

Arcadis NV has applied the Global Reporting Initiative Sustainability Reporting Standards (GRI Standards) for disclosing sustainability information in its Annual Integrated Report 2018. This overview is in accordance 'Core' with the GRI Standards. Levels of materiality have been considered in selecting the disclosures relevant for Arcadis NV. The Arcadis Annual Integrated Report 2018 can be found at: <https://www.arcadis.com/media/A/D/3/%7BAD3625A8-E667-4A03-9071-72EB7AE03426%7DArcadis%20Annual%20Integrated%20Report%202018-spreads.pdf>

**GRI Content Index**



GRI 101: FOUNDATION 2016								
GRI 102 GENERAL STANDARD DISCLOSURES 2016			GRI STANDARD		EQUIVALENT G4 STANDARD			
Standard Disclosure	Standard Disclosure Title	Description	Cross-reference in Annual Report 2018	Cross-reference in Annual Report 2017	Cross-reference in Annual Report 2016	Cross-reference in Annual Report 2015	Cross-reference in Annual Report 2014	
<b>ORGANIZATIONAL PROFILE</b>								
<a href="#">102-1</a>	<b>Name of Organization</b>	Name of the organization.	Arcadis NV, Cover.	Arcadis NV, Cover.	Arcadis NV, Cover.	Arcadis NV, Cover.	Arcadis NV, Cover.	
<a href="#">102-2</a>	<b>Activities, brands, products, and services</b>	Primary brands, products, and services. • A description the organization's activities • An explanation of any products or services that are banned in certain markets	Chapter Our business and passion, page 12	Chapter Our business and passion, page 12; Chapter Global Solutions page 16 and 17.	Chapter Arcadis NV at a glance, page 2.	Chapter Arcadis NV at a glance, page 2.	Chapter Arcadis NV at a glance, page 5.	
<a href="#">102-3</a>	<b>Location of headquarters</b>	Location of the organization's headquarters.	Amsterdam, The Netherlands, page 265	Amsterdam, The Netherlands, page 249.	Amsterdam, The Netherlands, page 236	Amsterdam, The Netherlands, page 249	Amsterdam, The Netherlands, page 2.	
<a href="#">102-4</a>	<b>Location of operations</b>	Number of countries where the organization operates, and names of countries where either the organization has significant operations or that are specifically relevant to the sustainability topics covered in the report.	Chapter Arcadis NV in perspective, page 19; Company addresses, page 265.	Chapter Arcadis NV in perspective, page 19; Arcadis NV at a glance, page 2; Geographical Presence, page 5; Overview of the main consolidated companies page 173; Company addresses, page 249.	Chapter Arcadis NV at a glance, page 2; Geographical Presence, page 5; Overview of the main consolidated companies page 160; Company Addresses, page 229.	Geographical distribution, page 244.	Geographical distribution, page 163.	
<a href="#">102-5</a>	<b>Ownership and legal form</b>	Nature of ownership and legal form.	Chapter Corporate Governance Report, page 126	Paragraph General Information page 164.	Chapter The Arcadis NV share, page 60.	Chapter The Arcadis NV share, page 10.	Chapter The Arcadis NV share, page 10.	
<a href="#">102-6</a>	<b>Markets served</b>	Markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries).	Chapter Our business and passion, page 12; Chapter performance by segment, page 73.	Chapter Our business and passion, page 12; Chapter performance by segment, page 73.	Chapter Arcadis NV at a glance, page 2.	Chapter Arcadis NV at a glance, page 2.	Chapter Arcadis NV at a glance, page 5.	
<a href="#">102-7</a>	<b>Scale of organization</b>	Scale of the reporting organization. Including: Total number of employees; Total number of operations; Net sales (for private sector organizations) or net revenues (for public sector organizations); Total capitalization broken down in terms of debt and equity (for private sector organizations); Quantity of products or services provided.	Chapter Five-year summary, page 262.	Chapter Five-year summary, page 246.	Chapter Five-year summary, page 226.	Chapter Five-year summary, page 242; Geographical distribution, page 244.	Selected financial data, page 9; Geographical distribution, page 163.	
<a href="#">102-8</a>	<b>Information on employees and other workers</b>	Total number of employees by employment contract, and gender. a. Total workforce by employment type, gender, employment contract, and region. b. Report whether a substantial portion of the organization's work is performed by workers who are legally recognized as self-employed, or by individuals other than employees or supervised workers, including employees and supervised employees of contractors. c. Total number of employees by employment contract (permanent and temporary), by region d. Total number of employees by employment type (full-time and part-time), by gender e. An explanation of how the data have been compiled, including any assumptions made. f. Report any significant variations in employment numbers (such as seasonal variations in employment in the tourism or agricultural industries).	Chapter People and culture, page 42.	Chapter People and culture, page 42.	Chapter Value Creation for Employees, page 46.	Chapter Our people, page 16.	Chapter People and organization, page 57.	
<a href="#">102-9</a>	<b>Supply chain</b>	Describe the organization's supply chain, including the main elements of supply chain as they relate to the organization's activities, primary brands, products and services (as applicable)	Chapter Our position in the industry value chain, page 13.	Chapter Our position in the industry value chain, page 13.	Chapter Our Value Creation Model, page 10; Chapter Value Creation for Society, page 68.	Chapter Sustainability, page 40.	Chapter Sustainability, page 65.	
<a href="#">102-10</a>	<b>Significant changes to the organization and its supply chain</b>	Significant changes during the reporting period regarding the organization's size, structure, or ownership, of its supply chain (including changes in location, operations, facility openings, closings, and expansions; changes in the share capital structure and other capital formation, maintenance, and alteration operations; changes in the location of suppliers, the structure of the supply chain, or in relationships with suppliers, including selection and termination	Updated Leadership Structure, page 44; Corporate Governance Report, page 126; Paragraph Changes in Leadership Structure, page 160.	No significant changes.	No significant changes.	No significant changes.	The acquisition of Hyder Consulting, page 24; The acquisition of Callison page 25; Results and financing, page 26; Average number of employees, page 57; Consolidated interests, page 115.	
<a href="#">102-11</a>	<b>Precautionary Principle or approach</b>	Explanation of whether and how the precautionary approach or principle is addressed by the organization.	Chapter Enterprise risk management, page 134.	Chapter Enterprise risk management, page 130.	Chapter Risk Management, page 114.	Chapter Risk Management, page 138.	Chapter Risk Management, page 60.	
<a href="#">102-12</a>	<b>External initiatives</b>	Externally developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes or which it endorses.	Sustainability Partnerships, page 70.	Partnerships, page 66.	Chapter Value Creation for Society, page 68.	Chapter Sustainability, page 40.	Chapter Sustainability, page 65.	
<a href="#">102-13</a>	<b>Membership of associations</b>	a. List main memberships of associations (such as industry associations) and national or international advocacy organizations in which the organization holds a position on the governance body; participates in projects or committees; provides substantive funding beyond routine membership dues; views membership as strategic	Sustainability Partnerships, page 70.	Partnerships, page 66.	Chapter Value Creation for Society, page 68.	Chapter Sustainability, page 40.	Chapter Sustainability, page 65.	

STRATEGY							
Standard Disclosure	Standard Disclosure Title	Description	Cross-reference in Annual Report 2018	Cross-reference in Annual Report 2017	Cross-reference in Annual Report 2016	Cross-reference in Annual Report 2015	Cross-reference in Annual Report 2014
102-14	Statement from senior decision-maker	Statement from the most senior decision-maker of the organization about the relevance of sustainability to the organization and the organization's strategy for addressing sustainability. The statement should present the overall vision and strategy for the short term, medium term, and long term, particularly with regard to managing the significant economic, environmental and social impacts that the organization causes and contributes to, or the impacts that can be linked to its activities as a result of relationships with others (such as suppliers, people or organizations in local communities). The statement should include: <ul style="list-style-type: none"> <li>• Strategic priorities and key topics for the short and medium term with regard to sustainability, including respect for internationally recognized standards and how such standards relate to long term organizational strategy and success</li> <li>• Broader trends (such as macroeconomic or political) affecting the organization and influencing sustainability priorities</li> <li>• Key events, achievements, and failures during the reporting period</li> <li>• Views on performance with respect to targets</li> <li>• Outlook on the organization's main challenges and targets for the next year and goals for the coming 3-5 years</li> <li>• Other items pertaining to the organization's strategic approach</li> </ul>	Statement on inside cover: Creating a world for the next generation; Message from the CEO, page 7; Our Position in the Value Chain, page 13; Chapter Stakeholder dialogue page 33; Chapter Sustainable development goals as relevant for Arcadis NV, page 36.	Statement on inside cover: Creating a sustainable future; Chapter Message from the CEO, page 6; Chapter Our position in the value chain, page 13; Chapter Stakeholder dialogue page 27; Chapter Sustainable development goals as relevant for Arcadis NV, page 30.	Chapter Message from the CEO, page 12; Chapter Our Operating Environment, page 8; Chapter Our Strategy, page 16; Chapter Materiality and Stakeholder Engagement, page 20; Chapter Value Creation for Society, page 68.	Chapter Message from the CEO, page 12; Chapter The Arcadis NV Vision, page 24; Chapter Materiality and Stakeholder Engagement, page 36; Chapter Risk Management, The Arcadis NV Way, page 138; Chapter Sustainability, page 40.	Introduction, page 13; Chapter Vision and Strategy, page 17; Chapter Sustainability page 65.
102-15	Key impacts, risks, and opportunities	Description of key impacts, risks, and opportunities. The organization should provide two concise narrative sections on key impacts, risks, and opportunities. Section One should focus on the organization's key impacts on sustainability and effects on stakeholders, including rights as defined by national laws and relevant internationally recognized standards. This should take into account the range of reasonable expectations and interests of the organization's stakeholders. This section should include: Description of the significant economic, environmental and social impacts of the organization, and associated challenges and opportunities. This includes the effect on stakeholders' rights as defined by national laws and the expectations in internationally recognized standards and norms <ul style="list-style-type: none"> <li>• An explanation of the approach to prioritizing these challenges and opportunities</li> <li>• Key conclusions about progress in addressing these topics and related performance in the reporting period. This includes an assessment of reasons for underperformance or over-performance</li> <li>• A description of the main processes in place to address performance and relevant changes</li> </ul> Section Two should focus on the impact of sustainability trends, risks, and opportunities on the long-term prospects and financial performance of the organization. This should concentrate specifically on information relevant to financial stakeholders or that could become so in the future. Section Two should include the following: <ul style="list-style-type: none"> <li>• A description of the most important risks and opportunities for the organization arising from sustainability trends</li> <li>• Prioritization of key sustainability topics as risks and opportunities according to their relevance for long-term organizational strategy, competitive position, qualitative, and (if possible) quantitative financial value drivers</li> <li>• Table(s) summarizing:  <ul style="list-style-type: none"> <li>– Targets, performance against targets, and lessons learned for the current reporting period</li> <li>– Targets for the next reporting period and medium term objectives and goals (that is, 3-5 years) related to key risks and opportunities</li> </ul> </li> <li>• Concise description of governance mechanisms in place specifically to manage these risks and opportunities, and identification of other related risks and opportunities</li> </ul>	Chapter Our Strategy, page 26; Chapter Strategic Context, page 31; Chapter Megatrends that create opportunity, page 32; Chapter Stakeholder dialogue, page 33; Chapter Sustainable Development Goals as Relevant to Arcadis NV, page 36; Chapter Connectivity Matrix, page 40; Chapter Enterprise Risk Management, page 134	Chapter Our new strategy, page 24; Chapter Megatrends that create opportunities, page 26; Chapter Stakeholder dialogue page 27; Chapter Enterprise risk management, page 130.	Chapter Our Operating Environment, page 8; Chapter Our Strategy, page 16; Chapter Materiality and Stakeholder Engagement, page 20; Chapter Value Creation for Society, page 68; Chapter Risk Management, page 114.	Chapter The Arcadis NV Vision, page 24; Chapter Materiality and Stakeholder Engagement, page 36; Chapter Risk Management, The Arcadis NV Way, page 138; Chapter Sustainability, page 40.	Chapter Vision and Strategy, page 17; Chapter Risk Management, page 60; Chapter Sustainability, page 65.
ETHICS AN INTEGRITY							
102-16	Values, principles, standards, and norms of behavior	Describe the organization's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics.	Our values, page 18; Business Ethics page 52.	Our re-defined values, page 18; Business ethics, page 48.	Our core values, page 4; Chapter Value Creation for Society, page 68.	Core values, page 5; Our business model, page 6; Chapter Sustainability, page 40.	Page 2; Chapter Sustainability, page 65.
102-17	Mechanisms for advice and concerns about ethics	<ul style="list-style-type: none"> <li>• Report the internal and external mechanisms for seeking advice on ethical and lawful behavior, and matters related to organizational integrity, such as helplines or advice lines.</li> <li>• Report the internal and external mechanisms for reporting concerns about unethical or unlawful behavior, and matters related to organizational integrity, such as escalation through line management, whistleblowing mechanisms or hotlines.</li> </ul>	Internal: General Business Principles, including an anonymous global Integrity Phone Line for ethical matters, page 53.	Internal: General Business Principles, including an anonymous global Integrity Phone Line for ethical matters, page 49.	Internal: General Business Principles, including an anonymous reporting line for ethical matters, page 72.	Internal: Monitoring and accountability, page 46, anonymous reporting line for ethical matters.	Internal: Monitoring and accountability, page 68, anonymous reporting line for ethical matters.
GOVERNANCE							
102-18	Governance structure	Governance structure of the organization (including committees of the highest governance body. Identify any committees responsible for decision-making on economic, environmental and social topics).	Chapter Composition of the Executive Board, page 122; Chapter Composition of the Executive Leadership Team page 123; Chapter Composition of the Supervisory Board, page 124; Chapter Corporate Governance Report page 126; Chapter Report by the Supervisory Board, page 150.	Chapter Report by the Supervisory Board, page 142; Chapter Corporate Governance report, page 122.	Chapter Report by the Supervisory Board, page 126; Chapter Corporate Governance report, page 134.	Chapter Report by the Supervisory Board, page 124; Chapter Corporate Governance report, page 148.	Chapter Report by the Supervisory Board, page 77; Chapter Corporate Governance, page 94.
102-19	Delegating authority	Process for delegating authority for economic, environmental and social topics from the highest governance body to senior executives and other employees.	Paragraph Disclosures Related to Environmental Matters on Page 75, this applies for social and environmental topics.	Paragraph Disclosures Related to Environmental Matters on Page 71, this applies for social and environmental topics.	Management structure and processes, page 69.	Management structure and processes, page 42.	Management structure and processes, page 65.
102-20	Executive-level responsibility for economic, environmental, and social topics	Report whether the organization has appointed an executive-level position or positions with responsibility for economic, environmental and social topics, and whether post holders report directly to the highest governance body.	Director of Sustainability and External Affairs, inside back cover.	Director of Sustainability and External Affairs, page 121.	Management structure and processes, page 69.	Management structure and processes, page 42.	Management structure and processes, page 65.
102-21	Consulting stakeholders on economic, environmental, and social topics	Report processes for consultation between stakeholders and the highest governance body on economic, environmental and social topics. If consultation is delegated, describe to whom and any feedback processes to the highest governance body.	Chapter Stakeholder Dialogue page 33; Connectivity matrix, page 40.	Chapter Stakeholder Dialogue page 27; Connectivity matrix, page 36.	Chapter Materiality and Stakeholder Engagement, page 20; Stakeholder engagement & Materiality, page 69.	Chapter Materiality and Stakeholder Engagement, page 36; Stakeholder engagement, page 42.	Stakeholder engagement, page 66.

