

Arcadis' Tax Report 2024

Accelerating a planet positive future



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Introduction

Arcadis is committed to finding solutions to today's most pressing challenges, from the impact of climate change to increasing urbanization and digital transformation, all with the ultimate goal of improving quality of life for people across the globe.

We firmly believe that taxes are fundamental to conducting sustainable business, and our tax contributions are significant in supporting the communities in which we operate. We also consider it our social responsibility to offer insight into our approach to taxes, our tax principles and our tax strategy and our tax contributions to society. In 2022, we expressed this commitment by signing up to the Tax Governance Code as drafted by VNO-NCW (the Confederation of Netherlands Industry and Employers). Therefore, we are delighted to present Arcadis' first annual tax report to provide this insight.

Our tax strategy and principles, introduced in 2021, have been updated and renamed to "Approach to tax: tax principles and tax strategy in 2024". This document can be found on [our website](#). In addition, we aim to publish an Arcadis tax report annually, starting with the publication of this "Arcadis' tax report 2024". In this annual tax report, we intend to provide more insights into our approach to tax and our past year's tax position.

Our principles are our foundation for tax and describe our objective in everything we do. These have formed the basis for our tax strategy, which covers how we embed our approach to tax and tax principles into the organization. Our tax strategy describes how we manage tax risks and controls, compliance, our relationship with tax authorities and other external stakeholders, and our tax planning and incentives. In preparing this tax report, we have considered various initiatives such as the Global Reporting Initiative 207 ("GRI 207") of the GRI Sustainability Reporting Standards, the OECD guidelines for multinational enterprises (especially chapter 11), and VNO-NCW Tax Governance Code.

We remain committed to transparency about our tax position, now and in the future.



Virginie Duperat

Chief Finance Officer



Niels Tromp

Global tax director

Amsterdam, The Netherlands
December 2024



1. About Arcadis

1.1 Introduction

Arcadis Group (“Arcadis”) is the world’s leading company delivering sustainable design, engineering, and consultancy solutions for natural and built assets. Since its foundation in 1888, Arcadis has its headquarters in the Netherlands.

For more details on the business of Arcadis and its organization, please see our [annual integrated report](#).

1.2 Our operating model

To provide a better understanding of our tax position, we are sharing insights into our operating model.

The key markets in which Arcadis operates are Australia, Europe, and North America. We operate through local entities that supply design, engineering, and consultancy solutions for natural and built assets to our clients in these markets.

We supply these solutions to national and international clients, whereby our operating entities work together to bring the best to our clients.

Our 36,000 architects, data analysts, designers, engineers, project planners, water management, and sustainability experts help create and manage places where people can live, work, and thrive. We work across every phase of asset creation and management for projects all around the world.

Arcadis operates 3 centers of excellence and 1 shared service center. Our centers of excellence are based in India, the Philippines and Romania and support our operating entities. Our shared service center is based in the Philippines and performs back-office services.

Our headquarters in the Netherlands makes strategic decisions on behalf of the Arcadis group.





2. Approach to tax, tax principles and tax strategy

2.1 Our approach to tax

At Arcadis, our purpose is improving quality of life. We place sustainability at the heart of everything we do. Our ambition is to make significant, quantifiable, and positive contributions to the achievement of sustainable development.

We do this by maximizing not only economic benefits but also environmental and social benefits. We achieve this through our client solutions, business operations, and engagement with people and communities. We are proud of the recognitions Arcadis has received from Ecovadis, Sustainalytics, MSCI, and the CDP. For more background regarding our sustainability ambition, please see our [annual integrated report](#) and our [website](#) on sustainability.

We believe that taxes are an integral part of doing sustainable business and our tax contributions play an important role for the communities in which we operate.

In living our purpose as a global company, we are committed to five core values in everything we do: people first, client success, integrity, collaboration, and sustainability. These values inform the actions and behaviors of our employees at all levels, which enables Arcadis to work towards long-term value creation.

The Arcadis General Business Principles (AGBP) further define our interpretation of business ethics. The AGBP set guidance for our business decisions and actions throughout the world at all levels, and they apply equally to company actions and to our employees' behavior in conducting Arcadis' business.

