

Human Rights Policy

“Respecting the human rights of Arcadians, value chain workers and the communities we touch is a priority for us. It’s one of the fundamental things we can do to improve quality of life in line with our purpose. At Arcadis, we respect human rights because it is aligned with our core values and because we understand that it is the key to ensuring sustainability within our operations, our business relationships and our impacts on communities around the world.”



Alan Brookes

Chief Executive Officer
January 2025

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Purpose

Arcadis is the people who work here and make up our company. Without them, there is no business. Treating people with dignity and respect is a corollary of our company’s core values: People First, Client Success, Integrity, Collaboration, and Sustainability. Businesses can only act with integrity when they safeguard human rights. Respect for human rights is also a fundamental part of what it means to pursue corporate sustainability. Putting people first means taking a human-centric approach, which supports our mission for improving quality of life. These concepts underpin this policy, which strengthens our commitment to human rights and is supported by our internal roadmap.

Scope

This policy addresses:

1. our own operations, comprising our offices, our employees, and our contingent workforce;
2. our direct and indirect supply chains, covering the people that work in these supply chains, as well as in the supply chains of our business partners; and
3. our projects, services, solutions, and clients, including the people that work in these projects, for these services, solutions, and clients, as well as in the value chain of our business partners, or are affected by these projects, services, solutions or clients, e.g., residents in surrounding communities.

Arcadis is often part of large global networks delivering projects for our clients. When working in such multi-party networks, we conduct business with certain third parties (hereinafter referred to as “business partners”), whom we expect to commit to this policy or to have their own human rights standards in place which are aligned with those set forth in this policy.



This policy complements the human rights-related statements in other Arcadis policies. These related policies are as follows:

- [Arcadis General Business Principles \(AGBP\)](#)
- [Global Diversity, Equity, Inclusion and Belonging Policy](#)
- [Global Health and Safety Vision Policy](#)
- Global People Grievance Resolution Policy
- [Global Stakeholder Engagement Policy on Sustainable Topics](#)
- [Global Sustainability Policy](#)
- [Global Procurement Policy](#)
- [Global Privacy Notice](#)
- Global Respect at Work Policy
- [Supplier Code of Conduct](#)
- [Seek Advice and Speak Up Policy Statement](#)

Our Human Rights Commitment

With this human rights policy, we confirm our commitment to following international standards for responsible business conduct as outlined in the United Nations Guiding Principles on Business and Human rights (UNGPs). The UNGPs indicate that while governments have a duty to protect human rights, companies have a responsibility to respect human rights, and when corporate adverse human rights impacts occur, companies and governments have a joint responsibility to enable access to effective remedy for those people that have been harmed. This policy forms the starting point for human rights work and is the basis for our roadmap for embedding human rights standards in our operations. We acknowledge that incorporating this work into our company will take time and we commit to doing so on a continuous improvement basis, learning and adjusting our approach as we go forward. We expect Arcadis employees to respect human rights and take a role in the implementation of the roadmap, where roles and responsibilities are stipulated.



Consistent with the UNGPs, we believe that we have a responsibility to respect internationally recognized human rights and to seek to avoid any negative impacts of our business and contribute to the positive impacts of our business on people. These rights are enumerated in the International Bill of Human Rights, the International Labor Organizations' (ILO) Declaration on Fundamental Principles and Rights at Work and its core Conventions (on child labor, forced labor, freedom of association and collective bargaining, non-discrimination, and a safe and healthy working environment), as well as those aimed at protecting the rights of potentially vulnerable or marginalized populations (e.g., the ILO Indigenous and Tribal Peoples Convention C169 (ILO 169), and the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP)). Our approach is further guided by the Organization for Economic Cooperation and Development (OECD) Guidelines for Multinational Enterprises, and legislation on business and human rights e.g., the EU's Corporate Sustainability Reporting and Due Diligence Directives. When respecting these international standards and guidelines, we expect to contribute to the relevant Sustainable Development Goals (SDGs) of the United Nations.

Where these international human rights are restricted by national legislation in one or more of the countries of our operations or projects, we will respect the international principles behind the international standard, while abiding by national laws. Where national laws and international human rights standards differ, we will follow the higher standard to the extent possible.