<a href="#">102-22</a>	<b>Composition of the highest governance body and its committees</b>	Report the composition of the highest governance body and its committees by: <ul style="list-style-type: none"> <li>• Executive or non-executive</li> <li>• Independence</li> <li>• Tenure on the governance body</li> <li>• Number of each individual's other significant positions and commitments, and the nature of the commitments</li> <li>• Gender</li> <li>• Membership of under-represented social groups</li> <li>• Competences relating to economic, environmental and social topic</li> <li>• Stakeholder representation</li> </ul>	Chapter Corporate Governance Report page 126; Chapter Report by the Supervisory Board, page 150.	Chapter Report by the Supervisory Board, page 142; Chapter Corporate Governance report, page 122.	Chapter Report by the Supervisory Board, page 126; Chapter Corporate Governance report, page 134.	Chapter Report by the Supervisory Board, page 124; Chapter Corporate Governance report, page 148.	Chapter Report by the Supervisory Board, page 77; Chapter Corporate Governance, page 94.
<a href="#">102-23</a>	<b>Chair of the highest governance body</b>	Report whether the Chair of the highest governance body is also an executive officer (and, if so, his or her function within the organization's management and the reasons for this arrangement).	Chapter Corporate Governance Report page 126; Chapter Report by the Supervisory Board, page 150.	Chapter Composition of the Executive Board, page 116; Chapter Composition of the Supervisory Board, page 118.	Chapter Composition of the Executive Board, page 108; Chapter Composition of the Supervisory Board, page 109.	Chapter Composition of the Executive Board, page 15; Chapter Composition of the Supervisory Board, page 132.	Chapter Information on members of the Supervisory and Executive Boards, page 90.
<a href="#">102-24</a>	<b>Nominating and selecting the highest governance body</b>	Report the nomination and selection processes for the highest governance body and its committees, and the criteria used for nominating and selecting highest governance body members, including: <ul style="list-style-type: none"> <li>• Whether and how diversity is considered</li> <li>• Whether and how independence is considered</li> <li>• Whether and how expertise and experience relating to economic, environmental and social topics are considered</li> <li>• Whether and how stakeholders (including shareholders) are involved</li> </ul>	Chapter Composition of the Executive Board, page 122; Chapter Composition of the Executive Leadership Team page 123; Chapter Composition of the Supervisory Board, page 124; Chapter Corporate Governance Report page 126; Chapter Report by the Supervisory Board, page 150.	Chapter Report by the Supervisory Board, page 142; Chapter Composition of the Executive Board, page 116; Chapter Composition of the Supervisory Board, page 118; Chapter Corporate Governance report, page 122.	Chapter Report by the Supervisory Board, page 126; Chapter Composition of the Executive Board, page 108; Chapter Composition of the Supervisory Board, page 109; Chapter Corporate Governance report, page 134.	Chapter Report by the Supervisory Board, page 124; Chapter Composition of the Executive Board, page 15; Chapter Composition of the Supervisory Board, page 132; Chapter Corporate Governance report, page 148.	Report by the Supervisory Board, page 77; Information on members of the Supervisory and Executive Boards, page 90; Chapter Corporate Governance, page 94.
<a href="#">102-25</a>	<b>Conflicts of interest</b>	Report processes for the highest governance body to ensure conflicts of interest are avoided and managed. Report whether conflicts of interest are disclosed to stakeholders, including, as a minimum: <ul style="list-style-type: none"> <li>• Cross-board membership</li> <li>• Cross-shareholding with suppliers and other stakeholders</li> <li>• Existence of controlling shareholder</li> <li>• Related party disclosures</li> </ul>	Chapter Corporate Governance Report page 126; Business Ethics, page 52.	Chapter Corporate Governance report, page 122; Business ethics, page 48.	Chapter Corporate Governance report, page 134; General Business Principles, p.72.	Chapter Corporate Governance report, page 148; General Business Principles, p.46.	Chapter Corporate Governance, page 94; General Business Principles, p.68.
<a href="#">102-26</a>	<b>Role of the highest governance body in setting purpose, values, and strategy</b>	Report the highest governance body's and senior executives' roles in the development, approval, and updating of the organization's purpose, value or mission statements, strategies, policies, and goals related to economic, environmental and social topics.	Paragraph Disclosures Related to Environmental Matters on Page 75, this applies for social and environmental topics.	Paragraph Disclosures Related to Environmental Matters on Page 71, this applies for social and environmental topics.	Management structure and processes, page 69.	Management structure and processes, page 42.	Management structure and processes, page 65.
<a href="#">102-27</a>	<b>Collecting knowledge of highest governance body</b>	Report the measures taken to develop and enhance the highest governance body's collective knowledge of economic, environmental and social topics.	Active participation in organizations such as WBCSD, World Economic Forum, The 100 Resilient Cities organization and UN Global Compact. See Sustainability Partnerships, page 70.	Active participation in organizations such as WBCSD, World Economic Forum, The 100 Resilient Cities organization and UN Global Compact. See Partnerships, page 66.	Active participation in organizations such as WBCSD, World Economic Forum, The 100 Resilient Cities organization and UN Global Compact. See Partners, page 71.	Active participation in organizations such as WBCSD, IUCN and UN Global Compact. See Partners, page 43.	Active participation in organizations such as WBCSD, IUCN and UN Global Compact. See Partners, page 66.
<a href="#">102-28</a>	<b>Evaluating the highest governance body's performance</b>	Report the processes for evaluation of the highest governance body's performance with respect to governance of economic, environmental and social topics. Report whether such evaluation is independent or not, and its frequency. Report whether such evaluation is a self-assessment; Report actions taken in response to evaluation of the highest governance body's performance with respect to governance of economic, environmental and social topics, including, as a minimum, changes in membership and organizational practice.	Chapter Corporate Governance Report page 126; Chapter Remuneration Report page 159.	Chapter Report by the Supervisory Board, page 142; Chapter Remuneration report, page 150; Chapter Corporate Governance report, page 122.	Chapter Report by the Supervisory Board, page 126; Chapter Remuneration report, page 139; Chapter Corporate Governance report, page 134.	Chapter Report by the Supervisory Board, page 124; Chapter Remuneration report, page 152; Chapter Corporate Governance report, page 148.	Chapter Report by the Supervisory Board, page 77 Chapter Remuneration report, page 84; Chapter Corporate Governance, page 94.
<a href="#">102-29</a>	<b>Identifying and managing economic, environmental, and social impacts</b>	Report the highest governance body's role in the identification and management of economic, environmental and social topics, risks, and opportunities. Include the highest governance body's role in the implementation of due diligence processes; Report whether stakeholder consultation is used to support the highest governance body's identification and management of economic, environmental and social topics, risks, and opportunities.	Stakeholder dialogue page 33; Chapter Enterprise risk management, page 134; Chapter Corporate Governance report, page 126.	Stakeholder dialogue page 27; Chapter Enterprise risk management, page 130; Chapter Corporate Governance report, page 122.	Our Operating Environment, page 8; Materiality and Stakeholder Engagement, page 20; Chapter Value Creation for Society, page 68; Chapter Risk Management, page 114; Chapter Corporate Governance report, page 134.	Chapter The Arcadis NV Vision, page 24; Chapter Sustainability, page 40; Chapter Risk Management, page 138; Chapter Corporate Governance report, page 148.	Chapter Vision and strategy, page 17; Chapter Risk Management, page 60; Chapter Sustainability, page 65; Chapter Corporate Governance, page 94.
<a href="#">102-30</a>	<b>Effectiveness of risk management process</b>	Report the highest governance body's role in reviewing the effectiveness of the organization's risk management processes for economic, environmental and social topics.	Responsibility for risk management, page 136.	Responsibility for risk management, page 130.	Responsibility for risk management and our internal control system, page 115.	Responsibility for risk management, page 140.	Responsibility for risk management, page 60.
<a href="#">102-31</a>	<b>Review of economic, environmental, and social topics</b>	Report the frequency of the highest governance body's review of economic, environmental and social topics, risks, and opportunities.	Responsibility for risk management, page 136.	Responsibility for risk management, page 130.	Responsibility for risk management, page 115.	On three occasions in 2015, see Responsibility for risk management, page 140.	three times in 2014, see Responsibility for risk management, page 60.
<a href="#">102-32</a>	<b>Highest governance body's role in sustainability reporting</b>	Report the highest committee or position that formally reviews and approves the organization's sustainability report and ensures that all material topics are covered.	Stakeholder dialogue, page 33.	Stakeholder dialogue, page 27.	Building an engaged community of people, page 47; Management structure and processes, page 69.	Management structure and processes, page 42.	Management structure and processes, page 65.
<a href="#">102-33</a>	<b>Communicating critical concerns</b>	Report the process for communicating critical concerns to the highest governance body.	Monitoring and accountability, page 53.	Monitoring and accountability, page 49.	Monitoring and accountability, page 72.	Monitoring and accountability, page 46.	Monitoring and accountability, page 68.
<a href="#">102-34</a>	<b>Nature and total number of critical concerns</b>	Report the nature and total number of critical concerns that were communicated to the highest governance body and the mechanism(s) used to address and resolve them.	Monitoring and accountability, page 53.	Monitoring and accountability, page 49.	Monitoring and accountability, page 72.	Monitoring and accountability, page 46.	Monitoring and accountability, page 68.

