

Arcadis UK Inclusion Report 2023/24

Incorporating our Gender & Ethnicity Pay Gap reporting

Being.
Believing.
Belonging.

I belong.

19 April 2024

Foreword

Our people are at the heart of our business. They drive innovative solutions, build long-lasting relationships and enable us to truly deliver on our mission to improve quality of life for all. That is why they are central to our global strategy, and why we're striving to ensure equitable environments for everyone.

Reflecting on our journey towards more inclusive workplaces, I am encouraged by the advancements we've made in closing our gender pay gap. Our dedication in this area has yielded tangible results, and for that, I am extremely proud. The initiatives we've implemented have not only promoted gender equity but have also enhanced our collective strength and creativity.

However, I acknowledge the shortcomings in our efforts to address our ethnicity pay gap. Despite our intentions, we have not yet achieved the level of progress necessary to ensure that all our colleagues, of all ethnicities, feel valued and are equitably compensated. This realisation does not dampen our resolve but rather fuels our commitment to intensify our actions.

We must delve deeper, listen more intently, and learn from the diverse voices that make up our organisation. We will bolster our strategies with targeted programs and transparent dialogue to foster an environment where every individual has the opportunity to thrive.

As we move forward, our focus remains steadfast on cultivating a workplace that mirrors the rich diversity of the communities we serve. It is a personal mission for me, as much as it is a professional one, to see that our company not only champions diversity in theory but exemplifies it in practice. Together, we will continue to strive for a future where equity is not an aspiration but a reality.



Simon Bimpson
Country Director
Arcadis UK and Ireland

About this report

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

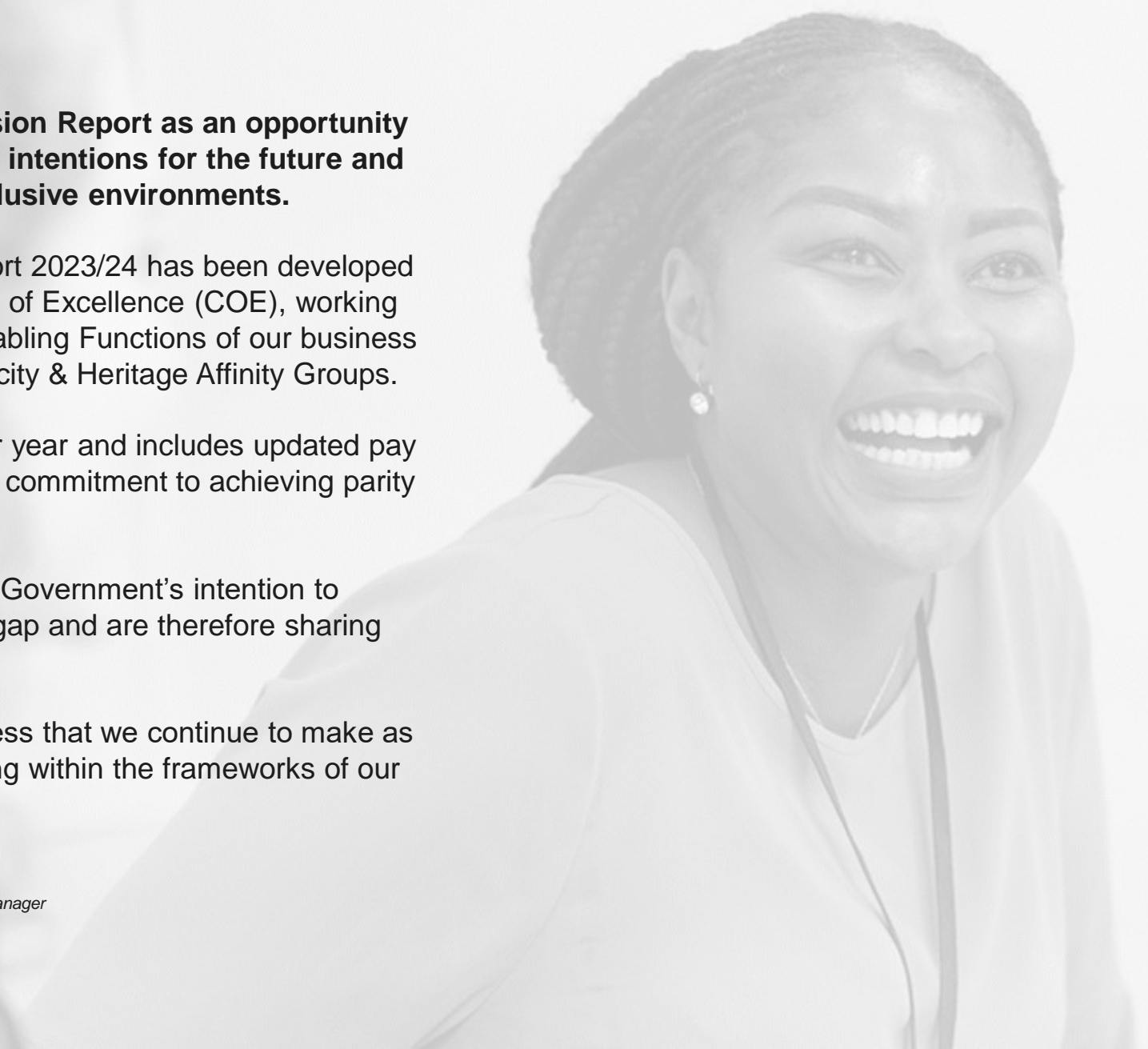
Now in its third year, the Arcadis UK Inclusion Report 2023/24 has been developed by our Diversity, Belonging & Human Rights Centre of Excellence (COE), working collaboratively across both the Operational and Enabling Functions of our business and through partnership with our Gender and Ethnicity & Heritage Affinity Groups.

