

A diverse group of five people are gathered around a table in a modern office setting. A man in a light blue shirt stands on the left, holding a pen. A woman in a red turban and glasses sits in the foreground, looking towards the center. A woman with long dark hair and glasses sits next to her. A woman in an orange top and patterned scarf stands in the center, smiling and looking at a laptop. A man in a denim jacket and a woman in a white hijab and grey top sit on the right, looking towards the center. The background shows a glass wall with several sticky notes attached to it.

I belong.

Global Diversity, Equity, Inclusion & Belonging

Arcadis UK Inclusion Report 2025

Incorporating our Gender & Ethnicity Pay Gap reporting

About this report

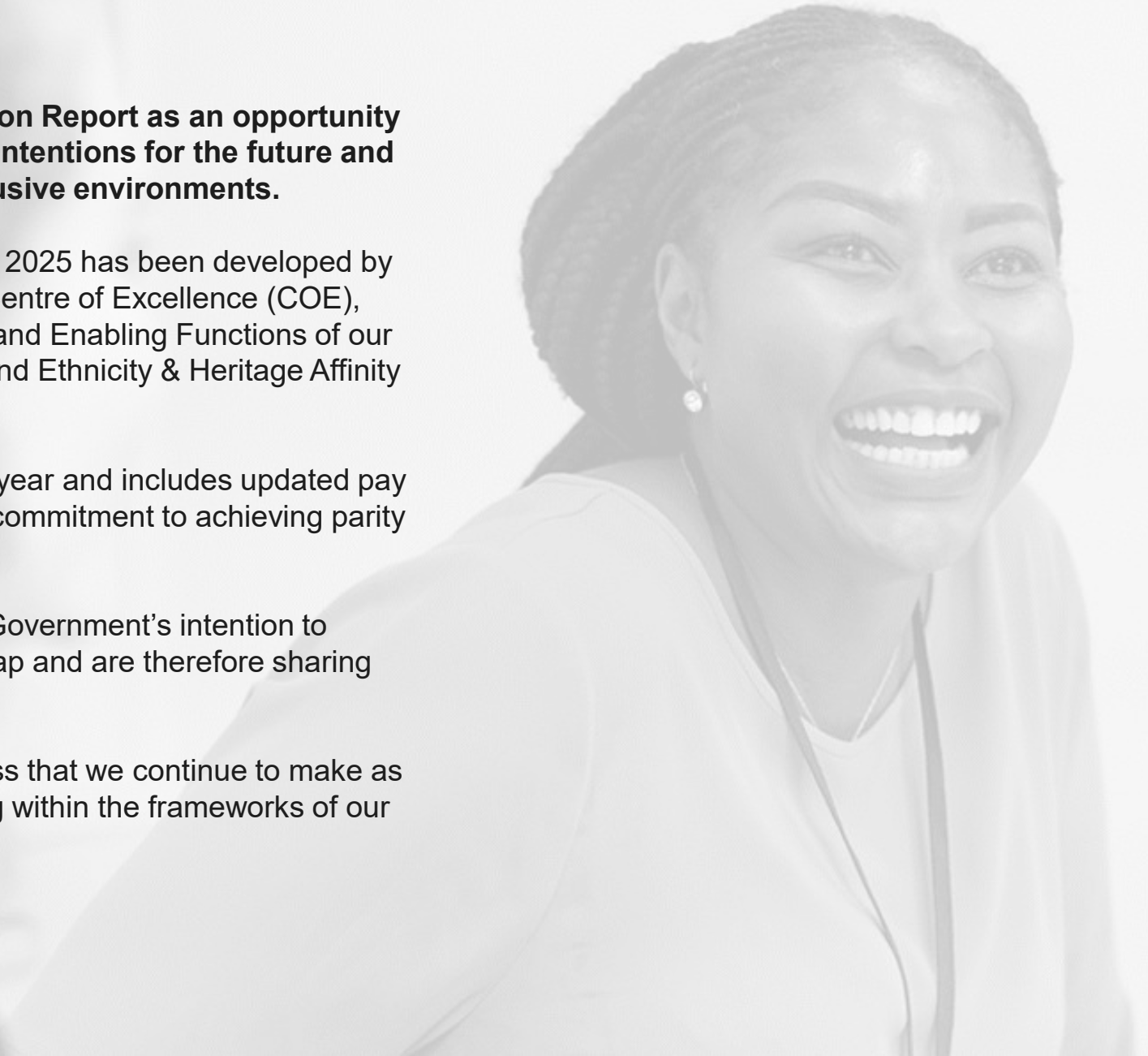
In 2021 Arcadis launched its first ever UK Inclusion Report as an opportunity for us to reflect on our achievements, share our intentions for the future and highlight the role that we all play in creating inclusive environments.