<a href="#">102-35</a>	<b>Remuneration policies</b>	<p>a. Report the remuneration policies for the highest governance body and senior executives for the below types of remuneration:</p> <ul style="list-style-type: none"> <li>• Fixed pay and variable pay; <ul style="list-style-type: none"> <li>– Performance-based pay</li> <li>– Equity-based pay</li> <li>– Bonuses</li> <li>– Deferred or vested shares</li> </ul> </li> <li>• Sign-on bonuses or recruitment incentive payments</li> <li>• Termination payments</li> <li>• Clawbacks</li> <li>• Retirement benefits, including the difference between benefit schemes and contribution rates for the highest governance body, senior executives, and all other employees</li> </ul> <p>b. Report how performance criteria in the remuneration policy relate to the highest governance body's and senior executives' economic, environmental and social objectives.</p>	Chapter Remuneration Report, page 159; note 8 of the financial statements, page 188.	Chapter Remuneration Report, page 150, and note 8 of the financial statements, page 175.	Chapter Remuneration Report, page 139.	Chapter Remuneration Report, page 152.	Chapter Remuneration Report, page 84.
<a href="#">102-36</a>	<b>Process of determining remuneration</b>	Report the process for determining remuneration. Report whether remuneration consultants are involved in determining remuneration and whether they are independent of management. Report any other relationships which the remuneration consultants have with the organization.	Chapter Remuneration Report, page 159.	Chapter Remuneration Report, page 150.	Chapter Remuneration Report, page 139.	Chapter Remuneration Report, page 152.	Chapter Remuneration Report, page 84.
<a href="#">102-37</a>	<b>Stakeholder's involvement in remuneration</b>	Report how stakeholders' views are sought and taken into account regarding remuneration, including the results of votes on remuneration policies and proposals, if applicable.	Stakeholder dialogue, page 33; Remuneration report, page 159.	Stakeholder dialogue, page 27; Remuneration report, page 150.	Chapter The Arcadis NV share, page 60; Chapter Value Creation for Society, page 68.	Chapter The Arcadis NV share, page 10; Chapter Sustainability, page 40.	Chapter The Arcadis NV share, page 10; Chapter Sustainability, page 65.
<a href="#">102-38</a>	<b>Annual total compensation ratio</b>	Report the ratio of the annual total compensation for the organization's highest-paid individual in each country of significant operations to the median annual total compensation for all employees (excluding the highest-paid individual) in the same country.	This ratio is provided for the CEO on page 160.	This ratio is provided for the CEO on page 151. Arcadis NV does not consider this ratio relevant at a regional level.	Arcadis NV does not consider this indicator relevant. Arcadis NV makes an impact on local communities by the competitive salaries it pays its people.	Arcadis NV does not consider this indicator relevant. Arcadis NV makes an impact on local communities by the competitive salaries it pays its people.	Arcadis NV does not consider this indicator relevant. Arcadis NV makes an impact on local communities by the competitive salaries it pays its staff members.
<a href="#">102-39</a>	<b>Percentage increase in annual total compensation ratio</b>	Report the ratio of percentage increase in annual total compensation for the organization's highest-paid individual in each country of significant operations to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual) in the same country.	This ratio is provided for the CEO on page 160.	This ratio is provided for the CEO on page 151. Arcadis NV does not consider this ratio relevant at a regional level.	Arcadis NV does not consider this indicator relevant. Arcadis NV makes an impact on local communities by the competitive salaries it pays its people.	Arcadis NV does not consider this indicator relevant. Arcadis NV makes an impact on local communities by the competitive salaries it pays its people.	Arcadis NV does not consider this indicator relevant. Arcadis NV makes an impact on local communities by the competitive salaries it pays its staff members.
<b>STAKEHOLDER ENGAGEMENT</b>							
<b>Standard Disclosure</b>	<b>Standard Disclosure Title</b>	<b>Description</b>	<b>Cross-reference in Annual Report 2018</b>	<b>Cross-reference in Annual Report 2017</b>	<b>Cross-reference in Annual Report 2016</b>	<b>Cross-reference in Annual Report 2015</b>	<b>Cross-reference in Annual Report 2014</b>
<a href="#">102-40</a>	<b>List of stakeholder groups</b>	List of stakeholder groups engaged by the organization.	Our Position in the Industry Value Chain, page 13; Strategic context, page 31; Arcadis NV' material topics, page 35; Connectivity matrix, page 40.	Outcomes for our stakeholders, page 15; Strategic context, page 25; Arcadis NV' material topics, page 29; Connectivity matrix, page 36.	Chapter Materiality and Stakeholder Engagement, overview on page 21; Chapter Value Creation for Society, page 68.	Chapter Materiality and Stakeholder Engagement, page 36; Chapter Sustainability, page 40.	Chapter Sustainability, page 65.
<a href="#">102-41</a>	<b>Collective bargaining agreements</b>	Percentage of total employees covered by collective bargaining agreements.	The actual percentage of employees covered by collective bargaining agreements is managed and monitored at local level. Arcadis NV considers this percentage on consolidated level not relevant.	The actual percentage of employees covered by collective bargaining agreements is managed and monitored at local level. Arcadis NV considers this percentage on consolidated level not relevant.	The actual percentage of employees covered by collective bargaining agreements is managed and monitored at local level. Arcadis NV considers this percentage on consolidated level not relevant.	Other staffing trends, page 17.	Other staffing trends, page 57.
<a href="#">102-42</a>	<b>Identifying and selecting stakeholders</b>	Basis for identification and selection of stakeholders with whom to engage.	Chapter Stakeholder Dialogue page 33	Chapter Stakeholder Dialogue page 27.	Chapter Materiality and Stakeholder Engagement, overview on page 21; Chapter Value Creation for Society, page 68.	Chapter Sustainability, page 40.	Chapter Sustainability, page 65.
<a href="#">102-43</a>	<b>Approach to stakeholder engagement</b>	The organization's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process.	Chapter Stakeholder Dialogue page 33.	Chapter Stakeholder Dialogue page 27.	Chapter The Arcadis NV Share, page 60; Chapter Materiality and Stakeholder Engagement, overview on page 21; Chapter Value Creation for Society, page 68.	Chapter The Arcadis NV Share, page 10; Chapter Sustainability, page 40.	Chapter The Arcadis NV Share, page 10; Chapter Sustainability, page 65.
<a href="#">102-44</a>	<b>Key topics and concerns raised</b>	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting. Report the stakeholder groups that raised each of the key topics and concerns.	Chapter Stakeholder Dialogue page 33; Chapter Sustainable development goals, page 36; Chapter Enterprise Risk Management, page 134; Chapter Capital and Financial Risk Management page 222.	Chapter Stakeholder Dialogue page 27; Chapter Sustainable development goals, page 30; Chapter Enterprise risk management, page 130; Capital and financial risk management, page 206.	Our Operating Environment, page 8; Chapter Materiality and Stakeholder Engagement, page 20; Chapter Value Creation for Society, page 68; Chapter Risk Management, page 114; capital and financial risk management, page 191.	Chapter Materiality and Stakeholder Engagement, page 36; Chapter Sustainability, page 40; Chapter Performance and developments by business line, page 76; Chapter Risk Management the Arcadis NV Way, page 138; Credit Risk, page 211.	Chapter Developments by business line, page 38; Chapter Risk Management, page 60; Chapter Sustainability, page 65; Credit Risk, page 141.

REPORTING PRACTICE							
<a href="#">102-45</a>	<b>Entities included in the consolidated financial statements</b>	List all entities included in the organization's consolidated financial statements or equivalent documents. Report whether any entity included in the organization's consolidated financial statements or equivalent documents is not covered by the report. (The organization can report on this Standard Disclosure by referencing the information in publicly available consolidated financial statements or equivalent documents).	Focus and performance, page 78; Investments accounted for using the equity method, page 199; Related party transactions, page 232.	Focus & performance, page 5; Investments accounted for using the equity method, page 186; Related party transactions, page 216. In accordance with Articles 2:379 and 414 of the Dutch Civil Code, the list of subsidiaries and investments accounted for using the equity method is filed with the Chamber of Commerce in Amsterdam, the Netherlands.	Chapter Arcadis NV at a glance, page 2; Investments accounted for using the equity method, page 173; Related party transactions, page 201.	Chapter Arcadis NV at a glance, page 2; Investments accounted for using the equity method, page 191; Related party transactions, page 220; Geographical distribution, page 244.	Chapter Arcadis NV at a glance, page 5; Related party transactions, page 139; Investments accounted for using the equity method, page 122; Geographical distribution, page 163.
<a href="#">102-46</a>	<b>Defining report content and topic boundaries</b>	Process for defining the report content and the topic Boundaries and explain how the organization has implemented the Reporting Principles for Defining Report Content.	Chapter Stakeholder Dialogue page 33; Connectivity matrix, page 40.	Chapter Stakeholder Dialogue page 27; Connectivity matrix, page 36.	Chapter Materiality and Stakeholder Engagement, page 20; Chapter Value Creation for Society, page 68.	Chapter Materiality and Stakeholder Engagement, page 36; Chapter Sustainability, page 40.	Chapter Sustainability, page 65.
<a href="#">102-47</a>	<b>List of material topics</b>	List all the material topics identified in the process for defining report content.	Chapter Stakeholder Dialogue page 33; Connectivity matrix, page 40.	Chapter Stakeholder Dialogue page 27; Connectivity matrix, page 36.	Chapter Materiality and Stakeholder Engagement, page 20.	Chapter Materiality and Stakeholder Engagement, page 36.	Chapter Sustainability, page 65.
<a href="#">102-48</a>	<b>Restatements of information</b>	Report the effect of any restatements of information provided in previous reports, and the reasons for such restatements.	No restatements were made for 2018.	No restatements were made for 2017.	Consolidated Interests and Business Combinations, page 159.	Consolidated Interests, page 173.	No restatements were made for 2014.
<a href="#">102-49</a>	<b>Changes in reporting</b>	Report significant changes from previous reporting periods in the list of material topics and topic Boundaries.	No significant changes were made.	No significant changes were made.	No significant changes were made.	No significant changes were made.	Chapter Sustainability, page 65.
<a href="#">102-50</a>	<b>Reporting period</b>	Reporting period.	Cover.	Cover.	Cover.	Cover.	Cover.
<a href="#">102-51</a>	<b>Date of most recent report</b>	Date of most recent previous report.	Chapter Five Year Summary, page 262;	Overview of the financial dates on page 83; Chapter Five-year summary, page 246.	Chapter The Arcadis NV Share lists all the financial dates on page 60.; Chapter Five-year summary, page 226.	Chapter The Arcadis NV Share lists all the financial dates on page 11.; Chapter Five-year summary, page 242.	Selected financial data, page 9. Chapter The Arcadis NV Share lists all the financial dates page 11.
<a href="#">102-52</a>	<b>Reporting cycle</b>	Reporting cycle.	Annual; Chapter Five-year summary, page 262.	Annual; Chapter Five-year summary, page 246.	Annual; Chapter Five-year summary, page 226.	Annual; Chapter Five-year summary, page 242.	Annual; Selected financial data, page 9.
<a href="#">102-53</a>	<b>Contact point for questions regarding the report</b>	Provide the contact point for questions regarding the report or its contents.	ir@Arcadis NV.com; back cover.	ir@Arcadis NV.com; back cover.	ir@Arcadis NV.com; Page 236.	ir@Arcadis NV.com; Page 250.	ir@Arcadis NV.com; Page 2. contact information director of IR on page 11.
<a href="#">102-54</a>	<b>Claims of reporting in accordance with the GRI Standards</b>	Disclosure 102-54 a Report claim that an organization is required to make if it has prepared a report in accordance with the GRI Standards (Core or Comprehensive option).	This GRI overview is in accordance 'Core' with the GRI Standards Sustainability Reporting Guidelines.	This GRI overview is in accordance 'Core' with the GRI G4 Sustainability Reporting Guidelines.	This GRI overview is in accordance 'Core' with the GRI G4 Sustainability Reporting Guidelines.	This GRI overview is in accordance 'Core' with the GRI G4 Sustainability Reporting Guidelines.	This GRI overview. The annual report contains Standard Disclosures from the GRI Sustainability Reporting Guidelines.
<a href="#">102-55</a>	<b>GRI content index</b>	Disclosure 102-55 Content index. The content index requirement has been revised and made less prescriptive about the format in which it is to be presented. An example table is included as guidance only.	The GRI content index is in accordance with 'Core' GRI Standards Reporting Guidelines.	This GRI overview is in accordance with 'Core' GRI G4 Sustainability Reporting Guidelines.	This GRI overview is in accordance with 'Core' GRI G4 Sustainability Reporting Guidelines.	This GRI overview is in accordance with 'Core' GRI G4 Sustainability Reporting Guidelines.	This GRI overview. The annual report contains Standard Disclosures from the GRI Sustainability Reporting Guidelines.
<a href="#">102-56</a>	<b>External assurance</b>	Report the organization's policy and current practice with regard to seeking external assurance report, statements, or opinions for the report, and what has and what has not been assured and on what basis, including the assurance standards used, the level of assurance obtained, and any limitations of the assurance process	Assurance report of the independent auditor, page 259.	Assurance report of the independent auditor, page 243.	No external assurance.	No external assurance.	No external assurance.

