

A full-page background image showing two construction workers in orange and blue high-visibility safety gear and white hard hats. They are standing in a shallow pool of water that reflects the large, rusted metal wall behind them. The wall is composed of large rectangular panels with visible rivets. One worker is pointing upwards with his right hand, while the other holds a set of blueprints. The scene is lit with warm, golden light, creating a professional and industrial atmosphere.

# Global Supplier Code of Conduct

# Introduction

At Arcadis, we are dedicated to upholding the highest standards of business conduct and fully embracing sustainability in what we do. These commitments also apply to our supply chain. We value collaboration with our suppliers to drive innovative and sustainable solutions.

## Our Ambitions and Core Values

Sustainability, Integrity, People First, Client Success, and Collaboration are at the heart of our operations. We are committed to the UN Guiding Principles (UNGP) on Business and Human Rights, the Organization for Economic Co-operation and Development (OECD) Guidelines for Multinational Enterprises, and the Ten Principles of the UN Global Compact, of which we are a signatory and the Arcadis General Business Principles (AGBP) which guide our decisions and actions globally. We aim to make a direct contribution to the United Nations Sustainable Development Goals (SDGs).



## A Sustainable Supply Chain

Our core values and ambitions extend to our supply chains. We expect suppliers and their employees to manage their operations responsibly from an environmental, social, and governance (ESG) perspective.

Suppliers should extend the expectations in this Code of Conduct throughout their own supply chains.

We encourage a collaborative approach with suppliers and their supply chains to drive innovative, sustainable solutions that create positive environmental and social impacts.

### Managing a sustainable supply chain includes:

- Complying with legal and regulatory requirements and respecting international ESG standards.
- Maintaining and following relevant policies and guidelines in line with the principles set out in this Supplier Code of Conduct.
- Implementing risk-based due diligence to prevent, mitigate, and remediate any negative ESG impacts across operations and supply chains. Engaging with value chain workers is a key part of this process.
- Providing remediation if issues are identified, and ensuring open communication through a 'grievance mechanism' for stakeholders to raise concerns related to responsible conduct.

## Selection and Contracting

Sustainability is a strategic priority for Arcadis, and we actively select suppliers who share this focus and set ambitious sustainability goals within their own operations and supply chains. Any work subcontracted through an Arcadis supplier must be aligned with Arcadis upfront, receive formal approval, and fully comply with the standards outlined in this Supplier Code of Conduct. We aim to include contract provisions that further promote responsible ESG practices.

### Related Policies

This Code of Conduct complements several Arcadis policies, principles, and practices. As a supplier, you are expected to familiarize yourself with the following Arcadis policies, and ensure full compliance with them:

- [Arcadis General Business Principles](#)
- [Arcadis Procurement Policy](#)
- [Arcadis Sustainability Policy](#)
- [Arcadis Human Rights Policy](#)



# Environment

At Arcadis, we are dedicated to developing innovative solutions that protect the planet and promote a sustainable future for generations to come. Our goal is to maximize positive impact in the projects we deliver, in our business operations, and by empowering our people and engaging the communities where we live and work. We recognize that building a more circular and sustainable economy is a global effort, and Arcadis is committed to play a leading role.

Our mission is to create exceptional, sustainable outcomes for our clients in both natural and built environments. With science-based targets to reduce greenhouse gas emissions, we regularly share updates on our ambitious sustainability journey.

## These commitments extend to our supply chain.

Arcadis expects suppliers to operate in an environmentally responsible manner, demonstrating respect for the environment and complying with applicable international and local environmental laws.

We encourage you to collaborate with us in developing innovative solutions that create a positive and sustainable impact. As a supplier, we expect you to take care of:

## Climate

Arcadis is committed to achieving ambitious net-zero targets under the Science Based Targets initiative (SBTi). We are actively working on significantly reducing our greenhouse gas (GHG) emissions from our own operations. With our Net Zero target set for 2035 and acknowledging our impact through supply chains, we invite our suppliers to take proactive steps in reducing their emissions as well. We expect suppliers to report their GHG emissions targets and data to Arcadis upon request.

Collaboration with our suppliers on GHG reduction involves three key steps:

- **Reporting:** When requested by Arcadis, suppliers will report their GHG emissions. Currently this is facilitated through the Carbon Disclosure Platform (CDP), an internationally recognized initiative that provides training and support as well.