Now in its fifth year, the Arcadis UK Inclusion Report 2025 has been developed by our Diversity, Equity, Inclusion & Belonging (DEIB) Centre of Excellence (COE), working collaboratively across both the Operational and Enabling Functions of our business and through partnership with our Gender and Ethnicity & Heritage Affinity Groups.

The report is based on data from the 2025 calendar year and includes updated pay gap figures as well as information on our continued commitment to achieving parity in these areas.

We are proud to lead the way in supporting the UK Government's intention to request businesses to report on their ethnicity pay gap and are therefore sharing our results voluntarily for the third year.

We're pleased to be able to demonstrate the progress that we continue to make as we cement Diversity, Equity, Inclusion and Belonging within the frameworks of our business.



2024-2026:

Understanding Arcadis' Strategic Landscape

Non-financial Targets

Net Zero objective

Scope 1 and 2 reduction of 70% GHG emissions by 2026

Net Zero objective

Scope 3 reduction of 45% GHG emissions by 2029

Employee Satisfaction

eNPS to remain in top 25% of professional services sector

Gender Diversity

>40% Women in workforce*

*excluding US and Puerto Rico

Sustainable Project Choices

Arcadis has been making sustainable contributions for centuries, dating back to 1888 when we helped transform unusable land in the Netherlands for people to live and establish thriving communities. Over the years, our projects and business decisions have strengthened our purpose of improving quality of life, making a lasting difference in the communities where we live, work, move and play.

We partner with our clients, giving them the confidence to make bold, sustainable choices for their business and across every stage of their projects. Our 36,000 experts prioritize and embed equity, inclusiveness and sustainability into our solutions. We help clients mitigate and adapt to climate change and evolving social needs. We are driven by our determination to make a positive impact, for generations to come.

Digital & Human Innovation in Action

We are on a journey at Arcadis to unleash the power of technology and data. By harnessing the capabilities of digital tools, we will empower Arcadians to create sustainable cities with our clients around the world.

Key to our new 2024-26 strategy is an unwavering commitment to sustainability and digital innovation – not just in our client-facing projects, but across all areas of Arcadis. We're focused on unlocking and sharing information in a trusted and smart way. In doing so, we provide Arcadians and clients with actionable insights to make the best decisions to solve their biggest challenges – not just today, but into the future.

Powered by our People

We recognize that our people are the powerhouses of our organization, driving our success through their passion, expertise, client relationships, and leading solutions. We cannot solve climate change issues without addressing societal issues, which is why we're being intentional about our diversity, equity and inclusion commitments.

For Arcadians, this means a chance to bring our best selves to work, develop future-focused skills and rewarding careers with a positive impact on our wellbeing, our client outcomes and community experiences.

We are accelerating a planet positive future for Arcadians through:

- Empowering you with skills for the future as a Skills Powered Organization;
- Greater collaboration with our Global Excellence Centers and through their increased contribution to internal and external projects;
- Supporting an equitable world and enable Arcadians to bring their best selves to work;
- Investing in our existing and future capacity in energy transition, growing to over 2,500 energy transition professionals, supported through the Energy Transition Academy.



Accelerating a planet positive future

2024-2026:

DEIB within Arcadis' Strategic Landscape

Non-financial Targets

Employee Satisfaction

eNPS to remain in top 25% of professional services sector

Gender Diversity

>40% Women in workforce



Accelerating a planet positive future

Sustainable Project Choices

Increased Creativity and Innovation: Diversity fosters creativity by challenging conventional thinking and encouraging fresh ideas. This can result in more innovative approaches to sustainability, such as new technologies or processes that reduce environmental impact.

Greater Community and Stakeholder Engagement: Inclusive teams are more likely to engage with a broader range of stakeholders, including those from underrepresented communities. This can lead to more socially sustainable projects that consider the needs and impacts on all community members.