103 MANAGEMENT APPROACH 2016			GRI STANDARD					EQUIVALENT G4 STANDARD
Standard Disclosure	Standard Disclosure Title	Description	Cross-reference in Annual Report 2018	Cross-reference in Annual Report 2017	Cross-reference in Annual Report 2016	Cross-reference in Annual Report 2015	Cross-reference in Annual Report 2014	
<a href="#">103-1</a>	<b>Explanation of the material topic and its boundary</b>	For each material topic, the reporting organization shall report the following information: <ul style="list-style-type: none"> <li>An explanation of why the topic is material.</li> <li>The Boundary for the material topic, which includes a description of: where the impacts occur and the organization's involvement with the impacts. For example, whether the organization has caused or contributed to the impacts, or is directly linked to the impacts through its business relationships.</li> <li>Any specific limitation regarding the topic Boundary.</li> </ul>	Chapter Our new strategy, page 26; Chapter Stakeholder Dialogue page 33; Connectivity matrix, page 40.	Chapter Our new strategy, page 24; Chapter Stakeholder Dialogue page 27; Connectivity matrix, page 36.	Chapter Our Strategy, page 16; Chapter Materiality and Stakeholder Engagement, page 20; Chapter Value Creation for Society, page 68.	Chapter The Arcadis NV Vision, page 24; Chapter Materiality and Stakeholder Engagement, page 36; Chapter Sustainability, page 40.	Chapter Vision and strategy, page 17; Chapter Sustainability, page 65.	
<a href="#">103-2</a>	<b>The management approach and its components</b>	For each material topic, the reporting organization shall report the following information: <ul style="list-style-type: none"> <li>An explanation of how the organization manages the topic.</li> <li>A statement of the purpose of the management approach.</li> <li>A description of the following, if the management approach includes that component: <ul style="list-style-type: none"> <li>Policies</li> <li>Commitments</li> <li>Goals and targets</li> <li>Responsibilities</li> <li>Resources</li> <li>Grievance mechanisms</li> <li>Specific actions, such as processes, projects, programs and initiatives</li> </ul> </li> </ul>	Chapter Our new strategy, page 26; Chapter Stakeholder dialogue, page 33; Chapter Connectivity Matrix, page 40; Chapter Innovation & Growth, page 62.	Chapter Our new strategy, page 24; Chapter Stakeholder dialogue, page 27; Chapter Connectivity Matrix, page 36; Chapter Innovation & Growth, page 58.	Chapter Our Strategy, page 16; Chapter Materiality and Stakeholder Engagement, page 20; Chapter Value Creation for Society, page 68.	Chapter The Arcadis NV Vision, page 24; Chapter Materiality and Stakeholder Engagement, page 36; Chapter Sustainability, page 40.	Chapter Vision and strategy, page 17; Chapter Sustainability, page 65.	
<a href="#">103-3</a>	<b>Evaluation of the management approach</b>	For each material topic, the reporting organization shall report an explanation of how the organization evaluates the management approach, including: <ul style="list-style-type: none"> <li>The mechanisms for evaluating the effectiveness of the management approach</li> <li>The results of the evaluation of the management approach.</li> <li>Any related adjustments to the management approach.</li> </ul>	Chapter Our new strategy, page 26; Chapter Stakeholder dialogue, page 33; Chapter Connectivity Matrix, page 40; Chapter Innovation & Growth, page 62.	Chapter Our new strategy, page 24; Chapter Stakeholder dialogue, page 27; Chapter Connectivity Matrix, page 36; Chapter Innovation & Growth, page 58.	Chapter Our Strategy, page 16; Chapter Materiality and Stakeholder Engagement, page 20; Chapter Value Creation for Society, page 68.	Chapter The Arcadis NV Vision, page 24; Chapter Materiality and Stakeholder Engagement, page 36; Chapter Sustainability, page 40.	Chapter Vision and strategy, page 17; Chapter Sustainability, page 65.	
TOPIC-SPECIFIC STANDARD DISCLOSURES			GRI STANDARD					GRI G4 EQUIVALENT STANDARD
200 ECONOMIC 2016			GRI STANDARD					GRI G4 EQUIVALENT STANDARD
Standard Disclosure	Standard Disclosure Title	Description	Cross-reference in Annual Report 2018	Cross-reference in Annual Report 2017	Cross-reference in Annual Report 2016	Cross-reference in Annual Report 2015	Cross-reference in Annual Report 2014	
<b>GRI 201 ECONOMIC PERFORMANCE 2016</b>								
<a href="#">201-1</a>	<b>Direct economic value generated and distributed</b>	a. Report the direct economic value generated and distributed (EVG&D) on an accruals basis including the basic components for the organization's global operations as listed below. If data is presented on a cash basis, report the justification for this decision and report the basic components as listed below: <ul style="list-style-type: none"> <li>Direct economic value generated: <ul style="list-style-type: none"> <li>Revenues</li> </ul> </li> <li>Economic value distributed: <ul style="list-style-type: none"> <li>Operating costs</li> <li>Employee wages and benefits</li> <li>Payments to providers of capital</li> <li>Payments to government (by country)</li> <li>Community investments</li> </ul> </li> <li>Economic value retained (calculated as 'Direct economic value generated' less 'Economic value distributed')</li> </ul> b. To better assess local economic impacts, report EVG&D separately at country, regional, or market levels, where significant. Report the criteria used for defining significance.	Consolidated Financial Statements, page 169.	Consolidated statement of comprehensive income, page 160.	Consolidated statement of comprehensive income, page 148.	Consolidated statement of comprehensive income, page 162.	Consolidated statement of comprehensive income, page 100.	
<a href="#">201-2</a>	<b>Financial implications and other risks and opportunities for the organization's activities due to climate change</b>	Report risks and opportunities posed by climate change that have the potential to generate substantive changes in operations, revenue or expenditure, including: <ul style="list-style-type: none"> <li>A description of the risk or opportunity and its classification as either physical, regulatory, or other</li> <li>A description of the impact associated with the risk or opportunity</li> <li>The financial implications of the risk or opportunity before action is taken</li> <li>The methods used to manage the risk or opportunity</li> <li>The costs of actions taken to manage the risk or opportunity</li> </ul>	Chapter mega trends that create opportunities, page 32; SDG 13 Climate action, page 38; Connectivity matrix, page 40; Climate change, page 74.	Chapter mega trends that create opportunities, page 26; SDG 13 Climate action, page 31; Connectivity matrix, page 36; Climate change, page 70.	Our operating environment, page 6; Strategic environmental consulting, page 37; Chapter Value Creation for Society, page 68.	Our business model, page 6; Long-term growth drivers, page 26; SWOT analysis page 28; Sustainability priorities page 41; Water, page 86.	Water, page 7; Long-term growth drivers, page 18; Water, page 42; Environment, page 45.	
<a href="#">201-3</a>	<b>Coverage of the organization's defined benefit plan obligations</b>	a. Where the plan's liabilities are met by the organization's general resources, report the estimated value of those liabilities. b. Where a separate fund exists to pay the plan's pension liabilities, report: <ul style="list-style-type: none"> <li>The extent to which the scheme's liabilities are estimated to be covered by the assets that have been set aside to meet them</li> <li>The basis on which that estimate has been arrived at</li> <li>When that estimate was made</li> </ul> c. Where a fund set up to pay the plan's pension liabilities is not fully covered, explain the strategy, if any, adopted by the employer to work towards full coverage, and the timescale, if any, by which the employer hopes to achieve full coverage. d. Report the percentage of salary contributed by employee or employer. e. Report the level of participation in retirement plans (such as participation in mandatory or voluntary schemes, regional or country-based schemes, or those with financial impact).	Employee share purchase plan (Lovinklaan Foundation), Page 190; Provisions for employee benefits, page 212; Transactions with Lovinklaan Foundation, page 233.	Employee share purchase plan (Lovinklaan Foundation), Page 178; Provisions for employee benefits, page 196; Transactions with Lovinklaan Foundation, page 217.	Employee share purchase plan (Lovinklaan Foundation), Page 165; Provisions for employee benefits, page 182; Transactions with Lovinklaan Foundation, page 201.	Sharing in the creation of value, page 21; Provisions for employee benefits, page 201.	Sharing in the creation of value, page 59; Employee benefits, page 110.	
<a href="#">201-4</a>	<b>Financial assistance received from government</b>	Report the total monetary value of financial assistance received by the organization from governments during the reporting period.	Arcadis NV does not receive any significant financial assistance from governments.	Arcadis NV does not receive any significant financial assistance from governments.	Arcadis NV does not receive any significant financial assistance from governments.	Arcadis NV does not receive any significant financial assistance from governments.	Arcadis NV does not receive any significant financial assistance from governments.	

