

Designing for a changing world

Annual Integrated Report 2025

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Arcadis KPIs

IFRS

4.9 B
Gross revenues **in € billions** 2024: 5.0

317 M
Operating income **in € millions** 2024: 389

386 M
Net cash from operating activities **in € millions** 2024: 350

Key Business Performance Measures

3,760 M
Net revenues
in € millions
2024: 3,880

-0.5 %
Organic net revenue growth
as % of net revenues
2024: 4.5%

238 M/2.68 share
Net income from operations
in € millions / share
2024: 270/3.00

1.05
Dividend per share
proposed in €
2024: 1.00

11.1 %
Operating EBITA margin
as % of net revenues
2024: 11.5%

1.5
Net debt to operating EBITDA ratio
2024: 1.3

288 M
Free cash flow
in € millions
2024: 228

37.5 %
Return to shareholders
as % of NifO
2024: 33.1%

For definition of the indicators included on this spread, please refer to Glossary financial indicators. Details on Alternative Performance measures (APM's) along with explanations and reconciliation can be found in the Alternative performance measures section.

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Non-financial indicators

34,136

Total workforce
Headcount as at 31 December

2024: 35,246

40.2%

Women in total workforce [1]
Headcount as at 31 December

2024: 39.7%

9,500 t

Scope 1 and 2 (market-based) CO_2e emissions

2024: 8,970 t

+45

Employee engagement
Employee Net Promoter Score (scale -100 to +100)

2024: +46

280,400 t

Scope 3 CO_2e emissions

2024: 277,800 t

ESG accomplishments in 2025

- Maintained top rankings at sustainability rating agencies
- Top 10% of employers in the professional services sector for employee engagement
- Thorough internal steering led to 21% reduction of the carbon impact of business travel
- Establishment of Arcadis Future IMPACT+™, our global framework for measurable sustainability

[1] This metric excludes our workforce in the US and Puerto Rico. The 2024 % has also been updated to reflect this change.

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Welcome to the 2025 Annual Report

Arcadis delivered mixed results in 2025. Strong demand in North America and Europe, together with leading positions in high-growth markets such as energy, water, climate, and technology, continued to drive performance. However, our growth was significantly hampered by performance in the Places GBA, driven by Property & Investment, as well as performance in the UK and Australia, primarily due to the winding down of large contracts in the mobility sector. In response, we took rightsizing actions to reduce overhead and improve cost efficiency. Our performance was significantly impacted by a decline in our property and investment activities. This was driven by a sharp slowdown in Canada's construction industry amid labor shortages, rising material costs, and shifting trade dynamics together with challenges as a result of the implementation of Oracle ERP in Canada.

In addition, several of our European clients in the semiconductor, pharmaceutical, and automotive industries postponed large capital investments, putting pressure on growth. Towards the end of 2025, demand from the US pharmaceutical sector picked up, supporting the Places backlog.

Despite these headwinds, we strengthened our leading positions and boosted order intake in high-growth markets such as water and infrastructure in North America, as well as in energy transition and data center delivery. Our data center solutions performed particularly well, with Arcadis offering end-to-end services, from site selection and planning to sustainable delivery and operations – positioning us as a trusted partner for developers, hyperscalers, and utilities. The acquisition of German data center design and engineering firm KUA Group in March further enhanced our ability to capture high-value projects in this sector.

Infrastructure and water optimization solutions delivered notable wins including the $2.3 billion Calcasieu Bridge in the US, the multi-year transformation of Amsterdam Central Station, and the modernization and expansion of water and wastewater facilities for Sabesp in Brazil. Momentum is also building in energy security and grid investment, supported by our Energy Transition Academy, which has trained around 800 Arcadians and equipped them with the specialist skills needed to help clients navigate the growing energy market in Europe and the US.



In response to our performance in the third quarter, we took further rightsizing actions, primarily within our support functions, to reduce overhead and drive cost efficiencies. At the same time, we intensified our focus on improving win rates by investing in a stronger sales force in key growth markets, while aligning remuneration to include an individual performance component, fostering a more commercial mindset and stronger incentives across the organization.

“Arcadis' outlook is shaped by both urgency to drive performance and new opportunities in the market.”

Digital innovation continued to deliver tangible impact as we helped our clients predict and optimize their Capex and Opex needs. Investments in automation, standardization and our digital product suite, combined with a push on AI, supported multi-year client wins. Enterprise Decision Analytics (EDA) secured engagements with clients including Amtrak and Barclays, while Climate Risk Nexus delivered strong results in a year marked by extreme weather events, helping clients anticipate and manage climate risks. We implemented Microsoft Fabric as a unified data platform and applied data and digital tools directly to project delivery. Together, these capabilities are transforming how we deliver value, blending cutting-edge digital solutions with human expertise to drive growth and reinforce our position as a trusted, forward-looking partner.

In line with our strategic capital allocation strategy of maximizing shareholder value while maintaining a strong and resilient balance sheet we announced a €175 million share buyback program in September 2025, which was concluded in January 2026. Furthermore, we successfully acquired and successfully integrated WSP Germany Rail Business and KUA group GmbH, doubling Arcadis' presence in Germany.

As we look ahead to the final year of our three-year strategy cycle, Arcadis’ outlook is shaped by both urgency to drive performance and new opportunities in the market. To continue advancing at the pace our business and clients demand – simplifying operations, strengthening sales capabilities and adapting to evolving client needs – we must keep evolving our leadership too.

I will therefore step down as Chief Executive Officer and hand over the reins to Heather Polinsky from 1 March 2026. Heather’s deep experience in strategy, global operations and client development makes her exceptionally well equipped to deliver Arcadis’s commercial potential. By maintaining our focus on growth opportunities, commercial excellence, and operational simplicity, we can ensure a stronger, more resilient Arcadis for the years ahead.

Alan Brookes, CEO

Executive Board Report

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- Financial performance review
- Sustainability Statement
- Governance and compliance



About Arcadis

Arcadis is the largest European-based global design, engineering and consultancy company. We support public- and private-sector clients in solving major challenges – whether that's delivering megaprojects, transforming and managing water systems and other major infrastructure, meeting the transit needs of growing cities, increasing energy security, or maximizing value from complex physical asset portfolios. Across all geographies and markets, our core mission remains the same: improving quality of life.

What we do

As trusted advisors to our clients, we design, plan, and execute complex projects and assets for our clients, as well support them in optimizing their operational management.

The main services we offer are outlined hereafter.

Strategic advisory services
We advise clients to identify, shape, and realize their strategic objectives related to natural and built assets – combining advisory insight with technical and delivery expertise.

Architecture and urbanism
Services we offer include planning, urban design, architecture, landscape architecture and placemaking, and interior design.

Asset management
We harness AI, advanced analytics, real-time data, technical expertise and digital platforms to optimize asset performance, reduce risk, and maximize value across the entire lifecycle – from planning and creation through operation, maintenance and renewal, to decommissioning and disposal.

Design and engineering
We design, maintain, and adapt high-performing assets for clients - from buildings and transport networks to utilities and flood protection.

Project and Program Management
Services include project and program strategy, governance and controls, scheduling, cost, risk management, construction phase oversight, commissioning and closeout support. We give clients clarity, certainty, and control across complex portfolios.

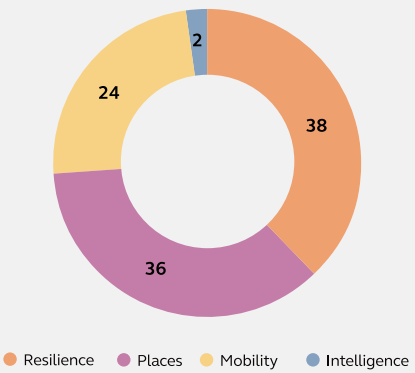
Environmental services
Our suite of integrated solutions help clients manage environmental risks, achieve regulatory compliance including via permitting and planning services, and deliver sustainability outcomes across the asset lifecycle.



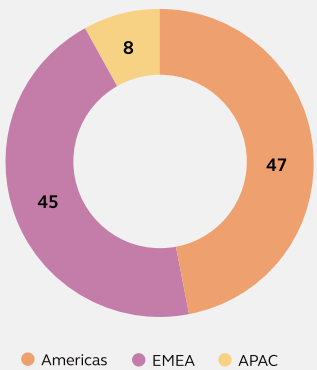
Quick facts

Net revenues

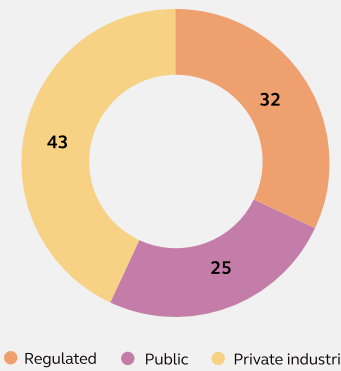
GBAs in %



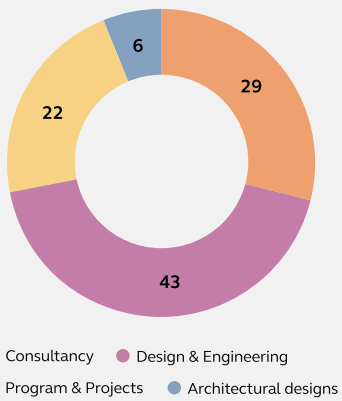
Geographical in %



Clients in %



Services in %



34,000+
people

Including data analysts, engineers, designers, project planners, architects, and experts in water management.

40,000+
clients projects per year

We deliver sustainable design, engineering, and consultancy to help our 9,000+ clients solve their complex challenges.

30+
countries

Working on projects all around the world, collaborating across borders to meet clients' needs.

137+ years
history

Founded in 1888 as a Dutch land reclamation business, now a diversified global company.

Top 2%
rank

We are ranked by Sustainalytics as among the top companies in our industry for ESG performance.

How we work

The services we offer to clients are carried out via our four Global Business Areas (GBAs): Resilience, Mobility, Places, and Intelligence. Each GBA focuses on its area of expertise while collaborating closely with the others to provide fully integrated solutions for our clients. Our GBAs draw on the skills and capabilities of Arcadians around the world to pursue, win, and deliver projects.

Our Global Excellence Centers (GECs) support all our GBAs in project execution. Our GECs based in the Philippines, India and Romania offer additional capacity and technical expertise to help us serve our clients more efficiently and drive future growth.

Who we work with

We work with clients in public, regulated, and private sectors, from well-known multinationals like Pfizer and Heineken, to government agencies including Amtrak and Army Corps of Engineers in the US, to Rijkswaterstaat in the Netherlands. We are a well-diversified business, not reliant on a single type of client or geographical region. We serve 9000+ clients per annum, and our largest projects represent less than 5% of our annual net revenues.

We build strong and enduring client relationships and work as trusted partners to our clients, strategizing alongside them to anticipate and meet their long-term needs. In fact, 95% of our revenue in 2025 came from clients that we served in 2024, demonstrating the quality of our work and the value we bring to our clients.

How we got here

Arcadis' roots go back to 1888, when the company was founded as a Dutch land reclamation business. Back then, we were focused purely on enabling agricultural productivity, improving soil fertility, address drift sands, and boost agricultural productivity.

Over the decades that followed, we broadened our scope into urban development, transportation, and many other diverse sectors, expanded into new countries and continents, and executed a series of international mergers and acquisitions. As per 31 December 2025, we are more than 34,000 professionals based around the world, all working under one name and brand: Arcadis.

Where we win

Engineering News Record (ENR) rankings:

#1 European-based global design & engineering company

#3 International design firm, with leading positions including:

- #1 for semiconductors, pharma, and hazardous waste
- Top 3 for data centers, electronics, power transmission & distribution, drinking water treatment, dams & reservoirs, mixed use, education, commercial offices, warehousing
- Top 5 for healthcare, highways, mass transit & rail
- Top 10 for stormwater, mining, government facilities

#4 Architecture & engineering firm in the US, with leading positions including:

- Top 5 in pharma, drinking water treatment, mixed use placemaking, remediation, site characterization & compliance
- Top 3 for transit and retail facilities
- Top 10 for data centers

Accelerating a planet positive future

Our 2024-2026 strategy is underpinned by three strategic focus areas:

Making sustainable project choices



Digital and human innovation



Powered by our people



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2026 targets to deliver our ambition



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Sustainable project choices

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Digital and human innovation

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Powered by our people

Financial targets

Organic net revenue growth
Mid - High Single Digit over the cycle

Operating EBITA Margin
12.5% in 2026

Net Debt / Operating EBITDA
1.5 - 2.5x
Investment Grade Rating

Shareholder Returns
Dividend : 30 - 40% of NIfO

Non-financial targets

Net Zero Objective
Scope 1 and 2 reduction of 70% GHG emissions by 2026 versus base year 2019

Net Zero Objective
Scope 3 reduction of 45% GHG emissions by 2029 versus base year 2019

Employee Satisfaction
eNPS to remain in top 25% of professional services sector

Gender Diversity
>40% Women in workforce *

* This target excludes workforce in the US and Puerto Rico.

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01

Making sustainable project choices



Strategic Focus Areas

What this means

- Increasing the robustness of project selection processes and making deliberate bidding choices that reflect Arcadis' values and economic criteria.
- Improving margins and driving growth, including by expanding our successful Key Client Program.
- Seeking opportunities to cross-sell across the global business.

Key Clients bring in 65% of 2025 net revenues

Arcadis has identified a select group of global and regional clients as 'Key Clients', and we invest in building relationships with these clients that are long-term, cross-business, and multi-geography – thereby driving win rates, revenue growth, higher margins and repeat work. These are strategic, relationship-led accounts with a dedicated account manager and an Executive Leader as sponsor.

Key clients have the highest priority in project opportunity go/no-go, resources and investments, and each account has a three-year strategic plan and annual financial targets. On an ongoing basis, we identify Key Clients according to criteria that include their annual order intake, strength of pipeline opportunities and opportunities to cross-sell, and margin accretion.

When we launched our Key Client Program 2.0, we committed to expanding the number of clients in the program by 50% and growing our share of wallet within Key Clients to drive profitable growth. The program now includes approximately 270 of the 9,000+ clients served by Arcadis and accounts for 65% of our net revenues.

During 2025, we launched an Integrated Account Management program focused on cross-selling across these clients by identifying and targeting a larger share of wallet.

Increased selectivity drives margin improvement

In line with our 2024-2026 strategy, we have tightened our business pursuit criteria and processes, focusing on clients and markets with a higher win-rate, higher growth profile and margin profile, and strong pipeline opportunities.

We are pivoting to high-growth markets such as water (particularly in the US), energy transition (mostly in Germany), and nuclear (in the UK and the Netherlands). These moves will help drive the operating EBITA margin performance.

02

Digital and human innovation



What this means

- Providing digital and AI enabled solutions to our clients.
- Driving internal efficiencies and reducing non-billable hours through investments in standardization and automation of operating procedures, with a focus on the project pursuit process.

Digital and AI solutions complement deep industry expertise

In 2025, we expanded our already strong digital offering. While some of our digital offerings can be implemented as standalone products, our focus has been on embedding them as part of wraparound solutions – where our digital tools complement Arcadians' expertise as part of wider projects.

The strength of these innovations is especially evident in asset management. From railways to water systems, and from power grids to public buildings, our products enable owners and managers of critical infrastructure to get the most out of assets across their lifecycles and manage operational expenditure while simultaneously reducing environmental impacts.

By having digital solutions as a central part of our offering, we are building longer-term relationships with clients.

For example, Arcadis' rail industry solution integrates the full Arcadis product portfolio into a single, end-to-end offering for the rail sector, unifying digital products, advanced analytics, and advisory capabilities. The solution spans Enterprise Asset Management (EAM), decision analytics, asset and bridge health, condition monitoring, and climate intelligence, enabling safer and more resilient rail investment decisions.

It already underpins work with several of Arcadis' key rail clients, including Network Rail, Transport for London, and Amtrak, and was recognized by Verdantix as best-in-class.

Automation and AI drive internal efficiencies

In our strategy we set out plans to increase the automation of our pursuit process, with the goals of reducing costs, improving the robustness of business selection, and enhancing project planning and resourcing. In our pursuit process, we draw on client and project data to pursue projects more efficiently and effectively. We will continue to roll out the program in Q1 2026 using a staged approach. We anticipate that this will contribute to our win rate, our margins, and our delivery – as well as reducing costs.

Furthermore, in 2025, we accelerated the development of Arcadis' "AI Studio", which is now available to Arcadis employees via a single portal. This studio features our OpenAI-powered ArcadisGPT, which pulls information from internal and external sources. In terms of adoption, this is currently actively used by the majority of Arcadians worldwide.

Information security

Arcadis' Information Security Strategy is designed to safeguard the company in a changing world. We safeguard by monitoring and protecting our IT systems and data, preventing disruption, and providing resilience against cyber threats. While doing this, we stay on top of ever-increasing cybersecurity requirements from our clients, new developments in the regulatory landscape, and evolving technology, including AI.

Arcadis delivers secure services and solutions to clients in line with the international standards ISO27001 and ISO62443. We promote cyber vigilance across our workforce, running several campaigns in 2025 to promote information security awareness.

03

Powered by our people



What this means

- Investing in our people by creating a Skills Powered Organization and equipping Arcadians with the skills to address future client needs and deliver greater efficiency.
- Prioritizing continuous learning, expertise and adaptability among employees through initiatives such as the Energy Transition Academy.
- Reinforcing the GECs, aiming to double the GECs' contribution to total billable hours.

Skills Powered Organization (SPO)

An SPO is an organization that prioritizes a skills-based approach to support project resourcing and career development. Our SPO platform, launched in 2024, is designed for Arcadians to identify and match their skills to job openings and project assignments from around the world.

Turning Arcadis into an SPO helps us efficiently distributing our resources to be more productive, making sure we connect our workforce to fee-earning project work more effectively. Furthermore, it opens up new avenues for Arcadians to progress their careers beyond the conventional, linear routes, creating new opportunities outside their team or geographical location.

The SPO platform helps make our human capital more mobile and agile in several important ways, one of which is through the use of “gigs”; which are one-time opportunities on single projects, which help us fill skill gaps for individual assignments. For example, a team based in Canada could post a gig on the SPO platform to recruit someone temporarily to work on a highway project in Toronto. The SPO platform could identify a Madrid-based railway engineer whose skills could fill that gap.

Gigs are designed to connect Arcadians with the right skills to the right work, allowing us to make better use of our talent, increasing the variety and diversity of projects our people work on whilst increasing productivity.

Energy Transition Academy

In our 2024-2026 strategy we committed to training or recruiting energy experts for Arcadis to seize opportunities in the high growth energy transition market. At the end of 2025, 800 Arcadians had been trained as energy experts.

Training is provided by the Arcadis Energy Transition Academy (ETA), which has been established to further equip Arcadians with skills needed to support grid modernization, energy infrastructure projects, decarbonization, and other aspects of energy security and transition.

The ETA offers tailored learning for a range of audiences: in ETA@Home, Arcadians access curated online modules, while technical workshops bring together staff and industry participants to share their knowledge. The ETA partners with 10 universities across India, the UK, the US, Australia, and Europe to support student cohorts and co-develop future learning, ensuring a strong pipeline of skilled talent.

Global Excellence Centers (GECs)

GECs at Arcadis are centralized hubs of technical expertise, digital capability, and scalable project delivery. Based in the Philippines, India and Romina, our GECs support Arcadis’ global operations by providing specialized design, engineering, and consultancy services that improve efficiency, standardization, and innovation across projects worldwide. They help Arcadis deliver projects faster, more cost-effectively, and with consistent quality.

In our 2024-2026 strategy we committed to expanding our GECs. Our goals include doubling the contribution of GECs to our client projects (in terms of billable hours) and building on the experience and skills offered by our GECs. In 2025, 15% of our people were in the GECs, up from 14% the previous year.

Employee engagement

Our strategic target is for our employee Net Promoter Score (eNPS) to remain in the top 25% of the professional services sector for employee engagement. In 2025 we more than achieved this target, benchmarking in the top 10%. Our eNPS in 2025 was +45, compared to +46 in 2024.

DEIB at Arcadis: achieving our target for women in the workforce

Arcadis set a target to achieve 40% female representation in our workforce (excluding the US and Puerto Rico[1]) by the end of 2026. At the end of 2025, 40.2% of Arcadis' workforce was female[2] – meeting our strategic target. As a company, we seek to create opportunities for women at every level and eliminate the barriers that have historically limited female representation in technical roles, so we are proud to have achieved this ambitious target.

Overall, creating a safe and respectful workplace is essential to fostering an environment where every Arcadian feels valued and empowered. We recognize that a culture free from fear, harassment, discrimination, and bullying is vital to unlocking the full potential of our people. This approach enables meaningful contributions and effective collaboration across our teams.