Digital & Human Innovation in Action

Broader Perspectives: Diverse teams bring a variety of perspectives and experiences, which can lead to more creative and innovative solutions.

Enhanced Problem-Solving: Inclusive environments encourage all team members to share their unique insights. Diverse teams are better equipped to tackle complex challenges by considering a wider range of possibilities.

Improved User Experience: By prioritizing inclusion, digital products and services are designed to be accessible to all users, inclusive of their abilities, languages, or backgrounds.

Powered by our People

Enabling Arcadians to be the best version of themselves whenever they're in front of clients, by driving a high-performing, inclusive culture. This is supported by:

- **People Operations:** Working environments driven by policies and procedures founded in inclusion and equitable access, and tracked using robust approaches to People Data Analytics
- **Performance & Reward:** Transparent and accessible pay and reward frameworks, using data to proactively identify and close inequity and gaps
- **Capability & Workforce Readiness:** Embedding DEIB across our Learning and Development offerings; enabling a skills powered organization that amplifies diverse opportunities and inclusive access.
- **Talent Acquisition:** Mitigating unconscious bias across our recruitment and promotion processes, attracting diverse candidates and enabling all Arcadians to thrive in inclusive environments.
- **Talent & Leadership:** Empowering leaders to role-model behaviours and holding them accountable in driving inclusion-conscious strategies.
- **Diversity, Equity, Inclusion & Belonging:** Spearheading One Arcadis approach to Diversity, Equity, Inclusion & Belonging; developing frameworks and structures to support our global business in establishing DEIB as a fundamental business principle, for our people, our clients and the communities that we serve.
- **Global Affinity Groups:** Supporting the DEIB Centre of Excellence (COE) through the power of communities; creating safe spaces, providing insight and enabling involvement across a spectrum of causes.

I belong.

Global Diversity, Equity, Inclusion & Belonging

Diversity, Equity, Inclusion & Belonging (DEIB) @ Arcadis



“At Arcadis, Diversity, Equity, Inclusion and Belonging (DEIB) efforts go beyond the pursuit of a more inclusive workplace or a list of goals; it is the base we laid down for everyone to be able to feel that they are recognized.

An inclusive culture makes us stronger and more resilient as a company - we are able to better encounter challenges posed by a rapidly changing global market and understand the opportunities facing our clients.

Our goal is for each Arcadian to know they belong.”

Rubiena Duarte

Global Diversity Director



Global DEIB Strategic Focus



At Arcadis, our DEIB philosophy is built on the principle **Inclusion by Design** – intentionally creating the conditions for everyone to thrive. We believe inclusion drives impact for our people, our culture and our clients. Through inclusive talent practices, a culture of belonging and our client advisory expertise, we are shaping a workplace and a world where diversity fuels innovation and sustainable outcomes for all.



Broad-Based Inclusion

Integrating inclusive practices throughout our entire talent lifecycle and across all dimensions of diversity, ensuring an approach that truly includes everyone.

Culture of Belonging

Creating a culture where every Arcadian feels respected, valued, heard and empowered to contribute their unique perspectives.

Client Impact

Delivering Inclusion by Design solutions in partnership with our Business Advisory and client teams, helping organizations strengthen their culture, inclusion and workforce strategies.

Global DEIB Key Priorities 2026/7

Our 2026/27 global program is designed as a scalable, multi-year framework with clearly defined priorities, country-level execution, and integrated governance.

Our Key Priorities are:

1



DEIB Insights

Applying analytics, reporting, and evidence-based action to define strategy and align DEIB and Social Impact approaches across our business.

2



Affinity Groups (AG)

Deepening engagement, broadening reach and strengthening AG leadership.

3



Talent Systems

Embedding Inclusion by Design in end-to-end people processes, enhancing moments that matter and supporting leadership learning.

4



Client Advisory

Integrating DEIB into business advisory services and client delivery.

These are underpinned by a comprehensive Employee Engagement offering alongside ongoing Governance & Analytics



Operationalising Inclusion by Design

UK Action Planning

We support regional and country leadership in operationalising our DEIB strategy through **tailored Inclusion by Design** plans which we deliver in partnership. These plans respond to local workforce needs, cultural contexts, regulatory environments and client market priorities. While aligned to Arcadis' global pillars - **Broad Based Inclusion, Culture of Belonging, Client Impact and Talent Systems** - these plans reflect **unique regional challenges and opportunities**.

