



# Diversity, Equity, Inclusion & Belonging at Arcadis (2024)

Being.  
Believing.  
Belonging.

**I belong.**

# 2024-2026: Arcadis Strategy

Including Diversity, Equity, Inclusion & Belonging (DEIB)

# 2024-2026: Arcadis Strategy

## Non-financial Targets

### Net Zero objective

Scope 1 and 2 reduction of 70% GHG emissions by 2026

### Net Zero objective

Scope 3 reduction of 45% GHG emissions by 2029

### Employee Satisfaction

eNPS to remain in top 25% of professional services sector

### Gender Diversity

>40% Women in workforce

## Accelerating a planet positive future

### Digital & Human Innovation in Action

We are on a journey at Arcadis to unleash the power of technology and data. By harnessing the capabilities of digital tools, we will empower Arcadians to create sustainable cities with our clients around the world.

Key to our new 2024-26 strategy is an unwavering commitment to sustainability and digital innovation – not just in our client-facing projects, but across all areas of Arcadis. We're focused on unlocking and sharing information in a trusted and smart way. In doing so, we provide Arcadians and clients with actionable insights to make the best decisions to solve their biggest challenges – not just today, but into the future.

### Sustainable Project Choices

Arcadis has been making sustainable contributions for centuries, dating back to 1888 when we helped transform unusable land in the Netherlands for people to live and establish thriving communities. Over the years, our projects and business decisions have strengthened our purpose of improving quality of life, making a lasting difference in the communities where we live, work, move and play.

We partner with our clients, giving them the confidence to make bold, sustainable choices for their business and across every stage of their projects. Our 36,000 experts prioritize and embed equity, inclusiveness and sustainability into our solutions. We help clients mitigate and adapt to climate change and evolving social needs. We are driven by our determination to make a positive impact, for generations to come.

### Powered by our People

We recognize that our people are the powerhouses of our organization, driving our success through their passion, expertise, client relationships, and leading solutions. We cannot solve climate change issues without addressing societal issues, which is why we're being intentional about our diversity, equity and inclusion commitments.

For Arcadians, this means a chance to bring our best selves to work, develop future-focused skills and rewarding careers with a positive impact on our wellbeing, our client outcomes and community experiences.

We are accelerating a planet positive future for Arcadians through:

Empowering you with skills for the future as a Skills Powered Organization;

Greater collaboration with our Global Excellence Centers and through their increased contribution to internal and external projects;

Supporting an equitable world and enable Arcadians to bring their best selves to work;

Investing in our existing and future capacity in energy transition, growing to over 2,500 energy transition professionals, supported through the Energy Transition Academy.

# 2024-2026: DEIB within the Arcadis Strategy

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## Accelerating a planet positive future



### Digital & Human Innovation in Action

**Broader Perspectives:** Diverse teams bring a variety of perspectives and experiences, which can lead to more creative and innovative solutions.

**Enhanced Problem-Solving:** Inclusive environments encourage all team members to share their unique insights. Diverse teams are better equipped to tackle complex challenges by considering a wider range of possibilities.

**Improved User Experience:** By prioritizing inclusion, digital products and services are designed to be accessible to all users, inclusive of their abilities, languages, or backgrounds.

### Sustainable Project Choices

**Increased Creativity and Innovation:** Diversity fosters creativity by challenging conventional thinking and encouraging fresh ideas. This can result in more innovative approaches to sustainability, such as new technologies or processes that reduce environmental impact.

**Greater Community and Stakeholder Engagement:** Inclusive teams are more likely to engage with a broader range of stakeholders, including those from underrepresented communities. This can lead to more socially sustainable projects that consider the needs and impacts on all community members.

### Powered by our People

Enabling Arcadians to be the best version of themselves whenever they're in front of clients, by driving a high-performing, inclusive culture. This is supported by:

**People Operations:** Working environments driven by policies and procedures founded in inclusion and equitable access, and tracked using robust approaches to People Data Analytics

**Performance & Reward:** Transparent and accessible pay and reward frameworks, using data to proactively identify and close inequity and gaps

**Capability & Workforce Readiness:** Embedding DEIB across our Learning and Development offerings; enabling a skills powered organization that amplifies diverse opportunities and inclusive access.