In 2025, we refreshed our global Diversity, Equity, Inclusion, and Belonging (DEIB) strategy to place greater emphasis on broad-based inclusion. Our DEIB philosophy is built on the principle of 'Inclusion by Design', whereby we create conditions for every Arcadian to thrive. We believe that inclusion has a positive impact on our people, our culture, and our clients. Through inclusive talent practices, a culture of belonging, and client advisory expertise, we are shaping a workplace and world where diversity fuels innovation and sustainable outcomes for all our stakeholders.

Our five Global Affinity Groups (Gender, Access & Neurodiversity, Ethnicity & Heritage, Age, and Pride) ensure that diverse perspectives are embedded in our decision-making processes. Their insights further shape client offerings and talent management, including how we attract and retain talent. Business leaders across the organization engage with our groups to share initiatives as they are being developed and bring affinity groups into discussions to understand the barriers and opportunities faced by our employees.

1 These exclusions are in place to comply with US law. The 40% gender participation target shared at our latest Capital Markets Day will remain in place across the rest of the world.
2 Excluding workforce in the US and Puerto Rico.

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Our values, our behaviors

We serve a global growth market that is outpacing inflation. As such, our 2024-2026 strategy is built around the market and client dynamics we have identified as being most critical to our business.



Value
Integrity

We always work to the highest professional and ethical standards and establish trust by being open, honest and responsible. We are accountable to ourselves, our clients, the communities we serve and our commitment to sustainable outcomes for future generations.

Behavior
We always bring our best

We operate to the best of our abilities. We continue to learn and improve to ensure we have all the skills needed for the future.



Value
People first

We care for each other and create a safe and respectful working environment where our people can grow, perform, and succeed, placing people and their experience at the center of our solutions.

Behavior
We value each other

We create an inclusive environment where everyone feels fairly treated and listened to, respecting the principles of equality and diversity at all times.



Value
Sustainability

We base our actions for clients and communities on environmental responsibility and social and economic advancement, ensuring our solutions enhance community inclusion for now, and into the future.

Behavior
We dare to shape the future

We focus on innovation and growth to improve quality of life and create a sustainable future.



Value
Client success

We are passionate about our clients' success and bring insights, agility, and innovation to co-create value working collaboratively to learn and recognizing our successes are mutual.

Behavior
We deliver on our promises

We do what we say we are going to do when we say we are going to do it.



Value
Collaboration

We value the power of diversity and our global capabilities and deliver excellence, bringing the very best of our people and solutions for our clients by working as One Arcadis.

Behavior
We work as one team

We collaborate to bring the right people and knowledge together to achieve the best result. We recognize each other's strengths and work together to bring out the best in one another.

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The Global Business Areas

Each of our Global Business Areas (GBAs) has a distinct focus. Yet, as seen in the case studies and examples on the following pages, the GBAs often come together on projects, working collaboratively to ensure the best experience and outcome for our clients.



Resilience

Protecting our environment and water resources and powering our world for future generations.

- Environmental restoration
- Water optimization
- Sustainable operations and advisory
- Energy security and transition
- Climate adaptation



Mobility

Developing sustainable and innovative solutions to create thriving and connected cities and communities.

- Connected highways
- Intelligent rail and transit
- Resilient ports and maritime transportation



Places

Designing and creating the places that shape our lives, our economies, and our industries.

- Public facilities
- Advanced industrial facilities
- Property and investment
- Technology clients



Intelligence

Helping our clients make smart, data-driven decisions that bridge the gap between human intelligence and technology.

- Smart asset analytics and operations

Resilience

Total headcount
in 2025

10,708

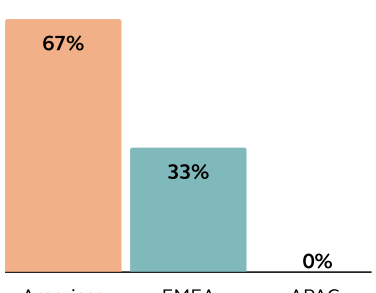
2024: 11,402

Total net revenue
in millions of euros

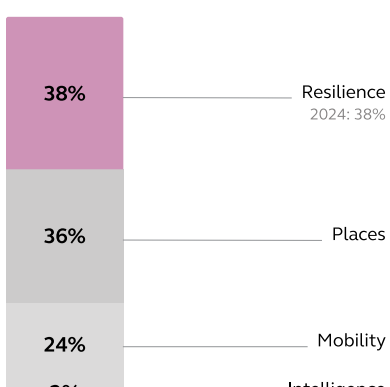
1,423

2024: 1,448

Geographical
Net revenues 2025 / Full Year in %



Net revenue
as % of total Arcadis



Contribution of sectors within Resilience to 2025 net revenue

33%

Environmental restoration
Restoring and regenerating contaminated, degraded, or natural environments to protect human health, ecosystems, and long-term land value. Working across site assessment and remediation; soil and groundwater treatment; nature-based solutions; ecological restoration; regulatory permitting; and long-term monitoring.

24%

Water optimization
Offering clients support across the full water cycle, including water supply, distribution, treatment, and wastewater management; flood risk management; digital water solutions; strategy and planning; and asset optimization to improve efficiency, reliability, and resilience.

18%

Sustainable operations and advisory
Supporting clients in their planning & permitting, improving environmental performance, regulatory compliance, ESG outcomes, and operational efficiency. This includes sustainability strategy, decarbonization roadmaps, environmental advisory, and performance optimization

13%

Energy security and transition
Supporting governments, utilities, and industries in securing reliable, affordable, lower-carbon energy. This encompasses strategy, planning, design, program management, and advisory for power generation, electricity grids, energy storage, and industrial decarbonization.

12%

Climate adaptation
Helping clients assess climate risk and design resilient solutions that protect communities, infrastructure, and ecosystems from climate impacts such as flooding, heat, and sea level rise.

Performance in 2025

Resilience delivered strong performance in 2025 in advisory, energy transition, climate adaptation, and the US part of our water optimization offering – showing good growth. This was somewhat offset by a decline in our environmental restoration sector, as some large remediation programs progressed toward completion.

In addition, the UK market experienced softness, partly driven by the UK Spending Review and a delay in investment spending relating to the new AMP 8 cycle (Asset Management Period 8, the eighth five-year regulatory cycle (2025–2030) for the water industry in England and Wales, regulated by Ofwat.

In line with our strategic priorities, we adopted a disciplined and selective order intake approach focusing on higher margin projects, such as major infrastructure upgrades. Continued strong demand across a range of industries and sectors supported growth as we harnessed opportunities to support clients with energy diversification and grid readiness programs across US and Europe; ageing water and wastewater infrastructure; climate resilience and the increasingly complex field of environmental permitting; and approvals for capital programs, particularly in energy intensive industries.

Our operating performance reflected strong delivery and continued focus on project selection and profitable growth, while we adapted to uneven market conditions in select areas. Margin improved from 13.4% to 14.4% as a result of increased selectivity and shift towards high growth sectors and areas where we lead.

Digital and thought leadership in the global water space

Water, one of Resilience's largest markets, was a key growth driver in 2025, particularly in the US. Utilities and municipalities continued to invest in system resilience, water quality, asset performance and capacity expansion, driven by regulatory requirements and long-term reliability needs. We progressed multiple programs including lead service line replacement initiatives and supported Henrico County, Virginia, delivering a long-term water supply solution that increases system capacity by nearly 50% while preserving the surrounding natural environment. In addition, we saw growing demand for industrial water design services, as energy, manufacturing and data driven industries seek secure, fit-for-purpose supply and treatment solutions to support industrial expansion and operational resilience.

Arcadis also strengthened leadership in innovative and digital solutions – applying AI and digital twins to support large utility clients. Our expertise was acknowledged by the American Water Works Association (AWWA), which invited us to chair and contribute to various AWWA committees focused on advancing AI, asset management and system modeling in the water industry.

In 2025, we launched the AI for Water Innovation Challenge as a way to connect our expertise – including in AI – with clients' needs. Clients were invited to submit their challenges, and Arcadians were invited to submit their ideas on AI applications in the water sector. Of the 40+ submissions, five were selected for co-development and piloting with clients, with Arcadis providing seed funding. These projects are focused on unlocking the potential of AI to help with leakage reduction, asset reliability, operational efficiency, climate resilience, and investment planning. The AI for Water Innovation Challenge will ultimately help us assess viability of AI-enabled solutions, establish proof of concept, and – where successful – scale.

Leading in energy transition and climate adaptation

In energy transition we performed well, particularly in Germany and the Netherlands, where Arcadis supports large transmission, distribution and grid readiness programs for leading stakeholders, including Transmission System Operators. These are large-scale multi-year projects that will drive sustained growth in this area.

In climate adaptation, we saw strong demand as a result of clients seeking to understand their asset and supply chain exposure to the impact of escalating weather events. Notably, our Climate Risk Nexus digital solution, supported by our partnership with Jupiter Intelligence, scaled from two pilots in 2024 to 20 active projects in 2025. This included work with the State University of New York (SUNY), where we are conducting a comprehensive climate exposure assessment across 64 campuses. Climate Risk Nexus combines predictive climate analytics with asset-level insight, giving clients a clear view of exposure and vulnerabilities to support investment planning and enable decisive action.

Investment in capability building remains a priority within Arcadis, especially in energy. Through Arcadis' Energy Transition Academy, nearly 800 Arcadians participated in specialized learning pathways, with 143 participants for the Simulation Lab in Bangalore, strengthening readiness to deliver complex energy and climate-related programs.

Strengthening our permitting and regulatory and stakeholder engagement capabilities

A consistent client challenge across sectors remains securing the permits, approvals and funding required to proceed. Early planning and consenting are central to de-risking capital projects and driving strong economic value.

In response, we strengthened our permitting, regulatory and stakeholder engagement capabilities, including the use of digital solutions and AI-enabled tools, to help clients accelerate approvals and time to market. In addition, we support clients in navigating funding pathways by providing advisory support on grant and subsidy applications through dedicated teams in the US and the Netherlands.

"Clients are facing greater complexity as they plan for climate impacts, modernize aging infrastructure and align with national agendas."

Heather Polinsky, Global President for Resilience and Mobility

These capabilities have helped us deliver strong outcomes that bring together permitting, advisory and technical expertise for clients. For example, Resilience specialists are supporting the Second Avenue Subway project in New York, focused on environmental permitting and climate-related considerations. And, in Arizona, Arcadis is supporting the Water Infrastructure Finance Authority to advance long-term water supply resilience proposals into a study phase, including desalination options, to inform future investment and delivery pathways.

Furthermore, demand for asset retirement and end-of-life planning continues to grow as clients seek to responsibly decommission legacy infrastructure, notably in Germany and the US. Building on our work with Nederlandse Aardolie Maatschappij (NAM) in the Netherlands - where our team is engaged in planning, permitting, remediation and site restoration work for one of the largest gas infrastructure cleanup programs in the region. Arcadis is scaling its advisory and integrated asset retirement planning approaches more broadly to support energy and industrial clients through complex transition and closure of critical infrastructure.

Emerging opportunities in 'powered land' and nuclear energy

Recognizing a long-term market trend shaped by constraints in power availability and infrastructure capacity, particularly in energy intensive industries, Resilience is focusing on 'powered land' - advising clients on integrated land packages where energy availability, permitting, water and digital connectivity must align to support energy-intensive industrial and digital development. Our role is to identify, coordinate and prepare all activities required to deliver these projects - from site identification and consenting through integration of power, water and fiber, and into design, engineering and program delivery.

In addition, we also supported clients in navigating emerging energy security and diversification trends, including the evolving role of nuclear and Small Modular Reactors (SMRs) in national energy strategies. In 2025, developments in civil nuclear policy and investments decisions in markets such as the UK and Europe reinforced interest in new nuclear capacity. We saw demand in our advisory, validation and program readiness support for developers, strengthening demand for our advisory and program capabilities.

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Priorities for 2026

Our focus continues to be on growth in structurally high growth markets, supporting continued demand across water optimization, climate adaptation, energy transition, notably grid modernization and nuclear energy. Arcadis excels in asset retirement and end-of-life planning, advisory on project planning, permitting and stakeholder engagement. We de-risk capital projects across our client portfolio. and accelerate schedules, strengthen the invest ability of projects, and move from concept to delivery. By maintaining a clear commercial focus, scaling integrated services from early planning and permitting through to delivery and operations, and applying targeted decision-grade digital solutions, we are strengthening Arcadis' role in de-risking capital projects and enabling long-term investment in resilience for clients, businesses and economies.

Strengthening São Paulo's water infrastructure

A major role in Brazil's Universal Water Supply and Sewerage Program

28 million
people will have access to a **more secure supply**

375
municipalities involved

10 million
beneficiaries of Barueri WWTP expansion

GBA: **Resilience** | Country: **Brazil**

A safe, resilient water supply is critical to the 28 million people in and around São Paulo, Brazil. To enhance water infrastructure, including the extension of essential water and sanitation services to previously underserved communities, Brazilian water and waste management company Sabesp has selected Arcadis to deliver two major projects.

Under the first, we are delivering consultancy services for the planning and oversight of Sabesp's investment in the Universal Water Supply and Sewerage Program, a government-led program to modernize and expand the country's water and sanitation infrastructure. We are also supporting the expansion of Brazil's largest Wastewater Treatment Plant (WWTP).

By implementing our Enterprise Decision Analytics solution, we have already begun to optimize investment planning and project execution. With a global project team that includes specialists in sanitary engineering, water resource management, and large-scale project management, we are drawing on Arcadis' expertise in delivering complex infrastructure asset management programs.

"Using decision-analytics to optimize investments and accelerate delivery, we are transforming essential services to create future-ready water and sanitation systems for São Paulo's residents."

Karin Formigoni, Resilience Business Area Director and Country Manager, Brazil



The Kâpîsimotêt Solar Project

Sustainable, self-sufficient energy production for the Ermineskin Cree Nation

112 MW
solar plant capacity

200,000 MWh
estimated **annual energy production**

55,000 tCO_2e
approximate **annual reduction in emissions** from Alberta's power grid

GBA: **Resilience** | Country: **Canada**

The Kâpîsimotêt Solar Project (KSP) is a 112 megawatt (MW) solar project being developed by Neyaskweyahk Group of Companies Inc., the business arm of the Ermineskin Cree Nation (ECN). Designed to enhance self-sufficiency and energy sovereignty for the Nation and the province of Alberta, the plant will supply emissions-free power to the ECN community and the Alberta grid.

Arcadis is supporting ECN, from early feasibility to front-end engineering design. Our work combines land evaluation, environmental and regulatory permitting, interconnection planning, and bylaw integration, supported by specialist studies such as solar resource and noise assessments, glint and glare analysis, and geotechnical investigations.

Expected to generate enough energy annually to power 22,400 homes, the KSP will significantly reduce emissions, providing ECN with greater agency, resources and institutional capacity, while also positively transforming Alberta's grid. With construction expected to be completed in 2028, it is set to become Canada's largest Indigenous-owned solar energy plant.

"The Kâpîsimotêt project is a new chapter in our pursuit of energy sovereignty. Arcadis' expertise is helping us build the confidence to lead Alberta's shift toward clean and reliable energy sources."

Tricia Wildcat, CEO & President, Neyaskweyahk Group of Companies Inc



Environmental stewardship program

Supporting the U.S. Army Corps of Engineers' site investigations

20
countries/ areas of performance

5 year
contract duration

GBA: **Resilience** | Country: **Poland, Romania, and Bulgaria**

The effective environmental stewardship of air, land, water, historic, and cultural resources is central to the U.S. Army Corps of Engineers' (USACE) commitment of maintaining and improving mission capability. It was therefore an honor to win a contract from USACE for environmental compliance services in Eastern Europe.

Arcadis secured the contract based in part on our 15+ year record of successful performance for USACE. The other reason was our strong presence and highly qualified employees in Europe and the Arcadis US federal team, as well as our proven experience delivering complex environmental remediation efforts.

The five-year contract covers the delivery of a wide range of environmental services in 26 Eastern European countries, or Areas of Performance in USACE terms. Arcadis will be involved in 20 of those. The first contract is to conduct Phase II environmental site investigations at or near U.S. military installations in Poland, Bulgaria, and Romania.

"We look forward to collaborating with USACE to deliver practical, innovative solutions that reduce environmental risks, protect human health, and drive resilient outcomes, in line with their mission."

Heather Polinsky, Global President, Resilience & Mobility at Arcadis



Places

Total headcount
in 2025

10,198

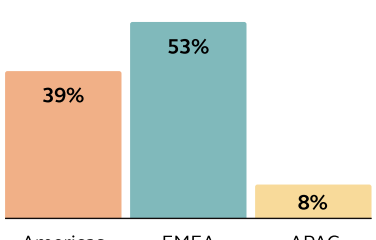
2024: 12,006

Total net revenue
in millions of euros

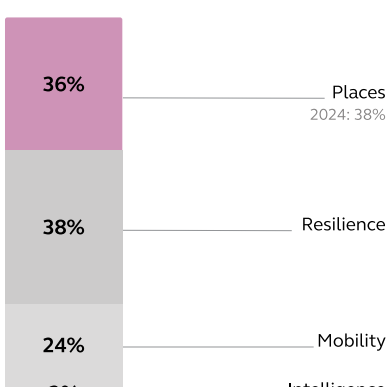
1,337

2024: 1,478

Geographical
Net revenues 2025 / Full Year in %



Net revenue
as % of total Arcadis



Contribution of sectors within Places to 2025 net revenue

33%

Public facilities
Delivering public infrastructure such as healthcare, education, housing, and government facilities, with a focus on human-centric design, affordability, and long-term operational value.

29%

Advanced industrial facilities
Designing and delivering technically complex, high-performance facilities for sectors such as life sciences, manufacturing, and logistics, integrating engineering, sustainability, digitalization, and delivery expertise.

19%

Property and investment
Offering architecture, cost & commercial management services spanning all stages of development for residential and commercial real estate.

19%

Technology clients
Designing and delivering technically complex and high-performance facilities for clients in the data center and semiconductor industries, integrating engineering, sustainability, digitalization, and delivery expertise.

Performance in 2025

2025 was a challenging year for Places, with performance impacted by lower business volumes across the property and investment sector and our semiconductor facilities work, and by overall delays in large clients' Capex decisions, mostly in Europe.

The property and investment sector activity declined in 2025, particularly in architectural and residential-led markets. This was most pronounced in Canada, where reduced investor confidence, weaker project visibility, and delayed project starts affected performance. In addition, the performance was impacted by challenges during the Oracle ERP implementation in Canada.

Within the 'technology clients' sector of our business, it was a mixed year for our semiconductor facilities solutions, with some large projects coming to an end and delays in the commencement of new projects – but we saw strong performance in data centers as we captured opportunities worldwide. We also performed strongly in the life sciences sector, where client demand focused on integrated support across advisory, design, program management, and delivery. This was supported by continued investment in regulated manufacturing, R&D, and supply chain facilities.

Activity across the automotive industry and gigafactories declined following project deferrals and changes to major client programs, with macro-political factors, including tariffs and trade policy uncertainty, materially impacting investment decisions.

Government facilities performance was mixed, with some public-sector delays in the UK, but solid performance in part of Europe and US. The UK's order intake picked up in the second half of 2025 for clients including Places for London, NHS, and Ministry of Justice, after the spending review was concluded.



GBA: **Places**
Country: **Germany**

KUA acquisition supports end-to-end project delivery

In March, Arcadis completed the acquisition of KUA Group, a leader in complex data center design. The combination of Arcadis' global capabilities in site selection, program and cost management, and sustainability advisory with KUA's highly specialized architecture, design, engineering, and general planning expertise represents a powerful combination.

In November 2025, KUA secured four new hyperscale data center projects in Germany with a combined value of approximately €8 million, reinforcing Arcadis' presence in Europe's digital infrastructure market.

Lower net revenue across 2025 adversely impacted operating EBITA. To mitigate this we implemented restructuring actions, and focused on cost discipline and cost recoveries, particularly in the UK and parts of the Americas. The impact of these actions was only partially visible in 2025, with the full benefit to come in 2026.

Priority areas: data centers and life sciences

For our data center and life sciences clients, Places differentiated itself through an end-to-end approach. We notably excel in permitting, technical advisory and industrial engineering. Places continued to deliver work for the global big tech and big pharma client base, alongside delivery for enterprise and co-location developers. In 2025, this included the full delivery of two data centers for KBC Group and support to Start Campus on the SINES DC project in Portugal.

"Our team's agility and ability to leverage our connected capabilities led to quality project wins in 2025, particularly in data centers and life sciences."

Edel Christie, Global President for Places and Global Intelligence and Advisory Officer

The acquisition of KUA Group in early 2025 further strengthened our European data center capabilities across site selection, planning, design, and delivery (see box on the previous page).

