>	New employee hires and employee turnover	a. Report the total number and rate of new employee hires during the reporting period, by age group, gender and region. b. Report the total number and rate of employee turnover during the reporting period, by age group, gender and region.	Chapter People and Culture, page 49.
	<a href="#">401-2</a>	Benefits provided to full-time employees that are not provided to temporary employees	a. Report the benefits which are standard for full-time employees of the organization but are not provided to temporary or part-time employees, by significant locations of operation. These include, as a minimum: <ul style="list-style-type: none"><li>• Life insurance</li><li>• Health care</li><li>• Disability and invalidity coverage</li><li>• Parental leave</li><li>• Retirement provision</li><li>• Stock ownership</li><li>• Others</li></ul> b. Report the definition used for 'significant locations of operation'.	Employee Share Purchase Plan (Lovinklaan Foundation), Page 178; Provisions for Employee Benefits, page 225;
	<a href="#">401-3</a>	Parental leave	a. Report the total number of employees that were entitled to parental leave, by gender. b. Report the total number of employees that took parental leave, by gender. c. Report the total number of employees who returned to work after parental leave ended, by gender. d. Report the total number of employees who returned to work after parental leave ended who were still employed twelve months after their return to work, by gender. e. Report the return to work and retention rates of employees who took parental leave, by gender.	Not material, no information.
<b>GRI 402 LABOR/MANAGEMENT RELATIONS 2016</b>				
	<a href="#">402-1</a>	Minimum notice periods regarding operational changes	a. Report the minimum number of weeks' notice typically provided to employees and their elected representatives prior to the implementation of significant operational changes that could substantially affect them. b. For organizations with collective bargaining agreements, report whether the notice period and provisions for consultation and negotiation are specified in collective agreements.	Not material, no information.
<b>GRI 403 OCCUPATIONAL HEALTH AND SAFETY 2016</b>				
	Standard Disclosure	Standard Disclosure Title	Description	
	<a href="#">403-1</a>	Workers representation in formal joint management-worker health and safety committees	a. Report the level at which each formal joint management-worker health and safety committee typically operates within the organization. b. Report the percentage of the workers whose workplace is controlled by the organization represented in formal joint management-worker health and safety committees.	Health and Safety, page 52.

	<a href="#">403-2</a> <b>Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities</b>	<p>a. Report types of injury, injury rate (IR) and work-related fatalities, for all employees (that is, total employees plus supervised workers), by:</p> <ul style="list-style-type: none"> <li>• Region</li> <li>• Gender</li> </ul> <p>b. Report types of injury, IR, and work-related fatalities for all workers (excluding employees) whose work, or workplace, is controlled by the organization working on-site to whom the organization is liable for the general safety of the working environment, by:</p> <ul style="list-style-type: none"> <li>• Region</li> <li>• Gender</li> </ul> <p>c. Report the system of rules applied in recording and reporting accident statistics.</p> <p>d. Recommended reporting on , occupational diseases rate (ODR), lost day rate (LDR), absentee rate (AR)</p>	Health and Safety, page 52.
	<a href="#">403-3</a> <b>Workers with high incidence or high risk of diseases related to their occupation</b>	Report whether there are workers whose work, or workplace, is controlled by the organization who are involved in occupational activities who have a high incidence or high risk of specific diseases.	Health and Safety, page 52.
	<a href="#">403-4</a> <b>Health and safety topics covered in formal agreements with trade unions</b>	<p>a. Report whether formal agreements (either local or global) with trade unions cover health and safety.</p> <p>b. If yes, report the extent, as a percentage, to which various health and safety topics are covered by these agreements.</p>	Not material, no information.
<b>GRI 404 TRAINING AND EDUCATION 2016</b>			
	<a href="#">404-1</a> <b>Average hours of training per year per employee</b>	<p>a. Report the average hours of training that the organization's employees have undertaken during the reporting period, by:</p> <ul style="list-style-type: none"> <li>• Gender</li> <li>• Employee category</li> </ul>	Not material, no information.
	<a href="#">404-2</a> <b>Programs for upgrading employee skills and transition assistance programs</b>	<p>a. Report on the type and scope of programs implemented and assistance provided to upgrade employee skills.</p> <p>b. Report on the transition assistance programs provided to facilitate continued employability and the management of career endings resulting from retirement or termination of employment.</p>	Chapter People and Culture, page 49; Overview of Academy Programs and Appreciation in 2019, page 51.
