DIVERSITY AND INCLUSION POLICY

Introduction

Arcadis appreciates the value inherent to a diverse workforce and an inclusive work environment: more holistic and grounded decision making, higher performance and more innovation; greater employee engagement; and enhanced market reputation.

At Arcadis we value the differences between people and the contribution these differences make to our business.

Our diversity and inclusion programs aim to develop an open and inclusive workplace that enhances diverse thinking at all levels in the organization for the purpose of employee engagement and better meeting of our client needs. We will actively encourage diversity and inclusion, finding ways of utilizing the differences that exist to improve our business and make our people feel accepted and recognized. This means that we actively and flexibly seek to support the unique needs of many different employees. Our people should reflect the societies where we do business. We need to truly represent the many and varied cultures of the markets we serve. So we have to be committed and make continuous improvements in order to be an employer of choice for all our people around the world.

Above all, in line with the Arcadis value of integrity and our keystone behavior: We value each other, we are committed to ensuring that all employees feel valued, included and are treated with respect and dignity – it is a business need and our responsibility.

Responsibilities

It is the responsibility of everyone at Arcadis and particularly our leaders and managers to create an environment where:

- There is an appreciation for diversity. The company will ensure that all employees are treated fairly and with respect and dignity;
- The ability to contribute and access opportunities is based on merit. The company will adopt and actively encourage those practices and procedures that ensure all employees have equal opportunity to achieve their full potential;
- Inappropriate attitudes or behaviors in the workplace are not accepted. The company will address any instance of inappropriate behavior and confront attitudes based on inappropriate stereotypes;
- We nurture and encourage diverse teams to bring their diversity of thought through collaboration to add value to Arcadis clients and projects;
- We seek to understand the impact of our behaviors and decisions, and work to create an inclusive workplace that values diversity.

Equal Opportunity In Employment

Arcadis aims to provide equal opportunities by selecting, recruiting, developing, and promoting the best qualified people in all job families in a fair and non-discriminatory manner. We aim to ensure that this occurs by measuring applicants against objective selection criteria, whilst keeping in mind that competences, skills, and qualifications can be acquired in different ways.

Our aim is to give every employee fair access to all workplace opportunities and benefits. As such, all leaders and managers should make fair, non-discriminatory decisions about all work-related matters. This includes elements such as:

- training and development opportunities;
- promotion opportunities;
- work allocation;
- hours of work;
- salary levels and packages;
- leave arrangements (of all types);
- performance assessment;
- talent identification;
- retention;
- disciplinary procedures; and
- restructuring.

At Arcadis all employees have the responsibility for supporting and implementing this policy. Leaders and managers are responsible for developing and encouraging a positive environment, where all employees feel valued and are treated
with respect. Managers and staff must take responsibility for reporting breaches of this policy, and should themselves act in accordance with its spirit.

**Underrepresented Groups**

Arcadis recognizes that there is underrepresentation of certain groups in the workforce and believes that a focused commitment to implementing practices and actions with these groups will help us to create a strong, dynamic company producing the most innovative ideas for a global competitive edge. The company has decided to initially focus efforts on gender equality as research provides evidence that a focus on gender equality will have a positive effect on overall inclusion and with that it will benefit other underrepresented groups.

**Gender Equality**

Arcadis recognizes the under representation of females in engineering and consultancy within the built and natural environment. We also recognize that embracing differences helps drive innovative outcomes. Therefore, Arcadis is committed to developing and measuring a more formalized approach on gender equality that ensures equity and diversity principles and practices are applied across the employment lifecycle to support and improve gender equality outcomes in the workplace.

A formalized approach will enable us to:
- provide both women and men access to equal opportunities and outcomes, including equal remuneration for work of equal or comparable value;
- remove barriers to the full and equal participation of women in the workforce;
- provide full and genuine access to all roles and jobs, with a focus on leadership roles for women and men;
- eliminate discrimination on the basis of gender;
- improve company performance and our ability to meet our client needs.

**Commitment to take action**

To enable the above, all regions are required to develop a Diversity and Inclusion policy and action plan consistent with the global policy and establish key performance outcomes to ensure equality is reviewed and improved across the employment lifecycle. Specifically, the regions are required to take active steps to increase the representation of females at senior levels in their part of the organization, improving pay equity between males and females, setting female participation goals and constantly reviewing the recruitment process to eliminate bias.

The responsibility and accountability for gender equality resides with the Executive Leadership Team and the Regional Senior Leadership teams. Progress is reported periodically in the quarterly reviews and formally communicated in the annual report.

For all regions, as well as globally, it is our aim to have the same percentage of women in leadership positions (Level 12, 13, 14) as we have women in the overall organization.

Regional leaders can decide to focus on other underrepresentative groups **in addition** to the global focus on gender equity.

**Support**

To support leaders, managers and others in achieving the diversity and inclusion objectives, training and education in diversity, equal opportunity and harassment can be made available through the Human Resources departments in the regions.

The HR teams will proactively monitor company performance in meeting the objectives, standards and policies, and set targets for the achievement and maintenance of this policy which will be communicated to the ELT and regional leadership teams and the Arcadis workforce at regular intervals.