Global resource optimization

During 2025, Places accelerated its shift toward a more active global resource optimization, including the use of the GECs. This included transferring surplus capacity from lower-demand areas into priority client programs and accelerating work-sharing initiatives to improve utilization and delivery efficiency. Global resource optimization provides Places access to skills more flexibly while improving utilization and cost alignment especially in areas where talent supply is tight such as the US.

Priorities for 2026

In 2026, we will focus on winning work through enhanced sales efforts and disciplined delivery, while making sure we remain agile and timely shift or rightsize our resources where needed. We will prioritize and invest in our Global Excellence Centers and high growth markets life sciences and data centers.

Alongside these actions, we will continue to invest in our Key Client portfolio, with stronger performance management, clearer accountability, and focus on increased cross selling.

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Maximizing value for Places for London

Unlocking the potential of London's transport estate through sustainable regeneration

£2 billion
property **portfolio value**

1,000+
retail units

4-year
contract (with potential 3-year extension)

GBA: **Places** | Country: **United Kingdom**

With a property portfolio that includes over 1,000 retail units, 850 railway arches, and hundreds of acres spanning nearly every London borough, Places for London – Transport for London (TfL)'s property company – is one of the capital's most influential urban developers. In July, we were appointed alongside Mott MacDonald as the organization's new Technical Delivery Service Partners.

Drawing on our multidisciplinary expertise – from project management and cost consultancy to urban planning and sustainability – we are supporting Places for London on two main objectives. First, to build thriving commercial and retail spaces that support local businesses and drive economic growth. Second, to deliver enhanced public spaces, cycling infrastructure, and pedestrian-friendly environments.

Over the course of this four-year contract, we will play a pivotal role in maximizing the value of Places for London's extensive asset portfolio. This will generate vital revenue for reinvestment into TfL's capital projects and create long-term social and economic benefits for local communities.

"Arcadis' expertise will help us deliver thousands of new homes, retail and office-led developments, plus help us improve our existing properties to provide an enhanced experience for all."

Graeme Craig, Director & Chief Executive, Places for London



Architecture and design services for Shell

Delivering streamlined and integrated support across a global real estate portfolio

75+
years of **working with Shell**

100+
Arcadis **specialists**

5-year
agreement (with potential 2-year extension)

GBA: **Places** | Country: **EMEA, the Americas, and Asia-Pacific**

Our partnership with Shell has grown and developed over more than 75 years. In the next chapter of this close collaboration, we have signed a new five-year framework agreement, in which we will deliver integrated workplace architecture and design services across Shell's global real estate portfolio in EMEA, the Americas, and Asia-Pacific.

As Shell's single point of delivery for architecture, design, engineering, and branding services, we will draw on our multi-disciplinary expertise and the capabilities of our Global Excellence Centers to streamline project delivery across its asset portfolio. Approximately 60 Arcadians – eventually scaling up to more than 100 specialists – are expected to support the program, leveraging AI-enabled processes, advanced digital tools, and our engineering and technical excellence to deliver consistently and at scale.

By uniting our global reach with safe, local project delivery, we aim to help Shell create workplaces that encourage collaboration, efficiency, sustainability, and well-being while supporting the company's future business needs.

> **"Combining our global delivery capabilities with our deep understanding of Shell's ambitions demonstrates the value of working as 'One Arcadis' to support Shell at scale, wherever they operate."**
>
> **Alan Brookes, Chief Executive Officer, Arcadis**



KBC Group data centers

Managing the design and construction of two sustainable data centers

2

sustainable data centers

1.3 MW

of **IT assets** per data center

90%

CO_2 reduction due to materials with minimal embodied carbon

GBA: **Places** | Country: **Belgium**

To deliver secure digital services to its customers, financial institution KBC Group wanted to develop two identical data centers, in Mechelen and Heist-op-den-Berg, Belgium. We were asked to manage the project, from program definition to delivery. We designed the facilities to meet TIER III reliability standards, strict security requirements, and to be energy efficient, sustainable, and nature positive.

We mapped KBC's sustainability ambitions across six themes: energy & CO2, climate adaptation, circularity, nature & biodiversity, health & well-being, and connectivity & mobility. These were translated into principles that would guide the entire design and construction process.

To reduce emissions, we installed photovoltaic panels and reused residual heat to warm nearby KBC offices. Low-carbon materials cut the use of embodied CO_2 by 90% versus standard construction. Rainwater is collected for adiabatic cooling, and backup generators run on Hydrotreated Vegetable Oil, not diesel. Our Biodiversity Net Gain Calculator also helps monitor the biodiversity at both sites.

"With these new data centers, KBC is prepared for flexible capacity growth. We can smoothly integrate new technologies, further strengthening our physical and cyber security."

Geert Cromphout, Director of Facilities, Belgium, KBC



Mobility

Total headcount
in 2025

6,906

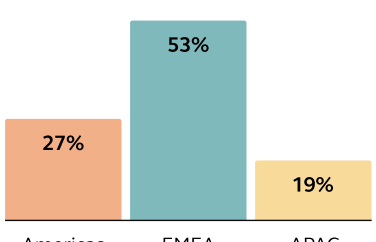
2024: 6,549

Total net revenue
in millions of euros

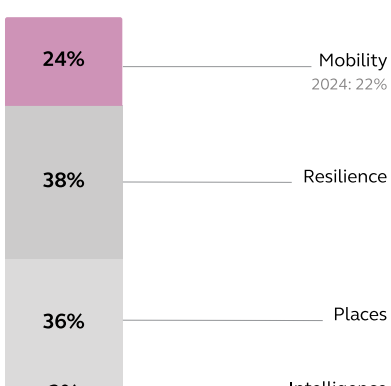
906

2024: 861

Geographical
Net revenues 2025 / Full Year in %



Net revenue
as % of total Arcadis





Performance in 2025

Mobility saw mixed performance in 2025. While ongoing large-scale long-term projects supported our revenues, order intake softened due to procurement delays and capacity constraints in several key markets.

In response, the GBA optimized its global resource allocation, targeted alternative business models, and leveraged its growing digital capabilities. The mobility market remained strong in our key focus areas of North America, Germany, and the Netherlands where we saw good growth, albeit constrained by resource limitations, whilst we saw significant weakness in the UK and Australia.

In North America, we saw the positive impact of the mobilization of the large projects we won in 2024, and consequent surge in backlog, resulting in revenue in 2025. These large programs in the United States and Canada continued to drive steady delivery, and the business won several major contracts. In Germany, the acquisition of WSP Infrastructure Engineering GmbH doubled our presence in the German rail market (see box-out for more information) positioning us well to benefit from the strong investment program Deutsche Bahn is rolling out.

In the UK we saw a material revenue decline as result of the winding down of the HS2 rail project, which had accounted for a large volume of Mobility's work in the UK. Although market demand was not strong enough to fully offset this decline, the team won a significant project with National Highways for consultancy services across many of our core competencies. These include asset operation, maintenance, assurance, and performance, and statistics and transport modelling. Excluding the impact of HS2, the UK business grew 5%.

In Australia, the conclusion of several large highway projects, and absence of new large scale infrastructure projects, negatively impacted our performance. Both countries did increase their respective backlogs in 2025.



GBA: **Mobility**
Country: **Germany**

The April 2025 acquisition of WSP Infrastructure Engineering GmbH

The acquisition of Germany-based rail engineering specialist WSP Infrastructure Engineering GmbH means Arcadis is now in a strong position to grow further in this key European rail infrastructure market. The 160-person strong company already held critical pre-qualifications for framework agreements with Deutsche Bahn.

As these complement our existing rail-related activities in Germany, we expect to unlock significant new revenue opportunities through a combination of more streamlined project delivery, global collaboration, and the capacity and expertise in Arcadis' Global Excellence Centers.

Global resource optimization

Global resource optimization, including with the GECs, helped us to overcome capacity challenges in 2025 and maintain delivery continuity in North America. For example, the Fraser River Tunnel project in Vancouver, Canada, began with a three-person Mobility team on the ground. Support then arrived from colleagues in the UK (expertise in advisory program management), France (tunneling), and Belgium and Australia (civil works and road design). Mobilizing a team in the UK helped us bid successfully to extend Arcadis' role in the Hudson Tunnel Project. And UK teams were instrumental in winning a project to design a transportation technology blueprint for the Georgia Department of Transportation, and to design a replacement for the I-10 Calcasieu Bridge, in Louisiana. Global work-sharing provides a means to fully leverage our technical know-how and to balance international client demand across the Mobility GBA.

Increased focus on design-build and partnerships

The increase in global work sharing also supported a shift in our North American portfolio away from traditional cost-plus advisory work with limited design services. It enabled a more integrated design-build strategy tailored to large public-private partnership concessions and major contractors. Design-build projects are characterized by long procurement cycles, extensive technical knowledge, and the ability to mobilize multidisciplinary teams rapidly when projects move into delivery.

Expanding data-driven solutions

A significant number of Mobility's clients are involved in integrated management systems (IMS). These digitally enabled mobility systems use data to manage traffic flow or rail movements. As an advisory service, IMS puts us at both the front (design) and back end (operation) of all these projects.

We strengthened our digital capabilities in 2025 through the further integration into our IMS services of several advanced design and consultancy tools for natural and built assets. We now use these tools in tolling, asset health, and safety. In May 2025, a partnership with Michelin Mobility Intelligence was launched. One of the services offered to clients is to visualize and assess risks across entire road corridors; massive datasets provide a "clearer, real-time view" of road safety compared to traditional, scattered collision reports.

In 2025, we established four value propositions for our integrated digital-mobility tools:

1. Public-private partnerships (P3s) for roads, using public and private data to support operations, maintenance, and asset performance. Including providing traffic-management data for tolling solutions.
2. Digital-technology blueprints. These help clients respond to myriad technological innovations on a considered rather than ad hoc basis.
3. Deploying analytics to assess road health, bridge health, and road safety.
4. Our enterprise data analytics (EDA) capability, which supports portfolio-management decisions by applying integrated data across large mobility and infrastructure programs.

"In 2025 we took steps to secure a bigger position in growth markets such as design-build, German railways, multimodal hubs, and data-based services."

Heather Polinsky, Global President for Resilience and Mobility

Replacing the Calcasieu River Bridge

Bringing a 1940s solution into the twenty-first century

$2.3 billion
total **project value**

5.5
miles long

90,000
vehicles on average
per day

GBA: **Mobility** | Country: **United States**

Since 1952, Louisiana's Calcasieu River Bridge has connected the cities of Lake Charles and Westlake. Today, however, this characteristic local icon on the I-10 highway is reaching the end of its life.

Arcadis has been appointed to deliver a wide range of specialized intelligent mobility, engineering, and design services as part of a USD $2.3 billion project to build a replacement bridge.

Working with Janssen and Spaans Engineering Inc., Modjeski and Masters, and Huval and Associates, Inc., the team (known as the Calcasieu Design Partners), will support Louisiana Bridge Builders – a construction joint venture with key client Accionaand Sacyr Construction.

Over eight years, our role will include environmental studies and permitting, traffic engineering, and intelligent transportation systems. Other aspects include structural design work, the design of a flyover ramp, and hydraulic modeling for the main span bridge. The delivery of this project will involve expertise from North America, the Netherlands and our GECs in India, Romania, and the Philippines.

"By addressing ageing infrastructure and planning for future growth, this project will serve as a cornerstone for the region's economic and social vitality."

Wassim Selman, Mobility Business Area Director, Arcadis, US



Hudson Tunnel Project

Once-in-a-generation rail project benefiting business across the US

95,000
jobs created around the US

$19 billion
in **economic activity**

4.5 year
contract **extension**

GBA: **Mobility** | Country: **United States**

One of the most urgent rail infrastructure programs in the US, the Hudson Tunnel Project (HTP), is a transformational effort to build a new two-tube rail tunnel under the Hudson River between New York City and New Jersey. It also includes rehabilitating the existing tunnel and improving passenger rail tracks between the two states.

MPA Delivery Partners, a joint venture of Mace, Parsons Corporation, and Arcadis, is supporting the Gateway Development Commission in delivering the project. In 2025, the joint venture received a 4.5-year contract extension. MPA was initially selected as delivery partner in 2024.

Construction of the HTP is expected to create over 95,000 jobs across the US and generate over $19 billion in economic activity. In New York, New Jersey, and across the country, the project is driving demand for domestic suppliers of steel, aggregates, rail, track, and ventilation systems. The new Gateway Tunnel is scheduled for completion in 2035, with rehabilitation of the existing tunnel by 2038.

"This is a once-in-a-generation project and a true collaboration between public and private sectors. It will serve as a model for delivering future mega-infrastructure projects around the world."

Joe Marie, Senior Project Executive, MPA Delivery Partners



The National Highways SPaTS3 framework

Delivering data-driven solutions to enhance road safety

45,000+ miles
motorways and major roads managed by National Highways

26
core competencies covered

6-year
framework

GBA: **Mobility** | Country: **United Kingdom**

An Arcadis-led consortium has been selected by National Highways for a new framework that will equip the client with comprehensive access to multi-disciplinary services, ranging from minor assignments to significant and strategic initiatives. The consortium includes Carnell, COWI, Deloitte, MICHELIN Mobility Intelligence, and a broad supplier ecosystem.

National Highways, the government-owned company that looks after England's motorways and major roads, sought consultancy services across 26 core competencies, including asset operation, maintenance, transport modelling, pavement engineering, road user behavior, transport policy planning, and sustainability.

Our differentiated offering – which includes proprietary tools and AI-driven analytical frameworks – brings a unique perspective to solving the complicated challenges for National Highways and the millions of road users the company serves every day. The Arcadis-led team will contribute expertise across engineering, data analysis, and design.

"Through deep collaboration, proactive decision making, and cutting-edge innovation, we are driving solutions for a safer and more efficient future while supporting National Highways' strategic vision."

Leigh Jones, UK & Ireland Mobility Sales Director, Arcadis



Intelligence

Total headcount
in 2025

644

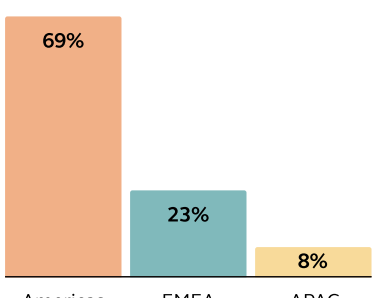
2024: 1,022

Total net revenue
in millions of euros

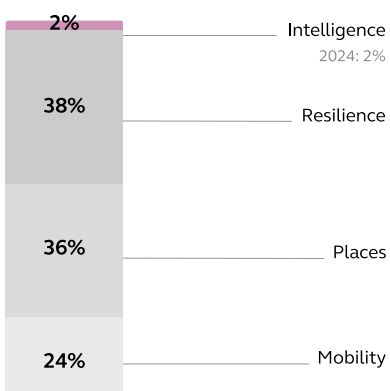
94

2024: 93

Geographical
Net revenues 2025 / Full Year in %



Net revenue*
as % of total Arcadis



* The Intelligence GBA works on products that are cross-GBA. As such, some revenue for digital products is booked in Resilience, Mobility and Places.

Contribution of sectors within Intelligence to 2025 net revenue

100%

Smart asset analytics and operations
Using data, digital twins, and advanced analytics to unlock insights into asset condition, energy use, performance, and risk, enabling predictive maintenance and data-driven decision-making. Optimizing asset operations through integrated digital platforms, automation, and analytics.

Performance in 2025

In 2025, Intelligence increasingly deployed its resources into projects delivered by Resilience, Places and Mobility. As a result, standalone GBA results increasingly underrepresent the strategic importance Intelligence plays, as our software solutions and digital platforms are fully embedded into our wider client offering.

As of beginning 2026, we moved to a new structure whereby Intelligence is no longer a separate GBA. While it will remain as a distinct team within Arcadis, it will now serve to support the other three GBAs: Places, Mobility, and Resilience. Our Intelligence products will now be managed by a cross-Arcadis Growth, Digital, Intelligence, and Advisory team. We believe this is the best way to continue leveraging our digital products, solutions, and services across the entire business whilst reducing overhead costs and improving efficiencies.

In the current market landscape, our key focus is on introducing additional value to Key Client accounts.



Financial performance review

Financial Highlights for the year:

- Net revenues of €3.8 billion result in -0.5% organic growth with areas of strength offset by Places
- Backlog of €3.6 billion, organic growth of 2.7% including large, multi-year wins
- Operating EBITA margin of 11.1%, (2024: 11.5%)
- Earnings per share (EPS) of €2.33, proposed dividend €1.05 per share (2024: €1.00)
- €175 million Share Buyback program completed as of 16 January 2026, Net debt / Op. EBITDA at 1.5x

Profit & Loss Items and Backlog

Net revenues totaled €3,760 million, reflecting broadly flat organic growth, as growth in Resilience was offset by a decline in Places largely driven by the P&I portfolio review, as well as the HS2 wind-down in UK Mobility and softness in US Environmental Restoration within Resilience. Margin was impacted by delayed rightsizing actions in Places, while Arcadis achieved margin expansion in Resilience and Mobility. €77 million of non-operating costs were driven by restructuring costs relating to a 1,100 headcount reduction.

Strategic investments continued in key areas: the Key Clients program, now representing 65% of net revenues, up from 62% last year, the Global Excellence Centers (GECs) at 15% of total headcount (up from 14%), and ongoing automation and standardization to drive efficiency.

Net financing expenses were €40 million (2024: €53 million), decreasing year on year from lower interest on floating debt. Net Income decreased by 14% to €208 million (2024: €243 million) leading to an EPS of €2.33. Net Income from Operations (NIfO) was €238 million (2024: €270 million), or €2.68 per share (2024: €3.00).

Backlog grew +2.7% year-on year, driven by Resilience and Places, and ending at €3,615 million. Order intake stood at €3,900 million, with strong performance in data centers (UK) and pharma (US) at year end offset by project award delays in Mobility (UK and Australia), resulting in a Book-to-Bill of 1.04x for the year.

Balance Sheet and Cash Flow Items

Free cash flow reached a record €344 million for the quarter, bringing the full-year total to €288 million (2024: €228 million). This was driven by improved cash collection and disciplined net working capital management, resulting in an exceptionally low net working capital position at 8.3% of annualized quarterly gross revenues (2024: 10.8%). Days sales outstanding (DSO) improved to 55 days, down from 61 in the prior year. Net debt to operating EBITDA stood at 1.5x in 2025, well within the strategic target range of 1.5–2.5x.

Net debt increased to €797 million (2024: €739 million) and Arcadis completed its share buyback program in January 2026. Since the start of the share buyback program on 1 October 2025, a total of 4,575,796 ordinary shares were repurchased for a total consideration of €174,999,566 at an average price of €38.24, resulting in a 5% reduction in floating shares as of January 2026. This underscores the company's commitment to a disciplined capital allocation strategy and to delivering enhanced returns to shareholders.

Property and Investment Project Portfolio Review

The Arcadis Property & Investment business represented 8% of the total full year 2025 revenues, and its services are mostly offered in Canada, China and UK. In these areas the residential real estate sector has been under considerable cyclical market pressure. In parallel, the Oracle ERP system was rolled out in Canada, causing some distraction throughout the year, but the process has now been completed. During the fourth quarter, Arcadis performed a thorough project portfolio review to reassess its revenue positions in Canada, which resulted in a total revenue reduction of €22 million. The outcome of the reassessment process was audited as part of the usual year-end procedure. Significant actions have been taken to reposition the business, including leadership changes, a reduction of the headcount by 400 people in 2025, with an additional 150 people due to leave the business in Q1 2026, and a pivot towards growth markets.

Management Actions in 2025: Driving Accountability and Performance

In the fourth quarter, Arcadis took decisive steps to strengthen accountability and enhance operational performance. Record cash performance of €344 million in the quarter was achieved, supported by disciplined cash collection measures. Targeted sales hires in Water, Energy, and Industrial Manufacturing were made, and a new individual performance-driven sales incentivization scheme has taken effect as of January 2026. The first phase of a value-based pricing model review was completed, and investments in automation continued, including AI-driven pursuit and project proposal processes.

Rightsizing actions accelerated, with a reduction of 600 roles in Q4 and 1,100 for the full year, focused on increasing billability, reallocating resources to high-growth areas, and streamlining corporate overhead. These actions are expected to deliver 30 basis points of margin improvement in 2026.

In 2026, Arcadis will continue to right-size the business and overhead staff and simplify operations and maintain a rigorous cost reduction plan.

Total non-operating costs were €77 million for the year, including €39 million in Q4, with €53 million related to restructuring. Other non-operating costs included integration and M&A costs, and a minor goodwill write-off.