Our **2026/7 plan for the UK** region **consolidates DEIB approaches** while **scaling inclusive leadership** and **client advisory alignment**. This includes:

- One UK&I Inclusion Plan, integrating legacy initiatives and creating an aligned and consistent experience for all Arcadians.
- Allyship and unconscious bias workshops for leaders, supporting inclusive decision-making.
- Continued Employee Engagement offerings, including Inclusion & Wellbeing Week co-delivered with AGs to deepen engagement.
- Strengthened DEIB partnership with client teams, including bid-integrated DEIB advisory and key account support.

These actions focus on **leadership capability, harmonised inclusion strategies and DEIB differentiation in client delivery**.

Our DEIB approach in the UK is underpinned by a **robust governance and analytics framework** that ensures **consistency, accountability and measurable progress**. By gathering and analysing global and local DEIB data and insights we continue to evolve; applying these to support evidence-based decision-making and strategies.



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Global Diversity, Equity, Inclusion & Belonging

Arcadis UK 2025 Pay Gap Report



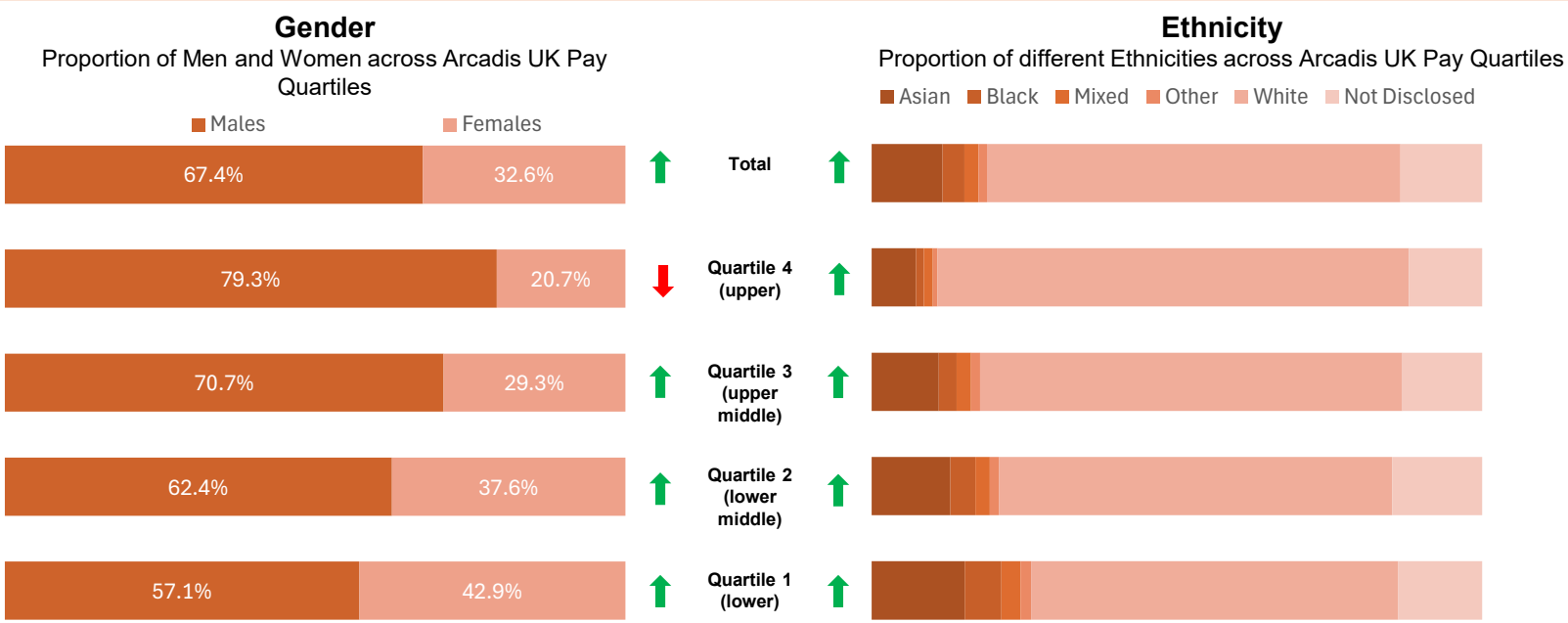
Gender and Ethnicity Representation



Driving representation across pay quartiles ^[1]

We're pleased to see increasing representation across a number of quartiles within our UK business. This is testament to our continued commitment to ensure that diversity is reflected at all levels.

