

As required by the GRI Standards, we provide an index that specifies each of the GRI Standards used and lists all disclosures included in our 2021 Annual Integrated Report. The Arcadis Annual Integrated Report 2021 has been prepared in line with the GRI Standards for Sustainability Reporting: Core option.

**Organizational profile**

Standard	Disclosure	Location, notes, and omissions
General Disclosures	102-1 Name of organization	Company addresses (p. 318)
	102-2 Activities and services	Our business (p. 12)
	102-3 Location of headquarters	Notes to the Consolidated financial statements (p. 209)
	102-4 Location of operations	Company addresses (pp. 318-319)
	102-5 Ownership and legal form	Corporate Governance report (pp. 161-166)
	102-6 Markets served	Our business (p. 12) and Performance by segment (pp. 121-156)
	102-7 Scale of the organization	Five-year summary (pp. 311-312)
	102-8 Information on employees and other workers	Non-Financial Reporting People Metrics 2021 (pp. 314-317)
	102-9 Supply chain	Sustainable Procurement (p. 88)
	102-10 Significant changes to the organization and its supply chain	Corporate Governance report (p. 161); Remuneration policy changes (p. 190); and Changes in consolidated interests (p. 217)
	102-11 Precautionary principle or approach	Enterprise Risk Management (pp. 167-181)
	102-12 External initiatives	Supporting the Sustainable Development Goals (pp. 47-49); About this report (p. 77); Energy and emissions (pp. 83-85); Sustainable Procurement (p. 88); Ratings and Recognition (pp. 88-89); Arcadis EU Taxonomy Disclosure (p. 90); and Sustainability partnerships (pp. 91-92)
	102-13 Membership of associations	Sustainability partnerships (pp. 91-92)

**Strategy**

Standard	Disclosure	Location, notes, and omissions
General Disclosures	102-14 Statement from senior decision-maker	Maximizing Impact - CEO Message (pp. 6-10)
	102-15 Key impacts, risks, and opportunities	Strategic context (p. 42); Mega trends (p. 43); Stakeholder dialogue (p. 44); Competitive landscape (p. 51); Connectivity matrix (p. 52); and Enterprise Risk Management (pp. 167-181)

**Ethics and integrity**

Standard	Disclosure	Location, notes, and omissions
General Disclosures	102-16 Values, principles, standards, and norms of behavior	Our passion (p. 16); Material themes (p. 45); Health and Safety (p. 69); and Business ethics (p. 93)
	102-17 Mechanisms for advice and concerns about ethics	Arcadis General Business Principles (Link on p. 88); Business ethics (pp. 93-95) and Compliance risk (p. 180)

**Governance**

Standard	Disclosure	Location, notes, and omissions
General Disclosures	102-18 Governance structure	Composition of the Executive Board (p. 185); Composition of the Executive Leadership Team (p. 185); Composition of the Supervisory Board (p. 185); Corporate Governance report (p. 186); and Supervisory Board Committee reports (p. 186)

**Governance**

Standard	Disclosure	Location, notes, and omissions
	102-19 Delegating authority	Sustainable Procurement (p. 88); Ratings and Recognition (pp. 88-89); Arcadis EU Taxonomy Disclosure (p. 90)
	102-20 Executive-level responsibility for economic, environmental, and social topics	Governance (p. 186)
	102-21 Consulting stakeholders on economic, environmental, and social topics	Interactions that influence us: our focused Material themes (pp. 44-46)
	102-22 Governance structure	Corporate Governance report (pp. 161-166) and Report by the Supervisory Board (pp. 182-189)
	102-23 Chair of the highest governance body	Corporate Governance report (pp. 161-166) and Report by the Supervisory Board (pp. 182-189)
	102-24 Nominating and selecting the highest governance body	Diversity in the Executive Board, Executive Leadership Team and Supervisory Board (p. 163); Diversity Policy for the Supervisory Board (p. 189); and Arcadis Selection Committee Charter (p. 189)
	102-25 Conflicts of interest	Business ethics (p. 93); Corporate Governance report (pp. 161-166); and Relevant documents on corporate website (pp. 189)
	102-26 Role of highest governance body in setting purpose, values, and strategy	Arcadis Sustainability Committee Charter (p. 189); Governance (p. 186); and Supervisory Board Committee reports (p. 186)
General Disclosures	102-27 Collective knowledge of highest governance body	Active participation in organizations such as WBCSD, 50L Home Coalition, Institute for Sustainable Infrastructure, and UN Global Compact. Sustainability partnerships (pp. 91-92); Governance (p. 93); and Supervisory Board Committee reports (p. 186)
	102-28 Evaluating the highest governance body's performance	Corporate Governance report (pp. 161-166); Supervisory Board Committee reports (p. 186); and Remuneration report (pp. 190-201)
	102-29 Identifying and managing economic, environmental, and social impacts	Interactions that influence us: our focused Material themes (p. 44); Strategic Stakeholder interactions (p. 46); Enterprise Risk Management (pp. 167-181); and Arcadis Sustainability Committee Charter (p. 189)
	102-30 Effectiveness of risk management processes	Responsibility for risk management (p. 169)
	102-31 Review of economic, environmental, and social topics	Responsibility for risk management (p. 169)
	102-32 Highest governance body's role in sustainability reporting	Interactions that influence us: our focused Material themes (p. 44) and Governance (p. 161-166)
	102-33 Communicating critical concerns	Monitoring and accountability (p. 94)
	102-34 Nature and total number of critical concerns	Monitoring and accountability (p. 94)
	102-35 Remuneration policies	Remuneration report (pp. 190-201) and Operational costs (Note 9) (p. 221)
	102-36 Process for determining remuneration	Remuneration report (pp. 190-201)
	102-37 Stakeholders' involvement in remuneration	Interactions that influence us: our focused Material themes (p. 44) and Remuneration report (pp. 190-200)
	102-38 Annual total compensation ratio	Supervisory Board report (p. 191-195)