Our commitment to human rights due diligence and remedy

Our commitment to respecting human rights means that we are identifying, preventing, mitigating, and remediating human rights risks caused by, contributed or linked to our business activities. We expect our business partners to have the same commitment and to implement ongoing human rights due diligence processes to identify, prevent, mitigate, and remediate any negative impacts they might cause, contribute to, or are linked to by their business activities and partners. Our business partners are expected to ensure transparency, remedy any shortcomings, and drive continuous improvement. If we identify human rights infringements we are linked to via the activities of our business partners, we will expect our business partners to address and remediate such infringements. In such situations, we will evaluate our options for influencing our business partners to address the negative impacts, including identifying the extent to which we have leverage, or could develop leverage, to influence the outcome. In cases where our business partners are unwilling to remedy their negative impact, and we lack the ability to exercise leverage to get them to do so, we will endeavor to phase out those relationships, as appropriate, taking into account whether doing so could lead to adverse human rights impacts.



Our roadmap for implementation

To implement this policy, we developed a roadmap in alignment with the UNGPs. We see this as a process of continuous learning and expect to make adjustments along the way. Our roadmap for implementing this human rights policy includes the following steps:

- Pro-actively identifying actual and potential human rights risks with regular and continuous risk assessments, including identifying risks we are linked to via our business relationships.
- Embedding and integrating human rights into management systems and taking action to address identified risks, which will include programs to address specific human rights risks. This also includes strengthening the integration of human rights into the selection and management of our suppliers and the provision of services to clients and projects.
- Monitoring against a set of Key Performance Indicators (KPIs) to assess whether we have made progress on the process.
- Communicating about the policy and the due diligence process within Arcadis via guidance materials and training, internally and externally with stakeholders via our website, other appropriate communication channels, and our annual integrated report.
- Remediating and addressing actual and potential human rights infringements. Where needed, we will work with others to address human rights impacts.

Collaboration

We are members of, participate in or support the following partnerships and initiatives that seek to advance human rights:

- UN Global Compact (member since 2009)
- World Business Council for Sustainable Development
 - The Business Commission to Tackle Inequality

Governance

Our executive and supervisory boards, managers, employees, contractors, and business partners bear a responsibility to act in a way that respects human rights.

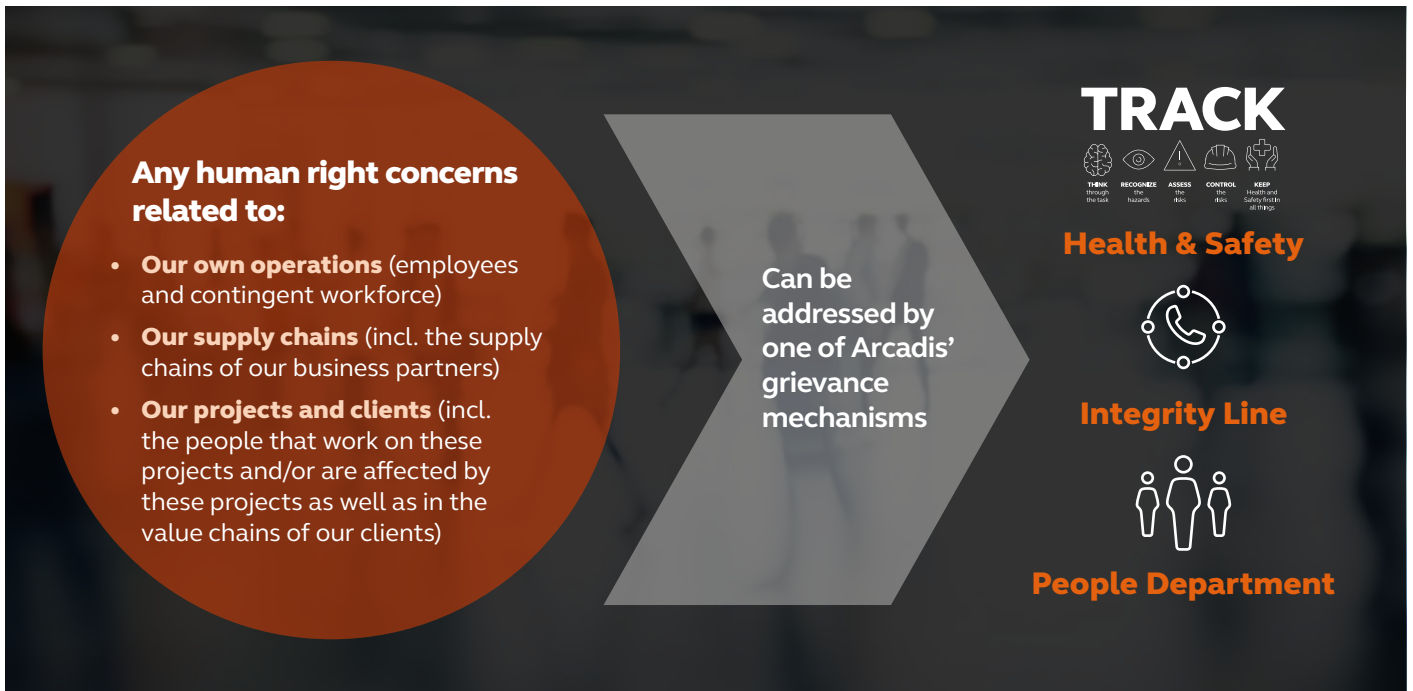
A part of our roadmap is to embed this policy in the company's management system, including the Arcadis Risk and Control (ARC) Framework and internal audits.