Our commitment to sustainability, our (other) core values, and the AGBP form natural and essential foundations of our approach to tax and is continuously monitored.





2.2 Tax principles

Arcadis recognizes the following tax principles:

2.2.1 Business rationale

Our tax department is aligned with the business and its strategy. It is one of our principles that tax should follow the business. This means that profits are recognized in the countries in which business value is created. To ensure appropriate profit recognition, the OECD arm's length principle is applied to determine the pricing of intercompany transactions.

2.2.2 Compliance

We strive to comply with relevant domestic and international tax rules and standards (such as the OECD Guidelines for Multinational Enterprises). We prepare and file our tax returns and provide complete, accurate, and timely disclosures to the relevant tax authorities. We pay our taxes on time and in accordance with applicable laws and regulations. Further, we seek upfront certainty on tax positions from the relevant tax authorities, when suitable. If appropriate, we ensure that our tax position is confirmed by a third-party expert.

2.2.3 Relationships with tax authorities

We aim to build and maintain good, honest, and open mutual working relationships with tax authorities in the countries where we operate.

In the past, Arcadis has agreed to a tax horizontal monitoring covenant with the Dutch tax authorities; following the changed horizontal monitoring approach of the Dutch tax authorities, this covenant was replaced in 2021 by a so-called individual monitoring plan.

We seek to establish certainty in advance on the applicable tax treatment, based on full disclosure of the relevant facts to the tax authorities.

2.2.4 Tax planning and incentives

We strive to comply with the letter and spirit of the law and do not apply aggressive tax planning. We take a zero-tolerance approach to tax evasion. We aim to optimize our tax position and may make use of incentives promoted by government authorities, whereby due consideration is given to our legitimate interests, reputation, and corporate social responsibility. Where we claim tax incentives offered by government authorities, we will seek to ensure that this is done in a way that is consistent with statutory or regulatory frameworks. We do not avoid tax through the use of secrecy jurisdictions or so-called 'tax havens' without commercial substance or non-tax business reasons.

2.2.5 Transparency

We are transparent about our approach to tax. We make tax-related disclosures in accordance with the relevant domestic regulations and applicable reporting requirements and standards (such as IFRS and Country by Country Reporting). We aim to respond to relevant tax authority enquiries in a straightforward and timely manner.

2.3 Tax strategy

Based on our tax principles, we have formulated our comprehensive tax strategy, which is centered around five key areas:

- Tax risks and controls: Focusing on tax risks and the control measures in place to manage and mitigate these risks affectively so that Arcadis avoids surprises and acts within the boundaries of our risk appetite (Chapter 3).
- Compliance: Committed to upholding tax compliance standards and adhering to relevant tax laws and regulations (Chapter 4).
- Relationship with tax authorities and other stakeholders: Cultivating transparent and collaborative relationships with tax authorities and external stakeholders (Chapter 5).
- Tax planning and incentives: Strategically managing tax planning activities, avoiding double taxation and tax leakage, and utilizing incentives responsibility within the legal framework (Chapter 6).
- Business and Organization: Aligning tax strategies with the broader business objectives and organizational structure of Arcadis (Chapter 7).

Our commitment to our tax principles and tax strategy are set by the Executive Board and are applicable to all group entities. This includes how Arcadis operates in its relationship with employees, customers, and contractors. By emphasizing these key areas in our tax strategy, we aim to ensure a proactive and principled approach to tax management.



3. Tax risks and controls

Arcadis operates in a high number of jurisdictions and is subject to a variety of taxes per jurisdiction. Tax legislation can be highly complex and subject to changes and interpretation. We have rigorous tax risk management processes in place, including control measures to identify, assess, and manage the tax risks to which Arcadis is exposed.

Throughout the year, (potential) tax risks are identified, monitored, and acted upon, to mitigate and pre-emptively avoid these risks. We seek to obtain third party tax assurance by, among other things, having our material corporate income tax returns reviewed by a third-party expert.

The global tax team identifies and manages tax risks throughout the year and documents them. Material tax risks are shared with the CFO regularly. Controlling the tax position of Arcadis is a key objective for the global tax team, and to achieve this:

- Arcadis has established and is continuously improving a tax control framework for identifying, monitoring, controlling, and resolving tax risks across various taxes. This framework identifies and describes the main tax processes. The tax control framework is part of regular discussions with the Dutch tax authorities.