The report is based on data from the 2023 calendar year and includes updated pay gap figures as well as information on our continued commitment to achieving parity in these areas.

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

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

Author: Fiona Sugden – Global Diversity, Belonging & Human Rights Program Impact Manager



Diversity, Belonging & Human Rights at Arcadis

The S Framework (ESG) | Our work both defines and bolsters the 'S' in ESG—covering the ways Arcadis impacts and builds relationships with Arcadians, our clients, suppliers, and the communities in which we operate

*Our **mission** is to improve quality of life by respecting human rights within our business and in the relationships with supply chain, clients and communities — contributing to solutions that meet the pressing social challenges of our time.*

We do this by enabling people to bring their full self to work, promoting a human centred, psychologically healthy and safe environment underpinned by social justice, diversity, equity, inclusion and a culture of belonging throughout **our employee lifecycle**.

We do this by implementing a human rights due diligence process to prevent, mitigate, and remediate any negative human rights impacts caused by, contributed to, or linked to **our business activities**.



2023 Reflections: Turning steps into leaps



Communities for Impact

Our five global Affinity Groups are now in their third year. In these groups; Access & Neurodiversity, Age Representation, Ethnicity & Heritage, Gender, and PRIDE – we have created **executive-sponsored forums** for employees to share their needs and lived experiences. Our **intersectional approach** includes holistically embedding areas such as faith and well-being.

Our global affinity groups span our geographical footprint as well as all business areas and include a wide and diverse spectrum of people. They are **actively curating a renewed workplace culture where we can make impactful change together**.

Our global Affinity Group **communities continue to demonstrate their objectives**; to share and support, celebrate and educate, challenge and advocate, and provide advisory insight on strategic business decisions that affect our people.

Their **impacts are measured by several metrics**, including membership figures, level of Arcadian engagement in events and resources, and the Belonging focused areas of our quarterly employee experience survey. These key metrics that matter will be expanded in 2024.

This year, our five global AG's have hosted a **series of global webinars with over 17,000 live views**. Empowered to create community locally, our in-country communities have hosted **70+ events, both virtually and in-person**, to continually build a sense of belonging for all Arcadians. At **4000+ members and growing**, membership to the global AG's continues to rise, reflecting approximately 10% of Arcadians globally.



Cultivating Wellbeing

During 2023 we continued to embed our global wellbeing framework. The framework centres on **Arcadis' 5 ways to wellbeing**, which reinforces our inclusive approach to wellbeing in the workplace. These include:

Health – a state of good physical, mental and emotional health, energy, and resilience is achieved and sustained for all. Every Arcadian plays a role in looking after their own health whilst Arcadis creates a working environment free from and physical, mental, and emotional harm.

Security – mitigating workplace hazards to ensure by prioritising how work is organised, social factors at work and the working environment.

Belonging – all employees are respected, valued, and included. Arcadians identify with Arcadis values, find meaning in their work, and feel empowered to bring their authentic selves to work.

