The Government’s commitment to tackling the Gender Pay Gap provides a valuable opportunity for Arcadis and our industry colleagues to identify and address gender imbalance in the workplace. We welcome this initiative and the opportunity to reflect on our own position.

As with all organisations in the UK, we are required to disclose the difference between the average hourly pay of all women and all men in our organisation. This is distinct from ‘equal pay’, which is the pay difference between women and men who carry out the same or similar jobs, or work of equal value.

Whilst we are seeing a welcome increase in the number of females choosing to join Arcadis, we currently employ a greater number of men than women. At the time of reporting, out of a UK workforce of around 3,500 employees, 71% were male and 29% were female. Consequently, this has a significant and unwanted impact on our Gender Pay reporting.

**GENDER PAY AND BONUS GAP**

As with all organisations in the UK, we are required to disclose the difference between the **average hourly pay** of all women and all men in our organisation.

<table>
<thead>
<tr>
<th>Category</th>
<th>Men</th>
<th>Women</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>HOURLY PAY</strong></td>
<td>21.7%</td>
<td>25.7%</td>
</tr>
<tr>
<td><strong>BONUS</strong></td>
<td>30.8%</td>
<td>34.2%</td>
</tr>
</tbody>
</table>

The gender pay gap in Arcadis is indicative of more senior, high-paid technical roles in Arcadis currently being held predominantly by men. As with the hourly pay gap, the bonus gap is driven by a higher number of men in highly paid jobs, consequently receiving higher bonus payments. Analysis also showed an increased proportion of female part-time workers was a factor in the results. The proportion of women and men receiving a bonus is very close:

**GENDER PAY REPORT 2018**
PAY QUARTILES

Gender pay reporting regulations also require us to show our workforce gender mix in four pay quartiles. In April 2017, 71% of our employees were male, 29% were female.

The table below illustrates the gender distribution across Arcadis UK in four equally-sized quartiles.

Proportion of Males and Females in each Quartile Band

- **Quartile 1 (Lower)**: 59.9% males, 40.1% females
- **Quartile 2 (Lower Middle)**: 63.4% males, 36.6% females
- **Quartile 3 (Upper Middle)**: 77.8% males, 22.2% females
- **Quartile 4 (Upper)**: 85.4% males, 14.6% females

HOW ARCADIS IS ADDRESSING THE GENDER PAY GAP

Our Gender Pay Gap is not a reflection of ‘equal pay’, but is indicative of a business and industry that has historically employed more men than women. In Arcadis, we proactively monitor equal pay as part of our annual pay and bonus process and processes across recruitment and promotions have been developed with equality as a core principle.

However, to reduce the gender pay gap, we need to **improve the gender balance at every level of our business**. We want more females to join Arcadis. We want more females to remain in Arcadis. We want more females to progress in Arcadis.

**Join Arcadis.** Our leaders are proactive in promoting Arcadis as an employer of choice to both men and women, championing STEM subjects together with schools and universities, and promoting careers in Arcadis and the wider engineering industry with graduates.

**Choose to stay in Arcadis.** We know circumstances and priorities can change, regardless of gender. Whilst we won’t claim to be the ‘first’ or the ‘only’ business to have done this, we have embedded policies and procedures that support those returning to work, including flexible working.

**Progress in Arcadis.** We are proud of our talent development and succession planning, which sees us proactively encouraging and supporting females in our business, providing a clear and transparent career framework to support fair progression for all of our people.

Further Information

More information on gender pay reporting can be found on the Diversity and Inclusion pages on the intranet.

Prospective employees wanting to know more about our programmes should see the equality, diversity and inclusion pages on the careers section of the Arcadis UK website.

Authorised Signatory

I confirm that the data reported is accurate.

Helen McCarthy
Arcadis UK People Director

Note: all figures are for Arcadis UK employees only, as at the “snapshot” date of April 5, 2017.