- Arcadis believes that tax technology is an effective means of improving the efficiency and robustness of our tax processes, and we aim to expand our use of appropriate technology. We have implemented initiatives for direct tax (for example in our EPM software) and indirect tax (e.g. tax engines to apply accurate tax coding to invoices and standardized and automated tax lookup solutions to determine VAT treatments). We are continuously monitoring opportunities to further standardize and automate our processes.
- Arcadis keeps track of its global tax risks with the means to control, mitigate, and avoid such risks.
- The global tax director holds regular update meetings with the CFO on tax topics to define next steps if needed.
- Annually, the global tax director meets with the Audit and Risk Committee, sub-committee of the Supervisory Board of Arcadis N.V., to report on the Arcadis' tax policy, (changes to) related risks and other relevant tax-related developments.





- Arcadis has an internal audit function that provides independent, objective assurance, and consulting activity designed to add value to improve the operations of Arcadis. It has an independent position in the organization and reports its observations to the Executive Board and the Audit and Risk Committee. Annually, it performs a risk assessment including finance related processes and the outcome determines the annual audit plan.
 - Arcadis has identified regulatory and policy compliance and financial reporting as enterprise risks. On an annual basis, Arcadis' global risk management function assesses the design and operating effectiveness of predefined controls to identify and remediate mentioned enterprise risks. The tax function is an integrated aspect of such enterprise risks. The testing results are reported to finance management and the Audit and Risk Committee. The global finance function of Arcadis is in the process to further enhance its finance risk control framework in which predefined controls on process level are self-tested on an annual basis.
 - The external auditor performs audit procedures on statutory and consolidated level including tax positions. Results are being reported to finance management and Arcadis' Audit and Risk Committee. The risk management function monitors management progress in remediating the reported risks.
 - In case of mergers and acquisitions, we identify potential tax risks and mitigate the exposures thereof.
- Arcadis provides the opportunity to report any actual or suspected misconduct via [the Integrity Line](#) for employees or Integrity Line for external stakeholders, accessible 24/7 in multiple languages 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. Where appropriate, tax or non-tax related reports will be redirected for confidential handling by the Arcadis' tax department. Through these measures, Arcadis believes it can manage tax risks and prevent adverse effects on the organization, both financially and reputationally.

4. Compliance

Arcadis is committed to complying with all relevant domestic and international tax rules and standards.

To ensure compliance, at Arcadis we:

- Strive to comply with relevant domestic and international tax rules and standards (such as the OECD Guidelines for Multinational Enterprises).
- Take a zero-tolerance approach to tax evasion.
- Prepare and file our tax returns and provide complete, accurate, and timely disclosures to the relevant tax authorities.
- Pay our taxes on time and in accordance with applicable laws and regulations.
- Seek upfront certainty on tax positions from the relevant tax authorities, when suitable. If appropriate, we ensure that our tax position is confirmed by a third-party expert.
- Do not undertake transactions or engage in arrangements of which the sole purpose is to create a tax benefit in excess of a reasonable interpretation of relevant tax rules.
- We aim to constantly improve and automate compliance processes that consider local laws and regulations.
- Implement new tax technology solutions to reduce errors and improve data quality for tax compliance.
- Improve our tax setup within our reporting systems to minimize manual intervention.
- Seek confirmation from local tax authorities on our tax positions and obtain rulings based on full disclosure of relevant facts.



5. Relationships with tax authorities and other stakeholders

5.1 Tax authorities

Arcadis strives to build a relationship with local tax authorities and have regular communications with local tax authorities where possible. This is based on mutual respect, transparency, and trust. Arcadis will work collaboratively with tax authorities to achieve early agreement on disputed issues and certainty on a real-time basis, wherever possible. Where there is controversy, Arcadis will strive to resolve the controversy by applying these principles. Examples of this are listed below:

- In the Netherlands, Arcadis has an individual monitoring plan with the Dutch tax authorities. We regularly engage with the Dutch tax authorities on the effectiveness and continuous improvement of our tax control framework. We also proactively contact the Dutch tax authorities on ongoing topics and we provide a full disclosure on these topics.
- In the United Kingdom, we maintain a relationship with HMRC based on transparency and full disclosure. Our main point of contact is the customer compliance manager with whom we organize meetings on a regular basis (at least annually), together with a variety of HMRC's tax experts, depending on the topic. A recurring topic is HMRC's business risk review, to discuss recent business developments and risk sensitive topics that are typical in the business environment of Arcadis.