Relationships – our global way of working requires the development of trusting, collaborative and empathetic relationships with line managers and colleagues ensuring all Arcadians feel heard, supported, and connected.

Purpose - improving the quality of workplace wellbeing through engagement, job quality and career opportunities.



Data, Insights & Lived Experiences

Lived experiences are at the heart of everything that we do – drawing and understanding data on who our people are and what they need to feel valued and supported at work is fundamental in our ability to curate focused and impactful programs.

Over 2023 we've continued to evolve the ways in which we gather and recognise insights shared by our people through **Your Voice** - our employee dialogue survey.

In September 2023 we held our third annual **Your Voice Diversity Representation Survey** – which enables Arcadians to provide voluntary and anonymous information around their different diverse characteristics, helping us to get a deeper understanding around how our people identify and what they need to feel included.

This year, our overall engagement score has **significantly increased** compared to the previous diversity representation survey, with **all under-represented groups (URG) showing a +7 to +22 point increase in eNPS** compared to last year.

In May this year we also carried out our first ever **Your Voice Wellbeing Survey** – looking to understand how safe and supported our people feel psychologically, and what areas we can look at to improve those experiences.

“We're continuing to build our reputation for making a difference in the world, for being a truly inclusive practice. One that welcomes everybody and celebrates everybody in terms of diversity”



Alan Brookes
Global CEO

Arcadis UK

2023 Pay Gap Figures

Gender & Ethnicity



Gender & Ethnicity pay gap is not equal pay

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

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

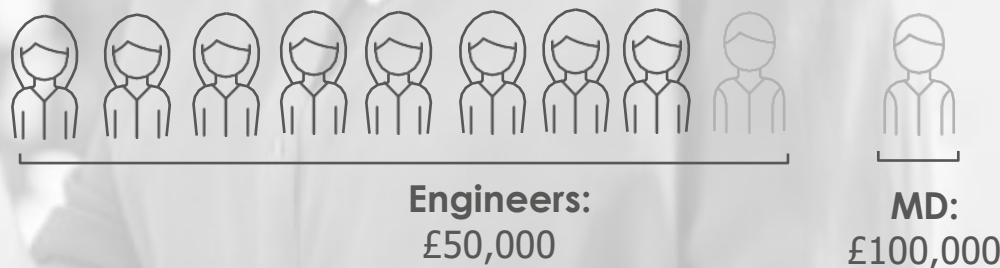
Men and women are paid equally for doing equivalent jobs across the organization and we continue to monitor this regularly to ensure that remains the case.

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

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

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

A legal entity employs 9 engineers and an MD.



FEMALE

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

MALE

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

Therefore, the Mean Pay Gap in both cases is

33% $(£75,000 - £ 50,000) / £75,000$

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

Gender and Ethnicity Pay Gap

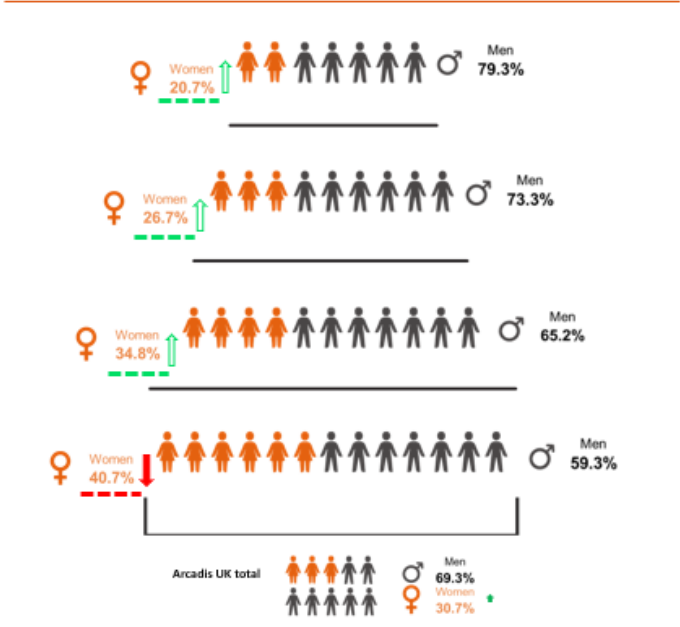
Driving Representation

We're pleased to see increasing representation across a number of quartiles within our UK business – particularly in relation to women in our workplace. This is demonstrable of our strategic drive to achieve 40% women in the workplace by 2026.