- **Target Setting:** Suppliers are expected to set GHG emission targets towards net-zero goals, incorporating clear, verifiable, and ambitious milestones, preferably through the SBTi. We aim for these targets to increasingly synchronize with Arcadis' own objectives.
- **Action:** Suppliers will actively work towards reducing their GHG emissions.

## Nature

In alignment with the Global Goal for Nature, we are committed to enhancing the biodiversity impact of our operations. Acknowledging the human impact on nature, particularly through our supply chains, we expect our suppliers to proactively collaborate with us to improve our shared impact whenever significant.

## This collaboration includes:

- Developing sustainable and innovative solutions that deliver the most positive outcomes for nature, including biodiversity and water
- Implementing nature-based solutions wherever feasible.
- Identification of harmful nature impacts and minimization of adverse consequences of your operations, services or products on the community, environment, and natural resources through:
  - pollution prevention, including plastic pollution;
  - minimization and management of noise and light pollution;
  - resource, waste, and air emission reduction;
  - invasive and alien species management;

- preferential sourcing (e.g., using sustainably certified inputs like Forest Stewardship Council 'FSC' certified timber);
- minimization and controlled application of hazardous substances;
- responsible water management; and
- minimized energy consumption.

For suppliers involved in site-based activities, we encourage the implementation of the 'mitigation hierarchy' to guide and prioritize efforts. This approach emphasizes first avoiding negative impacts on biodiversity, then minimizing any unavoidable negative impacts, restoring biodiversity losses, conserving, and finally offsetting any residual impacts.

We expect you to have evidence of your sustainability-related efforts and impacts readily available and to provide this upon our request. We also encourage you to take action where improvements are needed.

We strive to maximize our positive impact through our projects, fueled by our passion for enhancing quality of life and making the world a better place for our people, clients, and communities.

# Human Rights

Arcadis is committed to respecting all internationally recognized human rights. This commitment drives us to enhance our risk-based due diligence processes to prevent, identify, mitigate, and remediate human rights impacts that may arise from our business activities, including those linked to the activities of our suppliers.

## These commitments extend to our supply chain.

We expect you, as a supplier, to share our commitment to respecting human rights and to operate your business in line with international principles, including the UN Guiding Principles on Business and Human Rights and the Arcadis Human Rights Policy. This concerns your conduct towards all stakeholders, including your own staff, temporary workers, suppliers, and customers.

## Respecting the full scope of human rights, includes:

- Health, safety, wellbeing, and security;
- Prohibition of modern slavery, including forced labor and human trafficking;
- Not tolerating discrimination, harassment, or retaliation - including promotion of diversity, equity, inclusion, and respectful treatment;
- Freedom of association, unionization, and collective bargaining;
- Child labor;
- Compliance with applicable laws and regulations on working hours and providing wages and benefits that meet or exceed the national legal standards;
- Privacy;
- Land and engagement;
- Environmental impact



### Health, safety, wellbeing, and security

Create a safe and healthy workplace for all employees and stakeholders, while establishing the right controls and building a culture rooted in fairness, understanding, and respect. This includes promoting behaviors that support both physical and psychological wellbeing.

### Prohibition of modern slavery, including forced labor and human trafficking

Prohibit any form of forced or compulsory labor, including coercion, any manifestation of physical, psychological, moral or sexual harassment, abuse of authority, or any behavior that intimidates or offends the rights and dignity of individuals. This includes practices related to human trafficking and slavery or slavery-like practices. Commit to ethical employment practices, ensuring that workers, especially migrants, are not required to provide deposits and don't withhold identification documents as a condition of employment.

### Not tolerating discrimination, harassment, or retaliation

Promote a culture of respect and strive to create an inclusive environment where all employees are treated equally and with dignity. Do not tolerate any form of discrimination based on age, race, ethnicity, color, national origin, gender, sexual orientation, marital status, disability, social background, religion, political opinion, training, background or any other personal attribute.



### Freedom of association, unionization and collective bargaining

Support the freedom of association, unionization, and the right to fair and effective collective bargaining. Where national laws or regulations may limit these rights, we actively work to facilitate them, ensuring that employees have the resources and support needed to exercise these fundamental freedoms.

