

# Diversity and Inclusion Policy of the Executive Board

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## 1 INTRODUCTION

The Executive Board of Arcadis N.V. (“**EB**”) is entrusted with the management of Arcadis N.V. and its subsidiaries (the “**Company**”).

The Supervisory Board (“**SB**”) members recognize the importance of diversity and inclusion within the EB and believe that the Company's business gains from a wide range of skills and a variety of different backgrounds which reflects the diversity of the Arcadis client base. A diverse and inclusive composition of the EB contributes to robust decision-making and proper functioning of the EB.

The SB members furthermore recognize that diversity and inclusion should not be limited to the EB but should extend to all areas of the Company's business, including but not limited to other key leadership positions. The EB has therefore adopted a separate, Global Diversity, Equity, Inclusion, and Belonging Policy that applies to the Executive Leadership Team and senior management of Arcadis. It also contains diversity and inclusion targets for the remainder of Arcadis' employees.

In line with best practice provision 2.1.5 of the Dutch Corporate Governance Code and section 2:166 par. 2 of the Dutch Civil Code, the SB has adopted this diversity and inclusion policy for the composition of the EB. The SB has adopted a separate diversity and inclusion policy for the composition of the SB.

## 2 DIVERSITY AND INCLUSION ASPECTS RELEVANT FOR ARCADIS

The following diversity and inclusion aspects have been identified as relevant for Arcadis considering the complexity of the Company's business, the markets in which the Company operates and the diversity of the Company's client base:

- i) Gender;
- ii) Nationality;
- iii) Background: education, expertise and/or (work) experience; and
- iv) Ethnicity: people from UREGs<sup>1</sup>.

These diversity aspects shall be considered when selecting persons for appointment as EB member and in the recruitment process, talent development and succession planning throughout Arcadis.

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<sup>1</sup> UREGs are Underrepresented Ethnic Groups; those employees who have self-identified as Black, South Asian (UK only), East Asian (UK only), LatinX (US only) and Indigenous peoples (US only) in permissible geographies where this can be registered and where we have data available.

### **3 SPECIFIC DIVERSITY AND INCLUSION TARGETS FOR THE EB**

On the basis of the diversity aspects listed under 2, the aim is to meet the following specific diversity targets for the EB:

- i) Gender: at least 1/3<sup>rd</sup> of the EB shall consist of women, and at least 1/3<sup>rd</sup> of the EB shall consist of men;
- ii) Nationality: to reflect the global nature of the Company, at least two nationalities shall be represented in the EB;
- iii) Background: at least one member of the EB shall have experience in the global design, the engineering and/or the consulting industry or an industry adjacent thereto; and
- iv) Ethnicity: given the limited size of the EB, we strive to increase the representation of UREGs in the extended leadership team of EB and ELT members combined.

### **4 IMPLEMENTATION, REVIEW AND REPORTING**

#### **4.1 Meeting diversity targets**

In order to meet the diversity targets, the diversity aspects referred to in Clause 2 shall be taken into account when considering candidates for (re-)appointment as member of the EB.

#### **4.2 Review and updates**

The SB members shall review this policy and the implementation thereof regularly. The SB shall update this policy if and when necessary.

#### **4.3 Reporting**

In line with best practice provision 2.1.6 of the Dutch Corporate Governance Code, in the Company's corporate governance statement in its annual report, this policy and the way it has been implemented in practice shall be explained, addressing more specifically:

- i) the goals of the Diversity and Inclusion policy for the EB;
- ii) the plan to achieve the goals of the Diversity and Inclusion policy for the EB;
- iii) the results of the Diversity and Inclusion policy for the EB in the past financial year; and
- iv) the gender composition of the EB at the end of the past financial year.

If one or more goals for the composition of the EB are not achieved, an explanation of the reasons should be included in the corporate governance statement, along with an explanation as to which measures are being taken to attain the goals, and by when this is likely to be achieved.

In line with section 2:166 par. 4 of the Dutch Civil Code, within ten months following the end of the financial year the Company will report to the Dutch Socio-Economic council (in Dutch: the SER), among other things, on the number of male and the number of female members of the Supervisory Board as per the end of the financial year.