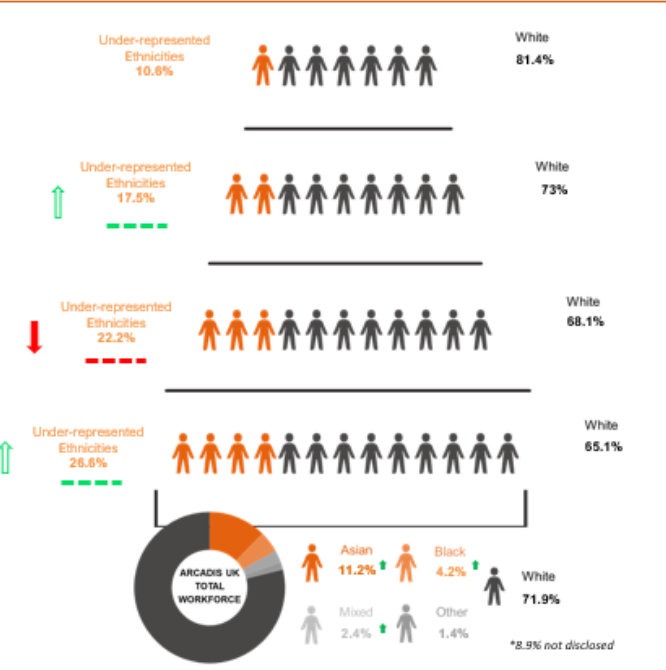
We are starting to see the impact of our work to date on increasing diversity across ethnicities, but there is more to do here to build more balanced teams at all levels of our organization.

Until we achieve this balance throughout quartiles, we'll continue to see pay gaps driven by disparity in averages.

Gender Proportion of men and women in each quartile band 2023



Ethnicity Proportion of different ethnicities in each quartile band 2023



Gender Pay Gap

Our Results

Arcadis UK Gender Pay Gap 2023

Employee Hourly Pay



- Mean and median figures reported in line with reporting requirements
- Lowest mean pay gap since reporting began in 2017
- Whilst the proportion of Arcadis UK employees receiving bonuses is in favour of women in 2023, we see an increase in median gap due to representational inequity in more senior positions.

Proportion of employees receiving Bonus 2023



Arcadis UK Gender Bonus Pay Gap 2023



2023 Gender Pay Gap: Reflections

"As we reflect on the strides made in our journey towards gender pay equity, we are heartened by the progress we've achieved and the impact we've had for our people. Our commitment to fostering an inclusive and equitable workplace has continued to evolve, and the results are evident in the narrowing of our pay gaps."

The concerted efforts across our organisation in the UK have not only promoted fair compensation but also empowered a diverse talent pool that drives innovation and excellence. We've implemented focused programs, continued to drive awareness and understanding, and embraced accountability to support a balanced and diverse workforce.

However, our work is far from complete. The path to equity is a continuous one, and we recognise the challenges that still lie ahead. We must remain vigilant in our efforts to identify and address any disparities, ensuring that our policies and behaviours evolve with the changing dynamics of our workforce.

We are optimistic about the future, knowing that our collective resolve will lead us to a workplace where every individual is valued and compensated fairly, irrespective of gender. Let us carry forward this momentum with renewed dedication, as we strive for not just progress, but parity."

Debs Nutt
Chair
Global Gender Affinity Group



Ethnicity pay gap report

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

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

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

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

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

"As the Executive Sponsor for our global Ethnicity & Heritage Affinity Group, I believe in making more than just commitments – increasing diversity across our industry demands tangible action and real change. It's not enough to talk about it; we must actively drive representation at all levels. And we are looking at how we can better achieve this through inclusive recruitment efforts, enhancing development programs, and championing emerging leaders through sponsorship and mentorship initiatives

As a Sponsor myself, I know first-hand the importance of investing time in creating that pipeline of diverse talent, towards driving a better culture and sustainable value as a business. Our clients increasingly seek partners who mirror the diverse communities we serve. By reflecting the societies in which we operate, we not only meet this demand but also elevate our ability to deliver innovative solutions.

I am deeply invested in this journey because I understand that our collective strength lies in embracing diverse perspectives and experiences. Through listening, learning, and leadership, we are fostering an environment where every Arcadian feels empowered to bring their authentic selves to work, contributing their unique talents and perspectives. Diversity isn't just welcomed – it's celebrated."