### Child labor

Do not employ (a) children under 14 years of age, or, if higher than that age, the minimum age permitted by national legislation, and do not employ (b) individuals under 18 years of age in any circumstances that are unhealthy, arduous, hazardous, or dangerous.

### Working hours, Wages and benefits

Comply with applicable laws and regulations on working hours. Provide wages and benefits that meet or exceed national legal standards, with a commitment to offering a living wage that covers the basic needs of employees and their dependents. Working hours align with local maximums. Overtime should be an exception to meet short term business demand and always voluntary and compensated in accordance with local regulations.

### Privacy

Respect the privacy of the employees, business partners, and stakeholders, dedicating yourselves to protecting their personal data. All data processing aligns with applicable privacy laws, including the European Union's General Data Protection Regulation (GDPR), ensuring the highest standards of data security and confidentiality.

### Land and engagement

Minimize access restrictions or relocations for local communities due to own operations and/or project involvement. Focus on preventing and mitigating any potential human rights impacts on local communities and affected stakeholders. For projects involving land owned or used by Indigenous peoples, require free, prior, and informed consent, fully aligning with the International Labor Organization (ILO) Convention, United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), and International Finance Corporation (IFC) Performance Standards.

### Environmental impact

Commit to preventing environmental impacts within own operations and across your supply chains, prioritizing the protection, conservation, and enhancement of the natural environment. By minimizing impacts, such as those affecting access to clean water, safeguard the rights of surrounding communities both in own operations and through the undertaken projects.

**Please refer to our Arcadis Human Rights Policy for more details.**

“Health, Safety, Wellbeing, and Security” and “Diversity, Equity, Inclusion, and Respectful Treatment” are key topics outlined in detail below.



## Health, Safety, Wellbeing, and Security

Arcadis is committed to providing a safe and healthy work environment for our employees and everyone impacted by our projects.

We prioritize wellbeing by 'Protecting Our People,' fostering a culture of fairness, and promoting behaviors that support physical and psychological health and safety. Our health and safety (H&S) program drives a culture focused on zero H&S incidents, with the right controls in place. Above all, we want every employee and stakeholder to be safe and well, every day.

### These commitments extend to our supply chains.

We expect you, as a supplier, to uphold similar standards on health, safety, wellbeing, and security. This includes providing clear information on your practices, complying with relevant health and safety laws and regulations, and, where applicable, meeting Arcadis' Health and Safety requirements for contractors.

### We expect you as supplier to:

- Deploy suitably qualified and experienced personnel.
- Ensure all personnel assigned to work are medically fit for their roles.
- Comply with regional health and safety regulations at all times.
- Provide the necessary H&S training to enable safe task performance.
- Supply and secure the use of appropriate personal protective equipment.
- Conduct an induction or orientation for all workforce members.
- Maintain adequate health and safety supervision at all times.
- Report all hazards, near misses, incidents, and accidents in the workplace.
- Respond to security threats proportionately.
- Ensure security personnel in high-risk regions or sites undergo human rights training aligned with the UN Voluntary Principles on Security and Human Rights.

## Diversity, Equity, Inclusion, and Respectful Treatment

Arcadis fosters a culture of diversity, equity, inclusion, and respectful treatment, as outlined in our Human Rights Policy and our Policy on Diversity & Inclusion. We have zero tolerance for any form of discrimination, harassment, unfair treatment, or retaliation.

We value the opportunities that a diverse supplier chain brings to our business. Our goal is to provide qualified suppliers with an equal opportunity to work with us, and we strive to make our procurement processes transparent, objective, and free from discrimination in selecting suppliers.

### These commitments extend to our supply chain.

We expect you, as a supplier, to uphold high standards of diversity, equity, inclusion, and respectful treatment in your business practices and to provide information on how you achieve this. Suppliers shall commit to applicable international and regional laws related to diversity, equity, inclusion, and respectful treatment, as outlined in our Human Rights Policy, and demonstrate continuous improvement in this area.

### We expect you as a supplier to:

- Recruit, hire, place, train, compensate, and promote individuals based on organizational needs and their qualifications, skills, experience, and performance. We place particular emphasis on equal pay across all genders.
- Create a workplace free from discrimination and harassment of any kind, including race, gender, national or social origin, religion, age, physical or neurodivergent conditions, sexual orientation, political opinion, or any other status protected by law.
- Deliver services and solutions that are free from discrimination, foster equality, and actively promote diversity.



