

**Arcadis GRI Content Index**

As required by the GRI Standards, we provide a content index that specifies each of the GRI Standards referenced and lists all disclosures included in our 2023 Annual Integrated Report. The Arcadis Annual Integrated Report 2023 has been prepared with reference to the GRI Standards for Sustainability Reporting.

Statement of Use		Arcadis has reported the information cited in this GRI context index for the period 1 January 2023 to 31 December 2023 with reference to the GRI Standards.	
GRI 1 used		GRI 1: Foundation 2021	
<b>The organization and its reporting practices</b>			
Standard	Disclosure	Location, notes and omissions	
GRI 2: General Disclosures 2021	2-1 Organizational Details	Our business and passion (p. 9); Corporate Governance report (pp. 119-126); Notes to the Consolidated financial statements (p. 171); Company addresses (p. 284)	
	2-2 Entities included in the organization's sustainability reporting	Investments accounted for using the equity method (p. 166); Notes to the Consolidated financial statements (p. 171); Related party transactions (p. 235); Company addresses (p. 284)	
	2-3 Reporting period, frequency and contact point	Cover; Five-year summary (p. 275); Company addresses (p. 284)	
	2-4 Restatements of information	Notes to the Consolidated financial statements (p. 171)	
	2-5 External assurance	Assurance report of the independent auditor (p. 265)	
<b>Activities and workers</b>			
Standard	Disclosure	Location, notes and omissions	
GRI 2: General Disclosures 2021	2-6 Activities, value chain and other business relationships	Our business and passion (p. 9); Our position in the industry value chain (p. 10); Corporate Governance report (pp. 119-126); Section 5 Segment reporting (p. 176); Section 6 Consolidated interests and business combinations (pp. 179-180); Five-year summary (p. 275)	
	2-7 Employees	Non-Financial Reporting People Metrics 2023 (pp. 281-283)	
	2-8 Workers who are not employees	Non-Financial Reporting People Metrics 2023 (pp. 281-283)	
<b>Governance</b>			
Standard	Disclosure	Location, notes and omissions	
GRI 2: General Disclosures 2021	2-9 Governance structure and composition	Composition of the Executive Board (p. 114); Composition of the Executive Leadership Team (p. 115); Composition of the Supervisory Board (p. 116); Corporate Governance report (pp. 119-126); Report by the Supervisory Board (p. 144); Supervisory Board Committee reports (p. 147)	
	2-10 Nomination and selection of the highest governance body	Diversity in the Executive Board and Executive Leadership Team (p. 123); Diversity and Inclusion Policy for the Executive Board and Diversity and Inclusion Policy for the Supervisory Board (p. 126); Corporate Governance report (pp. 119-126); Report by the Supervisory Board (p. 144); Arcadis Selection Committee Charter (p. 150)	
	2-11 Chair of the highest governance body	Governance & Compliance Operating responsibility - Composition of the Executive Board (p. 114)	
	2-12 Role of the highest governance body in overseeing the management of impacts	Governance & Compliance (p. 114); Management of Risk (p. 130); Enterprise Risk Management (pp. 130-133); Supervisory Board Committee reports (p. 147); Arcadis Sustainability Committee Charter (p. 150)	
	2-13 Delegation of responsibility for managing impacts	Sustainable Procurement (p. 77); Arcadis EU Taxonomy Disclosure (p. 82); Governance & Compliance (p. 114); Enterprise Risk Management - Sustainability Risk (p. 141); Arcadis TCFD Disclosure - Governance (p. 268)	
	2-14 Role of the highest governance body in sustainability reporting	Governance & Compliance (p. 114); Report by the Supervisory Board (p. 144); Arcadis Sustainability Committee Charter (p. 150)	
	2-15 Conflicts of Interest	Corporate Governance report (pp. 119-126); Business ethics (p. 127); Conflicts of interest (p. 235)	
	2-16 Communication of critical concerns	Business ethics (p. 127)	
	2-17 Collective knowledge of the highest governance body	Active participation in organizations such as WBCSD, World Green Building Council (GBG), International Coalition for Sustainable Infrastructure, and UN Habitat. Governance & Compliance (p. 114); Supervisory Board Committee reports (p. 147)	
