

# Stakeholder Engagement Policy on Sustainable Topics

Creating meaningful dialogue to guide direction.

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## 1. Introduction

Arcadis is committed to conducting its operations sustainably and acknowledges the importance of engaging stakeholders effectively in sustainability-related dialogues on Environmental, Social and Governance topics. This policy outlines our commitment to structurally engaging stakeholders in accordance with the requirements outlined in the Corporate Sustainability Reporting Directive of the European Union and other relevant guidelines, regulations, and standards such as the Dutch Corporate Governance Code (section 1.1.5) and the UN Guiding Principles on Business and Human Rights and the OECD Guidelines for Multinational Enterprises on Responsible Business Conduct, to create transparency, accountability, and support responsible business practices.

### 1.1 Goals

This Stakeholder Engagement Policy requires Arcadis to:

- 1) **Perform stakeholder identification and mapping:** Create clear visibility of which stakeholders can affect or be affected, positively or negatively by Arcadis' activities and its direct and indirect business relationships across our value chain, and of users of sustainability statements including but not limited to primary users of (non)-financial reporting, business partners, trade unions, social partners, civil society and non-governmental organizations, governments, analysts, and academics.
- 2) **Provide insight:** To foster a structured and continuous approach that helps us understand and address the concerns, expectations, and priorities of our stakeholders through research, surveys, dialogue, and other tools.
- 3) **Create alignment:** To support the integration of stakeholder feedback in the development of our strategy and into our decision-making processes.
- 4) **Support transparency:** To provide clear and transparent communication with stakeholders about our sustainability initiatives, goals, progress, and performance.
- 5) **Foster accountability:** To establish mechanisms that allow stakeholders to hold Arcadis accountable for its sustainability-related actions.
- 6) **Drive continuous improvement:** To actively seek stakeholder input and feedback to improve our sustainability practices and performance and contribute to the achievement of our sustainability goals and those of our clients.
- 7) **Deliver compliance:** To achieve compliance with the European Union Corporate Sustainability Reporting Directive, the Dutch Corporate Governance Code and other relevant laws, regulations, and international standards regarding stakeholder engagement on sustainability-related topics.
- 8) **Determine materiality:** Identification of affected stakeholder impacts, negative or positive as well as risks and opportunities, is a vital step in determining the materiality of these impacts, which in turn form the basis for Arcadis' sustainable reporting frameworks.

## 2. Scope

This policy applies to Arcadis' activities globally, including our project activities, relationships with partners and our up- and downstream value chain involvement. It encompasses sustainability-related topics, including but not limited to Environmental, Social, and Governance (ESG) matters.

## 3. Principles of stakeholder engagement

Our stakeholder engagement activities will be guided by the following principles:

- **Inclusivity:** We will engage with a broad range of stakeholders, including employees, shareholders and potential investors, clients, suppliers and subcontractors, business partners and non-governmental organizations as well as people impacted by the projects Arcadis undertakes on behalf of its clients, including local communities regardless of their position or location. Special attention will be paid to indigenous people and traditional knowledge.
- **Transparency:** We will provide stakeholders with accurate and timely information on our sustainability practices, goals, and performance.
- **Responsiveness:** We will actively listen and respond to stakeholder concerns, inquiries, and suggestions.
- **Respect:** We will treat all stakeholders with respect and integrity, valuing their diverse perspectives and knowledge.
- **Collaboration:** We will seek opportunities to collaborate with stakeholders to address sustainability challenges and identify innovative solutions.
- **Relevance:** We will facilitate dialogue with stakeholders who approach us, unless, in the opinion of the Management Board, this is not in the interests of the company and its affiliated enterprise.
- **Proportionality:** It is assumed that not every stakeholder of Arcadis can be regarded as equally relevant to every sustainability aspect of the strategy and that it is up to the Management Board to determine on a case-by-case basis who the relevant stakeholders are; hence there is no intention to create a right of dialogue with the company for stakeholders. It is up to the Management Board to determine whether such a dialogue is in the interests of the company and its affiliated enterprise.
- **Frequency:** We will update our stakeholder engagement reporting annually.

## 4. Stakeholder engagement process

Within Arcadis, the stakeholder engagement process is considered a collective effort, spanning across a wide range of departments and teams to create meaningful dialogue. It will take inputs from existing stakeholder outreach activities such as CX (clients), Your Voice and GPS (employees), IR (investors), Shareholder meetings, and introduce tools to enhance stakeholder engagement where processes are considered weak or insufficient for compliance purposes.

