

As required by the GRI Standards, we provide a content index that specifies each of the GRI Standards referenced and lists all disclosures included in our 2022 Annual Integrated Report. The Arcadis Annual Integrated Report 2022 has been prepared with reference to the GRI Standards for Sustainability Reporting.

Statement of use	Arcadis has reported the information cited in this GRI content index for the period 1 January 2022 to 31 December 2022 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

The organization and its reporting practices

Standard	Disclosure	Location, notes, and omissions
GRI 2: General Disclosures 2021	2-1 Organizational details	Our business and passion (p. 12); Corporate Governance report (pp. 120-126); Notes to the Consolidated financial statements (p. 173); Company addresses (pp. 273-274)
	2-2 Entities included in the organization's sustainability reporting	Investments accounted for using the equity method (p. 169); Notes to the Consolidated financial statements (p. 173); Related party transactions (p. 236); Company addresses (pp. 273-274)
	2-3 Reporting period, frequency and contact point	Cover; Five-year summary (p. 226); Company addresses (p. 273)
	2-4 Restatements of information	Notes to the Consolidated financial statements (p. 173)
	2-5 External assurance	Assurance report of the independent auditor (p. 255)

Activities and workers

Standard	Disclosure	Location, notes, and omissions
GRI 2: General Disclosures 2021	2-6 Activities, value chain and other business relationships	Our business and passion (p. 12); Our position in the industry value chain (p. 13); Performance by segment (p. 111); Corporate governance report (p. 120); Section 6. Consolidated interests and business combinations (p. 180); Remuneration policy changes (p. 190); Five-year summary (p. 226)
	2-7 Employees	Non-Financial Reporting People Metrics 2022 (pp. 269-272)
	2-8 Workers who are not employees	Non-Financial Reporting People Metrics 2022 (pp. 269-272)

Governance

Standard	Disclosure	Location, notes, and omissions
GRI 2: General Disclosures 2021	2-9 Governance structure and composition	Composition of the Executive Board (p. 116); Composition of the Executive Leadership Team (p. 117); Composition of the Supervisory Board (p. 118); Corporate Governance report (pp. 120-126); Report by the Supervisory Board (p. 146); Supervisory Board Committee reports (p. 149)
	2-10 Nomination and selection of the highest governance body	Diversity in the Executive Board, Executive Leadership Team and Supervisory Board (p. 121); Diversity Policy for the Supervisory Board and Diversity Policy for the Executive Board and the Executive Committee (p. 126); Corporate Governance report (pp. 120-126); Report by the Supervisory Board (p. 146); Arcadis Selection Committee Charter (p. 153)
	2-11 Chair of the highest governance body	Governance & Compliance Operating responsibility - Composition of the Executive Board (p. 116)
	2-12 Role of the highest governance body in overseeing the management of impacts	Governance & Compliance (p. 116); Supervisory Board Committee reports (p. 149); Arcadis Sustainability Committee Charter (p. 153); Enterprise Risk Management (pp. 139, 141-142); Responsibility for risk management (p. 169)
	2-13 Delegation of responsibility for managing impacts	Sustainable Procurement (p. 95); Arcadis EU Taxonomy Disclosure (p. 97); Governance & Compliance (p. 116); Enterprise Risk Management - Sustainability Risk (p. 142); Arcadis TCFD Disclosure - Governance (p. 257)
	2-14 Role of the highest governance body in sustainability reporting	Governance & Compliance (p. 116); Report by the Supervisory Board (p. 146); Arcadis Sustainability Committee Charter (p. 153)
	2-15 Conflicts of Interest	Corporate Governance report (pp. 120-126); Business ethics (p. 128); Relevant documents on corporate website (p. 153)
	2-16 Communication of critical concerns	Business ethics (p. 128)
	2-17 Collective knowledge of the highest governance body	Active participation in organizations such as WBCSD, World Green Building Council (GBG), International Coalition for Sustainable Infrastructure, and UN Habitat. Sustainability partnerships (pp. 79-81); Governance & Compliance (p. 116); Supervisory Board Committee reports (p. 149)
	2-18 Evaluation of the performance of the highest governance body	Corporate Governance report (pp. 120-126); Supervisory Board Committee reports (p. 149); Remuneration report (pp. 154-165)
	2-19 Remuneration policies	Remuneration report (pp. 154-165)
2-20 Process to determine remuneration	Remuneration report (pp. 154-165)	
2-21 Annual total compensation ratio	Remuneration report (pp. 154-165); Internal pay ratio (p. 155)	