However, there is more to do. Until we achieve greater and consistent balance throughout all quartiles, we'll continue to see pay gaps driven by disparity in averages.



Key
 ↑ Increase in minority representation since 2024
 ↓ Decrease in minority representation since 2024

	Asian	Black	Mixed	Other	White	Not Disclosed
Total	11.60%	3.60%	2.30%	1.40%	67.70%	13.40%
Quartile 4	7.20%	1.30%	1.50%	0.80%	77.20%	12.00%
Quartile 3	11.00%	3.00%	2.40%	1.50%	69.20%	13.10%
Quartile 2	12.90%	4.10%	2.40%	1.50%	64.50%	14.70%
Quartile 1	15.20%	6.00%	3.10%	1.70%	60.10%	13.80%

[1] Pay quartile 1 (low) to pay quartile 4 (high)

Gender & Ethnicity pay gaps are not the same as equal pay

It is important to highlight that having an aggregate pay gap for women and people from minority ethnic communities is not the same as having an equal pay gap

The issue of pay inequity (i.e., unequal pay) is paying people differently for doing comparable work, which is illegal in the UK.

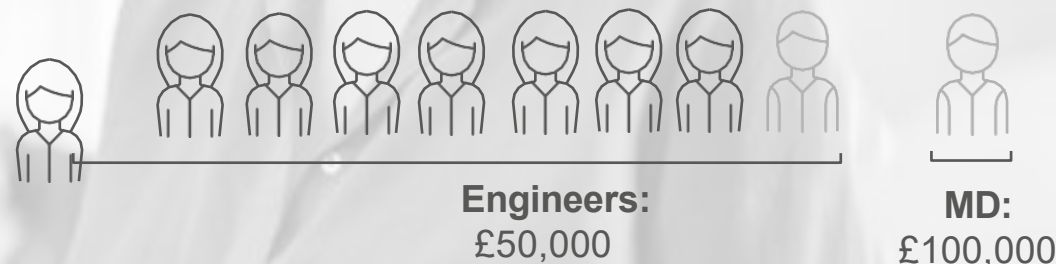
Men and women are paid equally for doing equivalent jobs across the organization and we continue to monitor this regularly to ensure that remains the case.

The gender pay gap captures the difference in the average pay between all men and all women in a workforce to enable organizations across all sectors to report performance on pay in a standardized manner for comparison purposes. Similarly, the ethnicity pay gap captures the difference in the average pay between white employees and employees from minority ethnic communities.

The data used to calculate a pay gap does not take account of the average pay between people working at the same level in a workforce. It is not therefore a comparison of pay for comparable jobs.

This example shows how a Gender Pay gap can exist with Equal Pay (the same example can be used to illustrate the Ethnicity pay gap)

A legal entity employs 9 engineers and an MD.



WOMEN

Average (mean) salary:
 $£50,000 \times 8 / 8 =$
£50,000

MEN

Average (mean) salary:
 $£50,000 + £100,000 / 2 =$
£75,000

Therefore, the Mean Pay Gap in both cases is

33% (£75,000 - £50,000) / £75,000

So, despite paying all the engineers equally we still see a significant pay gap

Gender Pay Gap: Our Results

The total percentage of women in the Arcadis UK business has **increased to 42.9%** - exceeding our strategic drive to **achieve 40% women in the workplace by 2026** (excluding the US and Puerto Rico).

Whilst Arcadis' Gender Pay Gap remains **better than the built-environment sector benchmarks** (~20-24%), our figure has **increased** in year.

This shift is influenced by a **reduced proportion of women in the upper pay quartile** and therefore a **widening pay - particularly bonus - disparity**.

These challenges have been compounded by **the integration of newly acquired companies** where **pay-quartile balance and remuneration equity were historically less aligned**.

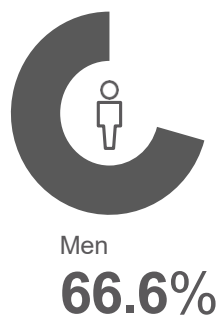
We remain **committed to addressing these disparities** and advancing equity across all levels of our business.