**Talent Acquisition:** Mitigating unconscious bias across our recruitment and promotion processes, attracting diverse candidates and enabling all Arcadians to thrive in inclusive environments.

**Talent & Leadership:** Empowering leaders to role-model behaviours and holding them accountable in driving inclusion-conscious strategies.

**Diversity, Equity, Inclusion & Belonging:** Spearheading One Arcadis approach to Diversity, Equity, Inclusion & Belonging; developing frameworks and structures to support our global business in establishing DEIB as a fundamental business principle, for our people, our clients and the communities that we serve.

**Global Affinity Groups:** Supporting the DEIB COE through the power of communities; creating safe spaces, providing insight and enabling involvement across a spectrum of causes.

# Arcadis DEIB Activation

# Fostering Safe Work Environments



## Measures Against Harassment and Violence

Creating a safe and respectful workplace is foundational to fostering inclusion. At Arcadis, we maintain a zero-tolerance stance against any form of harassment, discrimination, or violence, as outlined in our Arcadis General Business Principles policy. This commitment goes beyond regulatory requirements; it is rooted in our commitment to providing every employee with a space where they feel safe, respected, and valued. We understand that a culture free from fear and hostility is critical to unlocking the full potential of our people, allowing them to contribute meaningfully and collaborate effectively.

Our Mandatory Bystander Training plays a key role in building this culture of respect and support. This training empowers employees to recognize, respond to, and prevent inappropriate behavior in the workplace. By equipping every team member with tools to intervene safely, we foster a culture of collective accountability. This training is not merely about policy enforcement; it represents a proactive approach to building a workplace where everyone is responsible for upholding respect and inclusion. Employees are encouraged to stand up for their peers, take meaningful actions, and reinforce our shared commitment to respect and dignity.

## Respect at Work and Facilitating Arcadians to Speak up

Our General Business Principles outlines that we treat people with dignity and respect, whereby we foster a diverse and inclusive environment free from discrimination and harassment. Our Respect at Work policy further outlines our commitment to ensure every Arcadian feels they belong and can succeed in an environment where differences among Arcadians are recognized, valued, celebrated, and seen as an asset. We are clear that we don't tolerate harassment or discrimination, whether through culture, nationality, race, religion, gender, disability, association, sexual orientation, age or any other characteristic. If circumstances arise we have a global process through our Speak up Policy to manage grievances in accordance with local legislation.

At Arcadis, we are committed to creating and upholding a culture where Arcadians and our external partners feel comfortable, supported, and safe to raise their concerns, to seek advice and speak up. Arcadis has a grievance reporting procedure which includes an anonymous global Integrity Line managed by a third party. The Integrity Line is available for all internal and external stakeholders 24 hours/ 7 days a week. Reports of potential or suspected misconduct can be made in native languages. Arcadis is taking insights from any concerns and reports to identify actions. These actions range from revising controls and policies, to translating lessons learned into scenarios for mandatory training modules. Having Arcadians speak up allows us to make Arcadis a more supportive place to work for everyone and foster and maintain a culture where our core values are at the forefront of all we do. To help inclusive and safe environment where employees feel supported to speak up, we introduced bystander training for all Arcadians, which aims to educate and empower Arcadians to intervene when they witness potentially harmful situations.

# Amplifying Employee Experience



## Building Community, Connection, and Belonging

At Arcadis, we recognize the importance of fostering spaces where employees can connect, support each other, and champion issues important to their communities. Our five global Affinity Groups —Gender, Access & Neurodiversity, Ethnicity & Heritage, Age, and Pride—provide vital platforms for advocacy, education, and connection. These groups serve as support networks and play an essential role in promoting understanding, raising awareness, and addressing the unique needs of each community within our organization.

Our global Affinity Groups (AG) span our geographical footprint as well as all business areas and represent a wide and diverse spectrum of people. They are helping curate a renewed workplace culture and continue to demonstrate their objectives; to share and support, celebrate and educate, challenge and advocate, and provide insight and advisory on strategic business decisions that affect our people.