Our Chief Growth Officer is responsible for designing and overseeing our human rights approach, with ultimate accountability resting with the Chief Executive Officer and our Executive Board, with oversight by the Supervisory Board.



Stakeholder engagement

As part of our ongoing human rights due diligence process, we will engage with internal and external stakeholders to deepen our insights into their needs and expectations, as articulated in our Stakeholder engagement Policy. These stakeholders include employees, contingent workers, workers in the broader value chain, clients, suppliers, investors, trade unions, social partners, civil society and non-governmental organizations, governments, analysts, academics and other business partners. We will enhance the engagements with our stakeholders and identify potentially impacted stakeholders as part of our roadmap. We commit to listen to, engage with, learn from and respect their rights and views and adopt mitigating measures and controls. We expect our business partners to do the same.



Grievance mechanism

Arcadis has established multiple ways to seek advice and speak up in relation to suspected misconduct, including human rights-related issues. These include Track to Zero for Health and Safety and an Employee Relations Complaints Handling Procedure. To ensure the effectiveness of our Speak Up program, we have implemented several safeguards. One key safeguard is our Integrity Lines, which allow both employees and external stakeholders to report concerns anonymously. The Integrity Lines are accessible 24/7 in their own language by web or phone. The Integrity Lines are hosted by an independent third party and reports are received by Arcadis' Global Compliance Office for initial assessment and redirected for confidential handling as set out in the Compliance Charter. This anonymity and confidentiality are crucial in protecting individuals from potential retaliation. We will monitor the effectiveness of our grievance mechanisms, including for human rights-related topics and adapt, where appropriate. We expect our business partners to also have such grievance mechanisms in place for human rights, including processes to handle complaints for external stakeholders.



Salient Human Rights Focus Areas

Our assessment of the most common industry risks and global internal risk assessment preceding this policy has identified the human rights issues in the below annex table as potentially most salient. Salient human rights issues in this context means human rights that are at risk of potentially the most severe negative impact for the people who may be affected through our business activities. This means that in some cases, Arcadis has encountered these impacts; in others, they are potentially at risk of occurring. With risk assessments to be implemented as part of our roadmap, we will gain a deeper understanding of the occurrence and severity of these and also possibly identify other risks and take mitigation measures accordingly.



Alan Brooks
Chief Executive Officer

Annex: Salient Human Rights

Human Rights Theme	Our Approach
Health, safety, wellbeing, and security	<p>Our goal is to make the health, safety, and well-being of our people central to everything that we do. Our health and safety (H&S) program was launched to achieve zero H&S incidents. We assess the safety and security of our employees within each project and in each office, define necessary measures and controls such that our employees are working in safe and secure conditions. These commitments have been translated into a Health & Safety Plan (HASP) that has been developed in accordance with the Global H&S Management System Standard.</p> <p>We expect our business partners to follow similar high standards on health, safety, and well-being of their employees and to provide us with clear information on how they achieve such high standards. We are responsible for the security of our employees and for protecting our premises. We expect our business partners to provide security personnel in high risks countries or sites with human rights training in line with the UN Voluntary Principles on Security and Human Rights and that such security personnel act in a proportionate way to security threats.</p>
Modern slavery including forced labor and human trafficking	<p>Arcadis does not accept any form of modern slavery, including forced labor or bonded labor. In line with the ILO Conventions, work must be conducted on a voluntary basis, and not under threat of any penalty or sanction. This is particularly important for employees of our business partners on sites where physical and manual labor is undertaken. As part of our roadmap, we will further develop screening processes and engagement with our business partners. We expect our business partners to provide clear information on how they prevent situations of modern slavery.</p>
Anti-Discrimination and fair treatment	<p>As articulated in our Respect at Work and Diversity, Equity, Inclusion and Belonging policies, we believe equal treatment of all employees, as defined in the ILO Conventions, is a fundamental principle. The Arcadis General Business Principles state “every employee has an equal opportunity for personal recognition and career development, regardless of personal background or belief”. Arcadis does not tolerate any form of discrimination, harassment or otherwise disrespectful or inappropriate behavior, unfair treatment or retaliation.</p> <p>We recruit, hire, place, train, compensate, and advance people based on the needs in the organization and qualifications, skills, experience, and performance of our people. We expect the same from our business partners. We are dedicated to fostering workplaces that are free from discrimination or harassment based on international standards or any other status protected by local applicable law. We also aim to provide our services and solutions in a manner free from discrimination and promote diversity, equity, inclusion and belonging.</p> <p>We expect our business partners to follow similar high standards as well as to provide information on how they prevent situations of, among others, unequal treatment and harassment.</p>
Freedom of association and collective bargaining	<p>We recognize the freedom of our employees to choose to establish or associate with any organization of their own choosing, including labor unions, in line with the ILO Conventions. Employment by Arcadis is not made subject to the condition that the employee will not join a union or must relinquish their union membership. Neither will Arcadis dismiss a worker or otherwise prejudice their employment by reason of the employee’s union membership.</p> <p>We also respect the right of employees to be represented by labor unions or other employee organizations. We engage in negotiations either on its own behalf or through employers’ organizations with a view to reaching agreement on employment conditions.</p> <p>Where national laws restrict the implementation of these international standards, the company will facilitate the development of parallel means for independent and free association and bargaining to establish a good forum for dialogue between employees and the management. This may include the facilitation of workers to elect their own workplace representatives. We expect our business partners to provide clear information on how they respect the right of freedom of association.</p>
Children’s rights	<p>We respect the rights of the child as stated in the UN Convention on the Rights of the Child, including the right to education, the right to rest and play and the right to have basic needs met. We will not accept child labor within our facilities and projects or in our supply chain. We will follow the ILO definition of the minimum age for hiring employees.</p> <p>This also means that as part of our roadmap on human rights due diligence, we will develop screening processes and risk assessments to identify actual and potential children’s rights risks. We expect our business partners to provide clear information on how they respect children’s rights.</p>