**Stakeholder engagement**

Standard	Disclosure	Location, notes, and omissions
	102-39 Percentage increase in annual total compensation ratio	Supervisory Board report (p. 191-195)
	102-40 List of stakeholder groups	Our position in the industry value chain (p. 13); Strategic context (p. 42); Interactions that influence us: our focused Material themes (p. 44) and Strategic Stakeholder interactions (p. 46)
	102-41 Collective bargaining agreements	Human and Labour Rights (pp. 68-69)
General Disclosures	102-42 Identifying and selecting stakeholders	Interactions that influence us: our focused Material themes (p. 44) and Strategic Stakeholder interactions (p. 46)
	102-43 Approach to stakeholder engagement	Interactions that influence us: our focused Material themes (p. 44) and Strategic Stakeholder interactions (p. 46)
	102-44 Key topics and concerns raised	Interactions that influence us: our focused Material themes (p. 44); Strategic Stakeholder interactions (p. 46); Supporting the Sustainable Development Goals (pp. 47-49); Enterprise Risk Management (pp. 167-181); and Capital and Financial Risk Management (pp. 259-269)

**Reporting practices**

Standard	Disclosure	Location, notes, and omissions
	102-45 Entities included in the consolidated financial statements	Notes to the Consolidated financial statements (p. 209); Investments accounted for using the equity method (p. 226); and Related party transactions (p. 271)
	102-46 Defining report content	Interactions that influence us: our focused Material themes (pp. 44-46) and Connectivity matrix (p. 52)
	102-47 List of material topics	Interactions that influence us: our focused Material themes (pp. 44-46) and Connectivity matrix (p. 52)
	102-48 Restatements of information	Notes to the Consolidated financial statements (pp. 212)
General Disclosures	102-49 Changes in reporting	Interactions that influence us: our focused Material themes (p. 44); Material themes (p. 45); and Strategic Stakeholder interactions (p. 46)
	102-50 Reporting period	Cover
	102-51 Date of most recent report	Five-year summary (pp. 311-312)
	102-52 Reporting cycle	Five-year summary (pp. 311-312)
	102-53 Contact point for questions regarding the report	Company addresses (p. 318)
	102-54 Claims of reporting in accordance with the GRI Standards	The Arcadis Annual Integrated Report 2020 has been prepared in line with the GRI Standards for Sustainability Reporting: Core option. (p.77)
	102-55 GRI content index	This table presents the GRI Content Index, which supplements our Annual Integrated Report 2021.
	102-56 External assurance	Assurance report of the independent auditor (pp. 299-301)

**Materiality**

Standard	Disclosure	Location, notes, and omissions
General Disclosures	103-1 Explanation of the material topic and its Boundary	Interactions that influence us: our focused Material themes (pp. 44-46) and Connectivity matrix (pp. 52-53)
	103-2 Management approach and its components	Interactions that influence us: our focused Material themes (pp. 44-46) and Connectivity matrix (pp. 52-53)
	103-3 Evaluation of management approach	Interactions that influence us: our focused Material themes (pp. 44-46) and Connectivity matrix (pp. 52-53)

**Economic performance**

Standard	Disclosure	Location, notes, and omissions
Economic Performance	201-1 Direct economic value generated and distributed	Financial Statements (pp. 202-271)
	201-2 Financial implications and other risks and opportunities due to climate change	Value creation (pp. 14-15); Strategic context (pp. 42-51); Mega trends (p. 43); Connectivity matrix (p. 53); and Arcadis TCFD Disclosure (pp. 302-309)
	201-3 Defined benefit plan obligations and other retirement plans	Employee Share Purchase Plan (Lovinklaan Foundation) (p. 226) and Provisions for employee benefits (pp. 249-254)
	201-4 Financial assistance received from government	Significant events in the current reporting period (p. 213); Other income (p. 221); and Accounts payable, accrued expenses and other current liabilities (p. 258)
Anti-Corruption	205-1 Operations assessed for risks related to corruption	Connectivity matrix (p. 53); Business ethics (pp. 93-95); and Compliance risk (p. 180)
	205-2 Communication of anti-corruption policies and procedures	Connectivity matrix (p. 53); Business ethics (pp. 93-95); Human and Labour Rights (pp. 68-69); Sustainability in Remuneration & Finance (p. 76); Business ethics (pp. 93-95), and Compliance risk (p. 180)
	205-3 Corruption incidents	Investigated AGBP alleged breaches (p. 3, 53); AGBP alleged breaches (p. 73); and Business ethics (pp. 93-95)
Anti-Competitive Behavior	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Investigated AGBP alleged breaches (p. 3, 53); AGBP alleged breaches (p. 73); and Business ethics (pp. 93-95)

