


No: GL-ST-PL-0002	Policy	
Revision: 1.0	Arcadis Stakeholder Engagement Policy on Sustainable Topics	

1.0 Purpose

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 engaging stakeholders in a structured manner in accordance with the requirements outlined in the Corporate Sustainability Reporting Directive (CSRD) of the European Union. Other relevant guidelines, regulations, and standards that touch this policy are the Dutch Corporate Governance Code (section 1.1.5) and the United Nations Guiding Principles on Business and Human Rights and the Organization for Economic Cooperation and Development (OECD) Guidelines for Multinational Enterprises on Responsible Business Conduct. The aim is to create transparency, accountability, and support responsible business practices.

2.0 Scope

This policy applies to Arcadis' office-based activities globally, including the spaces leased by Arcadis in multi-tenant buildings with shared common facilities. It also applies to our project activities for clients and with suppliers in our upstream and downstream value chain.

It includes sustainability-related topics, including Environmental, Social, and Governance (ESG) matters.


3.0 Roles and Responsibilities

To ensure the successful implementation of this policy, the following responsibilities are assigned:

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

Role	Responsibility
Chief Growth Officer	Owner of this Procedure and shall be responsible for its review, approval, and continued suitability.
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 in our decision-making processes and strategy.
Global Sustainability Team	The Global Sustainability team is responsible for shaping and executing stakeholder engagement activities on behalf of the Non-financial Reporting Team, and to work with that team to provide feedback on stakeholder engagement outcomes into the organization to generate meaningful change.

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Role	Responsibility
Non-financial Reporting Team	The Non-Financial Reporting team is responsible for managing the stakeholder engagement activities, using stakeholder feedback pertaining to sustainability matters in its reporting to management to determine the materiality of specific sustainable topics to Arcadis.
Enabling Functions and Global Business Areas	<p>Specific Enabling Function teams hold responsibility for relationships with specific stakeholder groups and will be engaged in stakeholder engagement efforts to ensure proper representation. Examples include but are not limited to:</p> <ul style="list-style-type: none"> • 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 and DEIB related topics • Human Rights – for non-governmental organizations on specific topics • Procurement Team – for suppliers, subcontractors, workers in the upstream value chain and their legitimate representatives (i.e. trade unions, social partners, civil society and non-governmental organizations, governments, analysts, and academics), about material actual and potential positive and/or negative environmental and human rights impacts. • Client Experience Team – for key clients • Global Business Areas – for the workers in the downstream value chain (of clients and on projects) and their legitimate representatives (i.e. trade unions, social partners, civil society and non-governmental organizations, governments, analysts, and academics), about material actual and potential positive and/or negative environmental and human rights impacts.
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.

4.0 Policy

Arcadis’ goals with respect to stakeholder engagement on sustainable topics are to:

1. **Perform stakeholder identification and mapping:** Aim for clear visibility of which stakeholders are or could be affected, positively or negatively, by Arcadis’ activities and its direct and indirect business relationships across our value chain. Stakeholders can include employees, contingent

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workers, workers in the value chain and/or their legitimate representatives, clients, suppliers, business partners, investors, or credible proxies and other relevant stakeholders (i.e. 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. **Engagement with identified stakeholders:** To foster a structured and continuous approach to stakeholder engagement that helps us understand and address the concerns, expectations, and priorities of identified stakeholders through risk and impact assessments, research, surveys, dialogue, collaboration, and other tools.
3. **Create alignment:** To support the integration of stakeholder feedback and perspectives in the development of our strategy and in our decision-making processes.
4. **Support transparency:** To provide clear and transparent communication with stakeholders about our sustainability initiatives, goals, the risks, opportunities and impacts on people and the environment, the progress made, and the performance achieved.
5. **Foster accountability:** To address stakeholder concerns with regard to Arcadis' sustainability-related actions and decisions.
6. **Drive continuous Improvement:** To actively seek stakeholder input and feedback to improve our sustainability (due diligence) practices and performance and contribute to the achievement of our sustainability goals and those of our clients.
7. **Achieve compliance:** To achieve compliance with the CSRD, the Dutch Corporate Governance Code and other relevant laws, regulations, and international standards regarding stakeholder engagement on sustainability-related topics.
8. **Determine materiality:** To gain insight in determining the materiality of Arcadis' impacts (negative or positive) as well as risks and opportunities, on affected stakeholders. Materiality forms the basis for Arcadis' sustainable reporting frameworks.

4.1 Principles of stakeholder engagement

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

- **Inclusivity and potential vulnerability:** We will engage with a broad range of stakeholders, including employees, shareholders and potential investors, clients, suppliers and subcontractors, business partners, value chain workers and non-governmental organizations. We also engage with 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 devoted to determining which affected stakeholders in each context may be at heightened risk of becoming vulnerable or marginalized.
- **Transparency:** Wherever possible we will provide stakeholders accurate and timely information on our sustainability (due diligence) practices, goals, the risks, opportunities and impacts on people and the environment, the progress made, and the performance achieved.
- **Responsiveness:** We will actively listen and where appropriate respond to stakeholder perspectives, concerns, inquiries, and suggestions.

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- **Respect:** We will treat 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 that approach us so long as the topic under discussion is relevant to Arcadis’ business activities.
- **Frequency:** We will update our stakeholder engagement and reporting annually.

4.2 Stakeholder engagement process

Within Arcadis, stakeholder engagement 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—Work Councils and Your Voice surveys (for employees) Client Experience surveys and interactions (for clients), supplier meetings (for suppliers), Investor Relations (for investors), Shareholder meetings, risk and impact assessments (affected stakeholders)—and introduce tools/processes to enhance stakeholder engagement where methods 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 perspectives, interests, concerns, and expectations, about material actual and potential positive and/or negative environmental and human rights impacts.
2. **Prioritization:** We will prioritize stakeholders based on their relevance to our sustainability efforts and the actual and potential impact of our operations on them and vice versa. In doing so we will consider the scope, scale and irremediable character or our actual negative impacts as well as the scale and scope of our potential negative impacts ensuring we also pay attention to those that may be at heightened risk of becoming vulnerable or marginalized.
3. **Engagement:** We will engage with stakeholders through various methods, including but not limited to:
 - Risk and impact assessments
 - Regular meetings and consultations with i.e., trade unions, civil society and non-governmental organizations, governments, analysts, and academics
 - Collaborative partnerships and industry associations
 - 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 perspectives and feedback and integrate it into our sustainability due diligence process, 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.

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5. **Reporting:** We will periodically disclose our stakeholder engagement activities and outcomes in our corporate and sustainability reports, as required by the CSRD. 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 and assess the effectiveness of our engagement based on feedback, emerging sustainability issues, and changes in stakeholder expectations.

4.3 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.

4.4 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.

5.0 Definitions

Link to AVA

6.0 Records

Not Applicable


7.0 Reference Documents

Not Applicable

8.0 Process Flowchart

Not Applicable: Appendix A for the process flowchart.

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9.0 Revision History

Rev.	Author	Date	Approved by	Date	Description
1.0	Joost Slooten Policy Rating & Risk Manager	01/Oct/2024	Edel Christie, Chief Growth Officer	19/Dec/2024	Initial release

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