Strategy, policies and practices

Standard	Disclosure	Location, notes, and omissions
GRI 2: General Disclosures 2021	2-22 Statement on sustainable development strategy	Maximizing Impact - CEO Message (pp. 6-10)
	2-23 Policy commitments	Health and Safety (p. 68); Minimum safeguards (p. 91); Business ethics (p. 93); Sustainable Procurement (p. 95); Disclosures related to environmental matters (p. 109); Corporate Governance Report (p. 126); Monitoring and accountability (p. 129); Enterprise Risk Management (p. 131); Report by the Supervisory Board (p. 153); Non-Financial Reporting People Metrics 2022 (p. 272)
	2-24 Embedding policy commitments	Diversity, Belonging and Human Rights (p. 61); Health and Safety (p. 68); Minimum safeguards (p. 91); Business ethics (p. 93); Sustainable Procurement (p. 95); Disclosures related to environmental matters (p. 109); Corporate Governance Report (p. 126); Monitoring and accountability (p. 129); Enterprise Risk Management (p. 131); Report by the Supervisory Board (p. 153); Non-Financial Reporting People Metrics 2022 (p. 272)
	2-25 Processes to remediate negative impacts	Looking both ways: double impact considered as a new forward looking input (pp. 41-44); Diversity, Belonging and Human Rights (p. 61); Connectivity matrix (pp. 48-49); People and culture - Grievance mechanism (p. 63); Business ethics (pp. 128-129); Arcadis TCFD Disclosure (p. 256)
	2-26 Mechanisms for seeking advice and raising concerns	People and culture - Grievance mechanism (p. 63); Business ethics (pp. 128-129); Enterprise Risk Management (pp. 131-143); Compliance risk (p. 142)
	2-27 Compliance with laws and regulations	Environmental non-compliance (p. 97); Business ethics (pp. 128-129) and Compliance risk (p. 142); Investigated AGBP alleged breaches (p. 267); AGBP alleged breaches (p. 267)
	2-28 Membership associations	Sustainability partnerships (pp. 79)

Stakeholder engagement

Standard	Disclosure	Location, notes, and omissions
GRI 2: General Disclosures 2021	2-29 Approach to stakeholder engagement	Our position in the industry value chain (p. 13); Strategic context (p. 21); Looking both ways: double impact considered as a new forward looking input (pp. 41-44); Strategic Stakeholder interactions (p. 42); Diversity, Belonging and Human Rights pp. 61-67)
	2-30 Collective bargaining agreements	Diversity, Belonging and Human Rights (pp. 61-67); Non-Financial Reporting People Metrics 2022: Freedom of Association (p. 271)

Materiality

Standard	Disclosure	Location, notes, and omissions
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Looking both ways: double impact considered as a new forward looking input (pp. 41-44) and Connectivity matrix (pp. 48)
	3-2 List of material topics	Looking both ways: double impact considered as a new forward looking input (pp. 41-44); Strategic Stakeholder interactions (p. 42); Connectivity matrix (p. 48)
	3-3 Management of material topics	Looking both ways: double impact considered as a new forward looking input (pp. 41-44); Strategic Stakeholder interactions (p. 42); Connectivity matrix (p. 48); Enterprise Risk Management (pp. 131-144)

Economic performance

Standard	Disclosure	Location, notes, and omissions
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Financial Statements (pp. 166-251)
	201-2 Financial implications and other risks and opportunities due to climate change	Value creation (pp. 14-15); Mega trends (p. 21); Strategic context (pp. 21-25); Connectivity matrix (p. 48); Arcadis EU taxonomy disclosure (pp. 97-98); Arcadis TCFD Disclosure (p. 256)
	201-3 Defined benefit plan obligations and other retirement plans	Provisions for employee benefits (p. 214)
	201-4 Financial assistance received from government	Other income (p. 167); Accounts payable, accrued expenses and other current liabilities (p. 169); Significant events in the current reporting period (p. 177)
GRI 205: Anti-Corruption 2016	205-1 Operations assessed for risks related to corruption	Connectivity matrix (p. 48); Business ethics (pp. 128-129); and Compliance risk (p. 142)
	205-2 Communication of anti-corruption policies and procedures	Anti-corruption (p. 92); Business ethics (pp. 128-129)
	205-3 Corruption incidents	Investigated AGBP alleged breaches (pp. 3, 49, 267, 277); Business ethics (pp. 128-129)
GRI 206: Anti-Competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Investigated AGBP alleged breaches (pp. 3, 49, 267, 277); Business ethics (pp. 128-129)