- In Australia, Arcadis has a global tax risk management charter in place. This charter describes e.g. the tax governance framework, roles and responsibilities, and the annual control cycle. This charter has been discussed with the Australian tax authorities and we have received overall a low tax risk profile.
- If possible, Arcadis may conclude ATR (Advanced Tax Ruling) / APA (Advanced Pricing Agreement) with tax authorities.

5.2 Other stakeholders

Arcadis seeks to engage constructively in national and international dialogue with governments, business groups, and civil society to support the development of effective tax systems, legislation, and administration, e.g. via our participation in VNO-NCW and the Dutch Association of Tax Advisors (Nederlandse Orde van Belastingadviseurs).



6. Tax planning and incentives

At Arcadis, we ensure we manage our tax costs efficiently as we believe this is part of our responsibility to our shareholders and our businesses. This is based on respectively all tax planning, e.g. acquisitions, rationalizations, disposals or disinvestments, operational restructuring or legislative changes, and carried out in line with our approach to tax and tax policy. Our approach to tax is guided by a commitment to the spirit of the law.

6.1 Effective tax rate

We believe that our tax contributions play an important role for the communities in which we operate. The Arcadis Group's weighted average Effective Tax Rate (ETR) over the past five years confirms our responsibility to society in the domain of taxation. Information with respect to the reconciliation of the ETR to statutory tax rate can be found in the consolidated financial statements in [our annual integrated report](#).

The weighted average ETR is the taxes on income divided by income before income taxes, mainly excluding total result from investments. Please find below an overview the effective tax rate over the last 5 years:



In % and € thousands	2023 (%)	2023	2022 (%)	2022	2021 (%)	2021	2020 (%)	2020	2019 (%)	2019
Corporate tax rate in the Netherlands	25.8	56,395	25,8	48,723	25	51,546	25	40,867	25	36,482
Adjustment corporate income tax rates other countries	2.7	5,956	1.8	3,479	(0.2)	(471)	1.2	1,945	0.4	621
Weighted average corporate income tax rate	28.5	62,351	27.6	52,202	24.8	51,075	26.2	42,812	25.4	37,103
Non-deductible expenses/(income)	0.6	1,356	9.2	17,398	3.1	6,422	7.0	11,395	6.3	9,204
(De)recognition of deferred tax assets	2.8	6,011	(1.4)	(2,636)	(0.3)	(527)	2.9	4,818	(3.3)	(4,872)
Adjustments for previous years	(2.8)	(6,089)	(1.7)	(3,252)	(4.3)	(8,870)	(1.8)	(2,945)	0.2	341
Other	(0.2)	(551)	(2.2)	(4,262)	1.8	3,581	(0.6)	(1,030)	(1.3)	(1,878)
Effective Tax Rate	28.9	63,078	31.5	59,450	25.1	51,681	33.7	55,050	27.3	39,898

Arcadis' weighted average normalized ETR of 29.3% over the past 5 years. We refer to Arcadis' [annual integrated report](#) for further details.

To remain competitive in the countries where Arcadis operates, Arcadis applies the local (tax) legislation, including (tax) legislation that can positively influence our tax position (such as the participation exemption in the Netherlands).



6.2 Tax incentives

Tax incentives may be available in certain countries to encourage certain activities by reducing the tax due for a business. We claim these tax incentives in line with the laws and the intended policy of such incentives. Please find below some examples of Arcadis' tax incentives.