GRI 202 MARKET PRESENCE 2016							
<a href="#">202-1</a>	<b>Ratios of standard entry level wage by gender compared to local minimum wage</b>	a. When a significant proportion of the workforce is compensated based on wages subject to minimum wage rules, report the ratio of the entry level wage by gender at significant locations of operation to the minimum wage. b. Report whether a local minimum wage is absent or variable at significant locations of operation, by gender. In circumstances in which different minimums could be used as a reference, report which minimum wage is being used. c. Report the definition used for 'significant locations of operation'.	Not material, no information.	Not material, no information. We will not show this indicator.	Not material, no information. We will not show this indicator.	Not material, no information. We will not show this indicator.	Not material, no information.
<a href="#">202-2</a>	<b>Proportion of senior management hired from the local community</b>	a. Report the percentage of senior management at significant locations of operation that are hired from the local community. b. Report the definition of 'senior management' used. c. Report the organization's geographical definition of 'local'. d. Report the definition used for 'significant locations of operation'.	Not material, no information.	Not material, no information. We will not show this indicator.	Not material, no information. We will not show this indicator.	Not material, no information. We will not show this indicator.	Not material, no information.
GRI 203 INDIRECT ECONOMIC IMPACTS 2016							
<a href="#">203-1</a>	<b>Infrastructure investments and services supported</b>	a. Report the extent of development of significant infrastructure investments and services supported. b. Report the current or expected impacts on communities and local economies. Report positive and negative impacts where relevant. c. Report whether these investments and services are commercial, in-kind, or pro bono engagements.	Not material, no information.	Not material, no information. We will not show this indicator.	Not material, no information. We will not show this indicator.	Not material, no information. We will not show this indicator.	Not material, no information.
<a href="#">203-2</a>	<b>Significant indirect economic impacts</b>	a. Report examples of the significant identified positive and negative indirect economic impacts the organization has. These may include: • Changing the productivity of organizations, sectors, or the whole economy • Economic development in areas of high poverty • Economic impact of improving or deteriorating social or environmental conditions • Availability of products and services for those on low incomes • Enhancing skills and knowledge amongst a professional community or in a geographical region • Jobs supported in the supply chain or distribution chain • Stimulating, enabling, or limiting foreign direct investment • Economic impact of change in location of operations or activities • Economic impact of the use of products and services b. Report the significance of the impacts in the context of external benchmarks and stakeholder priorities, such as national and international standards, protocols, and policy agendas.	Not material, no information.	Not material, no information. We will not show this indicator.	Not material, no information. We will not show this indicator.	Not material, no information. We will not show this indicator.	Not material, no information.
GRI 204 PROCUREMENT PRACTICES 2016							
<a href="#">204-1</a>	<b>Proportion of spending on local suppliers</b>	a. Report the percentage of the procurement budget used for significant locations of operation spent on suppliers local to that operation (such as percentage of products and services purchased locally). b. Report the organization's geographical definition of 'local'. c. Report the definition used for 'significant locations of operation'.	Not material, no information.	Not material, no information. We will not show this indicator.	Not material, no information. We will not show this indicator.	Not material, no information. We will not show this indicator.	Not material, no information.
GRI 205 ANTI-CORRUPTION 2016							
<a href="#">205-1</a>	<b>Operations assessed for risks related to corruption</b>	a. Report the total number and percentage of operations assessed for risks related to corruption. b. Report the significant risks related to corruption identified through the risk assessment.	Business ethics, page 52; UN Global Compact, page 71; Compliance risk page 147.	Business ethics, page 48; Labor rights and relations, and human rights, page 53; Key audit matter management override of controls, page 239.	Human rights and labor rights, page 73; Strategic risks, page 118.	Human rights and labor rights, page 45; Strategic risks, page 142	Human rights and labor rights, page 67.
<a href="#">205-2</a>	<b>Communication and training about anti-corruption policies and procedures</b>	Describe if the organization's anti-corruption policies and procedures have been communicated to any other persons or organizations a. Report the total number and percentage of governance body members that the organization's anti-corruption policies and procedures have been communicated to, broken down by region. b. Report the total number and percentage of employees that the organization's anti-corruption policies and procedures have been communicated to, broken down by employee category and region. c. Report the total number and percentage of business partners that the organization's anti-corruption policies and procedures have been communicated to, broken down by type of business partner and region. d. Report the total number and percentage of governance body members that have received training on anti-corruption, broken down by region. e. Report the total number and percentage of employees that have received training on anti-corruption, broken down by employee category and region.	Business ethics, page 52; Labor rights and relations, and human rights, page 55; Reporting standards, page 58; Compliance risk page 147.	Business ethics, page 48; Labor rights and relations, and human rights, page 53; Reporting standards, page 55; Compliance risk page 139; Key audit matter Management override of controls, page 239.	General Business Principles, page 72; Human rights and labor rights, page 73; Chapter Risk Management, page 114.	Human rights and labor rights, page 45; General Business Principles, page 66; Chapter Risk Management, page 138.	Chapter Risk Management, page 60; Human rights and labor rights, page 67; General Business Principles, page 68.
<a href="#">205-3</a>	<b>Confirmed incidents of corruption and actions taken</b>	a. Report the total number and nature of confirmed incidents of corruption. b. Report the total number of confirmed incidents in which employees were dismissed or disciplined for corruption. c. Report the total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption. d. Report public legal cases regarding corruption brought against the organization or its employees during the reporting period and the outcomes of such cases.	Number of AGBP alleged breaches, page 53.	Monitoring and accountability, page 49.	Monitoring and accountability, page 72.	Monitoring and accountability, page 46.	Monitoring and accountability, page 68.
GRI 206 ANTI-COMPETITIVE BEHAVIOR 2016							
<a href="#">206-1</a>	<b>Legal actions for anti-competitive behavior, anti-trust, and monopoly practices</b>	a. Report the total number of legal actions pending or completed during the reporting period regarding anti-competitive behavior and violations of anti-trust and monopoly legislation in which the organization has been identified as a participant. b. Report the main outcomes of completed legal actions, including any decisions or judgments.	Number of AGBP alleged breaches, page 53.	Number of AGBP alleged breaches, page 49.	No information. We will not show this indicator	No information. We will not show this indicator	No information.

GRI 300 ENVIRONMENTAL 2016							
Standard Disclosure	Standard Disclosure Title	Description	Cross-reference in Annual Report 2018	Cross-reference in Annual Report 2017	Cross-reference in Annual Report 2016	Cross-reference in Annual Report 2015	Cross-reference in Annual Report 2014
<b>GRI 301 MATERIALS 2016</b>							
<a href="#">301-1</a>	<b>Materials used by weight or volume</b>	a. Report the total weight or volume of materials that are used to produce and package the organization's primary products and services during the reporting period, by: <ul style="list-style-type: none"> <li>• Non-renewable materials used</li> <li>• Renewable materials used</li> </ul>	No information.	Table page 69.	Table page 75.	Table page 48.	Table page 70.
<a href="#">301-2</a>	<b>Recycled input materials used</b>	a. Report the percentage of recycled input materials used to manufacture the organization's primary products and services.	No information.	Table page 69.	Table page 75.	Table page 48.	Table page 70.
<a href="#">301-3</a>	<b>Reclaimed products and their packaging materials</b>	a. Report the percentage of reclaimed products and their packaging materials for each product category b. Report how the data for this disclosure have been collected	Not applicable. Arcadis NV does not sell products, only services. We do not show this disclosure.	Not applicable. Arcadis NV does not sell products, only services. We do not show this indicator.	Not applicable. Arcadis NV does not sell products, only services. We do not show this indicator.	Not applicable. Arcadis NV does not sell products, only services. We do not show this indicator.	Not applicable. Arcadis NV does not sell products, only services.
<b>GRI 302 ENERGY 2016</b>							
<a href="#">302-1</a>	<b>Energy consumption within the organization</b>	a. Report total fuel consumption from non-renewable sources in joules or multiples, including fuel types used. b. Report total fuel consumption from renewable fuel sources in joules or multiples, including fuel types used. c. Report in joules, watt-hours or multiples, the total: <ul style="list-style-type: none"> <li>• Electricity consumption</li> <li>• Heating consumption</li> <li>• Cooling consumption</li> <li>• Steam consumption</li> </ul> d. Report in joules, watt-hours or multiples, the total: <ul style="list-style-type: none"> <li>• Electricity sold</li> <li>• Heating sold</li> <li>• Cooling sold</li> <li>• Steam sold</li> </ul> e. Report total energy consumption in joules or multiples. f. Report standards, methodologies, and assumptions used. g. Report the source of the conversion factors used.	Table page 73.	Table page 69.	Table page 75.	Table page 48.	Table page 70.
<a href="#">302-2</a>	<b>Energy consumption outside of the organization</b>	a. Report energy consumed outside of the organization, in joules or multiples. b. Report standards, methodologies, and assumptions used. c. Report the source of the conversion factors used.	We do not report and will not show this indicator.	We do not report and will not show this indicator.	We do not report and will not show this indicator.	We do not report and will not show this indicator.	
<a href="#">302-3</a>	<b>Energy intensity</b>	a. Report the energy intensity ratio. b. Report the organization-specific metric (the ratio denominator) chosen to calculate the ratio. c. Report the types of energy included in the intensity ratio: fuel, electricity, heating, cooling, and steam. d. Report whether the ratio uses energy consumed within the organization, outside of it or both.	Table page 73.	Table page 69.	Table page 75.	Table page 48.	Table page 70
<a href="#">302-4</a>	<b>Reduction of energy consumption</b>	a. Report the amount of reductions in energy consumption achieved as a direct result of conservation and efficiency initiatives, in joules or multiples. b. Report the types of energy included in the reductions: fuel, electricity, heating, cooling, and steam. c. Report the basis for calculating reductions in energy consumption such as base year or baseline, and the rationale for choosing it. d. Report standards, methodologies, and assumptions used.	Energy and emissions, page 72.	Energy and emissions, page 68.	Global sustainability program, page 74; Carbon footprint results, page 75.	Minimizing our own carbon footprint, page 47.	Minimizing our own carbon footprint, page 69.
<a href="#">302-5</a>	<b>Reductions in energy requirements of products and services</b>	a. Report the reductions in the energy requirements of sold products and services achieved during the reporting period, in joules or multiples. b. Report the basis for calculating reductions in energy consumption such as base year or baseline, and the rationale for choosing it. c. Report standards, methodologies, and assumptions used.	Energy considerations are integrated into our designs.	Energy considerations are integrated into our designs.	Energy considerations are integrated into our designs.	Energy considerations are integrated into our designs.	Energy considerations are integrated into our designs.
<b>GRI 303 WATER 2016</b>							
<a href="#">303-1</a>	<b>Water withdrawal by source</b>	a. Report the total volume of water withdrawn from the following sources: <ul style="list-style-type: none"> <li>• Figure for total volume of water withdrawn</li> <li>• Breakdown of figure by source including: <ul style="list-style-type: none"> <li>- Surface water, including water from wetlands, rivers, lakes, and oceans</li> <li>- Ground water</li> <li>- Rainwater collected directly and stored by the organization</li> <li>- Waste water from another organization</li> <li>- Municipal water supplies or other water utilities</li> </ul> </li> </ul> b. Report standards, methodologies, and assumptions used.	Not applicable. Arcadis NV is a service provider and only uses piped water for its office activities and does not consume any substantial volumes of water. We will not show this disclosure.	Not applicable. Arcadis NV is a service provider and only uses piped water for its office activities and does not consume any substantial volumes of water. We will not show this indicator.	Not applicable. Arcadis NV is a service provider and only uses piped water for its office activities and does not consume any substantial volumes of water. We will not show this indicator.	Not applicable. Arcadis NV is a service provider and only uses piped water for its office activities and does not consume any substantial volumes of water.	Not applicable. Arcadis NV is a service provider and only uses piped water for its office activities and does not consume any substantial volumes of water.
<a href="#">303-2</a>	<b>Water sources significantly affected by withdrawal of water</b>	a. Report the total number of water sources significantly affected by withdrawal by type: <ul style="list-style-type: none"> <li>• Size of water source</li> <li>• Whether or not the source is designated as a protected area (nationally or internationally)</li> <li>• Biodiversity value (such as species diversity and endemism, total number of protected species)</li> <li>• Value or importance of water source to local communities and indigenous peoples</li> </ul> b. Report standards, methodologies, and assumptions used.	No information available.	No information available We will not show this indicator.	No information available We will not show this indicator.	No information available We will not show this indicator.	No information available
<a href="#">303-3</a>	<b>Water recycled and reused</b>	a. Report the total volume of water recycled and reused by the organization. b. Report the total volume of water recycled and reused as a percentage of the total water withdrawal reported under indicator 303-1. c. Report standards, methodologies, and assumptions used.	No information available.	No information available We will not show this indicator.	No information available We will not show this indicator.	No information available We will not show this indicator.	No information available