Environmental performance

Standard	Disclosure	Location, notes, and omissions
GRI 302: Energy 2016	302-1 Energy use by source	Emissions and Environmental Management (pp. 85-86) and Five-year summary (p. 226)
	302-3 Energy intensity ratio	Emissions and Environmental Management (pp. 85-86) and Five-year summary (p. 226)
	302-4 Reductions of energy consumption	Impact & Systems (p. 73); Arcadis TCFD Disclosure (p. 256)
GRI 305: Emissions 2016	305-1 Direct GHG emissions (Scope 1)	Emissions and Environmental Management (pp. 85-86)
	305-2 Indirect GHG emissions (Scope 2)	Emissions and Environmental Management (pp. 85-86)
	305-3 Indirect GHG emissions (Scope 3)	Emissions and Environmental Management (pp. 85-86)
	305-4 GHG emissions intensity ratio	Emissions and Environmental Management (pp. 85-86)
	305-5 GHG reductions realized	Impact & Systems (p. 73); Arcadis TCFD Disclosure (p. 256)
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Sustainable Procurement (p. 95); Third Party Management Risk (p. 139)
	308-2 Negative environmental impacts in the supply chain and actions taken	Sustainable Procurement (p. 95); Third Party Management Risk (p. 139)

Social performance

Standard	Disclosure	Location, notes, and omissions
GRI 401: Employment 2016	401-1 New employee hires	People and Culture (p. 270)
	401-2 Benefits	Provisions for employee benefits (p. 214)

Social performance		
Standard	Disclosure	Location, notes, and omissions
GRI 403: Occupational Health and Safety 2016	403-1 Occupational health and safety management system	Health and Safety (pp. 68-70)
	403-2 Hazard identification, risk assessment, and incident investigation	Health and Safety (pp. 68-70)
	403-3 Occupational health services	Health and Safety (pp. 68-70)
	403-4 Roles and responsibilities of joint management-worker health and safety committees	Health and Safety (pp. 68-70)
	403-5 Worker training on occupational health and safety	Health and Safety (pp. 68-70)
	403-6 Promotion of worker health	Health and Safety (pp. 68-70)
	403-9 Work-related injuries	Connectivity matrix (pp. 48-49); Health and Safety (pp. 68-70); Five-year summary (p. 266)
GRI 404: Training and Education 2016	404-2 Programs for upgrading employee skills and transition assistance programs	People and culture (pp. 51-71)
	404-3 Performance and career development reviews	People and culture (p. 270)
GRI 405: Diversity & Equal Opportunity 2016	405-1 Diversity of employees	Non-Financial Reporting People Metrics 2022 (pp. 269-272)
GRI 406: Non-Discrimination 2016	406-1 Incidents of discrimination	Business ethics (pp. 128-129)
GRI 407: Freedom of Association & Collective Bargaining 2016	407-1 Measures to support the rights to exercise freedom of association or collective bargaining	Diversity, Belonging and Human Rights (pp. 61-67); Sustainability partnerships (pp. 79); and Sustainable Procurement (p. 95)
GRI 413: Local Communities 2016	413-1 Operations with implemented local community engagement	Sustainability partnerships (p. 79) and Community engagement (p. 80)
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Sustainable Procurement (p. 95); Third Party Management Risk (p. 139)
	414-2 Negative social impacts in the supply chain and actions taken	Sustainable Procurement (p. 95); Third Party Management Risk (p. 139)
GRI 418: Customer Privacy 2016	418-1 Breaches of customer privacy and losses of customer data	Investigated AGBP alleged breaches (pp. 3, 49, 267, 277); Connectivity matrix (p. 48); Business ethics (pp. 128-129); Privacy (and personal data protection) (p. 130)