

Diversity and Inclusion Policy of the Supervisory Board

Approval status:	Approved	Date approved:	13 December 2023
Subject:	Diversity and Inclusion Policy of the Supervisory Board	Document type:	Global Policy
Author	Global Diversity & Human Rights Director, Nana Berchie	Parent:	AGBP
Owner:	Chief People Officer, Jacoline van Blokland	Information security classification:	Public

Contents

- 1 INTRODUCTION..... 3
- 2 DIVERSITY AND INCLUSION ASPECTS RELEVANT FOR ARCADIS 3
- 3 SPECIFIC DIVERSITY AND INCLUSION TARGETS FOR THE SB..... 3
- 4 IMPLEMENTATION, REVIEW AND REPORTING..... 4
 - 4.1 MEETING DIVERSITY TARGETS 4
 - 4.2 REVIEW AND UPDATES 4
 - 4.3 REPORTING 4

1 INTRODUCTION

The Supervisory Board (“**SB**”) members recognize the importance of diversity and inclusion within the SB of Arcadis N.V. (the “**Company**”) and believe that the Company's business gains from a wide range of skills and a variety of different backgrounds which reflects the diversity of the Arcadis client base. A diverse and inclusive composition of the Supervisory Board contributes to robust decision-making and proper functioning of the SB.

The SB members furthermore recognize that diversity and inclusion should not be limited to the SB but should extend to all areas of the Company's business, including but not limited to other key leadership positions. The Executive Board (“**EB**”) has therefore 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 diversity and inclusion targets for the remainder of Arcadis' employees.

In line with best practice provision 2.1.5 of the Code and section 2:142b par. 2 of the Dutch Civil Code, the SB has adopted this diversity and inclusion policy for the composition of the SB. The SB has adopted a separate diversity and inclusion policy for the composition of the EB.

2 DIVERSITY AND INCLUSION ASPECTS RELEVANT FOR ARCADIS

The following diversity and inclusion 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 diversity of the Company's client base:

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

3 SPECIFIC DIVERSITY AND INCLUSION TARGETS FOR THE SB

On the basis of the diversity aspects listed under 2.0, the aim is to meet the following specific diversity targets for the SB:

- i) Gender: in line with section 2:142b par. 2 of the Dutch Civil Code, at least 1/3rd of the SB shall consist of women and at least 1/3rd of the SB shall consist of men;

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

- ii) Nationality: to reflect the global nature of the Company, nationalities from at least three geographical regions where Arcadis is active shall be represented in the SB²;
- iii) Background: at least one member of the SB shall have a financial background;
- iv) Background: at least two members of the SB shall have experience in the global design, the engineering and/or the consulting industry or an industry adjacent thereto; and
- v) Ethnicity: we strive to increase the representation of UREGs in the SB.

4 IMPLEMENTATION, REVIEW AND REPORTING

4.1 Meeting diversity targets

In order to meet the diversity targets, the diversity aspects referred to in Clause 2.0 shall be taken into account when considering candidates for (re-)appointment as member of the SB.

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 the D&I policy for the Supervisory Board;
- ii) the plan to achieve the goals of the D&I policy for the Supervisory Board;
- iii) the results of the D&I policy for the Supervisory Board in the past financial year; and
- iv) the gender composition of the Supervisory Board at the end of the past financial year.

If one or more goals for the composition of the Supervisory Board are not achieved, an explanation of the reasons should be included in the corporate governance statement,

² This number might change depending on the total number of Supervisory Board members. For the purpose of this document, geographical regions are: North America, Latin America, United Kingdom, Europe Middle East, Asia and Australia

along with an explanation as to which measures are being taken to attain the goals, and by when this is likely to be achieved.

In line with 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.