6.2.1 United Kingdom

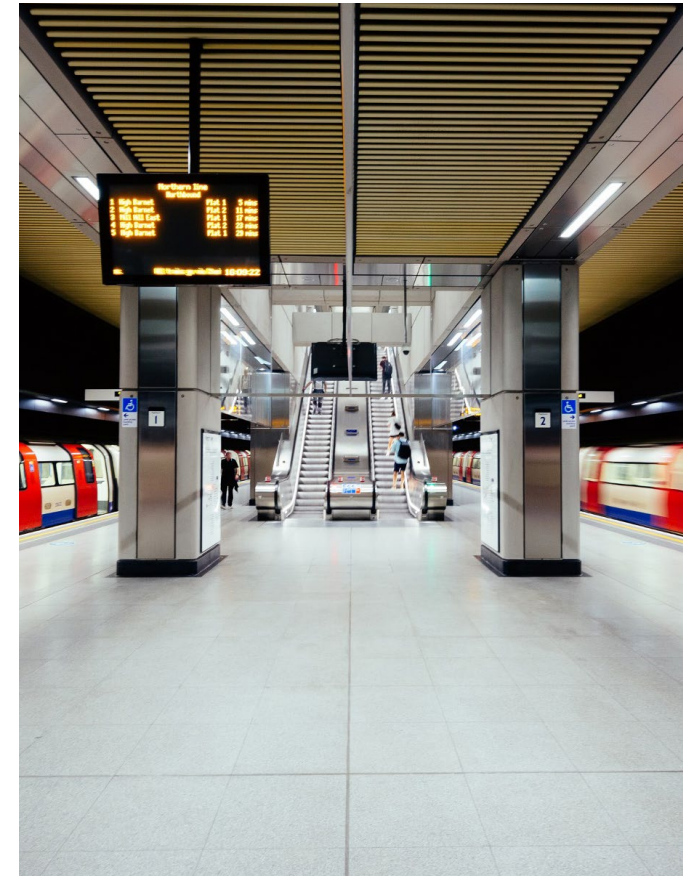
An R&D tax relief is currently available for large companies as a research and development expenditure credit (RDEC). A 13% tax credit is available for qualifying expenditures from 1 April 2020, which increases to 20% on expenditure incurred from 1 April 2023. With the increase to the 20% expenditure credit, the requirements have also become stricter. The credit can be claimed only on some of the costs that Arcadis incurs from the start to the end of an R&D project. R&D starts when work begins to resolve the scientific or technological uncertainty and ends when that uncertainty is resolved, or the work to resolve it stops. Under the new regime, Arcadis has engaged a tax advisor for additional support and has contacted HMRC to reach alignment on the claim methodology before Arcadis makes it.

6.2.2 United States

Arcadis can apply for a business tax credit for increasing research activities which is available for companies that incur qualified research expenditures to develop new or improved products, manufacturing processes, or software in the US. This credit is applied for US federal tax purposes, as well as for state and local tax purposes. Each state R&D credit offering, however, is unique and may provide different rates and eligibility requirements.

On the other hand, since 2022 Arcadis is no longer allowed to deduct the costs for R&D expenditures immediately in the year incurred and requires taxpayers to amortize such expenditures over five years for tax purposes ("Section 174"). This provision has led to a deferred tax asset and a current tax payable ending in a net zero impact as well as to material additional cash tax outflow in 2023.

In addition, Arcadis claims the energy efficient commercial buildings deduction. It is a US federal tax (only) deduction that allows building owners to claim up to \$5 per square feet for energy-efficient buildings or installing systems to that effect.



6.3 Total tax contribution

To be open and transparent on the total tax position of Arcadis, we hereby provide an overview of the total corporate income tax and withholding tax paid and remitted during 2023.

6.3.1 Tax borne by Arcadis

The tax borne by Arcadis mainly relates to corporate income taxes that Arcadis pays on taxable profits of all operational activities according to local tax legislation. The profits are recognized in the countries in which business value is created. To ensure appropriate profit recognition, the OECD arm's length principle is applied to determine the pricing of intercompany transactions.

6.3.2 Tax collected and remitted by Arcadis

Based on local legislation, Arcadis is obliged to collect and remit taxes for certain activities. The most material taxes for Arcadis are withholding tax, VAT / GST / Sales tax, wage tax, and social securities. We expect to publish an overview of the VAT / GST / Sales tax, wage tax, and social securities collected and remitted in next year's tax report.

During 2023, the total tax contribution for corporate income tax and withholding tax is EUR 130,9m. Please find on the next page an overview of the material total corporate income tax and withholding tax paid and remitted to tax authorities during 2023.