	<a href="#">404-3</a> <b>Percentage of employees receiving regular performance and career development reviews</b>	a. Report the percentage of total employees by gender and by employee category who received a regular performance and career development review during the reporting period.	Chapter People and Culture, page 49.
<b>GRI 405 DIVERSITY AND EQUAL OPPORTUNITY 2016</b>			
	<a href="#">405-1</a> <b>Diversity of governance bodies and employees</b>	<p>a. Report the percentage of individuals within the organization's governance bodies in each of the following diversity categories:</p> <ul style="list-style-type: none"> <li>• Gender</li> <li>• Age group: under 30 years old, 30-50 years old, over 50 years old</li> <li>• Other indicators of diversity where relevant</li> </ul> <p>b. Report the percentage of employees per employee category in each of the following diversity categories:</p> <ul style="list-style-type: none"> <li>• Gender</li> <li>• Age group: under 30 years old, 30-50 years old, over 50 years old</li> <li>• Other indicators of diversity where relevant</li> </ul>	Chapter People and Culture, page 49; Composition of the Executive Board, page 136; Composition of the Executive Leadership Team, page 137; Composition of the Supervisory Board, 138.
	<a href="#">405-2</a> <b>Ratio of basic salary and remuneration of women to men</b>	<p>a. Report the ratio of the basic salary and remuneration of women to men for each employee category, by significant locations of operation.</p> <p>b. Report the definition used for 'significant locations of operation'.</p>	Diversity and Inclusion, page 51.
<b>GRI 406 NON-DISCRIMINATION 2016</b>			
	<a href="#">406-1</a> <b>Incidents of discrimination and corrective actions taken</b>	<p>a. Report the total number of incidents of discrimination during the reporting period.</p> <p>b. Report the status of the incidents and the actions taken with reference to the following:</p> <ul style="list-style-type: none"> <li>• Incident reviewed by the organization</li> <li>• Remediation plans being implemented</li> <li>• Remediation plans have been implemented and results reviewed through routine internal management review processes</li> <li>• Incident no longer subject to action</li> </ul>	Monitoring and Accountability, page 54.
<b>GRI 407 FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING 2016</b>			
<b>Standard Disclosure</b>	<b>Standard Disclosure Title</b>	<b>Description</b>	
	<a href="#">407-1</a> <b>Operations and suppliers identified in which the right to freedom of association and collective bargaining may be at risk</b>	<p>a. Report operations and suppliers in which workers' rights to exercise freedom of association or collective bargaining may be violated or at significant risk either in terms of:</p> <ul style="list-style-type: none"> <li>• Type of operation (such as manufacturing plant) and supplier</li> <li>• Countries or geographical areas with operations and suppliers considered at risk</li> </ul> <p>b. Report measures taken by the organization in the reporting period intended to support rights to exercise freedom of association and collective bargaining.</p>	Labor Rights and Relations and Human Rights, page 56; Responsible Procurement, page 57; UN Global Compact, page 75.
<b>GRI 408 CHILD LABOR 2016</b>			

	<a href="#">408-1</a> <b>Operations and suppliers at significant risk for incidents of child labor</b>	<p>a. Report operations and suppliers considered to have significant risk for incidents of:</p> <ul style="list-style-type: none"> <li>• Child labor</li> <li>• Young workers exposed to hazardous work</li> </ul> <p>b. Report operations and suppliers considered to have significant risk for incidents of child labor either in terms of:</p> <ul style="list-style-type: none"> <li>• Type of operation (such as manufacturing plant) and supplier</li> <li>• Countries or geographical areas with operations and suppliers considered at risk</li> </ul> <p>c. Report measures taken by the organization in the reporting period intended to contribute to the effective abolition of child labor.</p>	Labor Rights and Relations and Human Rights, page 56; Responsible Procurement, page 57; UN Global Compact, page 75.
<b>GRI 409 FORCED OR COMPULSORY LABOR 2016</b>			
	<a href="#">409-1</a> <b>Operations and suppliers identified at significant risk for incidents of forced or compulsory labor</b>	<p>a. Report operations and suppliers considered to have significant risk for incidents of forced or compulsory labor either in terms of:</p> <ul style="list-style-type: none"> <li>• Type of operation (such as manufacturing plant) and supplier</li> <li>• Countries or geographical areas with operations and suppliers considered at risk</li> </ul> <p>b. Report measures taken by the organization in the reporting period intended to contribute to the elimination of all forms of forced or compulsory labor.</p>	Labor Rights and Relations and Human Rights, page 56; Responsible Procurement, page 57; UN Global Compact, page 75.