# Integrity

Arcadis seeks to work with third parties who share our values and commitment to integrity. We expect our suppliers to adhere to the Arcadis General Business Principles or similar standards, covering areas such as anti-bribery and corruption, gifts and hospitality, conflicts of interest, anti-money laundering, fair competition, and sanctions and trade compliance.

Integrity means that we work to the highest professional and ethical standards and establish trust by being open, honest, and responsible. Integrity is not one action or belief – it is a culmination of the ethical standards we follow and how we will create and maintain a relationship with one another.

We work collaboratively with suppliers and partners to source goods and services ethically, treating our supply chain fairly and consistently.

**These commitments extend to our supply chain.**

**We expect you as a supplier to:**

- Comply with all applicable laws and regulations;
- Support fair competition;
- Prohibit and prevent any form of corruption, bribery, facilitation payments, or fraud in any form;
- Avoid conflicts of interest.

We expect you, as a supplier, to ensure that the highest standards of business conduct are upheld throughout your supply chain and to provide us with information on how you achieve this.



# Data Protection

## Information Security

Arcadis is committed to protecting information we control and are processing and our assets against loss, operational discontinuity, misuse, unauthorized disclosure, inaccessibility, and damage. This objective is supported by a framework of Information Security policies and standards which is regularly updated in line with internal and external threats, like human errors, omissions, fraud, accidents, and intentional damage. Arcadis is committed to complying with the Information Security Policy Framework and to keeping safeguards up to date within the areas of Operational Technology and Information Technology (OT and IT), Internet of Things (IoT), physical workplace, business processes and human behavior.

## Privacy and personal data protection

Arcadis is committed to the careful collection and use of personal data. Arcadis applies Six Privacy Rules, which have been designed to protect the personal data of our people, as well as our clients, suppliers and business partners. These rules cover the privacy principles of (i) lawfulness, fairness, and transparency; (ii) purpose limitation; (iii) data minimization and accuracy; (iv) storage limitation; (v) security and confidentiality; and (vi) accountability and audits.

**These commitments extend to our supply chain.**

We expect you as a supplier to commit to safeguarding Arcadis assets against loss, misuse, unauthorized disclosure and ensure lawful and careful collection and processing of personal information.

**We also expect you to:**

- Comply with applicable laws, regulations and Information Security frameworks;
- Only collect, process and store information in line with EU GDPR and any other local privacy laws
- Continuously make improvements regarding Information Security;
- Report any information security and privacy incidents affecting Arcadis to Arcadis.



# Supplier Evaluation to Enable Positive Change

Arcadis is committed to maximizing positive impact throughout our supply chains by fostering collaboration with our suppliers.

**To achieve this:**

- We will evaluate and monitor supplier performance to identify improvement opportunities and address any potential non-compliance with the business principles outlined in this Supplier Code of Conduct.
- We expect suppliers to provide information about their commitments and efforts to comply with these principles when requested.
- Suppliers are expected to prevent, address, or remediate any non-compliance with these principles.
- We will pursue collaborative solutions for necessary improvements, but Arcadis reserves the right to terminate relationships with suppliers when we cannot reach an agreement on a solution.

## How to Raise a Concern or Report Noncompliance

As a supplier, you can report any actual or suspected misconduct to Arcadis in three ways:

- Directly through your Arcadis contact person.
- Via email at [procurement@arcadis.com](mailto:procurement@arcadis.com).
- Anonymously through our [Integrity Line](#) for external stakeholders, available 24/7 in your language via web or phone. This service is hosted by an independent third party, and reports are received by Arcadis’ Global Compliance Office for initial assessment and redirected for confidential handling.

We encourage you to report any actual or suspected misconduct, and we trust your judgment to do so in good faith. If you raise a concern in good faith, you will not face negative consequences, and you will be protected against retaliation. Arcadis will assess, investigate, and address the concerns raised and take appropriate action in accordance with our procedures.

**For more information, please refer to our [“Seek Advice and Speak Up Policy Statement.”](#)**

**Revision History**

Version:	Previous versions:	Next Review due:
Version 2025	The first edition of the Supplier Code of Conduct was published in 2021. It was updated in 2022.	2027

*The Supplier Code of Conduct is available in multiple languages. If there are discrepancies between the English version and the translated version, the English version will prevail.*

**Arcadis.** Improving quality of life

Connect with us