Looking Ahead

Arcadis enters 2026 focused on the work ahead and is taking action to restore momentum. The company is building from a position of strength, underpinned by leading positions in Water, Energy & Power, Technology & Life Sciences, and major infrastructure delivery: markets defined by structural demand and long-term investment. A central part of Arcadis' strategy is embedding digital and AI solutions across its portfolio, leveraging partnerships and innovation to help clients plan smarter, move faster, and deliver with greater certainty. These capabilities are now core to how Arcadis competes and creates value.

Looking forward, Arcadis is focused on converting its strengths into consistent, profitable growth. The company plans to direct capital and talent to high-growth markets, deepen relationships with key clients and drive cost and productivity improvements. Arcadis will simplify its business model to remove complexity, reduce layers in the business, and enable faster decisions, closer to clients. Alongside this, the company will advance automation and take disciplined cost action to improve competitiveness, productivity and margins. Accountability and client focus will be enhanced through streamlined decision-making, expanded senior management client coverage, and incentives aligned with performance.

2026 will be a year of transition, and while the outlook for Resilience is robust, the Places outlook remains uncertain, with a reduced base. Mobility performance is expected to remain mixed, with good pipeline opportunities although the timing of large contract awards in the pipeline is still uncertain. Arcadis expects organic net revenue growth to be flat, with a weak start to the year.

Operating EBITA margin is expected between 11.7%-12.0%, supported by overhead reductions (30 bps savings), Property & Investment rightsizing, GEC contribution and disciplined project selection. With these actions, Arcadis is positioning the business to deliver stronger, more predictable growth and enhanced value in the years ahead.

Investor Relations Policy

Arcadis has an active investor relations policy aimed at supporting the company's long-term plans by keeping existing and potential shareholders fully abreast of its strategy and latest operational and financial developments. To emphasize its focus on the long term, Arcadis releases a trading update for the first and third quarters of the year, and a full set of financial results for the full and half-year. Four times a year, at the presentation of its results, Arcadis hosts an analyst call, which is broadcasted live.

In 2025, Arcadis held investor roadshows and participated in both in person and virtual investor conferences in the world's major financial centers including Boston, Brussels, Chicago, Copenhagen, Helsinki, Frankfurt, London, New York, Paris, Stockholm and Toronto. A total of 263 investor meetings were held with 636 investors during the year.

Arcadis shares in general

Arcadis shares are listed on Euronext Amsterdam under the symbol ARCAD, where it is a constituent of the Amsterdam Midkap Index (AMX). The average daily trading volume in Arcadis shares on Euronext Amsterdam in 2025 was 283,219 shares, an increase of 8% versus 2024. Of the total volume traded, 64% of the shares were traded via Euronext, 34% via BATS, and 2% via Equiduct.

The largest shareholders in Arcadis

Lovinklaan Foundation	19%
BNP Paribas Asset Management Holding	5%
Amundi Asset Management	5%

Share Price Development and Equity Research

Over 2025 Arcadis' share price decreased by 40% to €35.54, underperforming its peer group, that decreased by 1% and the AMX index with an 11% increase as of the end of the year. 13 equity research analysts cover Arcadis as of end of 2025, with Bernstein onboarded during the year. For a list of our current analysts' coverage please refer to:
https://www.arcadis.com/en/investors/research-coverage

Arcadis' Peer Group

The peer group consisted of the following publicly listed companies in the consulting and engineering industry with activities and size comparable to those of Arcadis:

Aecom (New York Stock Exchange)	Spie (Euronext Paris)
AFRY (The Nordic Exchange, Stockholm)	Stantec (Toronto Stock Exchange)
Alten (Euronext Paris)	Sweco (The Nordic Exchange, Stockholm)
Atkins Realis (Toronto Stock Exchange)	Tetra Tech (NASDAQ)
Fugro (Euronext Amsterdam)	Worley (Australian Securities Exchange)
Jacobs (New York Stock Exchange)	WSP (Toronto Stock Exchange)

Investor Relations Calendar

30 April 2026	2026 Q1 Trading update
20 May 2026	Annual General Meeting of Shareholders
30 July 2026	2026 Q2 & Half Year Results
29 October 2026	2026 Q3 Trading Update



Sustainability Statement

Introduction and General Disclosures
Environmental information
Social information
Governance information
Sustainability statement annex

Introduction and General Disclosures

Executive summary

We are pleased to present Arcadis' 2025 Sustainability Statement. Since last year's publication, the regulatory environment has continued to evolve. In preparing this statement, we closely monitored developments in the EU Omnibus package and integrated several conceptual directions into our reporting, especially for the EU Taxonomy.

With inputs from a selection of internal experts and senior management, our double materiality assessment (DMA) was updated and the set of material IROs from 2024 was reduced and simplified. Based on that scope, we continued our implementation via targeted actions, both within our own operations as well as within the value chain.

With the main focus on our non-financial targets, we report the following achievements:

- Our combined scope 1 and 2 carbon footprint has decreased with -64% vs base year 2019, nearing our 2026 target of -70% reduction. This is due to continued electrification of our car fleet, amongst other reasons.
- To reach our scope 3 target, we embedded ESG risk monitoring in the selection, contracting, and performance monitoring of our supply chain partners, with a strong focus on environmental impact and health & safety risk prevention.
- Our Climate Transition Plan (CTP) sets out our strategy for achieving our climate goals and advancing a planet-positive future through sustainable project choices. The CTP was reviewed and approved by the Executive Leadership Team member for Sustainability and the CEO, in line with Arcadis' internal policy.
- We expanded our wide offer on all environmental material topics, from climate change mitigation and adaptation, to biodiversity, water and waste related services. We also progressed in the measurement of positive and negative impacts that our services have on the client and community side.
- We improved our position towards the top 10% of the professional services sector with a +45 employee Net Promoter Score (eNPS) and an 84% participation rate.
- We continue to protect the health, safety, and wellbeing of our people through comprehensive programs, and proactive behaviors of stewardship and care. We have updated our Workstyle Guidance and Hybrid Working Policy, and are offering improved guidance on supporting the wellbeing of our people through our Global Wellbeing Guide.
- To proactively prepare our workforce for the future, we are progressing to become a Skills Powered Organization (SPO), developing capability and critical areas, upskilling our line managers, and integrating sustainability in our way of working and culture. A total of 20,000 Arcadians have now accessed the platform, up 33% from 2024.
- We focused on strengthening our human rights due diligence framework by formalizing the Human Rights Impact Assessment (HRIA) procedure to prepare for the next HRIA cycle in 2026, while continuing to correct the gaps and monitor improvements related to the last cycle. We initiated a stronger focus to better capture human rights cases through the company's Integrity Line grievance mechanism.

Sustainability strategy

Our 2024-2026 Strategy - Accelerating a Planet Positive Future - sets our course to excel in sustainability by integrating it into the way we run our own operations and the way we approach projects for our clients. This strategy provides our people and our business with a clear purpose, also guiding us towards achieving our commitment to investors.

Driven by our company mission of 'improving quality of life', we find solutions to today's most pressing challenges, from the impact of climate change to increasing urbanization and digital transformation – all with the goal of improving quality of life for people around the world. This can be seen in the work we do for our clients, the opportunities we create for our people, and in our efforts to enhance the communities in which we live and work. The new strategy was defined with our core values – People First, Client Success, Integrity, Collaboration, and Sustainability – as a strong foundation.

Increasingly, sustainability is conditional on project funding, societal acceptance, and winning work. Incorporating sustainability into our work can bring benefits like pricing power, cost reductions, a stronger labor market position, new business opportunities for our products and services, risk reduction, and better access to capital. The Sustainability Statement informs investors and other stakeholders about the progress of our ESG implementation journey.

Arcadis partners with clients on sustainable projects that benefit their business and communities, and that support the Paris Agreement ambitions to hold the increase in the global average temperature to well below 2°C above pre-industrial levels and pursue efforts to limit the temperature increase to 1.5°C above pre-industrial levels by 2050. To this end, we sharpened our pursuits and business selection criteria to deliberately focus on projects that accelerate a planet-positive future and add the most value. We have committed to achieving net zero across Arcadis' global operations by 2035.

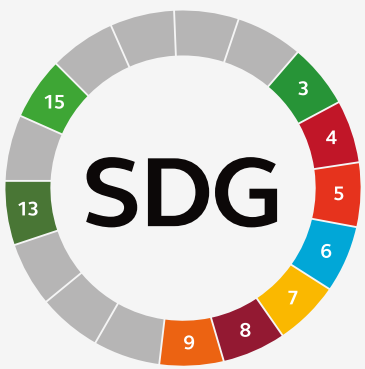
Our commitment for 2024-2026 is to empower our people to shape their own future and advance their careers. We encourage them to develop new opportunities, and help them make career choices based on their capabilities. This allows us to continuously upskill and align our expertise to the needs of our clients and their projects. In 2024, we became a Skills Powered Organization, and in 2025 we further rolled out access to our SPO platform, which helps Arcadians identify and match their skills to project assignments and job openings from around Arcadis. The platform also offers access to learning modules, and short "gigs" so users can test their knowledge.

Sustainable Development Goals as strategic guiding principles

The United Nations (UN) Sustainable Development Goals (SDGs) continue to serve as strategic guiding principles for Arcadis. That focus was consolidated with the arrival of the Corporate Sustainability Reporting Directive (CSRD), and the subsequent update of our materiality analysis. The connection from the SDGs into our CSRD implementation approach remains strong.

Arcadis had previously developed five key sustainability Impacts based on the UN SDGs. These Impacts are: Energy & Carbon, Circularity, Nature & Biodiversity, Water Stewardship, and Societal Impact. Delivery of these impacts through our value chain is being coordinated through Arcadis Future IMPACT+ ^{TM}, our global framework for measurable sustainability. Below, we have outlined how each of these key sustainability impacts relates to the European Sustainability Reporting Standards (ESRS), which form the backbone of our Sustainability Statement.

SDG Framework



SDG 3 Good health and wellbeing

Ensure healthy lives and promote wellbeing for all at all ages.

What we do:
- Proactive risk mitigation for health and safety for all staff activity
- Integrate wellbeing into all aspects of our people's work

SDG 4 Quality education

Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

What we do:
- Life time learning for our people
- Promote technical education for women and children

SDG 5 Gender equality

Achieve gender equality and empower all women and girls.

What we do:
- Top company for women according to Forbes, Bloomberg and Financial Times
- Working with women-owned small businesses

SDG 6 Clean water and sanitation

Ensure availability and sustainable management of water and sanitation for all.

What we do:
- Water supply and waste water treatment design
- Water network optimization, leakage prevention

SDG 7 Affordable and clean energy

Ensure access to affordable, reliable, sustainable and modern energy for all.

What we do:
- Energy transition consulting
- Assist clients in decarbonization programs

SDG 8 Decent work and economic growth

Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

What we do:
- Make *sustainable project choices* when engaging with clients
- Create a skills powered organization
- Respect and promote human rights and communities

SDG 9 Industry, innovation and infrastructure

Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.

What we do:
- Climate adaptation consultancy
- Industry 4.0 – Facilities of the Future

SDG 13 Climate action

Take urgent action to combat climate change and its impacts.

What we do:
- Climate adaptation solutions
- Set SBTi approved net zero target for 2035
- Help optimize the energy transition pathway for companies

SDG 15 Life on land

Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.

What we do:
- Assist clients in soil and water remediation projects
- Design nature positive solutions

Energy & Carbon

We aim to mitigate the impacts of future climate change by taking a whole-life approach to reduce carbon and costs in client projects through more sustainable design, construction, and use. This impact reflects SDG 7 (affordable and clean energy), as well as SDG 13 (climate action). All detailed information on these topics can be found in our ESRS E1 Climate change chapter.

Water Stewardship

A holistic approach to water resources that engages stakeholders comprehensively to achieve environmentally sustainable, socially equitable, and economically beneficial water use for all, while ensuring the long-term health of water resources and the communities that depend on them. SDG 6 (clean water and sanitation) aligns with this impact, and via ESRS E3 Water and marine resources chapter, we report our detailed approach to this topic.

Circularity

A whole lifecycle approach to resource planning and efficiency with an aim to reduce waste, reuse, recycle, and move towards bio-based and circular materials. Although the focus is on how materials can be reused or repurposed at the end of their initial useful life, planning for this starts at the earliest phases of a project. This impact is connected to SDG 9 (industry, innovation and infrastructure). Detailed reporting is found within the ESRS E5 Resource use and circular economy chapter.

Nature & Biodiversity

A project approach that recognizes the financial and non-financial values that can be delivered by incorporating nature- and biodiversity-positive elements into designs, maximizing the benefit to the project owners and habitats/ecosystems. This impact connects to SDG 15 (life on land) and reporting can be found in ESRS E4 Biodiversity and ecosystems.

Societal Impact

Recognition that the projects we deliver have an impact that extends far beyond the project owner. An effort to ensure that community and stakeholder needs are considered and the impact of our projects is positive and just, while respecting human rights and promoting health and wellbeing.

SDG 3 (good health and wellbeing), 4 (quality education), 5 (gender equality) and 8 (decent work and economic growth) fall within the scope of this impact, and reporting can be found in the ESRS S1 Own workforce and ESRS S2 Workers in the value Chain chapters, as well as the social impact programs Shelter, Local Sparks, and Talent Next.

For further details on Arcadis' products offering, headcount details, and revenues per each of the areas in which Arcadis is active, see also the Executive Board Report, within the updates on our Global Business Areas and the 'At a glance' pages.

Benchmarks

Arcadis measures, monitors, and communicates its sustainability performance transparently and in alignment with stakeholder needs. Our ESG performance is annually assessed by ESG rating agencies, including Sustainalytics, CDP, MSCI, ISS, and EcoVadis. We use the feedback from these ESG rating agencies in our journey to continuously improve our sustainable performance. This way we can improve our positive impact on society, through the projects we undertake for our clients, in our own business operations and through the way we engage with people and communities.

The next table shows our scores for several key ESG-related rating agencies over the last two years. Arcadis maintained its strong performance on sustainability during 2025 for most ratings, achieving C+ status from ISS for the second year in a row, and AA (Leader) status from MSCI. In the Corporate Sustainability Assessment from S&P, we improved our score and are now ranked in the top 5% of our industry (top 6% in 2024), mainly thanks to improvements in corporate governance and environmental topics, offset by a decrease in the social dimension. We saw a one-point drop in our EcoVadis score, from 84 to 83 out of 100. This bumped us from Platinum to Gold recognition. The decline was caused by procurement, while all other areas improved. In Sustainalytics, we were able to maintain our top 2% rank in our industry, but saw our ESR Risk Rating increase slightly to 15.7 (low risk) compared to 15.5 (low risk) in 2024, because of an increase in overall sector risk exposure.

Thanks to consistently strong results in most subtopics, we improved to the A- Leadership category in CDP (B Management category in 2024). Gaps that we see in our ratings performance are addressed in improvement programs, to further enhance our sustainable reputation.

	Score		Rank	
	2025	2024	2025	2024
Sustainalytics[1]				
(Lower ESG Risk Rating score = lower risk)	ESG Risk Rating: 15.7 (Low Risk)	ESG Risk Rating: 15.5 (Low Risk)	Top 2% (4th place) in industry Top 14% of all companies	Top 2% (3rd place) in industry Top 14% of all companies
EcoVadis				
	Overall score: 83/100 points Gold medal	Overall score: 84/100 points Platinum medal	Top 3% of industry Top 2% of companies globally	Top 1% of industry Top 1% of companies globally
MSCI[2]				
	AA (‘Leader’)	AA (‘Leader’)	Rank undisclosed	Rank undisclosed
ISS				
ESG Corporate Rating	C+ ‘Prime’ status	C+ ‘Prime’ status	Within top 20% (2nd decile) of industry	Within top 10% (1st decile) of industry
CDP				
Climate change questionnaire	A-	B	Leadership category	Management category
CSA				
Corporate Sustainability Assessment from S&P	63/100 (CSA Score as of 31 October 2025)	58/100 (CSA Score as of 6 December 2024)	Top 5% of industry	Top 6% of industry

[1] Copyright ©2025 Morningstar Sustainalytics, see the glossary of the Sustainability statement for the full disclaimer.
[2] Trademark of MSCI ESG Research LLC, see the glossary of the Sustainability statement for the full disclaimer.

CSRD - General disclosures

Statement of compliance

The sustainability statement for the financial year ended 31 December 2025 has been prepared in accordance with the European Sustainability Reporting Standards (ESRS) as adopted by the European Commission and complies with the reporting requirements provided for in Article 8 of Regulation (EU) 2020/852 (Taxonomy Regulation).

Please note that the CSRD as well as the CSRD Omnibus Directive (Directive (EU) 2024/825) have not yet been transposed into Dutch national law. As a result, differences in interpretation may arise as the legislative process progresses. For this statement, we have adopted the provisions of the Stop-the-Clock Directive (Directive (EU) 2024/1760), which defers certain requirements.

The sustainability statement incorporates information about Arcadis N.V. and its controlled entities in the consolidated financial statements (see note 1). Where relevant, it includes information on our own operations and the value chain, including products, services, business relationships, and the supply chain. This represents the group’s consolidated sustainability reporting. Arcadis in general makes use of the option to omit specific information on intellectual property, know-how, or innovation results. We do that to protect our competitive advantage, maintain economic value, and prevent unauthorized use or replication. For the same reason we do not provide any detailed financial insights per sub-market, other than core figures per GBA, which is the main steering mechanism of our company.

Our reporting is prepared in line with the ESRS, which are interoperable with the Global Reporting Initiative (GRI). We use the GRI–ESRS interoperability index as a guide to assess alignment between the two frameworks. ESRS E1 also fully incorporates the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). Since 2009, we have been a member of the United Nations Global Compact (UNGC) and support its Ten Principles on human rights, labor, environment, and anti-corruption. Our annual Communication on Progress is available on our website.

Value chain

The term “own operations” refers to our workforce, and the elements of our operations over which we have direct operational control. In our upstream and downstream value chain, we recognize participants as follows:

- Upstream: The actors that provide products or services that are used in the development of Arcadis products or services, including procurement activities linked to our project execution and ongoing business operations.
- Downstream: The partners, clients, and indirect clients that receive our project deliverables, as well as the final consumers and end users. We report on certain aspects of the value chain by presenting information in a qualitative manner rather than quantitative, due to the commercial sensitivity of this information. This approach is mainly evident in the required quantification of current financial effects when assessing value chain-related opportunities.



Basis of preparation

Arcadis operates a global business model consistently throughout all of the departments and jurisdictions we work in. Similarly, our CSRD implementation follows a unified approach with a focus on global policies, targets, and ways of working. Potential regional differences are addressed in this global approach. For illustrative purposes, some local examples have been added to this statement. The scope of the Sustainability Statement equals the scope of our financial statements.

From a value chain perspective, we expect our suppliers to operate in an environmentally, socially, and economically responsible way and to use their influence to promote these standards across their own supply chains. We also carefully select the clients and subsequently vet the projects we engage in through due diligence and our strategic focus on "making sustainable project choices." In our service delivery, we comply with applicable local legislation and relevant client standards. Once a project is completed and accepted by the client, responsibility is transferred, and our involvement ends, unless re-engagement is required and formalized.

Via the Arcadis Future IMPACT+^{TM} program, we are progressively establishing value chain-related disclosure during the phase-in period, granted by the European Commission.

Time horizons

For this statement, Arcadis defines the following time horizons:

- One year as short term
- Between one year and three years as medium term
- More than three years as long term.

The time horizons are aligned with the annual financial reporting period and the three-year strategic cycle adopted at Arcadis. An exception is made for the climate-related transition risks and opportunities identified under ESRS E1. For these disclosures, the time horizons are: short term (0-3 years, from 2025 to 2028), medium term (4-8 years, from 2029 to 2033), and long term (10-30 years, from 2034 to 2050).

Sources of estimation, outcome uncertainty, and comparative data

For some metrics calculations, we make judgements, estimates, and assumptions based on industry standards, our experience, and other relevant factors. Where we use estimates or indirect sources, such as sector averages or proxies, we explain this in the relevant topical chapters and in the glossary.

The most significant estimations relate to our carbon footprint measurement and payment practices metrics. We continue to improve data quality. For example, for scope 3 category 1 emissions, we primarily rely on indirect data sources and CDP disclosures, while this year we expanded efforts to facilitate direct surveys with suppliers. We also brought additional business units, such as the former IBI and CRTKL, onto Oracle. This helps us streamline and standardize payment practices across the company.

Changes in preparation or presentation of sustainability information and prior period errors

In 2025, we identified that business-travel emissions reported for 2024 were understated by 1,950 tCO_2-eq due to an isolated system setting error. This was not considered a material misstatement for the 2024 sustainability statement. In line with ESRS comparability requirements, and because emissions from business travel was introduced as a relevant short-term incentive metric for certain employee groups in 2025, and as a consequence the year-on-year movement between 2024 and 2025 is deemed material, we adjusted the 2024 comparative figure to include the omitted emissions. The 2019 base-year emissions remain unchanged, as the system was not in use then.