Collectively AG's have hosted a series of global webinars and empowered to create community locally, our in-country groups have hosted events, both virtually and in-person, to continually build a sense of belonging for all Arcadians. Our membership to the global AG's continues to rise and with a business lens and executive-sponsorship, we continue to provide thought leadership and advisory work to strategic business outputs that support our People First values.

Affinity Groups contribute significantly to our DEIB goals by promoting a sense of belonging, providing community and support, and serving as valuable resources for education and advocacy. Through events, workshops, and advocacy efforts, these groups foster a more connected and supportive environment, enhancing employee satisfaction, morale, and retention.

## A Commitment to Listening and Learning

At Arcadis, we believe that creating a culture of inclusion requires active listening, adaptability, and responsiveness to employee feedback. Our annual Your Voice Diversity Representation Employee Survey is a critical tool that allows us to understand the needs, experiences, and perspectives of our global workforce. By soliciting quantitative and qualitative feedback directly from employees, we gain invaluable insights into the effectiveness of our DEIB initiatives, identifying areas for improvement and celebrating our successes.

The survey is an essential mechanism for accountability and continuous improvement. It helps us gauge the impact of our DEIB programs, measure employee satisfaction, and identify potential barriers to inclusion and representation. We're pleased that, in the 3 years since we launched our annual Diversity Representation Survey, participation has continued to increase - most recently by 8% in 2024. This is testament to increased employee trust and awareness around DEIB.

By analyzing survey data, we are able to develop targeted initiatives, adjust existing programs, and prioritize resources where they are most needed. This commitment to listening and learning from our employees ensures that our DEIB strategy remains relevant, responsive, and aligned with the needs of our people.

## The Broader Impact of DEIB at Arcadis

### Innovation, Client Satisfaction, and Social Responsibility

**The impact of DEIB goes beyond internal culture—it enhances our ability to serve clients, innovate, and fulfill our responsibility to society. Diverse and inclusive teams bring a wealth of perspectives, which drives creativity, innovation, and problem-solving. In our industry, where designing sustainable solutions is paramount, having diverse perspectives allows us to approach challenges from multiple angles and develop more comprehensive, innovative solutions for our clients.**

Furthermore, our commitment to DEIB enhances client satisfaction. Clients increasingly seek partners who align with their own values of diversity, equity, and inclusion. By fostering a culture that reflects these values, Arcadis strengthens its relationships with clients and enhances its reputation as a socially responsible organization.

Finally, as a global organization, we recognize our role in promoting social equity and contributing positively to society. By championing DEIB, we strive to set an example for others in our industry and beyond, demonstrating that a commitment to diversity, equity, inclusion, and belonging is essential for sustainable growth and positive societal impact.

*“We’re continuing to build our reputation for making a difference in the world, for being a truly inclusive practice. One that welcomes everybody and celebrates everybody in terms of diversity”*



Alan Brookes  
Global CEO



# Gender Equity at Arcadis

## 2024 Reflections

### Empowering Gender Representation and Achieving 40% Women in the Workforce by 2026

**Achieving gender parity in the workplace is a critical component of Arcadis's mission to create an equitable and inclusive environment. Our commitment to achieving **over 40% representation of women in the workforce by 2026** demonstrates our ambition to address the gender imbalance historically present in engineering and design fields. This target extends beyond simply increasing numbers; it is a **data-led program designed to create a more inclusive culture**, fostering opportunities for women at every level, and removing barriers that have historically limited women representation in technical roles.**

Success requires a 'women plus' approach. That means that this goal doesn't focus on one 'type' of woman, but that we're considering women plus; their ethnicity, their age, their access requirements and their sexual orientation, to name just a few, as we design and implement our program. This consideration of collective characteristics is often referred to as intersectionality. By aiming for a higher percentage of women across all levels, regions and intersectional identities, we underscore our commitment to inclusive growth and gender equality.