In €	Corporate tax	Withholding Tax (Dividend, Royalties, Interest, Services)	Total Taxes Paid
Australia	13,848,754	0	13,848,754
Belgium	3,812,669	0	3,812,669
Brazil	944,142	0	944,142
Canada	4,060,308	(23,611)	4,036,697
China	1,368,563	0	1,368,563
Germany	(3,418,283)	0	(3,418,283)
India	753,076	953,360	1,706,436
Ireland	2,610,805	8,936	2,619,741
Netherlands	4,843,232	(152,838)	4,690,394
Philippines	2,272,702	87,446	2,360,149
Puerto Rico	792,235	0	792,235
Saudi Arabia	63,302	1,484,809	1,548,110
Spain	487,977	0	487,977
United Kingdom	4,165,044	72,624	4,237,669
United States of America	90,891,421	673,074	91,564,495
Other countries	71,156	199,219	270,375
Total tax cash payments	127,567,101	3,303,019	130,870,120

With respect to the corporate tax paid for 2023, the biggest markets for Arcadis are Australia, the Netherlands, UK, and USA which clarifies the amount of corporate tax paid in these countries. For the USA, due to changes in legislation with respect to R&D (section 174), Arcadis has paid a relatively higher amount of corporate tax in comparison to previous years. Please see paragraph 6.2.2 of the tax report.

For Germany, Arcadis has received a refund of corporate tax due to loss utilization for 2021 and for repayment of preliminary assessments for 2022.

For Canada and the Netherlands, the amounts in brackets relate to withholding tax Arcadis has incurred. These amounts have either been refunded by local governments and/ or could be settled with corporate tax paid in Canada or the Netherlands. Therefore, this has led to a credit in 2023.

7. Business and organization

7.1 Accountability

The global tax team at Arcadis manages the tax position of the company. This global tax team is managed by the global tax director and the global tax team is part of the global finance function. The global tax director reports directly to the CFO, who is a member of the Executive Board. The global tax team is responsible for the tax strategy, principles, and tax risk management, whereas the CFO is ultimately accountable.

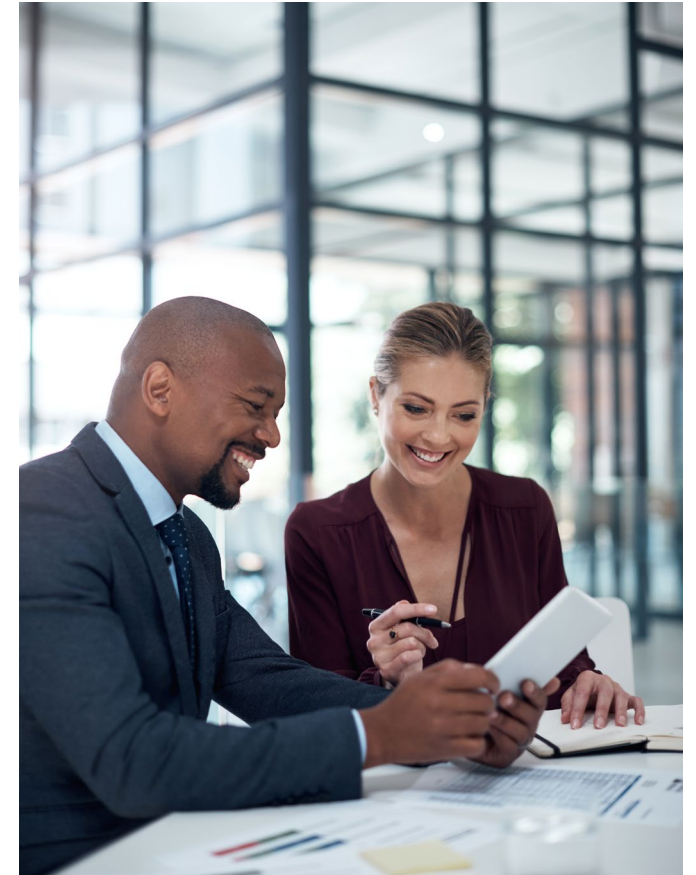
The global tax team consists of tax professionals with specific geographical and technical responsibilities and expertise. They are based in countries where Arcadis has a strong presence. The global tax team stays updated on local and international legislative developments through continuous education and seeks advice from external advisors for significant transactions or when necessary. Local finance departments closely collaborate with the global tax team to ensure consistent implementation of tax policies, strategies, and processes.

