

Arcadis has **People First** as a core value. This means we care for each other and create a safe and respectful working environment where our people can **grow, perform and succeed**. The data in this disclosure provide additional insights into how we support the development of our people.

Additional disclosure of people data within Arcadis (2025)

Percentage of employees who received skills-related training	74%
Total number of new employees/new hires	5,245
Percentage of open positions filled by internal candidates (internal hires)	12%
Coverage of support for degree programs and certifications	87%
% of employees represented by an independent trade union or covered by collective bargaining agreements	20%
Regular employee health check-up	85%
Breakdown of new hires by: Age group and Management level	
Age (New Hires)	% from total new hires
Less than 20 years	1.6%
20 - 29 years	43.4%
30 - 39 years	28.8%
40 - 49 years	14.7%
50 - 59 years	7.2%
60 - 69 years	3.0%
More than 70 years	0.5%
Management Level (New Hires)	% from total new hires
Junior Management	0.5%
Middle Management	0.9%
Top Management	0.2%