Our own operations waste figures for 2024 were updated following a change in preparation. We noticed the averages which were used for calculating 2024 estimates were not based on a big set of data. It was decided to use newly calculated averages based on more available data. In 2025, measured data for office waste was available from 100 offices now. For offices not yet collecting waste data, we estimated average waste intensity using available data, prorated by full-time equivalent (FTE) employees and average office attendance in each country. The reported figure of 2255 tons of waste in 2024 declined to 864 tons, whereas with the new method, the 2025 actual rose again to 1298 tons.

Incorporation by reference

Some ESRS requirements overlap with obligations Arcadis already reports on, for example those prescribed in the Dutch Corporate Governance Code regarding our governance structure. These disclosures are therefore presented in other chapters of the Annual Integrated Report and incorporated here by reference. A summary of all referenced information is provided in the annex and noted in the relevant sections.

Governance of sustainability matters

We have established a governance structure with supporting processes, controls, and procedures to monitor and manage sustainability or ESG matters, focusing primarily on the Executive Board and the Supervisory Board.

The general information of these management bodies and their associated sustainability knowledge is provided in the respective chapters of this report (Composition of the Executive Board, Composition of the Executive Leadership Team, Composition of the Supervisory Board).

In 2025, we also launched our new cross-functional Sustainability Management Board to provide a more fully aligned perspective on sustainability-related advice, programs, communications, investments, capability development, and solutions to the executive leadership of the business. Diversity in background and knowledge enables the boards, both individually and collectively, to understand and steer relevant ESG matters.

Roles and responsibilities

To manage CSRD implementation and the associated material impacts, risks, and opportunities, we have defined clear roles and responsibilities. Unless specified otherwise, oversight and accountability rest collectively with the relevant bodies below. Individual responsibilities, such as managerial accountability for specific policies, are outlined in the respective topical chapters.

The roles are defined as follows.

The Supervisory Board Sustainability Committee (SusCo):

Assists and advises the Supervisory Board on sustainability matters. The SusCo prepares plenary discussion and decision-making for the Supervisory Board on items within the remit of sustainability.

Executive Leadership Team (ELT), including Executive Board members:

Responsible for the final review and approval of progress and direction. It facilitates leadership endorsement and accountability, and enabling the integration of internal stakeholders' views into strategic decisions. The ELT receives consolidated quarterly updates to evaluate progress and approves directions taken. Where required, further implementation across the business, along with performance monitoring, is assigned to Global Business Areas (GBAs) and respective departments.

Sustainability Management Board (SMB):

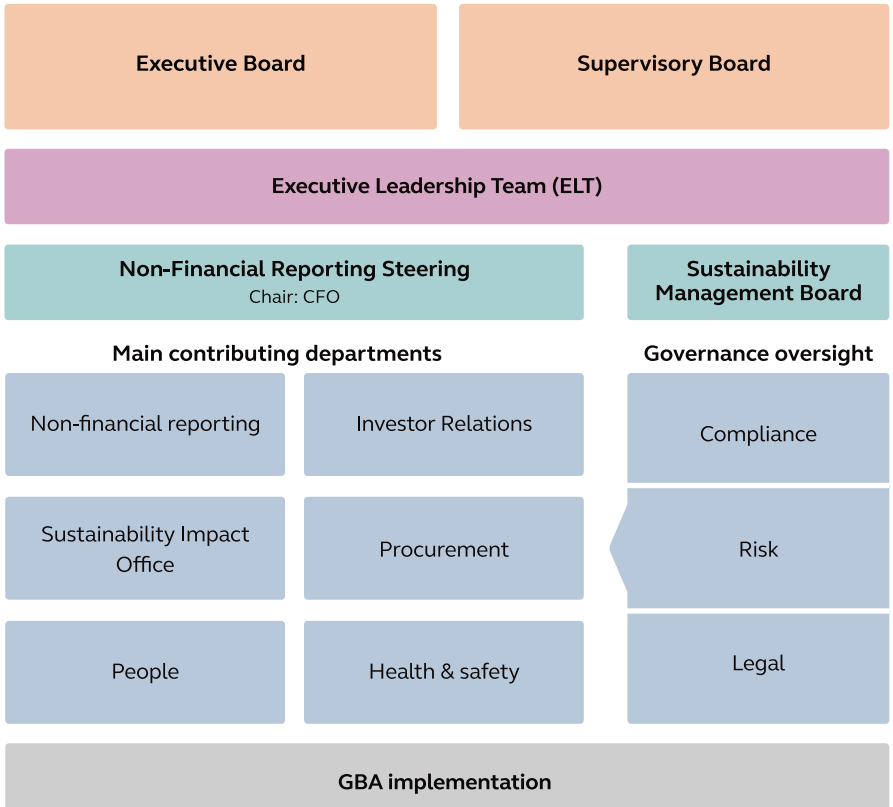
Convenes bimonthly to create alignment on existing and new business sustainability initiatives, investments and communications and issue comprehensive advice and support to the executive leadership team while fostering awareness of and participation in cross-functional sustainability initiatives throughout the business.

NFR Steering Committee:

Monthly discusses the progress overview, delivers strategic guidance, approves methodologies, and creates alignment with the company's goals. It also supports the identification of relevant metrics and guided target setting where applicable. The Steerco consists of the Chief Financial Officer, Chief Growth Officer, Global General Counsel, Global Accounting Officer, the Global Sustainability Director, the ESG Relations & Public Affairs Director and the Global Technical Director of Sustainability Disclosures.

NFR Team:

Coordinates the various CSRD work streams and provides regulator implementation progress updates. It builds oversight by aligning contributing departments and relevant functions, leading a consistent, controlled, and integrated approach to implementation.



While the NFR Team and NFR Steering Committee focus on reporting matters, broader sustainability content and implementation are managed by other teams. The Sustainability Impact Office leads the global Sustainability Program. The People Team leads on the agenda related to our own-workforce-related matters. Other key contributors include Health & Safety & Wellbeing (HSW), Sustainable Procurement, Compliance, Human Rights, Growth, and Finance teams.

Employee representation in governance

Besides the direct governance around sustainability, it is important to stress the valuable role of our employees.

The Lovinklaan Foundation, our largest shareholder with 19% of shares, is entirely composed of employees from diverse backgrounds and countries. Since 1981, it has supported Arcadis' continuity and advanced workforce interests by reinvesting dividends into programs that develop skills and empower employees. Board members participate in strategic decisions, including sustainability initiatives, with workforce perspectives reflected in company policies.

Employee representation is also evident through the Bellevue Foundation, which has ten employee members forming half of the Priority Foundation Board. This board oversees ESG matters such as sustainability strategy, risk management, and employee-focused programs, reinforcing long-term employee influence on governance.

Employees can also provide feedback on ESG issues through Communities of Practice, webcasts, training sessions, manager dialogues, and Your Voice surveys. Insights gathered have informed initiatives including wellbeing programs, sustainability training, and inclusive policy updates. Together, these channels facilitate continuous engagement and highlight our commitment to integrating employee perspectives into key ESG decisions.

Integration of sustainability-related performance in incentive schemes

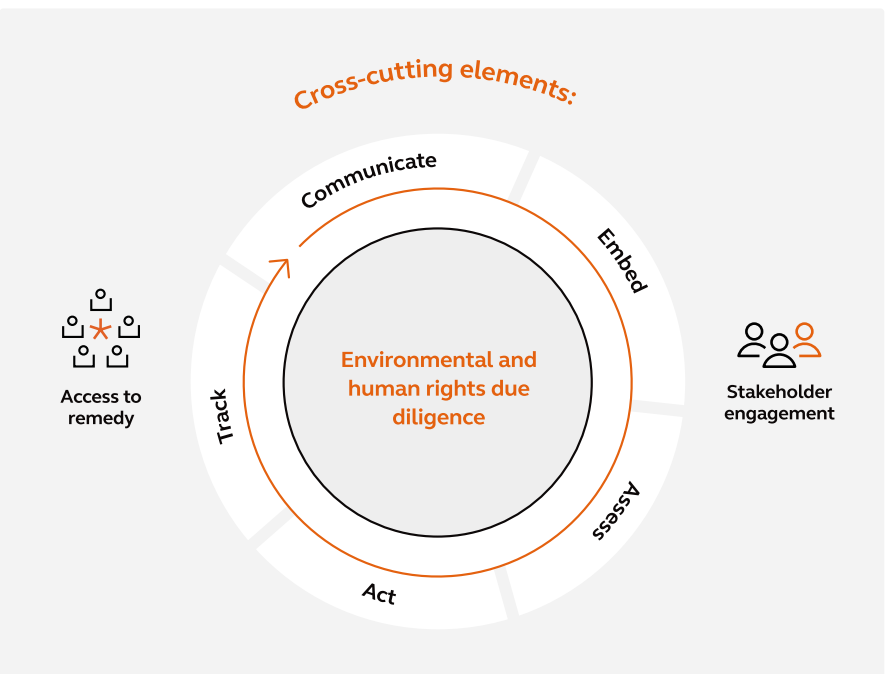
Goals related to ESG aspects are included in the long-term incentive (LTI) performance targets for the Executive Board and ELT. These goals are also cascaded down to the senior leadership levels. Details are included in the Remuneration report (short-term variable remuneration, long-term variable remuneration: performance shares). The remuneration of Supervisory Board members is not dependent on company results.

Due diligence statement

In 2025, we strengthened our environmental and human rights due diligence process - serving as a cornerstone in assessing the material impacts, risks, and opportunities of our business operations. During the reporting period, procedures were developed to operationalize the integration of human rights and environmental due diligence in alignment with our overarching Sustainability Policy and our Third-Party Due Diligence Policy.

Our due diligence approach has been designed with reference to international instruments such as the United Nations Guiding Principles on Business and Human Rights and the Organisation for Economic Cooperation and Development (OECD) Guidelines for Multinational Enterprises. It aims to establish a structured process for identifying, preventing, mitigating, and accounting for the actual and potential adverse impacts on the environment and human rights linked to our business activities. This process includes our immediate operations and extends to both upstream and downstream elements of our value chain, encompassing our services and business relationships.

Below is a table with a brief overview of where core elements of our due diligence process are described within the rest of the sustainability statement.



Steps of the due dilligence process

Core elements of due diligence	References in the Sustainability Statement
Embedding due diligence in governance, strategy, and business model	ESRS 2 GOV-2: Information provided to and sustainability matters addressed by the undertaking's administrative, management, and supervisory bodies ESRS 2 GOV-3: Integration of sustainability-related performance in incentive schemes ESRS 2 SBM-3: Material impacts, risks, and opportunities and their interaction with strategy and business model (All in Introduction & General Disclosures)
Engaging with affected stakeholders in all key steps of the due diligence	ESRS 2 GOV-2: Information provided to and sustainability matters addressed by the undertaking's administrative, management, and supervisory bodies ESRS 2 SBM-2: Interests and views of stakeholders ESRS 2 IRO-1: Description of the processes to identify and assess material impacts, risks, and opportunities (All in Introduction & General Disclosures) ESRS 2 MDR-P: Policies adopted to manage material sustainability matters (S1 Own Workforce & S2 Workers in the Value Chain)
Identifying and assessing adverse impacts	Each standard refers to ESRS 2 "General Disclosures," which establishes a uniform requirement to describe and disclose the due diligence process for all material sustainability topics - including how impacts are identified, assessed, prioritized, and addressed. Topic-specific details are outlined in: S1 Own Workforce S2 Workers in the Value Chain E1 Climate Change E3 Water & Marine E4 Biodiversity & Nature E5 Resource Use & Circularity
Taking actions to address those adverse impacts	Each ESRS chapter specifies planned actions to address material negative impacts S1 Own Workforce S2 Workers in the Value Chain E1 Climate Change E3 Water & Marine E4 Biodiversity & Nature E5 Resource Use & Circularity

Risk management and internal controls over sustainability reporting

Arcadis has implemented a system of risk management and internal control to mitigate and manage risks around sustainability reporting. The main risks identified are listed below, with the mitigating strategy for these risks represented by the system of risk management and internal control over sustainability reporting:

- The risk of material misstatement due to omissions, errors, or incomplete data in our sustainability reporting.
- The risk of non-compliance with regulatory requirements and standards.

Our system of risk management and internal control over sustainability reporting is aligned to the proven principles of the Committee Of Sponsoring Organizations (COSO) Integrated Framework. The key features and components are described in the table below:

Component	Description
Control Environment	Our company values, strategy, AGBP, and sustainability policies provide the pervasive environment for controls over sustainability reporting. The Supervisory Board Sustainability Committee, EB, ELT, and Non-Financial Reporting (NFR) Steering Committee provide oversight of sustainability reporting.
Risk Assessment	We have performed both a double materiality assessment and impact, risk and opportunity assessments of all applicable aspects of ESG. Sustainability is embedded within the specific risk categories of the ARC framework (more details of which can be found in the Enterprise Risk Management chapter of this report). Multiple functions, including the NFR, Global Sustainability, Human Rights, and Compliance teams continuously assess laws and regulations that impact ESG topics. A specific assessment was carried out in relation to the risk of fraud within our sustainability reporting.
Control Activities	The majority of the data used for sustainability reporting is prepared by GBAs and the Finance, Workplace, Health and Safety, Procurement, Global Sustainability, and People teams and business processes therein. The NFR manual was launched in order to formalize reporting processes and key controls.
Information and Communication	A broad range of ESG training is provided, including Sustain Abilities which aims to help all Arcadis employees to have a common language and understanding of sustainability. We have collated the relevant data from our business information systems, which are supported by our internal control and monitoring systems (including IT General Controls), and from suppliers and other sources. This is centrally consolidated by our NFR function and ultimately reviewed by our Finance function.
Monitoring Activities	Risk Management provide second line assurance as part of the annual Risk Assurance Program. In 2025, Internal Audit have also provided assurance through reviews on CSRD and carbon emissions deriving from business travel. Extensive KPIs and data points are published throughout this sustainability statement. Any deficiencies are reported as described in the Enterprise Risk Management chapter of this report.

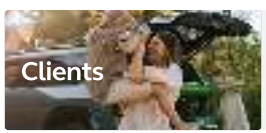
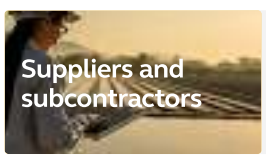
Developments in sustainability reporting will be monitored going forward and our system of risk management and internal control will evolve accordingly.

Interests and views from stakeholders

In line with the Dutch Corporate Governance Code 2022, we issued an Arcadis Stakeholder Engagement Policy on Sustainable Topics. As detailed in the policy, we 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 – where necessary – with people impacted by the projects Arcadis undertakes on behalf of its clients. By following this Stakeholder Engagement Policy, we aim to build trust, foster collaboration, and integrate stakeholder perspectives into our decision-making processes and strategy. Throughout the year, the Executive Board and Supervisory Board are regularly updated with insights from our client experience program, employee engagement initiatives, and investor feedback.

Stakeholder channels

See below a table of the key stakeholders, engagement methods, and considerations:

	Engagement method	Why we engage	Stakeholder feedback	Our response to feedback
	• Quarterly survey Your Voice • Virtual global and country Town Hall meetings • Regular blog post and emails CEO • Training and development programs	We collect feedback from colleagues through multiple channels, using these insights to inform and refine our People strategy	Our engagement score is +45 eNPS, keeping us in the top 10% of professional service organizations, according to Workday Peakon benchmarks. Colleagues particularly value their freedom of opinion and autonomy in their work. However, we recognize opportunities for improvement in the areas of reward, career progression, and managing transformation and change	We are addressing opportunities for improvement in reward, career progression, and change management, and will continuously refine our People strategy to support ongoing development
	• Direct contact with over 500 investors and shareholders in 1-1 meetings, roadshows and conferences • Responding to investor and rating agencies questionnaires	We aim to explain our strategy and results, while also seeking their perspectives on our financial performance, strategic direction, and sustainability matters	Investors expect us to take decisive action to accelerate growth and close the valuation gap with our peers. Our expertise in energy savings, water infrastructure optimization, and sustainable design delivers tangible benefits for clients and supports more profitable growth. At the same time, investors emphasize the importance of maintaining our sustainability objectives	We announced a €175 million share buy back plan in October to reduce the share capital We will implement additional measures to streamline the organization, prioritizing sales growth and reducing overhead costs
	• Annual Client Experience Surveys • Targeted interviews	We engage with clients to thoroughly understand their needs, enabling us to deliver the most effective services and solutions	Currently, we often provide only a single solution to clients, even though many are open to purchasing additional services	We will proactively address this by promoting the full range of Arcadis offerings to increase cross-selling opportunities
	• Ongoing interactions focused on project delivery and sustainable procurement; real-time monitoring of ESG developments via AI tooling	Supplier insights inform our procurement strategies and enhance our sustainability initiatives	We need greater global visibility into our supply base to optimize spending and achieve our net zero commitment	We focus on supply chain management as a commercial differentiator, unlocking cost reduction potential, and minimizing risk exposure to realize our net Zero commitments
	• Collaboration and direct contacts on sustainability projects, such as UN Habitat with the Shelter program • Multi-stakeholder initiatives: UN Global compact, WBCSD, BSR Human rights working group	Arcadis engages with NGOs, peers and institutions to strengthen its sustainability impact, leveraging their expertise to co-develop solutions that address global challenges like climate resilience and urban development	These partnerships provide valuable insights, opportunities to engage with key stakeholders and initiate collective action towards Arcadis' ESG commitments, especially in areas like nature-based solutions, climate resilience, community engagement and human rights	Feedback from NGOs is integrated into decision-making, sustainability disclosures, and ESG strategy development

Double materiality alignment with strategy and business model

Sustainability is embedded in our business model, strategic planning, and decision-making processes (see Strategy section). Our 2024–2026 corporate strategy, *Accelerating a Planet Positive Future*, places sustainability at its core to drive long-term value creation for stakeholders. We are progressively enhancing our ability to assess, where appropriate, the current and expected financial effects and impacts of material sustainability matters. This includes further consideration of material IROs into core business processes and governance.

Arcadis delivers its services through four Global Business Areas (GBAs): Places, Mobility, Resilience, and Intelligence. These GBAs reflect the way the business is managed and represent the primary markets and services we provide. Each GBA section highlights the relevant sustainability focus areas in relation to their activities, illustrating the connection between our business model, revenue drivers, and sustainability matters.

2025 double materiality assessment (DMA) update

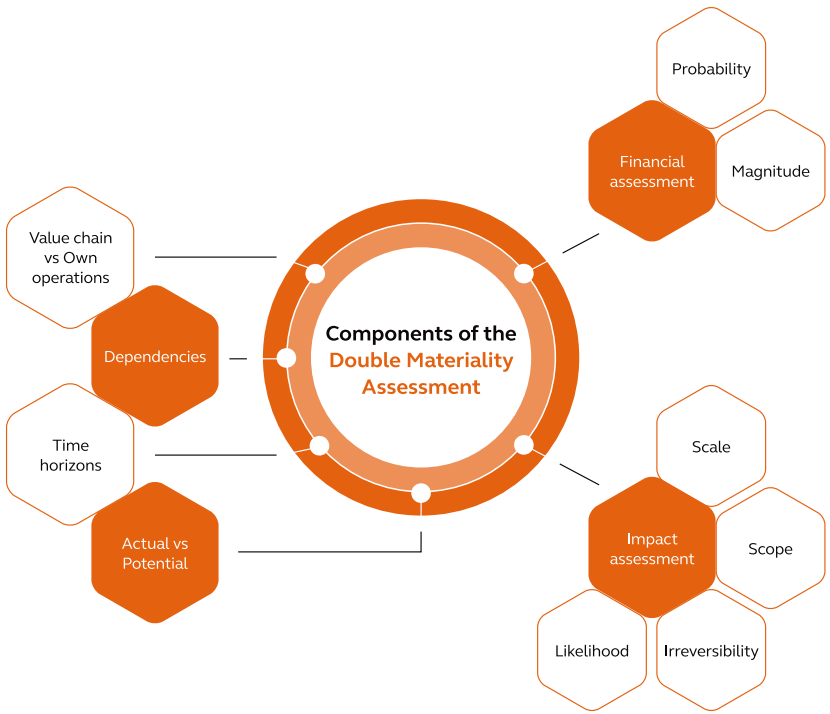
We first conducted a DMA aligned with ESRS in preparation for our 2024 Annual Integrated Report. This marked a key step in formalizing our approach to materiality across Arcadis' operations and value chain.