	2-18 Evaluation of the performance of the highest governance body	Corporate Governance report (pp. 119-126); Supervisory Board Committee reports (p. 147); Remuneration report (pp. 151-161)	
	2-19 Remuneration policies	Remuneration report (pp. 151-161)	
2-20 Process to determine remuneration	Remuneration report (pp. 151-161)		
2-21 Annual total compensation ratio	Remuneration report (pp. 151-161); Internal pay ratio (p. 152)		
<b>Strategies, policies and practices</b>			
Standard	Disclosure	Location, notes and omissions	
GRI 2: General Disclosures 2021	2-22 Statement on sustainable development strategy	Maximizing Impact 2021-2023 (pp. 5-7)	
	2-23 Policy commitments	Health and Safety (p. 59); Minimum safeguards (p. 89); Business ethics (p. 127); Sustainable Procurement (p. 77); Corporate Governance Report (pp. 119-126); Monitoring and accountability (p. 128); Enterprise Risk Management (p. 130); Report by the Supervisory Board (p. 144); Non-Financial Reporting People Metrics 2023 (p. 281)	
	2-24 Embedding policy commitments	Diversity, Belonging and Human Rights (p. 54); Health and Safety (p. 59); Minimum safeguards (p. 89); Business ethics (p. 127); Sustainable Procurement (p. 77); Corporate Governance report (pp. 119-126); Monitoring and accountability (p. 128); Enterprise Risk Management (p. 130); Report by the Supervisory Board (p. 144); Non-Financial Reporting People Metrics 2022 (p. 281)	
	2-25 Processes to remediate negative impacts	Grievance Mechanisms and Remediation (p. 56); Diversity, Belonging and Human Rights (p. 54); Connectivity matrix (p. 43); Business ethics (pp. 127-128); Arcadis TCFD Disclosure (p. 268)	
	2-26 Mechanisms for seeking advice and raising concerns	Grievance Mechanisms and Remediation (p. 56); Business ethics (pp. 127-128); Enterprise Risk Management (pp. 130); Compliance risk (p. 141)	
	2-27 Compliance with laws and regulations	Environmental non-compliance (p. 98); Business ethics (pp. 127-128) and Compliance risk (p. 141); Investigated AGBP alleged breaches (p. 265); AGBP alleged breaches (p. 265)	
	2-28 Membership associations	Membership and Recognition (p. 58)	
	<b>Stakeholder engagement</b>		
Standard	Disclosure	Location, notes and omissions	
GRI 2: General Disclosures 2021	2-29 Approach to stakeholder engagement	Our position in the industry value chain (p. 10); Strategic context (p. 15); CSRD, stakeholder engagement and double materiality analysis (pp. 35-39); Diversity, Belonging and Human Rights (pp. 54-58)	
	2-30 Collective bargaining agreements	Diversity, Belonging and Human Rights (pp. 54-58); Non-Financial Reporting People Metrics 2023 (p. 281)	
<b>Materiality</b>			
GRI 3: Material Topics 2021	3-1 Process to determine material topics	CSRD, stakeholder engagement and double materiality analysis (pp. 35-39); Connectivity matrix (p. 43)	
	3-2 List of material topics	CSRD, stakeholder engagement and double materiality analysis (pp. 35-39); Connectivity matrix (p. 43)	
	3-3 Management of material topics	CSRD, stakeholder engagement and double materiality analysis (pp. 35-39); Connectivity matrix (p. 43); Enterprise Risk Management (p. 130)	
<b>Economic performance</b>			
Standard	Disclosure	Location, notes and omissions	
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Financial Statements (pp. 165-237)	
	201-2 Financial implications and other risks and opportunities due to climate change	Our current strategic context (p. 17); Connectivity matrix (p. 43); Sustainability strategy and introduction (p. 65); Arcadis EU taxonomy disclosure (p. 82); Arcadis TCFD Disclosure (p. 268)	
	201-3 Defined benefit plan obligations and other retirement plans	Provisions for employee benefits (p. 214)	
	201-4 Financial assistance received from government	Other income (p. 166); Accounts payable, accrued expenses and other current liabilities (p. 168); Significant events in the current reporting period (p. 176)	
GRI 205: Anti-Corruption 2016	205-1 Operations assessed for risks related to corruption	Connectivity matrix (p. 43); Business ethics (pp. 127-128); and Compliance risk (p. 141)	
