

Diversity and Inclusion Policy of the Executive Board

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1 INTRODUCTION

The Executive Board of Arcadis N.V. (“**EB**”) is entrusted with the management of Arcadis N.V. and its subsidiaries (the “**Company**”). The Company is governed by the laws of the Netherlands, including the Dutch Civil Code and the Dutch Corporate Governance Code.

The Supervisory Board (“**SB**”) members recognize that the Company's business gains from a wide range of skills and a variety of different backgrounds which reflects the variety of the Arcadis client base. A diverse composition of the EB contributes to robust decision-making and proper functioning of the EB. At the same time, the first and foremost priorities when considering candidates to fill vacancies in the EB shall always be quality, expertise and experience.

In line with the Company's obligations under Dutch law, the EB has adopted a separate, Global Diversity, Equity, Inclusion, and Belonging Policy that applies to the Executive Leadership Team and senior management of Arcadis. It also contains targets for the remainder of Arcadis' employees, to the extent in compliance with applicable laws.

In line with best practice provision 2.1.5 of the Dutch Corporate Governance Code and section 2:166 par. 2 of the Dutch Civil Code, the SB has adopted this policy for the composition of the EB. The SB has adopted a separate diversity and inclusion policy for the composition of the SB.

It is the intent of the Company that this policy, together with all other programs, practices, procedures, trainings, controls or similar applications considered or effected in connection with this policy, comply with all applicable law in all jurisdictions in which Arcadis operates, to the extent Arcadis is subject thereto, and accordingly to the maximum extent permitted, this policy shall be interpreted and administered in compliance with all applicable law. To the extent any provision or implementation of this policy is deemed to violate applicable law in any jurisdiction, Arcadis shall have the right, in its sole discretion, to adopt modifications or amendments to, or deviate from, this policy and take such other actions (including selective application of the policy among jurisdictions, amendments and actions with retroactive effect) as it determines are necessary or appropriate in order to ensure that this policy and the implementation thereof complies with applicable law.

2 DIVERSITY AND INCLUSION ASPECTS RELEVANT FOR ARCADIS

In line with Dutch law, the following aspects have been identified as relevant for Arcadis considering the complexity of the Company's business, the markets in which the Company operates and the variety of the Company's client base:

- i) Gender;
- ii) Nationality;
- iii) Background: education, expertise and/or (work) experience; and
- iv) Ethnicity: people from UREGs¹.

These aspects shall be considered when selecting persons for appointment as EB member and in the recruitment process, talent development and succession planning throughout Arcadis, to the extent in compliance with applicable laws. At the same time, the first and foremost priorities when considering candidates to fill vacancies in the EB shall always be quality, expertise and experience.

3 SPECIFIC TARGETS FOR THE EB

On the basis of the aspects listed under 2, the aim is to meet the following specific targets for the EB.

- i) Gender: to the extent in compliance with applicable laws, at least 1/3rd of the EB shall consist of women, and at least 1/3rd of the EB shall consist of men;
- ii) Nationality: to reflect the global nature of the Company, at least two nationalities shall be represented in the EB;
- iii) Background: at least one member of the EB shall have experience in the global design, the engineering and/or the consulting industry or an industry adjacent thereto; and
- iv) Ethnicity: given the limited size of the EB and to the extent in compliance with applicable laws, we strive to increase the representation of UREGs in the extended leadership team of EB and ELT members combined.

4 IMPLEMENTATION, REVIEW AND REPORTING

4.1 Meeting targets

In order to meet the targets, the aspects referred to in Clause 2 shall be taken into account to the extent in compliance with applicable laws when considering candidates for (re-)appointment as member of the EB. At the same time, the first priorities when

¹ UREGs are Underrepresented Ethnic Groups; those employees who have self-identified as Black, South Asian (UK only), East Asian (UK only), Latino (US only) and Indigenous peoples (US only) in permissible geographies where this can be registered and where we have data available.

considering candidates to fill vacancies in the EB shall always be quality, expertise and experience.

4.2 Review and updates

The SB members shall review this policy and the implementation thereof regularly. The SB shall update this policy if and when necessary.

4.3 Reporting

In line with best practice provision 2.1.6 of the Dutch Corporate Governance Code, in the Company's corporate governance statement in its annual report, this policy and the way it has been implemented in practice shall be explained, addressing more specifically:

- i) the goals of this policy;
- ii) the plan to achieve the goals of this policy;
- iii) the results of this policy in the past financial year; and
- iv) the gender composition of the EB at the end of the past financial year.

If one or more goals for the composition of the EB are not achieved, an explanation of the reasons should be included in the corporate governance statement, along with an explanation as to which measures are being taken to attain the goals in compliance with applicable laws, and by when this is likely to be achieved.

In line with the statutory requirements in section 2:166 par. 4 of the Dutch Civil Code, within ten months following the end of the financial year the Company will report to the Dutch Socio-Economic council (in Dutch: the SER), among other things, on the number of male and the number of female members of the Supervisory Board as per the end of the financial year.