<b>GRI 410 SECURITY PRACTICES 2016</b>			
	<a href="#">410-1</a> <b>Security personnel trained in human rights policies or procedures</b>	<p>a. Report the percentage of security personnel who have received formal training in the organization's human rights policies or specific procedures and their application to security.</p> <p>b. Report whether training requirements also apply to third party organizations providing security personnel.</p>	Not material, no information.
<b>GRI 411 RIGHTS OF INDIGENOUS PEOPLES 2016</b>			
	<a href="#">411-1</a> <b>Incidents of violations involving rights of indigenous peoples</b>	<p>a. Report the total number of identified incidents of violations involving the rights of indigenous peoples during the reporting period.</p> <p>b. Report the status of the incidents and actions taken with reference to:</p> <ul style="list-style-type: none"> <li>• Incident reviewed by the organization</li> <li>• Remediation plans being implemented</li> <li>• Remediation plans have been implemented and results reviewed through routine internal management review processes</li> <li>• Incident no longer subject to action</li> </ul>	Not material, no information.
<b>GRI 412 HUMAN RIGHTS ASSESSMENT 2016</b>			
	<a href="#">412-1</a> <b>Operations that have been subject to human rights reviews or impact assessments</b>	<p>a. Report the total number and percentage of operations that have been subject to human rights reviews or human rights impact assessments, by country.</p>	Not material, no information.
	<a href="#">412-2</a> <b>Employee training on human rights policies or procedures</b>	<p>a. Report the total number of hours in the reporting period devoted to training on human rights policies or procedures concerning aspects of human rights that are relevant to operations.</p> <p>b. Report the percentage of employees in the reporting period trained in human rights policies or procedures concerning aspects of human rights that are relevant to operations.</p>	Not material, no information.
	<a href="#">412-3</a> <b>Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening</b>	<p>a. Report the total number and percentage of significant investment agreements and contracts that include human rights clauses or that underwent human rights screening.</p> <p>b. Report the definition of 'significant investment agreements' used by the organization.</p>	Not material, no information.
<b>GRI 413 LOCAL COMMUNITIES 2016</b>			
<b>Standard Disclosure</b>	<b>Standard Disclosure Title</b>	<b>Description</b>	
	<a href="#">413-1</a> <b>Operations with local community engagement, impact assessments, and development programs</b>	<p>a. Report the percentage of operations with implemented local community engagement, impact assessments, and development programs, including the use of:</p> <ul style="list-style-type: none"> <li>• Social impact assessments, including gender impact assessments, based on participatory processes</li> <li>• Environmental impact assessments and ongoing monitoring</li> <li>• Public disclosure of results of environmental and social impact assessments</li> <li>• Local community development programs based on local communities' needs</li> <li>• Stakeholder engagement plans based on stakeholder mapping</li> <li>• Broad based local community consultation committees and processes that include vulnerable groups</li> <li>• Works councils, occupational health and safety committees and other worker representation bodies to deal with impacts</li> <li>• Formal local community grievance processes</li> </ul>	Not material, no information.
	<a href="#">413-2</a> <b>Operations with significant actual and potential negative impacts on local communities</b>	<p>a. Report operations with significant actual and potential negative impacts on local communities, including:</p> <ul style="list-style-type: none"> <li>• The location of the operations</li> <li>• The significant actual and potential negative impacts of operations</li> </ul>	Not material, no information.
<b>GRI 414 SUPPLIER SOCIAL ASSESSMENT 2016</b>			
	<a href="#">414-1</a> <b>New suppliers that were screened using social criteria</b>	<p>a. Report the percentage of new suppliers that were screened using labor practices criteria.</p>	Not material, no information.

	<a href="#">414-2</a>	<b>Negative social impacts in the supply chain and actions taken</b>	a. Report the number of suppliers subject to impact assessments for labor practices. b. Report the number of suppliers identified as having significant actual and potential negative impacts for labor practices. c. Report the significant actual and potential negative impacts for labor practices identified in the supply chain. d. Report the percentage of suppliers identified as having significant actual and potential negative impacts for labor practices with which improvements were agreed upon as a result of assessment. e. Report the percentage of suppliers identified as having significant actual and potential negative impacts for labor practices with which relationships were terminated as a result of assessment, and why.	Labor Rights and Relations and Human Rights, page 56; Responsible Procurement, page 57.