The benefits of a gender-diverse workforce are clear and extensive. Research consistently shows that gender-diverse teams enhance productivity, drive innovation, and improve business performance. In traditionally male-dominated industries such as engineering and design, attracting and retaining female talent presents unique challenges. Recognizing this, Arcadis has adopted a holistic approach to increase gender diversity. Initiatives such as targeted recruitment strategies, leadership accountability, and focused programs are designed to support women throughout their career journeys.

Furthermore, our focus on equitable development includes a commitment to transparency and fairness in career advancement, ensuring women have equal access to leadership roles and critical assignments. We have established mentorship and sponsorship programs, as well as professional development initiatives, that help women build networks, access resources, and develop skills necessary for career progression.

# 2025: The Drive to 40%



## Establishing a Programmatic Approach

A 3 year program has now been launched across Arcadis globally. This is a collaborative responsibility and includes all GBAs and Enabling Functions. With an expectation that all leaders, managers and employees embrace their collective responsibility to contribute.

Our approach includes a combination of activities;

- Assigning specific, achievable, and time-bound goals for increasing the representation of women across business units.
- Using a specially designed data storyboard to regularly monitor and report on progress.
- Ensuring recruitment processes that mitigate bias.
- Offering training, mentorship, and leadership programs to support the career advancement of women.
- Supporting our leaders and managers by equipping them with the skills and knowledge to champion gender diversity.
- Supporting our Affinity Groups, in helping us learn more, and understand the lived experiences of our employees across the globe
- Continuing our drive across all employees to create a workplace environment that values diversity, equity, inclusion and belonging.

Our work so far this year has led to a growth of 0.7%, taking us to 39.1% women globally in our workforce – success so far, but we know that moving the women representation needle is not a quick fix, it requires conscious and continuous intervention over time, to maintain the steady pace of change that we need to achieve our goal.

**As at 30th June 2024 in GBA Places Ireland, our female representation in Ireland is sitting at 35.2%.**

## Promoting Representation and Career Growth

Supporting our women, and other underrepresented talent, is central to our mission to build a diverse and inclusive workplace. Our Global Sponsorship Program and the Global Women of Colour Program are key initiatives designed to bridge the representation gap and promote equity at all levels of our organization. These programs provide our women and other underrepresented talent with the resources, networks, and visibility they need to advance in their careers.

The **Global Sponsorship Program** connects Arcadians, who may not have organically found sponsorship, with senior leaders who will support them by helping them navigate career opportunities, build professional networks, and gain access to leadership roles. By fostering relationships like these, we aim to create opportunities that may not otherwise be accessible to underrepresented talent, especially women and minorities.

The **Global Women of Colour Program** addresses the unique challenges faced by women of colour, providing targeted support and professional development opportunities. Through mentorship, networking, and skill-building workshops, this program empowers participants to advance their careers, build confidence, and navigate the complexities of their professional journeys.

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# Gender Pay Gap – GBA Places Ireland 2024

# Gender Pay Gap Regulations Ireland:

## Required reporting figures:

- 1 Mean hourly remuneration gap
- 2 Median hourly remuneration gap
- 3 Mean bonus remuneration gap
- 4 Median bonus remuneration gap
- 5 Mean hourly remuneration gap of part-time employees
- 6 Median hourly remuneration gap of part-time employees
- 7 Mean hourly remuneration gap of temporary contract employees
- 8 Median hourly remuneration gap of temporary contract employees
- 9 % of male employees who were paid bonus remuneration & % of female employees who were paid bonus remuneration
- 10 % of male employees who received benefits in kind & % of female employees who received benefits in kind
- 11 Percentage of males and females when divided into four quartiles ordered from lowest to highest pay
  - 11.1 Lower remuneration quartile pay band
  - 11.2 Lower middle remuneration quartile pay band
  - 11.3 Upper middle remuneration quartile pay band
  - 11.4 Upper remuneration quartile pay band

***For further details please see Appendix***

# Pay and Bonus Gap

PAY 2024		
1	Mean Gender Pay Gap	19.4%
2	Median Gender Pay Gap	19.5%

BONUS 2024		
3	Mean Bonus Gender Pay Gap	51.81%
4	Median Bonus Gender Pay Gap	33.33%
9	Proportion of Males receiving a Bonus Payment	57.0%
	Proportion of Females receiving a Bonus Payment	56.0%