Annex: Salient Human Rights

Human Rights Theme	Our Approach
Wages, working hours and benefits	<p>We provide our workforce with a fair remuneration that is consistent with applicable wage laws. Our company's principle is to provide a living wage, which means wages should at a minimum meet the basic needs of employees and their dependents.</p> <p>Working weeks should not exceed those set by ILO standards. Overtime should be an exception to meet short-term business demand and always be voluntary. Overtime will be compensated according to local regulations at a minimum. We will provide our employees with workplace flexibility that enables a healthy work-life balance. We expect our business partners to provide similar working conditions and provide clear information on how they ensure fair wages, working hours, and benefits.</p>
Privacy	<p>We respect the privacy of and are committed to protecting the personal data of our clients, the end customers of our clients, other business partners, and our employees. We process personal data in line with applicable privacy laws, including the European Union General Data Protection Regulation (GDPR). With our Global Privacy Program, as described in our annual report, we implement this commitment to privacy.</p> <p>We expect our business partners to provide clear information on how they respect the right to privacy.</p>
Land and engagement	<p>We acknowledge our responsibility to minimize access restrictions or relocations for local communities as a result of the projects we are involved in and aim to prevent and mitigate adverse impacts on human rights of local communities and affected stakeholders. As part of our roadmap on human rights due diligence, we will create effective project screenings to understand the risks related to communities and develop effective mitigation measures and controls. We expect our business partners to undertake active community engagement throughout the project process, minimize negative impacts, foster respect for human rights, dignity, and the culture of Indigenous populations, and promote development benefits in culturally appropriate ways. We expect our business partners to provide information on how they have done this.</p> <p>In case our business activities negatively impact local communities, we will work with our business partners to confirm that people are fairly compensated and informed in line with international standards.</p> <p>In case we engage in projects where land is owned or otherwise used by Indigenous Peoples, we will expect our business partners to obtain free and prior informed consent in line with ILO 169 and UNDRIP.</p>
Environmental impact	<p>We are aware of the impact we might have on people living in surrounding communities through our operations and through the projects we perform on behalf of our clients. We are also aware of our responsibility towards future generations. Therefore, as stated in our Sustainability Policy, we are committed to protect, conserve, and enhance the natural environment through the provision of our services. Our goal is to minimize negative environmental impacts and to promote the use of sustainable resources and the protection of biodiversity and ecosystems, in both our own actions and the advice we provide. We protect the environment by implementing waste management procedures and environmentally-friendly designs and prevent our impact on natural resources such as access to clean water. We integrate sustainability in our business activities by offering our clients socially and environmentally conscious solutions and by performing optimally. We look for ways to promote a Just Transition as the world works toward a net-zero future.</p> <p>We expect our business partners to provide clear information on the environmental aspects of their products and production processes.</p>

Arcadis. Improving quality of life.

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