Arcadis UK Gender Pay Gap 2025

Employee HourlyPay



Proportion of Arcadis UK employees receiving Bonus 2025



Arcadis UK Gender Bonus Pay Gap 2025



Key
 ▲ Increase since 2024
 ▼ Decrease since 2024

Ethnicity pay gap report

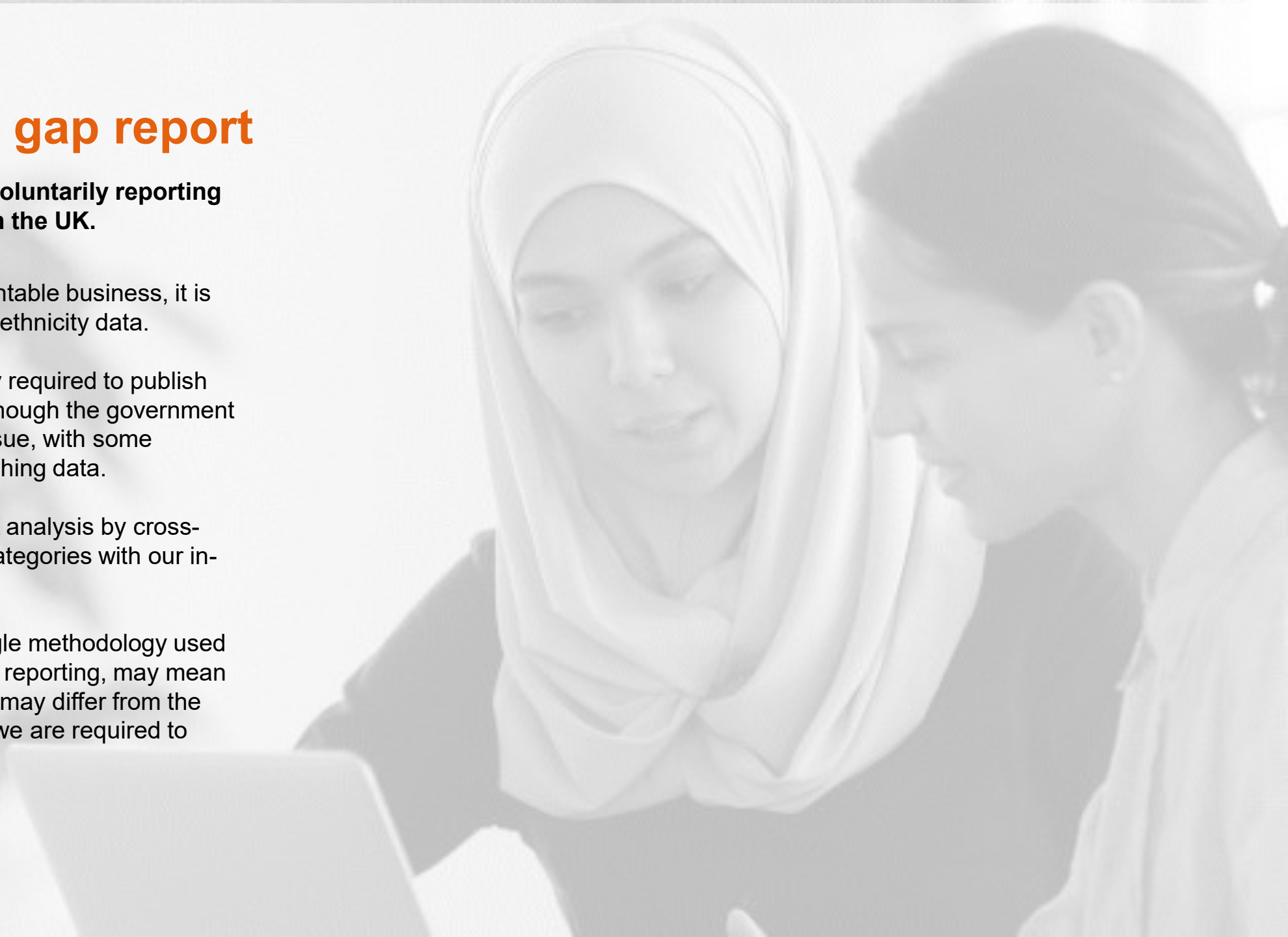
This is the fourth year of voluntarily reporting on our ethnicity pay gap in the UK.