		<b>GRI 415 PUBLIC POLICY 2016</b>		
	<a href="#">415-1</a>	<b>Political contributions</b>	a. Report the total monetary value of financial and in-kind political contributions made directly and indirectly by the organization by country and recipient/beneficiary. b. Report how the monetary value of in-kind contributions was estimated, if applicable.	Not material, no information.
		<b>GRI 416 CUSTOMER HEALTH AND SAFETY 2016</b>		
	<a href="#">416-1</a>	<b>Assessment of the health and safety impacts of product and services categories</b>	a. Report the percentage of significant product and service categories for which health and safety impacts are assessed for improvement.	Health and Safety, page 52.
	<a href="#">416-2</a>	<b>Incidents of non-compliance concerning the health and safety impacts of products and services</b>	a. Report the total number of incidents of non-compliance with regulations and voluntary codes concerning the health and safety impacts of products and services within the reporting period, by: <ul style="list-style-type: none"><li>• Incidents of non-compliance with regulations resulting in a fine or penalty</li><li>• Incidents of non-compliance with regulations resulting in a warning</li><li>• Incidents of non-compliance with voluntary codes</li></ul> b. If the organization has not identified any non-compliance with regulations and/or voluntary codes, a brief statement of this fact is sufficient.	No information.
		<b>GRI 417 MARKETING AND LABELING 2016</b>		
Standard Disclosure		<b>Standard Disclosure Title</b>	<b>Description</b>	
	<a href="#">417-1</a>	<b>Requirements for product and service information and labeling</b>	a. Report whether the following product and service information is required by the organization's procedures for product and service information and labeling: <ul style="list-style-type: none"><li>• The sourcing of components of the product or service</li><li>• Content, particularly with regard to substances that might produce an environmental or social impact</li><li>• Safe use of the product or service</li><li>• Disposal of the product and environmental/social impacts</li><li>• Other (explain)</li></ul> b. Report the percentage of significant product or service categories covered by and assessed for compliance with such procedures.	Not material, no information.
	<a href="#">417-2</a>	<b>Incidents of non-compliance concerning product and service information and labeling</b>	a. Report the total number of incidents of non-compliance with regulations and/or voluntary codes concerning product and service information and labeling, by: <ul style="list-style-type: none"><li>• Incidents of non-compliance with regulations resulting in a fine or penalty</li><li>• Incidents of non-compliance with regulations resulting in a warning</li><li>• Incidents of non-compliance with voluntary codes</li></ul> b. If the organization has not identified any non-compliance with regulations and voluntary codes, a brief statement of this fact is sufficient.	Not material, no information.
	<a href="#">417-3</a>	<b>Incidents of non-compliance concerning marketing communications</b>	a. Report the total number of incidents of non-compliance with regulations and/or voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship, by: <ul style="list-style-type: none"><li>• Incidents of non-compliance with regulations resulting in a fine or penalty</li><li>• Incidents of non-compliance with regulations resulting in a warning</li><li>• Incidents of non-compliance with voluntary codes</li></ul> b. If the organization has not identified any non-compliance with regulations and/or voluntary codes, a brief statement of this fact is sufficient.	Not material, no information.
		<b>GRI 418 CUSTOMER PRIVACY 2016</b>		
	<a href="#">418-1</a>	<b>Substantiated complaints concerning breaches of customer privacy and losses of customer data</b>	a. Report the total number of substantiated complaints received concerning breaches of customer privacy, categorized by: <ul style="list-style-type: none"><li>• Complaints received from outside parties and substantiated by the organization</li><li>• Complaints from regulatory bodies</li></ul> b. Report the total number of identified leaks, thefts, or losses of customer data. c. If the organization has not identified any substantiated complaints, a brief statement of this fact is sufficient.	Not material, no information.
		<b>GRI 419 SOCIOECONOMIC COMPLIANCE 2016</b>		
	<a href="#">419-1</a>	<b>Non-compliance with laws and regulations in the social and economic area</b>	a. Report significant fines and non-monetary sanctions in terms of: <ul style="list-style-type: none"><li>• Total monetary value of significant fines</li><li>• Total number of non-monetary sanctions</li><li>• Cases brought through dispute resolution mechanisms</li></ul> b. If the organization has not identified any non-compliance with laws or regulations, a brief statement of this fact is sufficient. c. Report the context against which significant fines and non-monetary sanctions were incurred.	Not material, no information.