Heather Polinsky
Executive Sponsor
Global Ethnicity & Heritage Affinity Group



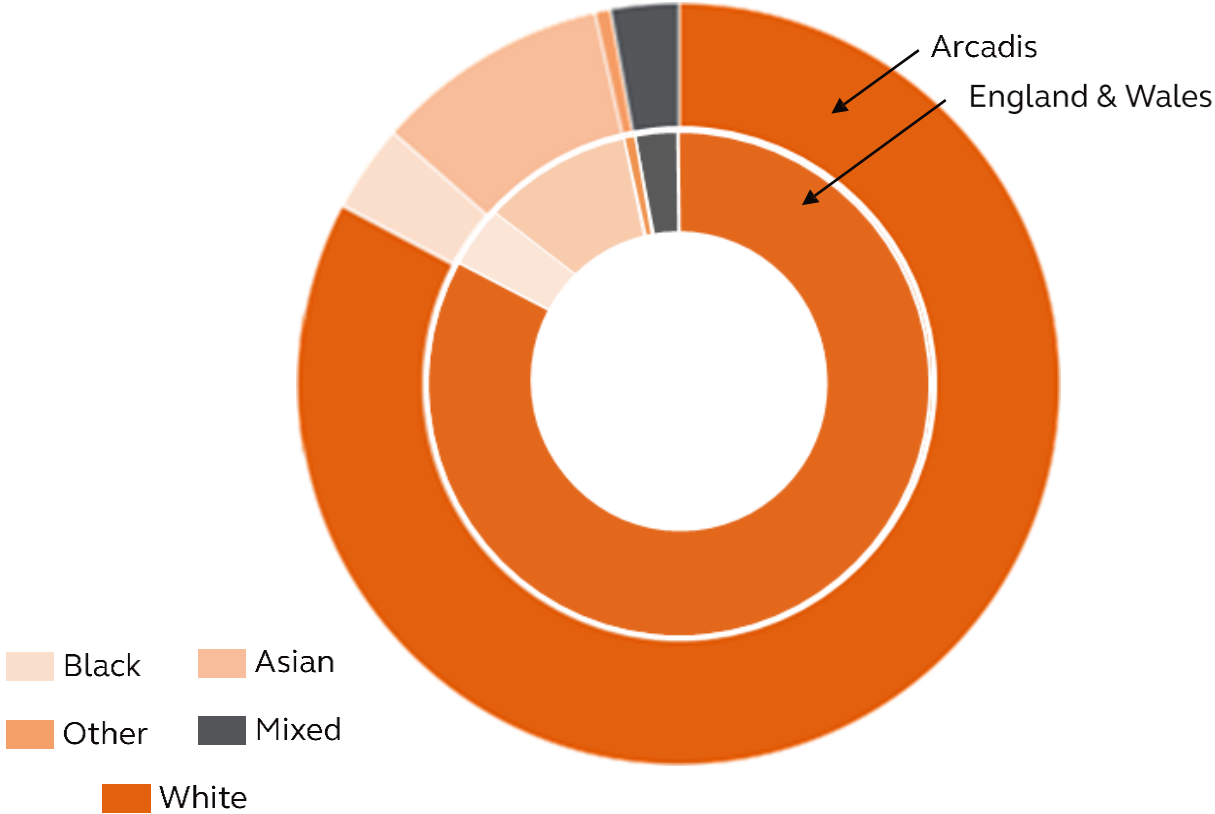
Representing communities

We are pleased that the proportion of Arcadians from minority ethnic communities compares closely with the average working age population in England and Wales at circa 19.2% - up from 17% in 2022/3.

This is demonstrable of our work to date in the UK to increase representation of underrepresented ethnic groups.

Our continued commitment is to ensure that this diversity is reflected at all levels and across all job families within our business

Workforce Ethnicity Profile: Arcadis and Britain



The data for England and Wales is taken from Census 2021 (Accessed March 2023 - Employment - GOV.UK Ethnicity facts and figures (ethnicity-facts-figures.service.gov.uk))

Ethnicity pay gap: Our results

Arcadis UK Ethnicity Pay Gap 2023

	Mean	Median
Employee Hourly Pay	17.5%	20.6%
Change from 2022	2% ▲	2.3% ▲
Asian	16.8%	18.5%
Black	18.2%	25.8%
Mixed	14.6%	14.1%
Other	20.4%	23.9%

○ Whilst we're pleased to see improvements in representation of ethnic groups in our business, we need to do more to ensure balanced headcounts and pay/bonus equity across **all levels, especially leadership positions** to turn the dial on our pay gaps.