As a transparent and accountable business, it is important to us to share our ethnicity data.

Companies are not currently required to publish Ethnicity Pay Gap reports, though the government recently consulted on the issue, with some companies voluntarily publishing data.

We have produced a best-fit analysis by cross-referencing ONS ethnicity categories with our in-house categories.

The fact that there is no single methodology used by all businesses voluntarily reporting, may mean that data shared here today may differ from the 'official' figures if and when we are required to report.



Ethnicity Pay Gap: Our Results

Proportion of people receiving a Bonus 2025

Arcadis UK Ethnicity Pay Gap 2025

	Mean	Median
Employee Hourly Pay	20%	21.5%
Change from 2024	0.6% ↓ Decrease in yr	1.2% ↑ Increase in yr
Asian	16.8%	18.7%
Black	25.3%	28.5%
Mixed	17.9%	18.6%
Other	19.9%	20.3%

Asian	Black	Mixed	Other	White
↑ 61.2 %	↑ 55.6 %	↑ 66.4 %	↑ 55.2 %	73.4 %

Arcadis UK Ethnicity Bonus Gap 2025

	Mean	Median
Employee Hourly Pay	↑ 62.2%	↑ 38.9%
• Asian	54.2%	40%
• Black	53.9%	44.3%
• Mixed	65.9%	28.6%
• Other	74.8%	42.9%

We are pleased that we continue to see **improvements in the representation** of minority ethnic communities in our business, which has led to a **reduction in our Mean Ethnicity Pay Gap**, and an increase in the proportion of those receiving bonuses. Despite this progress, there is work to do. Arcadis is committed to **continuing our drive towards more balanced headcounts and pay/bonus equity** across all levels, **particularly senior/higher paid roles**, to further reduce our pay gaps.

I belong.

Global Diversity, Equity, Inclusion & Belonging

Reflections



2025/6: Closing Remarks

Our 2025/26 Arcadis UK Inclusion Report demonstrates the progress we continue to make on our journey toward a more equitable, inclusive and representative organisation. Our commitment to **Inclusion by Design**, evidence-based decision-making, and transparent reporting remains strong and is embedded across Arcadis' global strategic landscape; reinforcing that **inclusive talent systems, a culture of belonging, and strong client impact** are essential pillars that enable our people and business to thrive.

This report showcases **strengthened governance and analytics, increased emphasis on equitable systems, and targeted actions** that respond to regional contexts, including the development of the **UK&I Inclusion Plan** and continued focus on leadership capability and inclusive workforce practices.

Our updated gender and ethnicity pay gap insights show areas of meaningful progress, such as **improved representation** across several parts of the organisation, while also acknowledging where **disparities persist** - particularly at senior levels. These gaps reinforce the importance of **sustained action, consistent measurement, and intentional interventions** to drive equity across all pay quartiles.

We continue to publish our Ethnicity Pay Gap results voluntarily, reflecting our commitment to **transparency and accountability**. This also highlights the evolving **strength of our Affinity Groups, the integration of DEIB into client advisory work, and our ongoing investment in inclusive learning, wellbeing, and engagement** - demonstrating that DEIB remains foundational to how we shape culture, how we lead, and how we deliver for clients.

Addressing pay gaps and embedding equity is not an isolated initiative - it is part of a **broader, long-term ambition** to ensure that every Arcadian has equal access to opportunity, growth, contribution and recognition. This report underscores both the progress made and the opportunities still ahead. Above all, it reaffirms that building an inclusive, fair, and high-performing workplace remains central to Arcadis' purpose and long-term success.



Rubiena Duarte
Global Diversity Officer

Useful information

At Arcadis, we believe in the power of diversity to drive innovation. We understand that talent comes from a wealth of experiences and perspectives, and we are committed to creating an inclusive environment where everyone feels valued. If you're passionate about design and engineering and are eager to make an impact, we want to hear from you.

[Careers at Arcadis | Arcadis job opportunities](#)

Don't meet every single requirement? That's okay. We prioritise potential and a willingness to learn. If you share our vision and have the drive to succeed, we believe there's a place for you here. Apply today and let's build a better future together

Authorised Signatory



Rubiena Duarte – Global Diversity Officer

I confirm that the data reported is accurate.

Note: all figures are for Arcadis UK employees only, as at the "snapshot" date of January 2025