**Environmental performance**

Standard	Disclosure	Location, notes, and omissions
Energy	302-1 Energy use by source	Emissions and Environmental Management (p. 84-86) and Five-year summary (p. 311-312)
	302-3 Energy intensity ratio	Emissions and Environmental Management (p. 84-86) and Five-year summary (p. 311-312)
	302-4 Reductions of energy consumption	Impact & Systems (pp. 83-86); Arcadis TCFD Disclosure 2021 (pp. 302-309)
Emissions	305-1 Direct GHG emissions (Scope 1)	Emissions and Environmental Management (p. 84-86)
	305-2 Indirect GHG emissions (Scope 2)	Emissions and Environmental Management (p. 84-86)
	305-3 Indirect GHG emissions (Scope 3)	Emissions and Environmental Management (p. 84-86)
	305-4 GHG emissions intensity ratio	Emissions and Environmental Management (p. 84-86)
	305-5 GHG reductions realized	Impact & Systems (pp. 83-86); Arcadis TCFD Disclosure 2021 (pp. 302-309)
Environmental Compliance	307-1 Environmental violations, fines and/or penalties	Environmental non-compliance (p. 88)
Supplier Environmental Assessment	308-1 New suppliers that were screened using environmental criteria	Sustainable Procurement (p. 88); Third Party Management Risk (p. 177). Additional information will be provided on this indicator in future reports.
	308-2 Negative environmental impacts in the supply chain and actions taken	Sustainable Procurement (p. 88); Third Party Management Risk (p. 177). Additional information will be provided on this indicator in future reports.

**Social performance**

Standard	Disclosure	Location, notes, and omissions
Employment	401-1 New employee hires	People & Culture (p. 54)
	401-2 Benefits	Employee Share Purchase Plan (Lovinklaan Foundation) (p. 226) and Provisions for employee benefits (pp. 249-254)

Social performance		
Standard	Disclosure	Location, notes, and omissions
Occupational Health and Safety	403-1 Occupational health and safety management system	Health and Safety (pp. 69-71)
	403-2 Hazard identification, risk assessment, and incident investigation	Health and Safety (pp. 69-71)
	403-3 Occupational health services	Health and Safety (pp. 69-71)
	403-4 Roles and responsibilities of joint management-worker health and safety committees	Health and Safety (pp. 69-71)
	403-5 Worker training on occupational health and safety	Health and Safety (pp. 69-71)
	403-6 Promotion of worker health	Health and Safety (pp. 69-71) and Health and Safety risk (p. 177)
	403-9 Work-related injuries	Connectivity matrix (p. 53); Performance & development (p. 60); Health and Safety (pp. 69-71); and Performance in 2020 (pp. 122, 133, 143, 151)
Training and Education	404-2 Programs for upgrading employee skills and transition assistance programs	People & Culture (pp. 54-67)
	404-3 Performance and career development reviews	People & Culture (p. 54)
Diversity & Equal Opportunity	405-1 Diversity of employees	Non-Financial Reporting People Metrics 2021 (pp. 314-317)
Non-Discrimination	406-1 Incidents of discrimination	Business ethics (pp. 93-95)
Freedom of Association & Collective Bargaining	407-1 Measures to support the rights to exercise freedom of association or collective bargaining	Human and Labour Rights (pp. 68-69); Sustainability partnerships (pp. 91-92); and Sustainable Procurement (p. 88)
Local Communities	413-1 Operations with implemented local community engagement	Sustainability partnerships (pp. 91-92) and Community engagement (pp. 92-93)
Supplier Social Assessment	414-1 New suppliers that were screened using social criteria	Sustainable Procurement (p. 88); Third Party Management Risk (p. 177). Additional information will be provided on this indicator in future reports.
	414-2 Negative social impacts in the supply chain and actions taken	Sustainable Procurement (p. 88); Third Party Management Risk (p. 177). Additional information will be provided on this indicator in future reports.
Customer Privacy	418-1 Breaches of customer privacy and losses of customer data	Connectivity matrix (p. 53); Investigated AGBP alleged breaches (p. 3, 53); AGBP alleged breaches (p. 73); Business ethics (pp. 93-95); and Privacy (and personal data protection) (p. 95)