Proportion of people receiving a Bonus 2023

Asian	Black	Mixed	Other	White
56.5 %	54.6 %	67.2 %	49.3 %	71.2 %

Arcadis UK Ethnicity Bonus Gap 2023

	Mean	Median
Employee Hourly Pay	44.1% ▼	29.2% ▼
• Asian	36.9%	18.7%
• Black	40.8%	38.2%
• Mixed	41.9%	18.7%
• Other	56.9%	41.5%

○ Despite the representation increases that we've seen in 2023, whilst there remains representational inequity in more senior positions we will continue to see bonus gaps.

2023 Ethnicity Pay Gap: Reflections

Despite our collective efforts to diversify our workforce, the reality is that our ethnicity pay gap persists, and it's a stark reminder of the systemic barriers that continue to exist, not just in our business but across society.

This report is more than just numbers and statistics, reward and recognition; it's a reflection of lived experiences. It's about opportunities for advancement, and to influence client solutions. It's about the need for intentional action to create a level playing field.

As we move into 2024, we continue to be dedicated in championing programs and policies that not only bring talented professionals with diverse heritage into our company but also support their equitable growth and development. We advocate for a culture that not only includes diverse voices, but also amplifies them.

Our journey towards pay equity is ongoing and we, as ever, are resolved to be an active participant in driving this change. By holding ourselves accountable and being transparent in our progress, we can build a more equitable and just workplace that produces better outcomes for our clients and communities. It's a future we believe in, and one we will work tirelessly to achieve.

Reuel Abrams

Chair

Global Ethnicity & Heritage Affinity Group



Arcadis UK

Building an inclusive future

2024 and beyond...



I belong.

Operational Accountability

Strategic Intervention in 2024

As we begin to deliver against our next strategy cycle, we're working to ensure that our people policies and practices evolve equitably alongside.

With Diversity, Equity, Inclusion and Belonging (DEIB) cited as a strategic priority within the 2024 People Plans of each of our UK operational Business Areas, we're elevating our work to drive inclusion, increase representation and positively impact our pay gaps.

Equitable working practices

In carrying out benchmarking and salary reviews we're committed to using market data which includes both gender and ethnicity. We're also creating greater parity and awareness around our pay ranges and pay structures through our new global Performance & Reward strategy.