Arcadis conducts a DMA annually, using either a **comprehensive (full)** or **streamlined (light)** approach depending on our strategic planning cycle. A full DMA is performed in years preceding an update to our three-year corporate strategy. In interim years, a light update supports the continued relevance and accuracy of the materiality assessment, while maintaining alignment with strategic priorities and regulatory developments.

In **2024**, we carried out a full DMA that included extensive stakeholder interviews and in-depth analysis to establish a baseline list of material topics and impact, risks and opportunities (IROs). This provided a robust foundation for future assessments and reporting.

In **2025**, with no strategic refresh scheduled, we conducted a **streamlined (light) update** to refine and validate the existing materiality landscape.

This process focused on reviewing developments in both the internal and external context, confirming the relevance of current IROs, and clarifying the reporting scope early in the year to support timely implementation of CSRD requirements.



Key characteristics and process of the 2025 light update:

- Built on the 2024 baseline by reviewing and refining existing material topics and IROs. Where relevant, new topics or IROs were identified and considered through a structured internal review and endorsement process.
- The methodology, including predefined materiality thresholds and scoring scales, remained consistent with the 2024 assessment to support year-on-year comparability and continuity in how materiality is evaluated.
- We engaged with internal stakeholders across key functions. These teams contributed insights based on their subject matter expertise and ongoing engagement activities, such as client feedback, due diligence, and benchmarking, serving as proxies for external perspectives.

Proposed updates underwent a thorough validation process. Leadership and subject matter experts reviewed and refined changes, while strategic alignment was maintained by assessing IROs against Arcadis' business priorities. Updates also incorporated shifts in the external environment, including regulatory, geopolitical, and macroeconomic developments. Finally, a structured peer review benchmarked the proposed changes against industry standards and market intelligence.

Key changes in the 2025 DMA update

Building on the 2024 baseline, we streamlined our material topics and IROs to better mirror our evolving service portfolio and to enhance clarity and usability for strategic decision-making and reporting.

This year, we identified 17 material topics, compared to 19 in 2024. Two topics, Pollution and Water Discharges in Oceans, were removed after reassessing their relevance and materiality, both from a stakeholder and business impact perspective.

The number of IROs was refined from 43 in 2024 to 20 in 2025. This 53% reduction was primarily driven by consolidation across closely related topics, especially within the environmental domain. The updated list of material IROs enables a more coherent view of how interconnected sustainability themes are addressed through integrated client solutions.

- In total, 14 IROs were merged (one risk, eight opportunities, and five impacts), reflecting a shift from ESRS sub-topic segmentation, such as climate adaptation, mitigation, and energy, toward integrated offerings that more accurately represent how Arcadis delivers services. The resulting IROs now encompass broader solutions such as climate resilience, decarbonization, energy transition, and biodiversity consultancy, which align with increasing client demand and more effectively capture multi-topic interdependencies.
- Nine IROs (four risks, three opportunities, and two impacts) were removed after careful evaluation against our established materiality thresholds and in consideration of changes in market conditions, stakeholder expectations, and Arcadis' business priorities. Additional removals were prompted by shifts in industry trends and guidance, including updates from the Science Based Targets initiative and changes in carbon credit pricing.

Finally, most IROs have been refined with clearer and more focused descriptions. No new IROs or material topics have been added, and no new entity-specific topics or IROs have been introduced.

Double materiality results

The resulting set of material IROs includes six positive and four negative impacts, six financial risks, and four financial opportunities. This outcome enables a more balanced and useful understanding of the impacts, risks and opportunities most relevant to our business model, strategy, and stakeholders. All but one of the IROs have a short-term time horizon and one IRO has a medium-term horizon. Arcadis is expected to have a positive impact in the medium term by supporting clients with responsible asset management, promoting material circularity, and ensuring sustainable disposal to advance the circular economy.

As in the prior year, the assessment contributes to confirming that the most material impacts remain within our downstream value chain, particularly in our projects and client relationships. These impacts are more positive than negative. The combined view of our internal stakeholders is that the developments in many of these areas create opportunities not only for Arcadis, but also for our clients and value chain partners to realize positive social and environmental impacts.

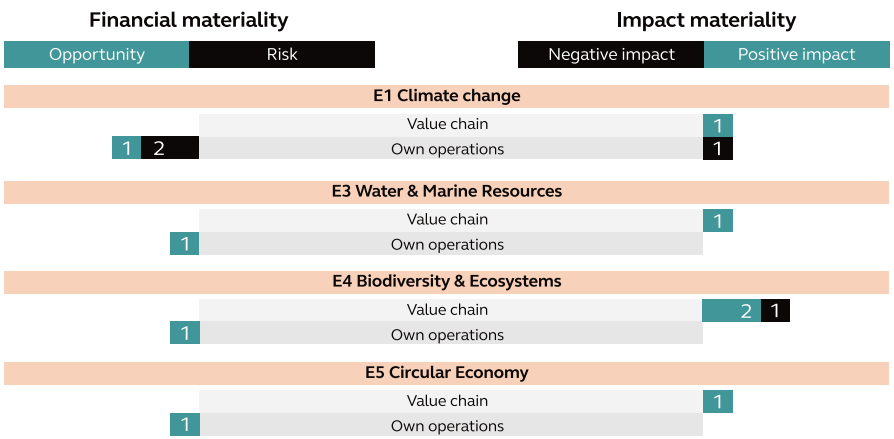
Most material impacts are intended to be monitored at the global level, reflecting our global operating model. We already monitor impacts within our own operations, and we are developing processes to capture and assess impacts across the value chain. This also applies to material financial risks and opportunities. A comprehensive and systematic approach to tracking these elements is not yet fully established but will be further advanced through future assessments.

For the quantification of each of the six identified financial risks, an assessment has been made. No significant current financial effects have been identified following these assessments. There are mitigating actions being carried out at the same moment, these are described in detail in the various topical chapters.

Arcadis continues to disclose management of its own operations, including selected metrics, even when the material IROs are primarily in the downstream value chain. This approach reflects our role as a responsible corporate citizen, providing transparency for clients and stakeholders while addressing the information needs of rating agencies. This voluntary reporting is done for our own Water and Waste details and for Biodiversity impact.

For each ESRS, the main material topics are explained in short while detailed IROs are outlined in the respective chapters.

The tables on this and next pages present the materiality of each ESRS sub-topic identified as material through our DMA. It also shows the number of material IROs received, split between our own operations and the value chain.



E1 – Climate change: All three sub-topics within this topic - 'climate adaptation', 'climate mitigation', and 'energy use' - offer opportunities for Arcadis to create positive financial and environmental impact. As a key provider of climate adaptation and resilience services, we are well-positioned to support clients' adaptation to current and future climate change risks. Arcadis supports clients and communities in enhancing climate resilience and nature-positive services around climate adaptation, water optimization, smart sustainable buildings, sustainable operations, new mobility and transportation hubs, architecture and urbanism, among other aspects.

Our role also includes efforts to reduce GHG emissions across our own operations and value chain partners in pursuit of our 'net zero by 2035' target. Initiatives include purchasing renewable energy, reducing business travel, and transitioning our fleet to electric vehicles.

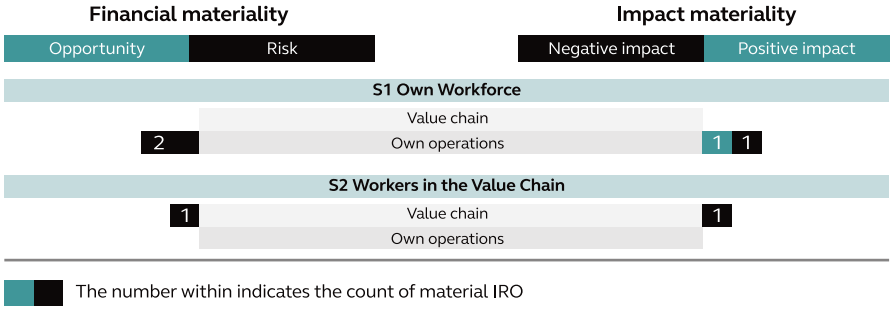
We also recognize climate adaptation risks within our value chain and project delivery, alongside cost risks related to scope 3 emissions from purchased goods and services, which largely remain beyond our direct control.

In addition, Arcadis supports the development and expansion of climate-resilient grid systems to enhance energy security. We also collaborate with large energy users, such as data centers, to integrate sustainable and energy-efficient solutions into their projects.

E3 – Water and marine resources: The material sub-topics in this topic are 'water withdrawal' and 'water consumption'. Arcadis is positioned to support clients in water management and wastewater treatment, generating positive financial and environmental impacts. This includes solutions for optimizing water use, supporting projects in water-stressed areas, and advancing innovative water infrastructure solutions.

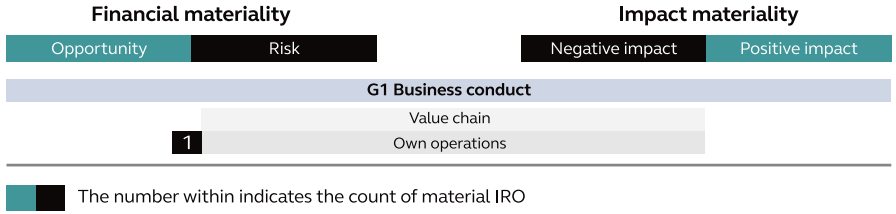
E4 – Biodiversity and ecosystems: 'Climate change', 'land-use change', 'pollution', 'biodiversity loss', 'land degradation' and 'desertification' have been identified as material due to the role Arcadis plays in helping clients address these challenges through biodiversity consulting, environmental impact assessments, and restoration projects. These activities can generate positive environmental and financial outcomes by enhancing ecosystem resilience and supporting sustainable development. At the same time, they carry potential negative impacts if not effectively managed, including risks of habitat destruction, soil degradation, pollution, and biodiversity loss stemming from project execution.

E5 – Resource use and circular economy: Materiality for this topic relates to 'waste'. Arcadis helps clients responsibly manage assets and identify ways to increase circularity in material and resource choices, including waste disposal after product end of life. We promote positive impact by embedding sustainability into operations and design guidelines, improving resource efficiency and waste management.



S1 Own workforce: As a people-first organization, our own workforce is our most important asset, with various S1 topics being relevant. Through our DMA and IRO assessments, we identified the material topics of 'health and safety', 'work-life balance', and 'training and skills development'. We recognize risks related to insufficient upskilling and challenges in managing work-life balance, which could impact employee wellbeing, future readiness, productivity, and retention. Potential negative effects may include limited personal career advancement due to inadequate training and development. At the same time, we see positive impacts by focusing on wellbeing, taking ownership of our health, safety, and wellbeing (HSW) responsibilities and fostering a culture of care in which employees feel valued, supported, and empowered to thrive.

S2 – Workers in the value chain
Potential risks and negative impacts related to health and safety have been identified within our upstream and downstream value chains. Given our business context, not adequately addressing HSW issues, such as injury or illness among value chain workers, could pose risks. Additionally, potential negative impacts may arise from associations with projects, clients, or suppliers that do not fully uphold HSW standards or engage effectively with value chain workers.



G1 – Business conduct: Corporate culture, whistleblower treatment, lobbying, and bribery and corruption are fundamental to our business principles, and we have a well-established governance framework in place for these topics. This framework is supported by policies, processes, and compliance with the Dutch Corporate Governance Code. The remaining risk on these topics was not considered as material. The materiality within G1 was set on the sub-topics 'management of relationships with suppliers' and 'payment practices', given the significant role of third-party suppliers and contingent workers in our project delivery and in our value chain. We seek to further improve these relationships and the way we conduct business with these partners.

Design effectiveness and operational effectiveness

Arcadis approaches sustainability at two levels: design effectiveness, which focuses on establishing policies and governance frameworks for material topics, and operational effectiveness. Once a policy is formally set, design effectiveness is considered achieved. Operational effectiveness, in contrast, relates to the implementation and monitoring of these policies through action plans, metrics, and targets.

Policies adopted to manage material sustainability matters

We have developed a series of policies addressing material sustainability topics, approved by the Executive Board and accessible to employees via the intranet and, where relevant, to stakeholders on our website. These policies, collectively termed 'design effectiveness', are supported by an implementation roadmap that assigns ownership, defines responsibilities, and establishes monitoring mechanisms. For several IROs within our own operations, policies are in place and operational effectiveness has been achieved. For other IROs, including those where targets are not yet fully defined, work is still ongoing. Further details on progress per IRO can be found in the respective chapters.

To provide overarching guidance, Arcadis has a Sustainability Policy that frames how we manage environmental, social, and governance topics, aiming to minimize negative impacts and maximize positive contributions. This policy covers key activities including reporting, business practices, stakeholder engagement, and investments, and serves as the basis for all topical ESG policies. Responsibility for its implementation rests with the Chief Growth Officer.

Through this approach to policy development, action planning, and target setting, Arcadis is positioned to meet CSRD requirements and drive sustainable practices and long-term compliance in the realm of sustainability management.

Resources and actions

CSRD implementation actions are managed by a small, dedicated core team, supported by subject matter experts and active engagement from senior management across both business operations and enabling functions. Most individuals involved are not exclusively allocated to these implementation activities.

Resource needs are reviewed annually during business planning cycles. While budgeting occurs at a higher level, prioritization and delivery of actions are managed through day-to-day business steering. A program budget is established for clear resource requests, and any indirect required developments discussed within the NFR Steering Committee.

The resources and actions that can be specifically identified and linked to material sustainability matters are outlined in the respective ESRS chapters.

Metrics and targets

Our primary formal ESG targets, announced during Capital Markets Day, focus on material sustainability matters and include:

- Related to E1 Climate change: Reducing our carbon footprint by achieving a 70% decrease in scope 1 and 2 GHG emissions by 2026 from the 2019 baseline, as well as a 45% reduction in scope 3 GHG emissions by 2029 compared to 2019 levels.
- Related to S1 Own workforce: Our overarching target for employee engagement serves to collect and evaluate the performance of workforce-related IROs. We aim to maintain our eNPS ranking in the top 25% of the professional services sector.

- The US Equal Employment Opportunity Commission has issued guidance on the recent executive orders signed by the US administration that prohibit remuneration programs for our US workforce based on gender composition. Considering this, we have removed the 40% gender participation target for the US only (2024 –2026 Capital Market Day target) to comply with US law and protect our ability to continue supporting key US clients. The 40% gender participation target is not part of our global leadership incentive program (STI) in 2025. The 40% Capital Markets Day gender participation target remains in place across the rest of the world (excluding the US).

For E4 (Biodiversity), although not part of the three-year strategic targets, a biodiversity commitment has been set for our own operations.

No additional targets are disclosed in this statement for other material sustainability matters. In 2025, Arcadis focused on design effectiveness and undertook efforts to investigate and better understand the broader landscape of material topics. This included collecting data and assessing IROs. For material IROs impacting the value chain, Arcadis has adopted the phase-in for value chain related metrics. Once that assessment is completed, Arcadis can further establish measures to track policy effectiveness and consider setting relevant targets. Our targets and our 2024 actual carbon impact figures have been validated by the Science Based Targets initiative (SBTi); a global program that helps companies in setting and executing their GHG emissions reduction targets. A validation on the 2025 actuals won't be carried out.

Arcadis has established a variety of internal metrics to monitor progress. None of our metrics are validated by bodies other than the external assurance provider for the total sustainability statement. For more information on performance monitoring, please refer to the relevant ESRS chapter and the glossary for methodologies.

Environmental information

E1 Climate change

E3 Water and marine resources

E4 Biodiversity and ecosystems

E5 Resource use and circular economy



E1
Climate change

Transition plan for climate change mitigation

Climate change is one of the defining challenges of our time, with the built environment responsible for nearly 40% of global energy-related carbon emissions. Transforming how we design, construct, and operate buildings and infrastructure is essential both to adapting to a changing climate, and to mitigating emissions.

At Arcadis, we are committed to supporting the climate transition – partnering with clients to reduce impacts and build resilience, while driving down greenhouse gas (GHG) emissions across our own value chain. We are making progress toward achieving net zero by 2035, guided by interim targets validated by the Science Based Targets initiative (SBTi) in 2024, using 2019 as our baseline.

These SBTi-validated near-term targets cover all three scopes:
- Scope 1 and 2: Reduce absolute GHG emissions by 71% by 2029.
- Scope 3: Reduce absolute GHG emissions by 45% by 2029.

To align with our 2024–2026 strategy cycle, we have also set an additional interim target:
- Scope 1 and 2: Achieve a 70% reduction by 2026, using the same 2019 baseline.

This 2026 Capital Markets Day target of a 70% reduction provides a progress checkpoint for investors and stakeholders. It further complements the SBTi-validated 2029 target of 71%. The reduction path is not linear, and with our refreshed Workstyle guidance with focus on more office attendance, we expect reductions of our carbon footprint harder to be made.

More information on our baseline setting and long-term targets is available in the strategy section.

As an industry leader, we are positioned to drive sustainable progress in the built environment.

Topics within E1

- Climate change adaptation
- Climate change mitigation
- Energy



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Supervisory Board report
Financial statements
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Appendices



Scope 1

Fleet vehicles, stationary energy, and refrigerants

- Transition to EVs
- Reduce & replace natural gas for heating



Scope 2

Purchased electricity

- Reduce electricity
- Purchase renewable electricity

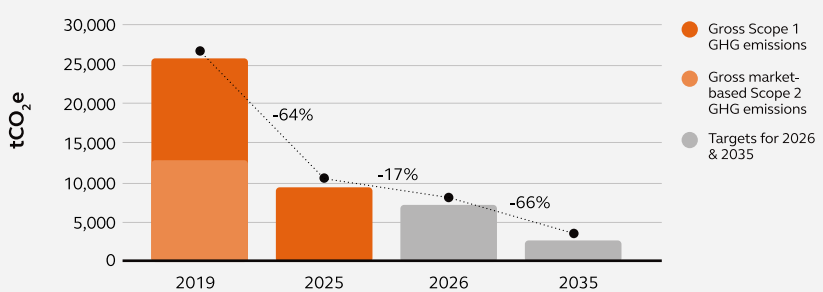


Scope 3

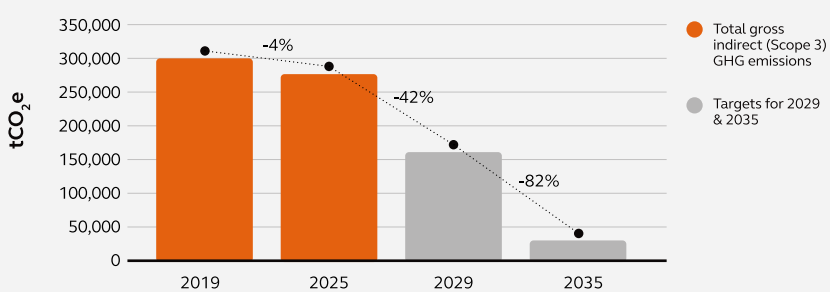
Supply chain and business travel

- Reduce business travel
- Collaborate with suppliers to reduce purchased goods & services emissions

Scope 1 & 2 Performance and Targets



Scope 3 Performance and Targets



* For our interim targets, we show two different target years. For Scope 1+2 emissions, we have a target for the year 2026 to align with our strategy cycle and Capital Markets Day target. For Scope 3, we show our SBTi-approved target for 2029

Our Climate Transition Plan (CTP) sets out our strategy for achieving our climate goals and advancing a planet-positive future. The CTP was reviewed and approved by the Executive Leadership Team member for Sustainability and the CEO, in line with Arcadis' internal policy; no further approvals are required.

We published our CTP in response to evolving market demands, stakeholder expectations, and regulations such as the European Union Corporate Sustainability Reporting Directive (CSRD). The plan was developed using technical guidance from CDP and the Assessing low-Carbon Transition (ACT) framework. We plan to update the CTP in 2026 to remain aligned with emerging guidance and best practices.

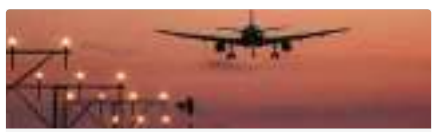
Quick facts: Arcadis' 2025 carbon footprint



Scope 1 and 2
(market-based) CO_2e emissions

2026 target:
70% reduction compared to 2019 baseline

9,500t



Scope 3
CO_2e emissions

2026 target:
70% reduction compared to 2019 baseline

280,400t



Total per FTE
CO_2e emissions intensity

9.0t



Intensity per €m revenue
(total market-based) CO_2e emissions

0.000077t

t = metric tonne

As part of our CTP, we will keep reducing emissions by increasing the proportion of renewable energy within our energy mix, pursuing fleet electrification, and implementing sustainable travel and commuting initiatives. We also help clients tackle carbon reduction by advancing digital and technology solutions.