- 1) **Identification:** We will identify key stakeholders relevant to our sustainability initiatives and company activities and assess their interests, concerns, and expectations.

- 2) **Prioritization:** We will prioritize stakeholders based on their relevance to our sustainability efforts and the potential impact of our operations on them and vice versa. In doing so we will consider the scope, scale and irremediable character of our negative impacts and the scale and scope of our potential negative impacts.
- 3) **Engagement:** We will engage with stakeholders through various methods, including but not limited to:
  - Regular meetings and consultations
  - Surveys and questionnaires
  - Public forums and discussions
  - Online platforms and social media
  - Reporting mechanisms
  - In response to stakeholder queries
- 4) **Feedback Integration:** We will systematically gather and analyze stakeholder feedback and integrate it into our decision-making processes and company strategy as part of our strategy development and corporate development processes. Stakeholder views will be reviewed with the Executive and Supervisory Boards of the company to support this process.
- 5) **Reporting:** We will periodically disclose our stakeholder engagement activities and outcomes in our corporate and sustainability reports, as required by the European Union Corporate Sustainability Reporting Directive. We will provide relevant information on the stakeholders engaged, the issues discussed, the feedback received, and the actions taken or planned in response.
- 6) **Conflict Resolution:** In the event of conflicts or disagreements with stakeholders on sustainability matters, we will seek constructive solutions through dialogue whenever possible.
- 7) **Review and Improve:** We will continuously review and improve our stakeholder engagement practices based on feedback, emerging sustainability issues, and changes in stakeholder expectations.

## 5. Roles and Responsibilities

As stakeholder engagement is an important component of our corporate development and strategy process, the governance and accountability around stakeholder engagement needs to be clear, leading to the following responsibilities:

- **Senior Management:** The Executive Board and the Executive Leadership Team are responsible for endorsing and championing this policy, ensuring sufficient resources are allocated for stakeholder engagement, and providing leadership in the implementation of stakeholder engagement initiatives. Senior management is also responsible for ensuring that stakeholder inputs are integrated into our decision-making processes and our strategy.
- **Global Sustainability Team:** The global sustainability team is responsible for outlining stakeholder engagement activities to support the Non-financial Reporting Team in the execution of those activities, and to work with that team to feed back stakeholder engagement outcomes into the organization to generate meaningful change.
- **Non-financial Reporting Team:** The non-financial reporting team is responsible for executing stakeholder engagement activities gathering and analyzing stakeholder feedback pertaining to

sustainability matters and reporting that feedback to management to determine the materiality of specific sustainable topics to Arcadis.

- **Enabling Functions and Global Business Areas:** Within Arcadis, specific Enabling Function teams hold responsibility for relationships with specific stakeholder groups and these teams will be engaged in the stakeholder engagement efforts to ensure proper representation. Examples include but are not limited to:
  - Investor Relations – for Arcadis’ shareholders and potential investors; see also the Arcadis policy on bilateral and other contact with shareholders
  - Treasury Team – for Arcadis’ lenders and bond holders
  - People Team – for employees
  - Human Rights and DEIB Team – for non-governmental organizations on specific topics
  - Procurement Team – for suppliers and subcontractors
  - Client Experience Team – for key clients

In addition, the Global Business Areas will take responsibility for the stakeholder dialogue activities which relate to stakeholders who are affected by Arcadis’ project activities.

- **Employees:** Given the nature of our business, employees are an important stakeholder group for Arcadis, and we seek their active contribution to our stakeholder programs, to develop our strategy in a way that helps them improve their performance and quality of life. In addition, we seek their support and active participation in shaping our stakeholder dialogue program where appropriate. This includes regular interaction with our employee representation bodies, such as works councils at local or regional levels.

## 6. Monitoring and Review

This policy will be reviewed periodically to ensure its effectiveness and relevance. Any necessary updates will be made to align with changing business conditions, stakeholder expectations, and regulatory requirements.

## 7. Training and Capacity Building

We will provide training and capacity building to our Enabling Functions, Global Business Areas and employees, as well as relevant external stakeholders to enhance their understanding of sustainable topics and to create effective stakeholder engagement practices.

## 8. Conclusion

At Arcadis, we are committed to engaging with our stakeholders on sustainable topics to create a meaningful dialogue, enabling us to understand what is important to our stakeholders and how our activities affect them positively or negatively. By following this Stakeholder Engagement Policy, we aim to build trust, foster collaboration, and integrate stakeholder perspectives into our decision-making processes and strategy.