Advocate and Amplify

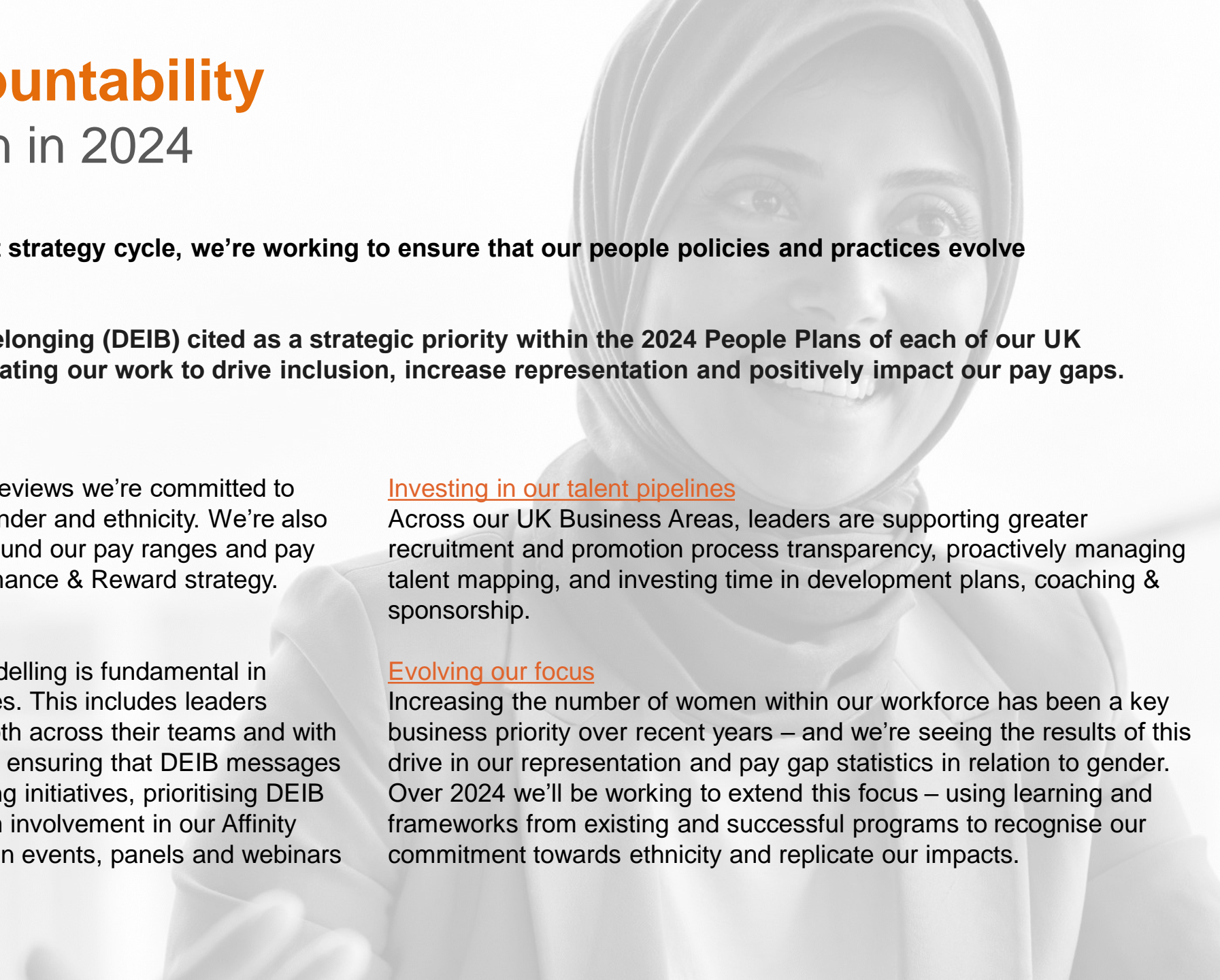
Leadership demonstrating visible role-modelling is fundamental in embedding inclusive and equitable cultures. This includes leaders actively facilitating DEIB conversations both across their teams and with our clients. Across the UK our leaders are ensuring that DEIB messages are proactively amplified through promoting initiatives, prioritising DEIB on strategic agendas, advocating for team involvement in our Affinity Groups and communities and taking part in events, panels and webinars themselves.

Investing in our talent pipelines

Across our UK Business Areas, leaders are supporting greater recruitment and promotion process transparency, proactively managing talent mapping, and investing time in development plans, coaching & sponsorship.

Evolving our focus

Increasing the number of women within our workforce has been a key business priority over recent years – and we're seeing the results of this drive in our representation and pay gap statistics in relation to gender. Over 2024 we'll be working to extend this focus – using learning and frameworks from existing and successful programs to recognise our commitment towards ethnicity and replicate our impacts.



2024: Leadership Reflections



Mac Alghita
GBA Mobility Director, Arcadis UK&I

“Diversity enriches our lives. As leaders, we must cultivate diversity and recognise that each unique perspective contributes to our collective success. By fostering an environment where diversity thrives, we unlock the potential for innovation and create a dynamic and resilient organisation.”

“Indeed, creating an inclusive environment goes beyond mere rhetoric; it requires concrete actions and commitment from everyone, regardless of their background or position within Arcadis. From myself, as part of the leadership, to every individual contributor, there's a role to play in challenging entrenched norms and biases.”



Sian Whittaker
Resilience GBA Director, Arcadis UK&I



Program Spotlight:

Women of Colour

Our award-winning Women of Colour program uses insights to understand the role that intersectionality plays, and its nuanced impacts on the experiences of Arcadians.

This program aims to improve the experiences of women of colour within our business, whilst also facilitating more equitable access to opportunities.

Self Branding workshops

include tailored frameworks to



help our members learn to shape their personal brand

We foster a sense of community, signpost remediation tools

and grow together as WoC



“
WoC forums are a safe place
to talk about and share my experiences

”

Leaders Guidelines for female advocacy are toolkits to



improve awareness of systemic barriers WoC face

Our Role Modelling



Initiative provides a platform to share inspiring stories, career paths and promotion journeys.