GRI 304 BIODIVERSITY 2016							
Standard Disclosure	Standard Disclosure Title	Description	Cross-reference in Annual Report 2018	Cross-reference in Annual Report 2017	Cross-reference in Annual Report 2016	Cross-reference in Annual Report 2015	Cross-reference in Annual Report 2014
<a href="#">304-1</a>	<b>Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas</b>	<p>a. Report the following information for each operational site owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas:</p> <ul style="list-style-type: none"> <li>• Geographic location</li> <li>• Subsurface and underground land that may be owned, leased, or managed by the organization</li> <li>• Position in relation to the protected area (in the area, adjacent to, or containing portions of the protected area) or the high biodiversity value area outside protected areas</li> <li>• Type of operation (office, manufacturing or production, or extractive)</li> <li>• Size of operational site in km<sup>2</sup></li> <li>• Biodiversity value characterized by: <ul style="list-style-type: none"> <li>– The attribute of the protected area or high biodiversity value area outside the protected area (terrestrial, freshwater, or maritime ecosystem)</li> <li>– Listing of protected status (such as IUCN Protected Area Management Categories, Ramsar Convention, national legislation)</li> </ul> </li> </ul>	No information.	No information. We will not show this indicator.	No information. We will not show this indicator.	No information. We will not show this indicator.	No information.
<a href="#">304-2</a>	<b>Significant impacts of activities, products, and services on biodiversity</b>	<p>a. Report the nature of significant direct and indirect impacts on biodiversity with reference to one or more of the following:</p> <ul style="list-style-type: none"> <li>• Construction or use of manufacturing plants, mines, and transport infrastructure</li> <li>• Pollution (introduction of substances that do not naturally occur in the habitat from point and non-point sources)</li> <li>• Introduction of invasive species, pests, and pathogens</li> <li>• Reduction of species</li> <li>• Habitat conversion</li> <li>• Changes in ecological processes outside the natural range of variation (such as salinity or changes in groundwater level)</li> </ul> <p>b. Report significant direct and indirect positive and negative impacts with reference to the following:</p> <ul style="list-style-type: none"> <li>• Species affected</li> <li>• Extent of areas impacted</li> <li>• Duration of impacts</li> <li>• Reversibility or irreversibility of the impacts</li> </ul>	SDG 15 Life on land, page 38; Sustainability Partnerships, page 70.	SDG 15 Life on land, page 31; Partnership with WBCSD, Page 66.	Natural Capital Protocol, page 25; Biodiversity Tool, page 39; Cooperation with WBCSD, Page 71.	Cooperation with IUCN, page 43; Cooperation with WBCSD, Page 44.	Page 67, cooperation with IUCN.
<a href="#">304-3</a>	<b>Habitats protected or restored</b>	<p>a. Report the size and location of all habitat protected areas or restored areas, and whether the success of the restoration measure was or is approved by independent external professionals.</p> <p>b. Report whether partnerships exist with third parties to protect or restore habitat areas distinct from where the organization has overseen and implemented restoration or protection measures.</p> <p>c. Report on the status of each area based on its condition at the close of the reporting period.</p> <p>d. Report standards, methodologies, and assumptions used.</p>	No information.	No information. We will not show this indicator.	No information. We will not show this indicator.	No information. We will not show this indicator.	No information
<a href="#">304-4</a>	<b>IUCN Red List species and national conservation list species with habitats in areas affected by operations</b>	<p>a. Report the total number of IUCN Red List species and national conservation list species with habitats in areas affected by the operations of the organization, by level of extinction risk:</p> <ul style="list-style-type: none"> <li>• Critically endangered</li> <li>• Endangered</li> <li>• Vulnerable</li> <li>• Near threatened</li> <li>• Least concern</li> </ul>	No information.	No information. We will not show this indicator.	No information. We will not show this indicator.	No information. We will not show this indicator.	No information
GRI 305 EMISSIONS 2016							
<a href="#">305-1</a>	<b>Direct (Scope 1) GHG emissions</b>	<p>a. Report gross direct (Scope 1) GHG emissions in metric tons of CO<sub>2</sub> equivalent, independent of any GHG trades, such as purchases, sales, or transfers of offsets or allowances.</p> <p>b. Report gases included in the calculation (whether CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O, HFCs, PFCs, SF<sub>6</sub>, NF<sub>3</sub>, or all).</p> <p>c. Report biogenic CO<sub>2</sub> emissions in metric tons of CO<sub>2</sub> equivalent separately from the gross direct (Scope 1) GHG emissions.</p> <p>d. Report the chosen base year, the rationale for choosing the base year, emissions in the base year, and the context for any significant changes in emissions that triggered recalculations of base year emissions.</p> <p>e. Report standards, methodologies, and assumptions used.</p> <p>f. Report the source of the emission factors used and the global warming potential (GWP) rates used or a reference to the GWP source.</p> <p>g. Report the chosen consolidation approach for emissions (equity share, financial control, operational control).</p>	Table page 73.	Table page 69.	Table page 75.	Table page 48.	Table page 70.
<a href="#">305-2</a>	<b>Energy indirect (Scope 2) GHG emissions</b>	<p>Report for location and/or market-based Scope 2 GHG emissions as required by GHG Protocol</p> <p>a. Report gross energy indirect (Scope 2) GHG emissions in metric tons of CO<sub>2</sub> equivalent, independent of any GHG trades, such as purchases, sales, or transfers of offsets or allowances.</p> <p>b. Report gases included in the calculation, if available.</p> <p>c. Report the chosen base year, the rationale for choosing the base year, emissions in the base year, and the context for any significant changes in emissions that triggered recalculations of base year emissions.</p> <p>d. Report standards, methodologies, and assumptions used.</p> <p>e. Report the source of the emission factors used and the global warming potential (GWP) rates used or a reference to the GWP source, if available.</p> <p>f. Report the chosen consolidation approach for emissions (equity share, financial control, operational control).</p>	Table page 73.	Table page 69.	Table page 75.	Table page 48.	Table page 70.

<a href="#">305-3</a>	<b>Other indirect (Scope 3) GHG emissions</b>	a. Report gross other indirect (Scope 3) GHG emissions in metric tons of CO <sub>2</sub> equivalent, excluding indirect emissions from the generation of purchased or acquired electricity, heating, cooling, and steam consumed by the organization (these indirect emissions are reported in Indicator G4-EN16). Exclude any GHG trades, such as purchases, sales, or transfers of offsets or allowances. b. Report gases included in the calculation, if available. c. Report biogenic CO <sub>2</sub> emissions in metric tons of CO <sub>2</sub> equivalent separately from the gross other indirect (Scope 3) GHG emissions. d. Report other indirect (Scope 3) emissions categories and activities included in the calculation. e. Report the chosen base year, the rationale for choosing the base year, emissions in the base year, and the context for any significant changes in emissions that triggered recalculations of base year emissions. f. Report standards, methodologies, and assumptions used. g. Report the source of the emission factors used and the global warming potential (GWP) rates used or a reference to the GWP source, if available.	Table page 73.	Table page 69.	Table page 75.	Table page 48.	Table page 70.
<a href="#">305-4</a>	<b>GHG emissions intensity</b>	a. Report the GHG emissions intensity ratio. b. Report the organization-specific metric (the ratio denominator) chosen to calculate the ratio. c. Report the types of GHG emissions included in the intensity ratio: direct (Scope 1), energy indirect (Scope 2), other indirect (Scope 3). d. Report gases included in the calculation.	Table page 73.	We will not show this indicator.	We will not show this indicator.	We will not show this indicator.	We will not show this indicator.
<a href="#">305-5</a>	<b>Reduction of GHG emissions</b>	a. Report the amount of GHG emissions reductions achieved as a direct result of initiatives to reduce emissions, in metric tons of CO <sub>2</sub> equivalent. b. Report gases included in the calculation (whether CO <sub>2</sub> , CH <sub>4</sub> , N <sub>2</sub> O, HFCs, PFCs, SF <sub>6</sub> , NF <sub>3</sub> , or all). c. Report the chosen base year or baseline and the rationale for choosing it. d. Report standards, methodologies, and assumptions used. e. Report whether the reductions in GHG emissions occurred in direct (Scope 1), energy indirect (Scope 2), other indirect (Scope 3) emissions.	Energy and emissions - carbon footprint, page 72.	Energy and emissions, page 68.	Global sustainability program, page 74; Carbon footprint results, page 75.	Minimizing our own carbon footprint, page 47.	Minimizing our own carbon footprint, page 69.
<a href="#">305-6</a>	<b>Emissions of ozone-depleting substances (ODS)</b>	a. Report production, imports, and exports of ODS in metric tons of CFC-11 equivalent. b. Report substances included in the calculation. c. Report standards, methodologies, and assumptions used. d. Report the source of the emission factors used.	No (not applicable).	No (not applicable). We will not show this indicator.	No (not applicable). We will not show this indicator.	No (not applicable). We will not show this indicator.	No (not applicable).
<a href="#">305-7</a>	<b>NO<sub>x</sub>, SO<sub>x</sub>, and other significant air emissions</b>	a. Report the amount of significant air emissions, in kilograms or multiples for each of the following: • NO <sub>x</sub> • SO <sub>x</sub> • Persistent organic pollutants (POP) • Volatile organic compounds (VOC) • Hazardous air pollutants (HAP) • Particulate matter (PM) • Other standard categories of air emissions identified in relevant regulations b. Report standards, methodologies, and assumptions used. c. Report the source of the emission factors used.	No (not applicable).	No (not applicable). We will not show this indicator.	No (not applicable). We will not show this indicator.	No (not applicable). We will not show this indicator.	No (not applicable).
<b>GRI 306 EFFLUENTS AND WASTE 2016</b>							
Standard Disclosure	Standard Disclosure Title	Description	Cross-reference in Annual Report 2018	Cross-reference in Annual Report 2017	Cross-reference in Annual Report 2016	Cross-reference in Annual Report 2015	Cross-reference in Annual Report 2014
<a href="#">306-1</a>	<b>Water discharge by quality and destination</b>	a. Report the total volume of planned and unplanned water discharges by: • Destination • Quality of the water including treatment method • Whether it was reused by another organization b. Report standards, methodologies, and assumptions used.	Not applicable. Arcadis NV is a service provider and only uses piped water for its office activities and does not consume any substantial volumes of water. We will not show this disclosure.	Not applicable. Arcadis NV is a service provider and only uses piped water for its office activities and does not consume any substantial volumes of water. We will not show this indicator.	Not applicable. Arcadis NV is a service provider and only uses piped water for its office activities and does not consume any substantial volumes of water. We will not show this indicator.	Not applicable. Arcadis NV is a service provider and only uses piped water for its office activities and does not consume any substantial volumes of water. We will not show this indicator.	Not applicable. Arcadis NV is a service provider and only uses piped water for its office activities and does not consume any substantial volumes of water.
<a href="#">306-2</a>	<b>Waste by type and disposal method</b>	a. Provide separate figures for the total weight of hazardous and non-hazardous wastes b. Report breakdown of the total weight of hazardous and non-hazardous waste, by the following disposal methods: • Reuse • Recycling • Composting • Recovery, including energy recovery • Incineration (mass burn) • Deep well injection • Landfill • On-site storage • Other (to be specified by the organization) c. Report how the waste disposal method has been determined: • Disposed of directly by the organization or otherwise directly confirmed • Information provided by the waste disposal contractor • Organizational defaults of the waste disposal contractor	No information.	No information. We will not show this indicator.	No information. We will not show this indicator.	No information. We will not show this indicator.	No information