	2024
Mean Hourly Rate (Male)	€ 38.70
Mean Hourly Rate (Female)	€ 31.18
Median (Male)	€ 34.28
Median (Female)	€ 27.61

Mean Bonus (Male)	€ 8449.83
Mean Bonus Female	€ 4,071.60
Median Bonus (Male)	€ 3,000.00
Median Bonus (Female)	€ 2,000.00

# Part Time & Fixed Term employees

PAY - Part Time Employees		
5	Mean Gender Pay Gap	61.03%
6	Median Gender Pay Gap	37.02%

PAY - Fixed Term Employees		
7	Mean Gender Pay Gap	14.38%
8	Median Gender Pay Gap	12.76%

BIK - PMI*		
10	Males who receive PMI	80.0%
	Females who receive PMI	73.0%

\* All employees are offered PMI

	2024
Mean Hourly Rate (Male)	€ 97.85
Mean Hourly Rate (Female)	€ 38.13
Median (Male)	€ 56.73
Median (Female)	€ 35.73

	2024
Mean Hourly Rate (Male)	€ 30.07
Mean Hourly Rate (Female)	€ 25.74
Median (Male)	€ 29.51
Median (Female)	€ 25.74

\* The part time employee pay gap is due to by a male employee working on a retained basis and part time hours.

**Quartiles** - Percentage of males and females when divided into four quartiles ordered from lowest to highest pay

		2024			
11	Proportion of Males and Females in each Quartile Band	Males	Females	Mean	Median
11.1	Quartile 1 (Lower)	56.0%	44.0%	-1.98%	-6.61%
11.2	Quartile 2 (Lower Middle)	54.0%	46.0%	0.49%	-2.09%
11.3	Quartile 3 (Upper Middle)	73.0%	27.0%	0.52%	2.71%
11.4	Quartile 4 (Upper)	77.0%	23.0%	12.21%	5.49%



# Appendix

# Explanations of reporting figures:

Organisations are asked to produce a report providing the following details:

- 1) The difference between the mean hourly remuneration of employees of the male gender and that of employees of the female gender expressed as a percentage of the mean hourly remuneration of employees of the male gender;
- 2) The difference between the median hourly remuneration of employees of the male gender and that of employees of the female gender expressed as a percentage of the median hourly remuneration of employees of the male gender;
- 3) The difference between the mean bonus remuneration of employees of the male gender and that of employees of the female gender expressed as a percentage of the mean bonus remuneration of employees of the male gender;
- 4) The difference between the median bonus remuneration of employees of the male gender and that of employees of the female gender expressed as a percentage of the median bonus remuneration of employees of the male gender;
- 5) The difference between the mean hourly remuneration of part-time employees of the male gender and that of part-time employees of the female gender expressed as a percentage of the mean hourly remuneration of part-time employees of the male gender;
- 6) The difference between the median hourly remuneration of part-time employees of the male gender and that of part-time employees of the female gender expressed as a percentage of the median hourly remuneration of part-time employees of the male gender;
- 7) The percentage of all employees of the male gender who were paid bonus remuneration and the percentage of all employees of the female gender who were paid such remuneration;
- 8) The percentage of all employees of the male gender who received benefits in kind and the percentage of all employees of the female gender who received such benefits.
- 9) The difference between the mean hourly remuneration of employees of the male gender on temporary contracts and that of employees of the female gender on such contracts expressed as a percentage of the mean hourly remuneration of employees of the male gender;
- 10) The difference between the median hourly remuneration of employees of the male gender on temporary contracts and that of employees of the female gender on such contracts expressed as a percentage of the median hourly remuneration of employees of the male gender;
- 11) The respective percentages of all employees who fall within
  - (i) the lower remuneration quartile pay band,
  - (ii) the lower middle remuneration quartile pay band,
  - (iii) the upper middle remuneration quartile pay band, or
  - (iv) the upper remuneration quartile pay band,who are of the male gender and who are of the female gender.