Our Women of Colour program demonstrates our recognition that the women of colour within our business experience significant bias and challenge. Through the programme, we've heard firsthand how these experiences continue to affect Arcadians from that community. As a result, we've created a task force to continue to work to improve these experiences, to benefit our people and our business.



Melania Santoro

Women of Colour Program Lead



2024: Leadership Reflections



Tom Morgan
GBA Director – Places Arcadis UK&I

“Inclusion is the intentional effort to create a workspace where everyone feels they belong. It’s about valuing diverse experiences and perspectives, and integrating them into the very fabric of our organisation. As leaders, we must model inclusion and set the standard for a welcoming, supportive environment.”

“Belonging is the feeling of security and support when there’s a recognition of one’s own value. As leaders, we strive to nurture this sense of belonging, creating a workplace where every Arcadian knows they are essential to our mission and that their contributions are celebrated.”



Katrina Stevens
GBA Officer – Intelligence Arcadis UK&I





Program Spotlight:

Global Sponsorship

Our research tells us that sponsorship tends to occur less organically for members of under-represented groups and so we're working to bridge the gap and create more opportunities for all.

Our Talent & Leadership Centre of Expertise (CoE) together with our Diversity, Belonging and Human Rights (DBHR) CoE launched the Arcadis Global Sponsorship Program two years ago in partnership with leadership consultancy Serendis.


250+
Applications received



80 pairs
of Global Sponsors
and Sponsees



Available to
Levels 6-9

Across our
global offices 

“ We encourage underrepresented groups including women and other minorities to participate and benefit from the targeted support offered through sponsorship ”

This initiative ensures **equity in growth opportunities** and will create a firm that represents the **diverse societies** we operate in.

Outside/In: Clients, Partnerships & Communities

It's important to recognise that we're all learning and continually improving in relation to Diversity, Equity, Inclusion and Belonging in the workplace and our communities. To support this, we're proactively partnering with our clients and other organisations to contribute towards our understanding, collaborate in meeting our collective objectives and celebrate in our shared successes.

Partners and Memberships

UN Guiding Principles

We have chosen to align our company's operations with the UN Guiding Principles on Business and Human Rights (UNGPs) and their Sustainable Development Goals (including Goal 5 - Gender Equality).

UN Global compact

Arcadis has been a member of the United Nations Global Compact (UNGC) since 2009. Our operations and strategy reflect the UNGC principles, and our membership to UNGC is a statement of our commitment and our ambition to be a leader in both equity and sustainability.

World Business Council For Sustainable Development

Arcadis is a proud member of the World Business Council for Sustainable Development (WBCSD), a global, CEO-led organization of around 200 leading businesses, accelerating the transition to a more sustainable and equitable world.

10,000 Black Interns

Arcadis is proud to be part of the 10,000 Black Interns programme – a UK charity established to improve access to opportunities for youngsters from under-represented ethnic groups. The charity are transforming the horizons of young Black talent with paid internships across 25+ sectors, and we are extremely excited to be preparing to welcome our second cohort into the UK business.

Awards & Recognition

Forbes World's Top Female-Friendly Companies 2023 (Gender)

We are proud to feature as one of the Forbes 2023 World's Top Female-Friendly Companies, based on equity such as competitive pay, opportunities for career advancement, flexible working arrangements, and more.

Financial Times Diversity Leaders 2023 (Gender)

We are ranked in the Financial Times 2023 list of Europe's Diversity Leaders, based on independent surveys of employees and our commitment to Diversity, Belonging & Human Rights.

Black Professionals in Construction (BPIC) Awards 2023

Winner - Best Employer Resource Group (Origins UK Affinity Group)

Nominated - Best Employer

Useful Information

At Arcadis, we believe in the power of diversity to drive innovation. We understand that talent comes from a wealth of experiences and perspectives, and we are committed to creating an inclusive environment where everyone feels valued.

If you're passionate about design and engineering and are eager to make an impact, we want to hear from you.

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

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

Authorized Signatory

I confirm that the data reported is accurate.

A handwritten signature in black ink, appearing to read 'Martin Eves', written over a light-colored document.

Martin Eves

People Services Director, Arcadis UK and Ireland

Note: all figures are for Arcadis UK employees only, as at the "snapshot" date of January 2024