<a href="#">306-3</a>	<b>Significant spills</b>	a. Report the total number and total volume of recorded significant spills. b. For spills that were reported in the organization's financial statements, report the additional following information for each such spill: • Location of spill • Volume of spill • Material of spill, categorized by: – Oil spills (soil or water surfaces) – Fuel spills (soil or water surfaces) – Spills of wastes (soil or water surfaces) – Spills of chemicals (mostly soil or water surfaces) – Other (to be specified by the organization) c. Report the impacts of significant spills.	No information.	No information. We will not show this indicator.	No information. We will not show this indicator.	No information. We will not show this indicator.	No information.
<a href="#">306-4</a>	<b>Transport of hazardous waste</b>	a. Report the total weight for each of the following: • Hazardous waste transported • Hazardous waste imported • Hazardous waste exported • Hazardous waste treated b. Report the percentage of hazardous waste shipped internationally. c. Standards, methodologies, and assumptions used	No information.	No information. We will not show this indicator.	No information. We will not show this indicator.	No information. We will not show this indicator.	No information.
<a href="#">306-5</a>	Water bodies affected by water discharges and/or runoff	a. Report water bodies and related habitats that are significantly affected by water discharges based on the criteria described in the Compilation section below, adding information on: • Size of water body and related habitat • Whether the water body and related habitat is designated as a protected area (nationally or internationally) • Biodiversity value (such as total number of protected species)	No information.	No (not applicable). We will not show this indicator.	No (not applicable). We will not show this indicator.	No (not applicable). We will not show this indicator.	No (not applicable).
<b>GRI 307 ENVIRONMENTAL COMPLIANCE 2016</b>							
<a href="#">307-1</a>	<b>Non-compliance with environmental laws and regulations</b>	a. Report significant fines and non-monetary sanctions for non-compliance with environmental laws and/or regulations in terms of: • Total monetary value of significant fines • Total number of non-monetary sanctions • Cases brought through dispute resolution mechanisms b. If the organization has not identified any non-compliance with laws or regulations, a brief statement of this fact is sufficient.	Not material, no information. We do not show this disclosure.	Not material, no information. We do not show this indicator.	Not material, no information. We do not show this indicator.	Not material, no information. We do not show this indicator.	Not material, no information.
<b>GRI 308 SUPPLIER ENVIRONMENTAL ASSESSMENT</b>							
<a href="#">308-1</a>	<b>New suppliers that were screened using environmental criteria</b>	a. Report the percentage of new suppliers that were screened using environmental criteria.	Responsible procurement, page 57.	Responsible procurement, page 54.	Purchasing principles, page 73.	Purchasing principles, page 45.	Material in 2015, no information available in 2014.
<a href="#">308-2</a>	<b>Negative environmental impacts in the supply chain and actions taken</b>	a. Report the number of suppliers subject to environmental impact assessments. b. Report the number of suppliers identified as having significant actual and potential negative environmental impacts. c. Report the significant actual and potential negative environmental impacts identified in the supply chain. d. Report the percentage of suppliers identified as having significant actual and potential negative environmental impacts with which improvements were agreed upon as a result of assessment. e. Report the percentage of suppliers identified as having significant actual and potential negative environmental impacts with which relationships were terminated as a result of assessment, and why.	We do not show this disclosure.	We do not show this indicator.	We do not show this indicator.	We do not show this indicator.	No.
<b>GRI 400 SOCIAL 2016</b>							
<b>GRI 401 EMPLOYMENT 2016</b>							
Standard Disclosure	Standard Disclosure Title	Description	<b>Cross-reference in Annual Report 2018</b>	<b>Cross-reference in Annual Report 2017</b>	<b>Cross-reference in Annual Report 2016</b>	<b>Cross-reference in Annual Report 2015</b>	<b>Cross-reference in Annual Report 2014</b>
<a href="#">401-1</a>	<b>New employee hires and employee turnover</b>	a. Report the total number and rate of new employee hires during the reporting period, by age group, gender and region. b. Report the total number and rate of employee turnover during the reporting period, by age group, gender and region.	Chapter People and culture, page 42.	Chapter People and culture, page 40.	Chapter Value Creation for Employees, page 46.	Chapter Our people, page 16.	Chapter People and organization, page 57.
<a href="#">401-2</a>	<b>Benefits provided to full-time employees that are not provided to temporary employees</b>	a. Report the benefits which are standard for full-time employees of the organization but are not provided to temporary or part-time employees, by significant locations of operation. These include, as a minimum: • Life insurance • Health care • Disability and invalidity coverage • Parental leave • Retirement provision • Stock ownership • Others b. Report the definition used for 'significant locations of operation'.	Employee Share Purchase Plan (Lovinklaan Foundation), page 170; Provisions for employee benefits, page 212.	Sharing in the creation of value, page 21. Employee Share Purchase Plan (Lovinklaan Foundation), page 178.	Employee Share Purchase Plan (Lovinklaan Foundation), page 165.	Sharing in the creation of value, page 21.	Sharing in the creation of value, page 59.
<a href="#">401-3</a>	<b>Parental leave</b>	a. Report the total number of employees that were entitled to parental leave, by gender. b. Report the total number of employees that took parental leave, by gender. c. Report the total number of employees who returned to work after parental leave ended, by gender. d. Report the total number of employees who returned to work after parental leave ended who were still employed twelve months after their return to work, by gender. e. Report the return to work and retention rates of employees who took parental leave, by gender.	No information.	No information. We do not show this indicator.	No information. We do not show this indicator.	No information. We do not show this indicator.	No information.

GRI 402 LABOR/MANAGEMENT RELATIONS 2016							
<a href="#">402.1</a>	<b>Minimum notice periods regarding operational changes</b>	a. Report the minimum number of weeks' notice typically provided to employees and their elected representatives prior to the implementation of significant operational changes that could substantially affect them. b. For organizations with collective bargaining agreements, report whether the notice period and provisions for consultation and negotiation are specified in collective agreements.	No information.	No information available. We do not show this indicator.	No information available. We do not show this indicator.	No information available. We do not show this indicator.	No information available.
GRI 403 OCCUPATIONAL HEALTH AND SAFETY 2016							
Standard Disclosure	Standard Disclosure Title	Description	Cross-reference in Annual Report 2018	Cross-reference in Annual Report 2017	Cross-reference in Annual Report 2016	Cross-reference in Annual Report 2015	Cross-reference in Annual Report 2014
<a href="#">403.1</a>	<b>Workers representation in formal joint management-worker health and safety committees</b>	a. Report the level at which each formal joint management-worker health and safety committee typically operates within the organization. b. Report the percentage of the workers whose workplace is controlled by the organization represented in formal joint management-worker health and safety committees.	Health and safety, page 50.	Health and safety, page 46.	Health and safety, page 50.	Health and safety, page 49.	Health and safety, page 65.
<a href="#">403.2</a>	<b>Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities</b>	a. Report types of injury, injury rate (IR) and work-related fatalities, for all employees (that is, total employees plus supervised workers), by: • Region • Gender b. Report types of injury, IR, and work-related fatalities for all workers (excluding employees) whose work, or workplace, is controlled by the organization working on-site to whom the organization is liable for the general safety of the working environment, by: • Region • Gender c. Report the system of rules applied in recording and reporting accident statistics. d. Recommended reporting on , occupational diseases rate (ODR), lost day rate (LDR), absentee rate (AR)	Health and safety, page 50.	Health and safety, page 46.	Health and safety, page 50.	Health and safety, page 51.	Health and safety, page 65.
<a href="#">403.3</a>	<b>Workers with high incidence or high risk of diseases related to their occupation</b>	Report whether there are workers whose work, or workplace, is controlled by the organization who are involved in occupational activities who have a high incidence or high risk of specific diseases.	Health and safety, page 50.	Health and safety, page 46.	Health and safety, page 50.	Health and safety, page 49.	Health and safety, page 65.
<a href="#">403.4</a>	<b>Health and safety topics covered in formal agreements with trade unions</b>	a. Report whether formal agreements (either local or global) with trade unions cover health and safety. b. If yes, report the extent, as a percentage, to which various health and safety topics are covered by these agreements.	No information.	No information. We will not show this indicator.	No information. We will not show this indicator.	No information. We will not show this indicator.	No information.
GRI 404 TRAINING AND EDUCATION 2016							
<a href="#">404.1</a>	<b>Average hours of training per year per employee</b>	a. Report the average hours of training that the organization's employees have undertaken during the reporting period, by: • Gender • Employee category	No information.	No information. We will not show this indicator.	No information. We will not show this indicator.	No information. We will not show this indicator.	No information.
<a href="#">404.2</a>	<b>Programs for upgrading employee skills and transition assistance programs</b>	a. Report on the type and scope of programs implemented and assistance provided to upgrade employee skills. b. Report on the transition assistance programs provided to facilitate continued employability and the management of career endings resulting from retirement or termination of employment.	Chapter People and culture, page 42. Overview of Academy programs and appreciation in 2018, page 48.	Chapter People and culture, page 40.	Chapter value creation for employees, page 46.	Chapter Our people, page 16.	Chapter People and organization, page 57.
<a href="#">404.3</a>	<b>Percentage of employees receiving regular performance and career development reviews</b>	a. Report the percentage of total employees by gender and by employee category who received a regular performance and career development review during the reporting period.	Chapter People and culture, page 42.	Chapter People and culture, page 40.	Chapter value creation for employees, page 46.	Chapter Our people, page 16.	Chapter People and organization, page 57.
GRI 405 DIVERSITY AND EQUAL OPPORTUNITY 2016							
<a href="#">405.1</a>	<b>Diversity of governance bodies an employees</b>	a. Report the percentage of individuals within the organization's governance bodies in each of the following diversity categories: • Gender • Age group: under 30 years old, 30-50 years old, over 50 years old • Other indicators of diversity where relevant b. Report the percentage of employees per employee category in each of the following diversity categories: • Gender • Age group: under 30 years old, 30-50 years old, over 50 years old • Other indicators of diversity where relevant	Chapter People and culture, page 42; Composition of the executive board, page 122; Composition of the Executive Leadership Team, page 123; Composition of the supervisory board, page 124.	Chapter People and culture, page 40; Composition of the executive board, page 116; Composition of the supervisory board, page 118.	Chapter value creation for employees, page 46; Composition Executive and Supervisory Board, page 130.	Chapter Our people, page 16; Composition Executive and Supervisory Board, page 130.	Chapter People and organization, page 57; Composition Executive and Supervisory Board, page 81.
<a href="#">405.2</a>	<b>Ratio of basic salary and remuneration of women to men</b>	a. Report the ratio of the basic salary and remuneration of women to men for each employee category, by significant locations of operation. b. Report the definition used for 'significant locations of operation'.	Diversity and inclusion, page 48; Graph, page 49.	Diversity and inclusion, page 45.	No information. We do not show this indicator.	No information. We do not show this indicator.	No information.
GRI 406 NON-DISCRIMINATION 2016							
<a href="#">406.1</a>	<b>Incidents of discrimination and corrective actions taken</b>	a. Report the total number of incidents of discrimination during the reporting period. b. Report the status of the incidents and the actions taken with reference to the following: • Incident reviewed by the organization • Remediation plans being implemented • Remediation plans have been implemented and results reviewed through routine internal management review processes • Incident no longer subject to action	Monitoring and accountability, page 53.	Monitoring and accountability, page 49.	Monitoring and accountability, page 72. We will not include this.	Monitoring and accountability, page 46. We will not include this.	No.