7.2 Legal structure

Arcadis has a legal entity structure consisting of approximately 400 legal entities.*

Arcadis N.V. serves as the holding entity for the entire Arcadis group and is listed on Euronext Amsterdam.

All entities within the Arcadis group serve business or legal purposes. We do not utilize tax havens (i.e. countries with none or very low taxation) or non-cooperative jurisdictions mainly for tax purposes¹. In case legal entities are no longer operational, we aim to properly wind down and dissolve such entities, and we continue to do so as necessary.



¹Arcadis holds entities in British Virgin Isles, Guernsey, and Isle of Man. These entities were part of acquired legacy groups and are kept for legal / commercial reasons only, not for tax saving purposes.

* including approximately 80 joint ventures.

The table below includes the list of key Arcadis entities in our key markets:

	Countries	Main Activity
Europe	Netherlands	
	Arcadis N.V.	Holding / Global management services
	Arcadis Global B.V.	Global management services
	Arcadis GEC B.V.	Management of centers of excellence and shared service center
	Arcadis Nederland B.V.	Architecture, Engineering & Consulting services
	Belgium	
	Arcadis Belgium N.V.	Architecture, Engineering & Consulting services
	France	
	Arcadis ESG S.A.S.	Architecture, Engineering & Consulting services
	Germany	
	Arcadis Germany GmbH	Architecture, Engineering & Consulting services
	Italy	
	Arcadis Italia S.r.l.	Architecture, Engineering & Consulting services
	Ireland	
	Arcadis Ireland Ltd.	Architecture, Engineering & Consulting services
	DPS Engineering & Construction Limited	Architecture, Engineering & Consulting services
Poland		
Arcadis Sp. z o.o.	Architecture, Engineering & Consulting services	

	Countries	Main Activity
Europe	Portugal	
	Arcadis España Design & Consultancy Sucursal em Portugal	Architecture, Engineering & Consulting services
	Romania	
	Arcadis Excellence Center Romania s.a.	Center of excellence
	Spain	
	Arcadis España Design & Consultancy SL	Architecture, Engineering & Consulting services
	United Kingdom	
	Arcadis (UK) Ltd	Architecture, Engineering & Consulting services
	Arcadis LLP	Engineering & Consulting services (in run off)
	Arcadis Consulting (UK) Limited	Architecture, Engineering & Consulting services
Arcadis Human Resources Ltd.	Global management of VUK employees	
North America	USA	
	Arcadis U.S., Inc.	Architecture, Engineering & Consulting services
	Arcadis Inc.	Architecture, Engineering & Consulting services
	Canada	
	Arcadis Canada Inc.	Architecture, Engineering & Consulting services
Arcadis Professional Services (Canada) Inc.	Architecture, Engineering & Consulting services	

	Countries	Main Activity
APAC	Australia	
	Arcadis Australia Pacific Pty Limited	Architecture, Engineering & Consulting services
	China	
	Beijing Arcadis Construction Consultancy Co Ltd. – plus various branches	Architecture, Engineering & Consulting services
	Arcadis Consultancy (Shanghai) Co Ltd. – plus various branches	Architecture, Engineering & Consulting services
	Arcadis Consultancy (Shenzhen) Co Ltd. – plus various branches	Architecture, Engineering & Consulting services
	Arcadis Construction Consultancy (Chengdu) Co Ltd.	Architecture, Engineering & Consulting services
	Arcadis Consultancy Zhuhai (Hengqin) Co Ltd.	Architecture, Engineering & Consulting services
	India	
	Arcadis Consulting India Pte. Ltd.	Center of excellence
The Philippines		
Arcadis Philippines Inc.	Architecture, Engineering & Consulting services	
Arcadis Consulting Middle East Limited	Shared service center & center of excellence	

In accordance with Articles 2:379 and 414 of the Dutch Civil Code, the full list of subsidiaries and investments accounted for using the equity method is filed once a year with the Chamber of Commerce in Amsterdam, the Netherlands. This list can be downloaded from the [Chamber of Commerce website](#).



Arcadis. Improving quality of life