Climate risk assessment

We have evaluated physical climate risks to our business. Our initial 2022 evaluation covered our largest offices worldwide. In each year since, we have expanded and updated our evaluation, including the latest information in our annual integrated reports for each respective year.

In 2025, we launched Climate Risk Nexus, a digital platform that integrates global climate data, location-specific asset and operational information, and our deep resilience expertise to translate physical climate risk into strategic investment and operational decisions. While the tool is available to clients, in 2025 we used this new platform to analyze 188 of our global office locations and identify climate hazards. Hazards exceeding certain thresholds were then shared with the Environmental Management Systems (EMS) manager responsible for those locations. The EMS managers were tasked with performing an analysis of the hazards to assess whether they would pose any risks to our business continuity. If such risks were identified, mitigation actions were discussed with local management and implemented.

Physical risks

Physical risks analyzed through Climate Risk Nexus include cold, drought, flood (coastal, fluvial, pluvial) hail, heat, precipitation, wildfire and wind. Examples include:

- The risk of extreme cold for our Boston office, resulting from polar vortex conditions. Mitigation here includes providing ample pre-warning to employees and the issuance of work from home instructions during extreme cold spells.
- Potential flood risks were identified for several offices in Europe and the United States, but Arcadis' presence is generally in elevated locations (higher floors) in office buildings. Accessibility limitations or dangerous travel conditions are addressed by working from home, rather than offices.
- Some offices are in hurricane or typhoon prone areas. For these offices we have decision trees in case of severe weather, wind and rain conditions, in order to safeguard staff and business continuity.

- In a growing number of countries Arcadis tracks employee safety in extreme weather conditions, including whether they are safe at home. For offices in areas with elevated temperatures, air conditioning is generally available, but if commuting becomes onerous due to the lack of air conditioning on public transport facilities, working from home is a viable alternative.

Across the sites with elevated climate risks, no additional mitigation measures were advised. In 2025, Arcadis incurred no additional cost for mitigation measures.

Transition risks

Building on the qualitative scenario analysis performed in 2023, we engaged our Sustainability Advisory team to perform an updated qualitative and quantitative assessment of the potential impacts on Arcadis from one risk under the Network for Greening the Financial System (NGFS) "Net Zero 2050" (Orderly) and "Delayed Transition"(Disorderly) climate scenarios and 3 time horizons to align with the Task Force for Climate-Related Financial Disclosures (TCFD) guidance. The NGFS framework provides harmonized transition pathways that help illuminate how shifting climate policies, technologies, and market expectations may affect Arcadis' operating regions over time.

Arcadis selected "Net Zero 2050" as an Orderly scenario, which assumes early, coordinated policy action leading to a smoother, lower-risk transition. This scenario tests Arcadis' readiness to meet the demands of a rapidly decarbonizing economy, where customer expectations, regulatory requirements, and capital allocation increasingly depend on credible climate performance.

In contrast, the "Delayed Transition" scenario represents a Disorderly pathway, characterized by late or uneven policy implementation across sectors and geographies. These conditions increase transition risks - often reflected in higher (shadow) carbon prices for the same climate outcome. This scenario tests Arcadis' ability to navigate complexity and regionalize our scope 3 management strategies under more volatile conditions.

Across these scenarios, Arcadis identified a single, central risk. This relates to our scope 3 emissions. Arcadis' scope 3 purchased goods and services fall into two categories:

1. Direct: goods and services acquired for projects delivered to our clients.
2. Indirect: goods and services procured for the ongoing support of Arcadis' operations and office environments.

Because Arcadis has limited influence over emissions associated with these categories, we may face challenges in achieving its science-based carbon reduction target. Addressing this risk requires sustained investment in client engagement, supplier engagement, procurement transformation, and improved emissions transparency across the value chain.

Arcadis' two primary levers to mitigate this transition risk are our Carbon Impact and Sustainable Procurement initiatives, both of which aim to embed carbon performance into decision-making processes for projects, purchasing, and supplier engagement.

As part of Arcadis Future IMPACT+^{TM}, the Carbon Impact initiative operationalizes Arcadis' November 2023 commitment to assess the whole-of-life carbon impact of key projects and realize cost and carbon savings for our clients and the planet. Pilot projects have demonstrated that life-cycle carbon assessment can unlock 30-47% reductions when low-carbon design alternatives are adopted. Realizing this potential depends heavily on client acceptance of low-carbon options and the continued evolution of cost-competitive lower-emission materials and technologies. However the scale of capital and operational cost saving that can be realized for clients through carbon savings is significant.

Given that climate mitigation was identified as a material item in our latest Double Materiality Analysis (DMA), Carbon Impact not only drives tangible emissions reductions but also supports upcoming CSRD phase-in requirements for value chain impact reporting by 2027.

Responsible and sustainable procurement has also been recognized as a priority for improving influence over scope 3 emissions. We are expanding its Sustainable Procurement Program to build a more impact-based approach and strengthen operational readiness within the supply chain. Core principles guiding this work are outlined in Arcadis' Global Procurement Policy Statement and Arcadis' Global Supplier Code of Conduct, publicly available documents that define expectations for supplier performance across ESG topics and reinforce the collaborative relationships needed to support decarbonization goals.

Our strategy has been influenced by the climate scenario analysis, which played an integral part in shaping our CTP. The insights drawn from this process influence our business in the following ways.



Products and Services

Growing revenues from increased demand for climate resilience and energy optimization services.

Expanding Sustainability Advisory, Energy security, Water and Biodiversity practices to support client ambitions.

Enhancing our Key Client program to increase collaboration and target growth markets.



Supply Chain/ Value Chain

Advancing our Sustainable Procurement Program to address scope 3 emissions.

Upholding responsible procurement through our Global Procurement Policy Statement and Supplier Code of Conduct.

Collaborating with suppliers to meet ESG expectations.



Investment in R&D

Investing in sustainability innovation through research, client engagement, and capability development.

Encouraging employee innovation via the Imagine Awards and the Ignite program.

Supporting climate-focused solutions, renewable energy, and ESG initiatives.



Operations

Embedding climate risk management in our Environmental Management System (EMS).

Integrating physical climate risk findings into Business Continuity Plans at the country level.

Sharing identified hazards with local EMS teams for mitigation.

Key uncertainties in our scenario analysis:

- Regional conflicts causing market and supply chain disruptions;
- Shifting geopolitical and environmental policy directions leading to uncertainty;
- Limitations of third-party data used for scope 3 emissions calculations.

Impacts, risks and opportunities

Topic	O	R	I+	I-	VC	OO	IRO description
Climate change adaptation; Climate change mitigation			●		●		We provide actual material positive impacts through the climate adaptation and climate mitigation services we offer to clients, contributing to making communities more resilient to the effects of climate change and reducing global GHG emissions.
Climate change adaptation; Climate change mitigation; Energy	●					●	We are experiencing demand growth for climate resilience and decarbonization services, energy transition, and grid expansion consulting services across our GBAs.
Climate change adaptation		●			●	●	In terms of climate change adaptation, we have identified actual risks to our value chain from climate-related hazards, impacting both our own supply chain and our clients. This can affect the delivery of client projects.
Climate change mitigation				●		●	In terms of the negative impact, Arcadis contributes to GHG emissions generated via its involvement in client projects.
Climate change mitigation		●				●	We have identified an actual risk related to the increasing costs of addressing scope 3 purchased goods and services emissions which are largely beyond Arcadis' direct control and comprise the majority of Arcadis' GHG emissions. Direct costs to the company could consist of additional consulting capacity and industry/trade group memberships needed to influence suppliers or clients to reduce their emissions and/or opt for low-carbon solutions, or could stem from exposure to additional costs for carbon offsets or carbon removals. Indirectly, our failure to meet emissions reduction targets may impact our market capitalization for investors.

O Opportunity R Risk I+ Positive impact I- Negative impact VC Value chain OO Own operations

Policies related to climate change mitigation and adaptation

Arcadis has a Climate Change Mitigation and Adaptation Policy that outlines our approach to climate change. This policy establishes design effectiveness across Arcadis' value chain for our material climate change-related sub-topics. The Climate Change Mitigation and Adaptation 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-related activities for our clients and with suppliers in our upstream and downstream value chain.

Arcadis' goals regarding climate change adaptation and mitigation, as set out in this policy, are to:

- Continually identify how Arcadis affects climate change, in terms of material positive and negative actual and potential impacts.
- Describe Arcadis' current and future mitigation efforts to stakeholders in our annual sustainability statement, sharing how these efforts are in line with the Paris Agreement and compatible with limiting global warming to 1.5°C.
- Outline our plans and capacity to adapt our strategy and business model in line with the transition to a sustainable economy, and our plans and capacity to contribute to limiting global warming to 1.5°C.
- Describe in our sustainability statement any other actions taken by Arcadis, and the result of such actions to prevent, mitigate or remediate actual or potential negative impacts, and to address risks and opportunities.
- Explain to stakeholders the nature, type and extent of Arcadis' material risks and opportunities arising from our impacts and dependencies on climate change, and how we manage them.
- Provide stakeholders with insight into the financial effects on Arcadis, over the short-, medium- and long-term, of the risks and opportunities arising from our impacts and dependencies related to climate change.

We will track the effectiveness of our policies and actions in relation to our material impacts on climate change through the further implementation of our EMS Policy, our procurement processes, and the CTP itself. Through our EMS Policy we drive down carbon emissions in our own operations, through procurement in the upstream value chain, while our CTP mostly addresses reduction of carbon emissions in our downstream value chain with clients.

The Procurement function at Arcadis is progressing toward integrating sustainability considerations more systematically into processes. Core principles that guide Arcadis' sustainable procurement practices are represented in our publicly available Arcadis Global Supplier Code of Conduct, which outline the collaborative approach we aim to facilitate with our supply base. These also detail Arcadis' expectations that suppliers need to meet regarding sustainability topics.

Our defined level of ambition is to achieve operational effectiveness further in our value chain by the year 2027. The quantitative indicator used to evaluate progress will be our total market-based carbon footprint.

Stakeholders affected by our CTP include our employees, suppliers, clients, and investors. In our double materiality process and subsequent impact, risk and opportunity analysis process, we solicited inputs from a range of internal and external stakeholders, including clients, investors, employees, and NGOs. Insights from these stakeholder discussions were taken into account in the drafting of our CTP and policy.

The Chief Growth Officer is the member of the Executive Leadership Team who is responsible for sustainability, including accountability for the implementation of the Climate Change Mitigation and Adaptation Policy.

Climate change actions and resources

Arcadis is committed to achieving net-zero GHG emissions across our value chain by 2035. Our strategy focuses on targeted emissions reduction initiatives, prioritizing scope 3 emissions, which constitute the majority of our carbon footprint. We are improving data quality and addressing key sources such as purchased goods and services to support our net-zero transition.

For scope 1 and 2 emissions, our main reduction levers are:

- Transitioning our fleet to electric vehicles, expected to cut fleet emissions by ~6,600 tCO_2e (about two thirds of our combined scope 1 and 2 market-based emissions). Besides the transition to EVs, we're also reducing our fleet where other options are available.
- Switching from natural gas to electricity or biogas for heating, estimated to reduce emissions by ~2,500 tCO_2e (about one quarter of our combined scope 1 and 2 market-based emissions).
- Purchasing Renewable Energy Certificates (RECs) to cover 100% of our electricity use, resulting in a reduction of ~7,200 tCO_2e in 2025 scope 2 emissions and keeping market-based emissions 97% lower than location-based emissions.
- Office space reduction and office consolidation efforts combined with hybrid working.

We also integrate sustainability clauses into leases and prioritize third-party accredited office properties (e.g., LEED, BREEAM). In recognition of our efforts, Arcadis received the 2025 Green Lease Leader – Silver Level by the Institute for Market Transformation (IMT), highlighting our leadership in sustainable leasing practices. These initiatives collectively support our 2035 net-zero target.

Reducing scope 3 emissions: engaging suppliers and Arcadians for net zero

For scope 3 emissions, we have increased our collaboration with suppliers and between internal teams in 2025 to measure, manage, and reduce supply chain emissions. Our Sustainable Procurement Program is evolving with an impact-driven approach, supported by transparent reporting, targeted training, and strategic procurement to lay the groundwork for a net zero supply chain. Key suppliers were invited to disclose emissions through CDP, and smaller partners received tailored support via an automated reporting tool. Internally, we strengthened our capability through net zero supply chain training and hotspot analyses to prioritize action where it matters most. While scope 3 reduction remains complex and partly outside our direct control, progress depends on continued collaboration and shared commitment across the value chain.

One initiative that has been key to reducing our scope 3 emissions is in the business travel category. In 2025, Arcadis launched our first business travel carbon budgets to aid in managing travel emissions at a group level. Business travel emissions reporting data was also made available monthly in a data analytics dashboard and individual travelers were sent quarterly communications about their own business travel emissions and our overall business travel emissions.

Arcadis' decarbonization measures

An overview of Arcadis' decarbonization measures, as described in our Climate Transition Plan, is presented on this page and the following pages.

Scope 1 - Direct emissions from combustion



Transition to electrified offices wherever possible

Stationary energy

As office relocations and consolidations occur, transition from non-electric heated buildings to electric heating wherever possible.

Emissions Impact
Medium Impact

Time frame
Medium and short-term

Responsible business unit
Workplace

Switch to electric leased vehicles

Transportation

Transition Arcadis fleet to electric vehicles by 2030. Currently at 35% electric vehicles.

Emissions Impact
Medium Impact

Time frame
Medium and short-term

Responsible business unit
Global Business Areas and People

Scope 2 - Purchased electricity emissions



Renewable electricity purchase

Low carbon energy

Through the purchase of 100% renewable electricity for our offices, we have substantially reduced our market-based Scope 2 emissions.

Emissions Impact
High Impact

Time frame
Long-term

Responsible business unit
Workplace & Global Sustainability

Energy efficiency in buildings

Low carbon energy

Through workplace energy efficiency efforts in our offices and vehicles, we aim to reduce the electricity consumption per employee in all our offices.

Emissions Impact
Low Impact

Time frame
Short-term

Responsible business unit
Workplace

Office consolidation/hybrid working

Low carbon energy

Arcadis is leveraging hybrid working in combination with office space reduction at multiple office locations.

Emissions Impact
Medium Impact

Time frame
Long-term

Responsible business unit
Workplace

Solar PV on offices

Low carbon energy

Through workplace energy efficiency efforts in our offices, we aim to reduce the electricity consumption per employee in all our offices.

Emissions Impact
Low Impact

Time frame
Short-term

Responsible business unit
Workplace

Scope 3 - Value chain



Category management strategies

Purchased goods & services

Development of category management strategies targeted at emissions reduction in higher emitting categories.

Emissions Impact
Medium Impact
Time frame
Short and medium-term
Responsible business unit
Procurement

Carbon travel budgets

Business travel

Implement carbon travel budgets for each business unit in 2024 and 2025. Budgets aligned with target to reduce business travel by 35% by 2025.

Emissions Impact
High Impact
Time frame
Short-term
Responsible business unit
Global Travel & Sustainability

Procurement operational readiness

Purchased goods & services

Professionalize procurement to enable responsible and sustainable procurement by growing our Sustainable Procurement Program and progressing our impact-based approach.

Emissions Impact
High Impact
Time frame
Medium and long-term
Responsible business unit
Procurement

Targeted supplier engagement

Purchased goods & services

Joined third-party supply chain program to encourage reporting emissions. Continue to engage key suppliers regarding emissions reduction and net zero targets.

Emissions Impact
Medium Impact
Time frame
Medium and long-term
Responsible business unit
Procurement

Consolidated travel management provider

Business travel

Switched to single travel management provider with user interface that includes carbon emissions information.

Emissions Impact
Medium Impact
Time frame
Short and medium-term
Responsible business unit
Global Travel

Use of remote site visit technology (drones, 360° imagery,...)

Business travel

Offer and push the use of these remote technologies for virtual site visit.

Emissions Impact
Medium Impact
Time frame
Medium-term
Responsible business unit
Global Business Area and People

Personalized traveler emissions reports

Purchased goods & services

Provide travelers with personalized quarterly emissions updates and overall Arcadis travel emissions information.

Emissions Impact
Medium Impact
Time frame
Medium-term
Responsible business unit
Global Travel

Cycling to work

Employee commuting

Employees are encouraged through various awareness raising activities and incentives to come to the office by bike if they live within a realistic radius of an Arcadis office.

Emissions Impact
Low Impact
Time frame
Short-term
Responsible business unit
Arcadis Netherlands

Sustainable Aviation Fuel (SAF) program KLM - Air France

Purchased goods & services

Since 2017, we have been purchasing SAF credits through the KLM-Air France partnership. In our emissions accounting, our purchased SAF credits are not used to deduct avoided emissions from our declared emissions.

Emissions Impact
Low Impact
Time frame
Short-term
Responsible business unit
Global Sustainability

Updated travel policy

Business travel

Issued further travel guidance focused on large meetings, long-haul business travel, and short-haul rail travel in 2025.

Emissions Impact
Low Impact
Time frame
Short-term
Responsible business unit
Global Travel

Mobility week campaigns

Employee commuting

Host awareness-raising weeks in various locations that promote more sustainable ways of commuting (e.g., public transit, eBikes, etc.)

Emissions Impact
Low Impact
Time frame
Short-term
Responsible business unit
Global Sustainability

Provide public transit cards/ allowances

Employee commuting

Employees in some geographies are supplied with transit cards or allowances to promote use of public transit for work.

Emissions Impact
Medium Impact
Time frame
Short-term
Responsible business unit
People

Limited office parking

Employee commuting

Offices located near public transit offer limited or no parking to encourage use of public transit.

Emissions Impact
Low Impact
Time frame
Medium-term
Responsible business unit
Workplace

Reduce office waste generation

Waste

We are in the process of standardizing office waste collection and disposal, offering recycling and composting in as many generation locations as possible. We continue to raise employee awareness regarding proper recycling and waste disposal.

Emissions Impact
Low Impact
Time frame
Medium-term
Responsible business unit
Workplace

Internal capacity building

Purchased goods & services

Capacity building among internal stakeholders by offering targeted net zero supply chain training and conducting hotspot analyses to identify emission-intensive sectors and suppliers, enabling focused action planning.

Emissions Impact
Medium-High Impact
Time frame
Medium and long-term
Responsible business unit
Procurement

Our climate change initiatives are integrated into our standard operations and annual business plan, requiring no significant additional CapEx or OpEx.

Metrics & targets related to climate change

Our climate targets support the Paris Agreement and Glasgow Accords, aiming to limit global warming to below 1.5°C. In our 2024–2026 strategy, we set updated near- and long-term targets under the SBTi Net-Zero Framework, which were validated by the SBTi in August 2024. Senior management contributed to target setting as part of our CTP. Our absolute targets cover combined scope 1 and 2 (market-based) emissions and scope 3 emissions separately.

Details of our SBTi-approved targets are as follows:

- Near-term: Arcadis commits to reduce absolute scope 1 and 2 GHG emissions 71% by 2029 from a 2019 base year. Arcadis also commits to reduce absolute scope 3 GHG emissions 45% within the same timeframe.
- Long-term: Arcadis commits to reduce absolute scope 1 and 2 GHG emissions 90% by 2035 from a 2019 base year. Arcadis also commits to reduce absolute scope 3 GHG emissions 90% within the same timeframe.

Our targets use 2019 as the baseline to avoid COVID-19's impact on emissions data. We set and disclose 2029 targets to align with our 2027–2029 strategy cycle, and our SBTi-validated targets are also set for 2029. With a net zero target for 2035, we have extrapolated target values for 2030 as follows:

- A reduction in scope 1 and 2 GHG emissions of 74% by 2030 from a 2019 base year.
- A reduction in scope 3 GHG emissions of 52% by 2030 from a 2019 base year.

From 2035 to 2050, we aim to maintain our 2035 net zero target achieved annually.

Emissions calculations rely on professional judgment, estimates, and assumptions, which introduce some uncertainty. The information presented herein is also subject to change, as actual data may differ from estimates. We disclose these assumptions for transparency, with further details available in the Glossary.

Energy consumption

Arcadis does not have operations in high climate impact sectors. The table below presents Arcadis' energy consumption and mix in 2025. To calculate our energy mix, we collected primary data from all our offices (electricity consumption and production, natural gas, district heating) and fuel consumption of our fleet vehicles in our NFR reporting platform. See more details on our methodology and assumptions in the Glossary.