GRI 407 FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING 2016							
Standard Disclosure	Standard Disclosure Title	Description	Cross-reference in Annual Report 2018	Cross-reference in Annual Report 2017	Cross-reference in Annual Report 2016	Cross-reference in Annual Report 2015	Cross-reference in Annual Report 2014
<a href="#">407-1</a>	<b>Operations and suppliers identified in which the right to freedom of association and collective bargaining may be at risk</b>	<p>a. Report operations and suppliers in which workers' rights to exercise freedom of association or collective bargaining may be violated or at significant risk either in terms of:</p> <ul style="list-style-type: none"> <li>Type of operation (such as manufacturing plant) and supplier</li> <li>Countries or geographical areas with operations and suppliers considered at risk</li> </ul> <p>b. Report measures taken by the organization in the reporting period intended to support rights to exercise freedom of association and collective bargaining.</p>	Labor rights and relations, and human rights, page 55; Responsible procurement, page 57; UN Global Compact, page 71.	Labor rights and relations, and human rights, page 53; Responsible procurement, page 54; UN Global Compact, page 67.	Human rights and labor rights, page 73; Purchasing principles, page 73; UN Global Compact, page 72.	UN Global Compact, page 45; Human rights and labor rights, page 45; Purchasing principles, page 45.	Human rights and labor rights, page 67; Supplier policy, page 67; UN Global Compact, page 67.
GRI 408 CHILD LABOR 2016							
<a href="#">408-1</a>	<b>Operations and suppliers at significant risk for incidents of child labor</b>	<p>a. Report operations and suppliers considered to have significant risk for incidents of:</p> <ul style="list-style-type: none"> <li>Child labor</li> <li>Young workers exposed to hazardous work</li> </ul> <p>b. Report operations and suppliers considered to have significant risk for incidents of child labor either in terms of:</p> <ul style="list-style-type: none"> <li>Type of operation (such as manufacturing plant) and supplier</li> <li>Countries or geographical areas with operations and suppliers considered at risk</li> </ul> <p>c. Report measures taken by the organization in the reporting period intended to contribute to the effective abolition of child labor.</p>	Labor rights and relations, and human rights, page 55; Responsible procurement, page 57; UN Global Compact, page 71.	Labor rights and relations, and human rights, page 53; Responsible procurement, page 54; UN Global Compact, page 67.	Human rights and labor rights, page 73; Purchasing principles, page 73; UN Global Compact, page 72;	UN Global Compact, page 45; Human rights and labor rights, page 44; Purchasing principles, page 45.	Human rights and labor rights, page 67; Supplier policy, page 67; UN Global Compact, page 67.
GRI 409 FORCED OR COMPULSORY LABOR 2016							
<a href="#">409-1</a>	<b>Operations and suppliers identified at significant risk for incidents of forced or compulsory labor</b>	<p>a. Report operations and suppliers considered to have significant risk for incidents of forced or compulsory labor either in terms of:</p> <ul style="list-style-type: none"> <li>Type of operation (such as manufacturing plant) and supplier</li> <li>Countries or geographical areas with operations and suppliers considered at risk</li> </ul> <p>b. Report measures taken by the organization in the reporting period intended to contribute to the elimination of all forms of forced or compulsory labor.</p>	Labor rights and relations, and human rights, page 55; Responsible procurement, page 57; UN Global Compact, page 71.	Labor rights and relations, and human rights, page 53; Responsible procurement, page 54; UN Global Compact, page 67.	UN Global Compact, page 72; Human rights and labor rights, page 73; Purchasing principles, page 73.	UN Global Compact, page 45; Human rights and labor rights, page 45; Purchasing principles, page 45.	Human rights and labor rights, page 67; Supplier policy, page 67; UN Global Compact, page 67.
GRI 410 SECURITY PRACTICES 2016							
<a href="#">410-1</a>	<b>Security personnel trained in human rights policies or procedures</b>	<p>a. Report the percentage of security personnel who have received formal training in the organization's human rights policies or specific procedures and their application to security.</p> <p>b. Report whether training requirements also apply to third party organizations providing security personnel.</p>	No information.	No information. We will not show this indicator.	No information. We will not show this indicator.	No information. We will not show this indicator.	No information.
GRI 411 RIGHTS OF INDIGENOUS PEOPLES 2016							
<a href="#">411-1</a>	<b>Incidents of violations involving rights of indigenous peoples</b>	<p>a. Report the total number of identified incidents of violations involving the rights of indigenous peoples during the reporting period.</p> <p>b. Report the status of the incidents and actions taken with reference to:</p> <ul style="list-style-type: none"> <li>Incident reviewed by the organization</li> <li>Remediation plans being implemented</li> <li>Remediation plans have been implemented and results reviewed through routine internal management review processes</li> <li>Incident no longer subject to action</li> </ul>	No information.	No information. We will not show this indicator.	No information. We will not show this indicator.	No information. We will not show this indicator.	No information.
GRI 412 HUMAN RIGHTS ASSESSMENT 2016							
<a href="#">412-1</a>	<b>Operations that have been subject to human rights reviews or impact assessments</b>	<p>a. Report the total number and percentage of operations that have been subject to human rights reviews or human rights impact assessments, by country.</p>	No information.	No information. We will not show this indicator.	No information. We will not show this indicator.	No information. We will not show this indicator.	No information.
<a href="#">412-2</a>	<b>Employee training on human rights policies or procedures</b>	<p>a. Report the total number of hours in the reporting period devoted to training on human rights policies or procedures concerning aspects of human rights that are relevant to operations.</p> <p>b. Report the percentage of employees in the reporting period trained in human rights policies or procedures concerning aspects of human rights that are relevant to operations.</p>	No information.	No information. We do not show this indicator.	No information. We do not show this indicator.	No information. We do not show this indicator.	No information.
<a href="#">412-3</a>	<b>Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening</b>	<p>a. Report the total number and percentage of significant investment agreements and contracts that include human rights clauses or that underwent human rights screening.</p> <p>b. Report the definition of 'significant investment agreements' used by the organization.</p>	No information.	No information. We do not show this indicator.	No information. We do not show this indicator.	No information. We do not show this indicator.	Material in 2015, no information.

GRI 413 LOCAL COMMUNITIES 2016							
Standard Disclosure	Standard Disclosure Title	Description	Cross-reference in Annual Report 2018	Cross-reference in Annual Report 2017	Cross-reference in Annual Report 2016	Cross-reference in Annual Report 2015	Cross-reference in Annual Report 2014
<a href="#">413-1</a>	<b>Operations with local community engagement, impact assessments, and development programs</b>	a. Report the percentage of operations with implemented local community engagement, impact assessments, and development programs, including the use of: <ul style="list-style-type: none"> <li>• Social impact assessments, including gender impact assessments, based on participatory processes</li> <li>• Environmental impact assessments and ongoing monitoring</li> <li>• Public disclosure of results of environmental and social impact assessments</li> <li>• Local community development programs based on local communities' needs</li> <li>• Stakeholder engagement plans based on stakeholder mapping</li> <li>• Broad based local community consultation committees and processes that include vulnerable groups</li> <li>• Works councils, occupational health and safety committees and other worker representation bodies to deal with impacts</li> <li>• Formal local community grievance processes</li> </ul>	No information.	No information. We will not show this indicator.	No information. We will not show this indicator.	No information. We will not show this indicator.	No information.
<a href="#">413-2</a>	<b>Operations with significant actual and potential negative impacts on local communities</b>	a. Report operations with significant actual and potential negative impacts on local communities, including: <ul style="list-style-type: none"> <li>• The location of the operations</li> <li>• The significant actual and potential negative impacts of operations</li> </ul>	No information.	No information. We will not show this indicator.	No information. We will not show this indicator.	No information. We will not show this indicator.	No information.
GRI 414 SUPPLIER SOCIAL ASSESSMENT 2016							
<a href="#">414-1</a>	<b>New suppliers that were screened using social criteria</b>	a. Report the percentage of new suppliers that were screened using labor practices criteria.	No information.	No information. We do not show this indicator.	No information. We do not show this indicator.	No information. We do not show this indicator.	Material for 2015, no information.
<a href="#">414-2</a>	<b>Negative social impacts in the supply chain and actions taken</b>	a. Report the number of suppliers subject to impact assessments for labor practices. b. Report the number of suppliers identified as having significant actual and potential negative impacts for labor practices. c. Report the significant actual and potential negative impacts for labor practices identified in the supply chain. d. Report the percentage of suppliers identified as having significant actual and potential negative impacts for labor practices with which improvements were agreed upon as a result of assessment. e. Report the percentage of suppliers identified as having significant actual and potential negative impacts for labor practices with which relationships were terminated as a result of assessment, and why.	Labor and human rights, page 55; Responsible procurement, page 57.	Labor rights and relations, and human rights, page 53; Responsible procurement, page 54.	Human rights and labor rights, page 73; Purchasing principles, page 73.	Human rights and labor rights, page 45; Purchasing principles, page 45.	No information.
GRI 415 PUBLIC POLICY 2016							
<a href="#">415-1</a>	<b>Political contributions</b>	a. Report the total monetary value of financial and in-kind political contributions made directly and indirectly by the organization by country and recipient/beneficiary. b. Report how the monetary value of in-kind contributions was estimated, if applicable.	No information.	No information. We will not show this indicator	No information. We will not show this indicator	No information. We will not show this indicator.	No information.
GRI 416 CUSTOMER HEALTH AND SAFETY 2016							
<a href="#">416-1</a>	<b>Assessment of the health and safety impacts of product and services categories</b>	a. Report the percentage of significant product and service categories for which health and safety impacts are assessed for improvement.	Health and safety, page 50.	Health and safety, page 46.	Health and safety, page 50.	Health and safety, page 49.	Health and safety, page 70.
<a href="#">416-2</a>	<b>Incidents of non-compliance concerning the health and safety impacts of products and services</b>	a. Report the total number of incidents of non-compliance with regulations and voluntary codes concerning the health and safety impacts of products and services within the reporting period, by: <ul style="list-style-type: none"> <li>• Incidents of non-compliance with regulations resulting in a fine or penalty</li> <li>• Incidents of non-compliance with regulations resulting in a warning</li> <li>• Incidents of non-compliance with voluntary codes</li> </ul> b. If the organization has not identified any non-compliance with regulations and/or voluntary codes, a brief statement of this fact is sufficient.	No information.	no information. We will not report this indicator	No information. We will not report this indicator	No information. We will not report this indicator	No information.

GRI 417 MARKETING AND LABELING 2016							
Standard Disclosure	Standard Disclosure Title	Description	Cross-reference in Annual Report 2018	Cross-reference in Annual Report 2017	Cross-reference in Annual Report 2016	Cross-reference in Annual Report 2015	Cross-reference in Annual Report 2014
<a href="#">417.1</a>	<b>Requirements for product and service information and labeling</b>	<p>a. Report whether the following product and service information is required by the organization's procedures for product and service information and labeling:</p> <ul style="list-style-type: none"> <li>• The sourcing of components of the product or service</li> <li>• Content, particularly with regard to substances that might produce an environmental or social impact</li> <li>• Safe use of the product or service</li> <li>• Disposal of the product and environmental/social impacts</li> <li>• Other (explain)</li> </ul> <p>b. Report the percentage of significant product or service categories covered by and assessed for compliance with such procedures.</p>	No information.	No information. We will not report this indicator	No information. We will not report this indicator	No information. We will not report this indicator	No information.
<a href="#">417.2</a>	<b>Incidents of non-compliance concerning product and service information and labeling</b>	<p>a. Report the total number of incidents of non-compliance with regulations and/or voluntary codes concerning product and service information and labeling, by:</p> <ul style="list-style-type: none"> <li>• Incidents of non-compliance with regulations resulting in a fine or penalty</li> <li>• Incidents of non-compliance with regulations resulting in a warning</li> <li>• Incidents of non-compliance with voluntary codes</li> </ul> <p>b. If the organization has not identified any non-compliance with regulations and voluntary codes, a brief statement of this fact is sufficient.</p>	No information.	No information. We will not report this indicator	No information. We will not report this indicator	No information. We will not report this indicator	No information.
<a href="#">417.3</a>	<b>Incidents of non-compliance concerning marketing communications</b>	<p>a. Report the total number of incidents of non-compliance with regulations and/or voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship, by:</p> <ul style="list-style-type: none"> <li>• Incidents of non-compliance with regulations resulting in a fine or penalty</li> <li>• Incidents of non-compliance with regulations resulting in a warning</li> <li>• Incidents of non-compliance with voluntary codes</li> </ul> <p>b. If the organization has not identified any non-compliance with regulations and/or voluntary codes, a brief statement of this fact is sufficient.</p>	Not material, no information.	Not material, no information. We will not report this indicator.	Not material, no information. We will not report this indicator.	Not material, no information. We will not report this indicator.	Not material, no information.
GRI 418 CUSTOMER PRIVACY 2016							
<a href="#">418.1</a>	<b>Substantiated complaints concerning breaches of customer privacy and losses of customer data</b>	<p>a. Report the total number of substantiated complaints received concerning breaches of customer privacy, categorized by:</p> <ul style="list-style-type: none"> <li>• Complaints received from outside parties and substantiated by the organization</li> <li>• Complaints from regulatory bodies</li> </ul> <p>b. Report the total number of identified leaks, thefts, or losses of customer data.</p> <p>c. If the organization has not identified any substantiated complaints, a brief statement of this fact is sufficient.</p>	No information.	No information. We will not report this indicator	No information. We will not report this indicator	No information. We will not report this indicator	No information.
GRI 419 SOCIOECONOMIC COMPLIANCE 2016							
<a href="#">419.1</a>	<b>Non-compliance with laws and regulations in the social and economic area</b>	<p>a. Report significant fines and non-monetary sanctions in terms of:</p> <ul style="list-style-type: none"> <li>• Total monetary value of significant fines</li> <li>• Total number of non-monetary sanctions</li> <li>• Cases brought through dispute resolution mechanisms</li> </ul> <p>b. If the organization has not identified any non-compliance with laws or regulations, a brief statement of this fact is sufficient.</p> <p>c. Report the context against which significant fines and non-monetary sanctions were incurred.</p>	No information.	No information. We will not show this indicator	No information. We will not show this indicator	No information. We will not show this indicator	No information.