Arcadis Sustainability Committee charter

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ARCADIS SUSTAINABILITY COMMITTEE CHARTER

The Arcadis Sustainability Committee (the "**SusCo**") is a committee of the Supervisory Board (the "**SB**") of Arcadis N.V. ("**Arcadis**" or the "**Company**").

For the purpose hereof, Sustainability is defined as the various Environmental, Social, Financial and Governance topics that demonstrate or measure our commitment to improving quality of life. In our operations, this refers to executing governance activities with due consideration and development of appropriate actions to support environmental and social issues that benefit Arcadians, clients, shareholders and communities. In our value chain, this refers to the successful creation of sustainable solutions that support Arcadis in securing competitive advantage in its markets of operation.

1 TASKS AND RESPONSIBILITIES

The primary function of the SusCo is to assist and advise the SB in the area of sustainability. The SusCo assists the SB in fulfilling its responsibilities and will prepare the plenary discussion and decision making by the SB about the major items within the SusCo's scope of work.

In fulfilling its duties, the members of the SusCo may also directly liaise with and advise the members of the Executive Leadership Team ("**ELT**") that are responsible for sustainability, the Global Sustainability Director and other people in the organization that work in the area of sustainability.

In the exercise of its task, the SusCo will focus on:

a) The extent to which sustainability is integrated into business strategy, goals, targets and investments, and overall contribution to business success.
b) sustainability as a fiduciary duty, while monitoring commercial suitability of sustainability targets, implementation plans and subsequent investments.
c) Company performance against net zero and biodiversity targets;
d) sustainability as an element of remuneration;
e) Company management of current and emerging transitional and physical climate risks;
f) overseeing and advancing the Company's sustainable market positioning through thought leadership and securing related recognition;
g) the impact for clients of the Company through provision of services;
h) sustainability opportunities and risks;
i) the relationship with other 'related topics' such as Governance and Integrity;

j) enhancing and maintaining SB, Executive Board ("**EB**") and ELT member's knowledge of sustainability-related matters through regular training (e.g. on environmental issues, industry best practices, and standards) and by ensuring that expertise in sustainability related matters (incl. environmental matters) is considered during the selection and nomination processes for new SB members; and

k) other Sustainability items/elements as determined from time to time.

The SusCo may ask the advice of internal and external experts on matters within the competence of the SusCo.

2 MEMBERSHIP AND MEETINGS

(i) The SusCo members and its Chair will be appointed by and from within the SB. The duties and responsibilities of the members of the SusCo are in addition to those as a member of the SB. In composing the SusCo, relevant sustainability expertise or experience of the SusCo members is desired. The SusCo consists of a minimum of three members of the SB, including the Chair. In addition, the following permanent guests will attend quarterly meetings:

a. The CEO
b. The ELT member responsible for Sustainability
c. Global Sustainability Director

(ii) Members of the SusCo shall be appointed for a term that corresponds with their term of membership of the SB. Appointment and reappointment may be subject to a rotation schedule at the SB's discretion. No member of the SusCo shall accept any fee from the Company other than in connection with serving as a member of the SB and its committees.

(iii) The SusCo shall meet at least four times per year and the meetings will be minuted. Meetings may be held virtually or in person. If necessary, additional meetings can be scheduled. At each SusCo meeting a quorum of two members is required.

(iv) The Chair of the SusCo can allow other members of the SB to attend the meetings of the SusCo in order to include their view in the discussions. The SusCo may ask other ELT or EB members, other members of management and/or others (such as local representatives or internal and external experts as referred to above under 1) to attend meetings of the SusCo in order to provide necessary and relevant information.

(v) The Global Company Secretary (or his or her deputy) will act as secretary for the SusCo. The Global Company Secretary is responsible for circulating the

meeting agenda and the supporting material to all SusCo members, the EB, the ELT member responsible for sustainability (and others at the request of the Chair). The distribution practices as applicable with regard to the SB meetings for minutes, agendas and supporting material, will apply.

(vi) The Global Sustainability Director (or his or her deputy) is responsible for curating the agenda and development of supporting material, for review and approval of the Chair.

3 REVIEW AND REPORTING

The SusCo will:

(i) Periodically review and update the SusCo charter and its Appendix 1 (Arcadis Sustainability Committee Governance Framework);
(ii) Periodically assess the performance of the SusCo and its individual members; and
(iii) Report to the Supervisory Board on its deliberations and findings, including the relevant considerations.

Appendix 1 – Arcadis Sustainability Committee Governance Framework

Supervisory Board

- Acknowledge sustainability is part of fiduciary duty
- Set 'Tone at the Top' regarding importance of sustainability
- Review of sustainability metrics
- Ensure sustainability is core to company strategy
- Ensure at least quarterly discussion
- Make sustainability an explicit part of renumeration package

Members

- Michael Putnam (SB member)
- Deanna Goodwin (SB member)
- Barbara Duganier (SB member)
- Linda Morant (SB member)
- Robert Swaak (SB member)

Permanent Guests

- Alan Brookes (CEO)
- Greg Steele (CCO)
- Mark McKenna (Global Sustainability Director)

ELT

- Acknowledge sustainability as a company priority and include visibility in company values and culture: Walk the Talk
- Provide training and engagement opportunities, i.e. „small" EDNA
- Validate stakeholder selection and engagement program
- Work with stakeholder input to perform materiality assessment
- Embed sustainability in strategic planning
- Set sustainability goals that "stretch" the organisation over 1, 3 and 10 year timeframes
- Promote complete transparency (KPIs, targets, remuneration) and validate in ELT twice per year
- Anchor Sustainability in the Arcadis Way
- Establish external focused and inspiring board – as needed, potentially including clients (e.g. contractors), peers, thought leaders
- Embrace sustainability as a business opportunity and reporting requirement

Rotating GBA Attendance

- Embed sustainability in strategic planning
- Set sustainability GBA KPIs and goals for organisation aligned with minimum thresholds set by ELT
- Promote proactive addressing of client sustainability issues – offering more sustainable solutions
- Align reporting with limited assurance as minimum threshold following corporate requirements
- Align GBA strategies to global strategy
- Challenge leadership to build sustainability culture leading by example
- Make available sustainability awareness training to all staff that supports them execute their duties

Global Reporting

- Support sustainability and other non-financial contributions to integrated company reporting as part of the normal quarterly reporting cycle
- Monitor performance of market sustainability ratings and awards

Assurance

- Build in assurance on sustainability reporting with help of internal audit.