	205-2 Communication of anti-corruption policies and procedures	Anti-corruption (p. 87); Business ethics (pp. 127-128)	
	205-3 Corruption incidents	Investigated AGBP alleged breaches (pp. 3, 44, 265, 276, 288); Business ethics (pp. 127-128)	
GRI 206: Anti-Competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practice	Investigated AGBP alleged breaches (pp. 3, 44, 265, 276, 288); Business ethics (pp. 127-128)	
<b>Environmental performance</b>			
Standard	Disclosure	Location, notes and omissions	
GRI 302: Energy 2016	302-1 Energy use by source	Fostering net zero and biodiversity in our own operations (pp. 73-75); Five-year summary (p. 275)	
	302-3 Energy intensity ratio	Fostering net zero and biodiversity in our own operations (pp. 73-75); Five-year summary (p. 275)	
	302-4 Reductions of energy consumption	Fostering net zero and biodiversity in our own operations (pp. 73-75); Arcadis TCFD Disclosure (p. 268)	
	305-1 Direct GHG emissions (Scope 1)	Fostering net zero and biodiversity in our own operations (pp. 73-75)	
GRI 305: Emissions 2016	305-2 Indirect GHG emissions (Scope 2)	Fostering net zero and biodiversity in our own operations (pp. 73-75)	
	305-3 Indirect GHG emissions (Scope 3)	Fostering net zero and biodiversity in our own operations (pp. 73-75)	
	305-4 GHG emissions intensity ratio	Fostering net zero and biodiversity in our own operations (pp. 73-75)	

	305-5 GHG reductions realized	Fostering net zero and biodiversity in our own operations (pp. 73-75); Arcadis TCFD Disclosure (p. 268)
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria 308-2 Negative environmental impacts in the supply chain and actions taken	Sustainable Procurement (p. 77); Third Party Management Risk (p. 138) Sustainable Procurement (p. 77); Third Party Management Risk (p. 138)
<b>Social performance</b>		
	<b>Standard</b>	<b>Disclosure</b>
		<b>Location, notes and omissions</b>
GRI 401: Employment 2016	401-1 New employee hires 401-2 Benefits	People and Culture (pp. 45-56); Five-year summary (p. 275) Provisions for employee benefits (p. 214)
GRI 403: Occupational Health and Safety 2016	403-1 Occupational health and safety management system 403-2 Hazard identification, risk assessment, and incident investigation 403-3 Occupational health services 403-4 Roles and responsibilities of joint management- worker health and safety committees 403-5 Worker training on occupational health and safety 403-6 Promotion of worker health 403-9 Work-related injuries	Health and Safety (pp. 59-62) Health and Safety (pp. 59-62) Health and Safety (pp. 59-62) Health and Safety (pp. 59-62) Health and Safety (pp. 59-62) Health and Safety (pp. 59-62) Connectivity matrix (p. 43); Health and Safety (pp. 59-62); Five-year summary (p. 275)
GRI 404: Training and Education 2016	404-2 Programs for upgrading employee skills and transition assistance programs 404-3 Performance and career development reviews	People and Culture (pp. 45-62) Attracting and engaging a global workforce (pp. 48-50)
GRI 405: Diversity & Equal Opportunity 2016	405-1 Diversity of employees	Non-Financial Reporting People Metrics 2023 (pp. 281-283)
GRI 406: Non-Discrimination 2016	406-1 Incidents of discrimination	Business ethics (pp. 127-128)
GRI 407: Freedom of Association & Collective Bargaining 2016	407-1 Measures to support the rights to exercise freedom of association or collective bargaining	Diversity, Belonging and Human Rights (pp. 54-58); Membership and Recognition (p. 58); and Sustainable Procurement (p. 77)
GRI 413: Local Communities 2016	413-1 Operations with implemented local community engagement 414-1 New suppliers that were screened using social criteria	Membership and Recognition (p. 58) and Community engagement (p. 81) Sustainable Procurement (p. 77); Third Party Management Risk (p. 138)
GRI 414: Supplier Social Assessment 2016	actions taken	Sustainable Procurement (p. 77); Third Party Management Risk (p. 138)
GRI 418: Customer Privacy 2016	418-1 Breaches of customer privacy and losses of customer data	Investigated AGBP alleged breaches (pp. 3, 44, 265, 276, 288); Connectivity matrix (p. 43); Business ethics (pp. 127-128); Privacy (and personal data protection) (p. 129)