Energy consumption and mix

	2025	2024
Total energy consumption related to own operations (MWh)	**67,539**	**69,400**
Total energy consumption from fossil sources (MWh)	42,762	40,919
Total energy consumption from nuclear sources (MWh)	0	0
Total energy consumption from renewable sources (MWh)	24,777	28,481
Fuel consumption from renewable sources including biofuels (bioethanol) and biogas (MWh)	1,407	889
Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources (MWh)	22,833	27,203
Consumption of self-generated non-fuel renewable energy (electricity from solar energy) (MWh)*	537	389
Percentage of renewable sources in total energy consumption (%)	**37%**	**41%**
Percentage of fossil sources in total energy consumption (%)	63%	59%
Non-renewable energy production (MWh)	**0**	**0**
Renewable energy production (MWh)	**537**	**389**
Share of energy from contractual instruments (Renewable electricity certificates, Guarantee of origin, etc.) used for the purchase of energy (% of total energy consumption)	**78%**	**83%**

Total GHG emissions

Arcadis' global carbon footprint numbers are presented in Table "Gross scopes 1, 2, 3 and total GHG emissions". Our total GHG emissions (market-based) increased by 1% compared to the previous year. The KPI "emissions per FTE" consequently went up 10% following a decline in FTEs. Our combined scope 1 and 2 (market-based) emissions (own operations) show an increase of 6% versus 2024, but in reality the increase was smaller because our 2024 emissions increased due to acquisitions and minor updates. The change was not big enough to trigger a restatement of our 2024 emissions. Scope 1 and 2 (market-based) was still 64% lower than our 2019 base year, mainly due to reduced fleet emissions and decreased natural gas use from office consolidation. The shift to electric vehicles (EVs) contributed significantly, with EVs comprising 43% of our fleet by end-2025 (up from 35% in 2024). As we also reduced our internal combustion engine vehicles by 16% at the same time, we expect to see an effect on our 2026 emissions.

Biogenic scope 1 emissions from biofuel combustion in our fleet are disclosed separately (~1 tCO_2e) but are not material.

Scope 2 (location-based) emissions decreased by approximately 21% from 2024 and are now about 60% below the base year, which we achieved partly through office energy efficiency measures and to a larger extent due to office floor area reductions as more employees are working from home compared to 2019. Scope 2 (market-based) emissions fell by around 7% compared to 2024 and are 98% lower than our 2019 base year, driven by purchasing renewable electricity certificates for all office and fleet electricity use.

Our total scope 3 emissions (upstream categories) increased by 1% compared to 2024 but remain approximately 4% lower than our 2019 base year. The rise is mainly due to an increase in category 1 emissions (purchased goods and services) resulting from increased spending on waste management services. Conversely, emissions from employee commuting decreased, driven by a reduced workforce in certain regions and by office consolidation, including temporary closures in the US and Germany. The emissions from scope 3.2 Capital goods increased significantly versus 2024 mainly caused by extra investments in our GEC offices.

Business travel emissions declined by approximately 21%, largely as a result of implementing our business travel carbon budgets. Category 5 emissions (waste generated in operations) remained at approximately the same low level as in previous years.

Arcadis has determined that emissions from scope 3 categories 8 to 15 are not relevant or are not material and are therefore excluded from our footprint and from our SBTi target boundary. In 2025, we did not carry out any investments that qualify for scope 3.15. More details on exclusions are provided in the Glossary.

Arcadis' 2025 carbon footprint includes some estimates as data collection closed before year-end. We will update our footprint if revised data results in changes exceeding 5% of total GHG emissions. For more details on our methodology, see the Glossary.

Gross scopes 1, 2, 3 and total GHG emissions

In the 2025 and 2024 reporting, scope 1 and 2 values are rounded to the nearest 10, while scope 3 values are rounded to the nearest 100. The rounding for 2019 remains unchanged.

		Retrospective			Milestones and target years		
	2019	2024	2025	% 2025/2024	2029	2035[4]	Annual % target/ Base year
Scope 1 GHG emissions (tCO_2eq)							
Gross scope 1 GHG emissions	13,290	8,690	9,240	6%			
Percentage of scope 1 GHG emissions from regulated emission trading schemes (%)	0%	0%	0%	0%			
Biogenic scope 1 emissions of CO_2 from the combustion of biofuels not included in scope 1	0.61	1.19	1.90	60%			
Scope 2 GHG emissions (tCO_2eq)							
Gross location-based scope 2 GHG emissions	17,320	9,370	7,430	-21%			
Gross market-based scope 2 GHG emissions	12,900	280	260	-7%			
Scope 1 + 2 GHG emissions (market-based)	**26,190**	**8,970**	**9,500**	**6%**	**7,600**	**2,600**	**6%**
Our science-based net zero targets for combined scope 1+2					**-71%**	**-90%**	**N.a.**
Significant scope 3 GHG emissions (tCO_2eq)							
Our science-based net zero targets for total scope 3					**-45%**	**-90%**	**N.a.**
Total gross indirect (scope 3) GHG emissions[1]	**292,000**	**277,750**	**280,400**	**1%**	**161,000**	**29,000**	**6%**
1 Purchased goods and services	222,000	223,400	231,500	4%			
2 Capital goods	incl. In cat 1	3,900	6,400	64%			
3 Fuel and energy-related activities (not included in scope 1 or scope 2)	4,000	3,500	4,200	20%			
4 Upstream transportation and distribution[2]	incl. In cat 1	1,100	1,300	18%			
5 Waste generated in operations	3,000	200	200	0%			
6 Business traveling[5]	46,000	34,250	27,200	-21%			
7 Employee commuting	17,000	11,400	9,600	-16%			
Total GHG emissions (tCO_2eq)[3]							
Total GHG emissions (location-based)	**323,000**	**295,810**	**297,070**	**0%**			
Total GHG emissions (market-based)	**318,000**	**286,720**	**289,900**	**1%**			
Scope 3 (other): Working from home (WFH)[2]	3,000	15,900	11,400	-29%			

[1] Scope 3 categories 8-15 are not relevant or not material for Arcadis. Category 15 emissions are excluded as they are not part of Arcadis' target boundary (first reporting year for this category was 2024: 6 tCO_2e, in 2025 no investments).

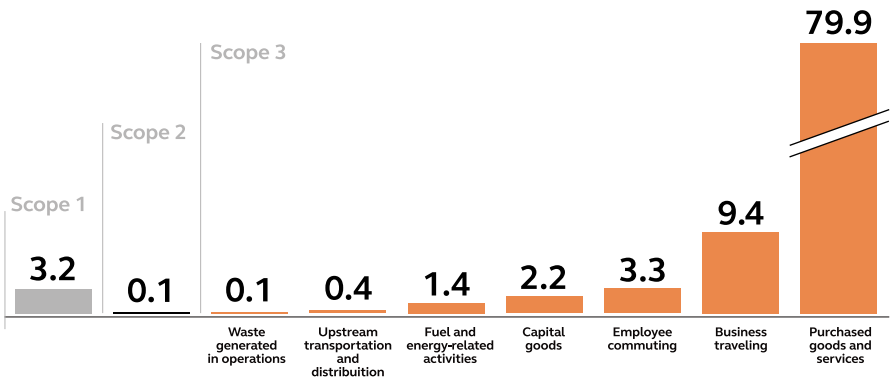
[2] We report work from home (WFH)-related emissions separately from our total GHG emissions to align with the requirement for our SBTi-validated net zero target.

[3] We have chosen to set and disclose 2029 targets to align with our next company strategy cycle and have also aligned our SBTi-validated targets to 2029. Our extrapolated targets for 2030 are: for scope 1+2: -74% vs. 2019 and for scope 3: -52% vs. 2019.

[4] Between 2035 and 2050, our goal is to maintain our 2035 emissions level every year.

[5] Business travel actuals of 2024 were restated with +1,950 tCO_2eq following additional insights gained after publication.

Scope 3 emissions categories



GHG emissions intensity per net revenue

	2025	2024
Arcadis global net revenue (million EUR)[1]	3,780	3,880
Total GHG emissions (location-based) per net revenue (tCO_2eq/EUR)	0.000079	0.000076
Total GHG emissions (market-based) per net revenue (tCO_2eq/EUR)	**0.000077**	**0.000073**

[1] The net revenue used to calculate GHG intensity differs from the net revenue in our financial statements, because a preliminary estimation based on January - November has been made similar to the methodology for our GHG emissions.

Outside of the scope of our science-based net zero target, we report the estimated emissions related to colleagues working from home. We also have measures in place to reduce these emissions, such as purchasing renewable electricity certificates for the estimated electricity consumption associated with working from home.

To make the baseline value as representative as possible in terms of the activities covered, we use the same scope and apply the same methodology of data collection where possible. For example, we collect data from the same software systems (such as Oracle) for the same scope of activities. In cases where this is not possible, for example where invoices are not available for the baseline year, we have used our SBTi-approved estimation methodologies (see Glossary for more details).

Beyond value chain

Beyond our value chain, we purchase carbon offset credits for our scope 1, scope 2, and selected scope 3 categories (2 to 7). In 2024–2025, most credits purchased and retired supported the “Nii Kaniti” forest conservation (REDD) project in Peru. The project is verified under VERRA VCS and CCB standards (project number 1360).

The purchased carbon credits listed in the table are not used to lower our reported gross GHG emissions for scopes 1, 2, or 3. For 2025 emissions, we have a contract with Fair Climate Fund to cancel additional credits in 2026.

Purchased carbon credits

	2026[1]	2025[2]
GHG emission reductions from climate change mitigation projects outside value chain (tCO_2e)	62,000	62,000
Share of credits from reduction projects (%)	100	100
Share of credits from projects under quality standard Verra (VCS & CCB) (%)	100	100
Share of credits issued from projects in the EU (%)	0	0
Share of credits that qualify as a corresponding adjustment under Article. 6 of the Paris Agreement (%)	0	0

[1] Approximate quantity of carbon credits planned to be cancelled during 2026 to cover our 2025 emissions.
[2] Carbon credits cancelled during the reporting period (2025) for our 2024 emissions.

To achieve net zero by 2035, we aim to neutralize residual GHG emissions (after a 90% reduction) by investing in several carbon removal projects, including a reforestation project in India launched in early 2023 with Fair Climate Fund India. The resulting carbon removal credits will be verified under the PLAN VIVO framework, following its published methodology.

E3
Water and marine resources

Water as an essential resource

We have identified water consumption and water withdrawals as material sub-topics in E3 Water and Marine Resources. We recognize water as a finite and essential resource. We encourage responsible usage to help mitigate environmental impacts, address water scarcity, and support access to water. Because we are primarily an office-based consultancy and engineering company, our own water use is limited to drinking, cleaning, and sanitation. We therefore have not identified a material impact in relation to our own water use. Regardless, as explained in the General Disclosures chapter, we report on this topic on a voluntary basis, reflecting our role as a responsible corporate citizen, providing transparency for clients and stakeholders while addressing the information needs of rating agencies.

We analyzed 316 office locations using the World Wildlife Fund (WWF) Biodiversity Risk Filter, with sufficient data for 295 locations (93%). None of these locations showed high risk scores (above 3.4) for water scarcity. However, 39 sites may face future water scarcity due to increasing drought conditions.

Our largest impact on water use occurs through our work for clients. We support clients in managing water resources sustainably, providing services across the water cycle—from supply and planning to treatment and systems optimization. We help design intelligent water networks, advanced asset management strategies, and advise on water re-use and desalination for both public and private clients.

Topics within E3

- Water withdrawals
- Water consumption



Impacts, risks and opportunities

Topic	O	R	I+	I-	VC	OO	IRO description
Water consumption; Water withdrawals			●		●		Actual material positive impact from water consumption and water withdrawal is generated by implementing water reduction/reuse in the design of industrial and urban development projects with significant water withdrawals. Impacts include minimization of water use and water withdrawals preventing or decreasing water scarcity.
Water consumption; Water withdrawals	●					●	A potential material opportunity was identified in water management, offering the ability to enhance revenues, expand our service portfolio, reduce water withdrawals, and strengthen our reputation among customers. This opportunity includes several key services/solutions: optimizing water consumption through integrated designs for low water flow, grey water, and water reuse systems; supporting projects in water-stressed areas; designing and implementing water catchment systems and municipal wastewater reuse systems (e.g., sponge city projects); and advancing research and development of innovative water infrastructure solutions focused on resilience and conveyance.

O Opportunity R Risk I+ Positive impact I- Negative impact VC Value chain OO Own operations

Policies related to water and marine resources

We have a specific Water Reduction Policy. This policy guides our approach to decreasing water consumption in our operations and promoting sustainable practices for our clients. It supports design effectiveness by addressing material impacts, risks, and opportunities (IROs) in our value chain. Progress is made with the preparations to measure the impacts of water consumption or withdrawal in the projects; we aim to reach operational effectiveness within the upcoming year.

Our Water Reduction Policy sets out how we:

- Identify how we affect water and marine resources through positive and negative impacts, both actual and potential.
- Report annually to stakeholders via our sustainability statement on actions taken, results achieved, and steps to prevent or mitigate negative impacts and address risks and opportunities. This includes actions to protect water and marine resources and reduce consumption.
- Assess our contribution to the European Green Deal ambitions for clean water, healthy soil, biodiversity, and the sustainability of the blue economy and fisheries sectors, referencing relevant EU directives and the appropriate United Nations Sustainable Development Goals (SDGs).
- Describe our plans and capacity to adapt our strategy and business model to promote sustainable water use, protect aquatic ecosystems, and restore freshwater and marine habitats.
- Explain how we manage material risks and opportunities related to water and marine resources.
- Provide insight into the financial effects over the short-, medium-, and long-term of risks and opportunities arising from our impacts on water and marine resources.

The Water Reduction Policy applies to our office-based activities worldwide, including spaces we lease in multi-tenant buildings. It also covers project activities for clients and our engagement with suppliers in our value chain.

We commit to reporting and disclosing progress on water reduction and reviewing our policy regularly for effectiveness and relevance. We will update the policy in line with changing business conditions, stakeholder expectations, and regulatory requirements.

The Chief Growth Officer, a member of the Executive Leadership Team, is accountable for sustainability, including the implementation of our Water Reduction Policy.

Actions and resources related to water and marine resources

Own operations

As outlined in our Water Reduction Policy, we evaluate and report office water use annually and take steps to:

- Prioritize water efficiency when selecting new leased office facilities, where feasible.
- Minimize water use in our facilities by raising awareness and installing efficient fixtures and technologies.
- Regularly monitor and review water consumption data in our operations.
- Report on water consumption and savings each year.

These actions enhance operational effectiveness for material IROs within our operations and will continue under our Environmental Management System Policy.

About 99% of our offices' wastewater goes to municipal wastewater treatment plants. For <1% there was either no data, or the buildings have their own wastewater treatment plant. The latter is the case in two of our offices in the Philippines (Makati City and Cebu). There, the treated water is also reused for flushing and other related non-potable water requirements.

Value chain

As required by our Water Reduction Policy and in line with CSRD phase-in, we will conduct water consumption assessments across key value chain solutions to identify actual or potential material negative or positive impacts over the short-, medium-, and long-term. Based on these assessments, we will:

- Work collaboratively with clients to identify, design, and implement water-saving abstraction, treatment, use, and reuse measures in their projects and operations.
- Engage with suppliers to find water-saving opportunities in our supply chain.
- Quantify and report data on water-saving measures delivered through our value chain.

These actions will provide operational effectiveness for material IROs in our value chain.

We help clients reduce water use in their projects and will report these savings across a representative sample of our value chain once we establish a measurement and reporting approach under our Project Water initiative, which is part of our Arcadis Future IMPACT+ ™. Implementing a global framework to standardize measurement and reporting enhances delivery of our ongoing water sustainability work.

Metrics & targets related to water and marine resources

We have not set targets for water and marine resources and do not plan to review this until we complete baseline data collection activities and improve data quality throughout our value chain.

Water consumption in own operations

In 2025, our total water consumption at our offices was estimated at 626,000 m^3, representing a 3% increase from 610,000 m^3 in 2024. This is primarily attributed to our "back-to-office" policy resulting in higher office attendance. Due to data collection challenges, we used multiple data sources to derive this value. The methodology is outlined below:

- For 44% of offices, data are based on actual consumption.
- For 56% of offices, data are based on average public sources, adjusted for our employee full-time equivalents (FTEs) and office attendance. Attendance was calculated from our annual global commuting and remote work survey, answered by 25% of employees, which included estimates for November and December.
- For most offices, Q4 data and in some cases full year data are estimates to be updated when utility invoices become available.

We increased the share of actual data in our calculations for 2025. Please refer to the Glossary for more information. Six cubic meters of water are stored or recycled and reused at Arcadis offices. No changes in storage volume occurred in 2025, based on actual data. No water is consumed in areas at risk, including areas of high-water stress. Globally, our water intensity is 166 cubic meters per million EUR in net revenue.

E4
Biodiversity and ecosystems

Direct impact drivers of biodiversity loss

Within the Biodiversity and ecosystems topic, under the sub-topic 'direct impact drivers of biodiversity loss', we have identified the following sub-sub-topics as material: climate change, land-use change, fresh water-use change, sea-use change and pollution referring to biodiversity loss.

Our consulting and engineering activities do not depend directly on biodiversity and ecosystem developments and therefore face no direct risks in this area. However, we do report on this voluntarily, as explained in the General Disclosure chapter, reflecting our role as a responsible corporate citizen, and providing transparency for clients and stakeholders while addressing the information needs of rating agencies. We do see opportunities to support our clients in addressing biodiversity and ecosystem challenges through our project work.

For reporting purposes, the building portfolio we lease is considered part of Arcadis' own operations. In 2025, this portfolio included 307 sites, all situated in urban or suburban environments.

Following the Locate, Evaluate, Assess, and Prepare (LEAP) approach, a selection of physical risk indicators (water scarcity, land use change, tree-cover loss, ecosystem condition) and reputational risk indicators (protected areas, key biodiversity areas, other important delineated areas) were assessed in terms of Arcadis' own operations (leased building portfolio). We used the WWF Biodiversity Risk Filter (BRF) to conduct this analysis, and the risk score threshold, as prescribed in the WWF BRF guidance, was used to identify high risk locations. None of these sites were assessed to have a material impact (resulting in likely and/or severe negative impacts) in relation to biodiversity or ecosystems.

In addition, the WWF BRF tool was used to evaluate potential overlap with protected areas, Key Biodiversity Areas, and other significant designated regions, such as Ramsar sites. Based on WWF BRF's approach using risk scores to represent percentage overlap, the likelihood of Arcadis sites having a negative impact on areas with vulnerable biodiversity in these types of assessment units is small.

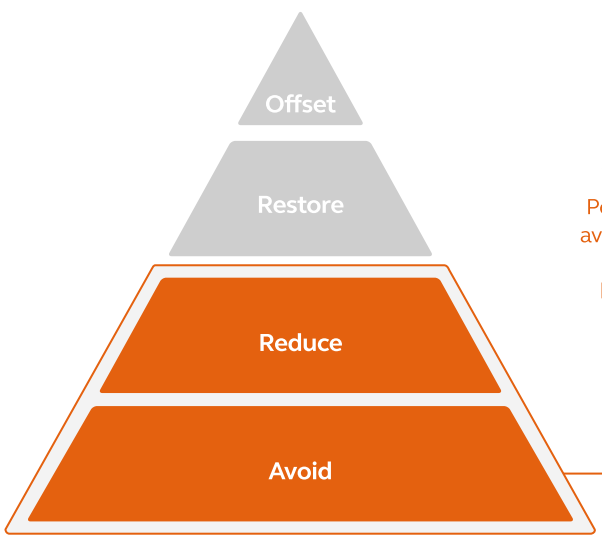
Topics within E4

- Climate change
- Land-use change, fresh water-use change and sea-use change
- Pollution
- Biodiversity loss
- Land degredation
- Desertification



Arcadis operates primarily from offices in urban areas. Our biodiversity initiatives at these locations aim to enhance local ecosystems and positively impact surrounding communities.

We follow the mitigation hierarchy — avoid, reduce, restore, offset — as standard best practice in managing our biodiversity footprint. This approach is embedded in our internal guidance for both existing and new buildings, including clear protocols for credible restoration and site-based biodiversity targets. An example of our guidance to avoid and reduce biodiversity impacts that could be taken working with the property owners of our leased spaces is depicted below.



Avoid and reduce

Potential approaches to avoid further biodiversity loss, or reduce the biodiversity footprint at Arcadis sites

	Current lease portfolio	New leases or acquisitions
Changes to surface area	Avoid further/ new habitat conversion	Choose high-rise buildings (low relative land-use)
	Increase green-blue surface area on-site (reduce paved area)	
Changes to habitat quality	Improve quality of green-blue spaces by diversifying species composition and/or structure (trees, shrubs, herbaceous)	
	Improve management practices for green-blue space	Choose sites with ecological management of green-blue spaces
	Install green roofs	Choose/ develop buildings with green roofs

Impacts, risks, and opportunities

We assessed the potential impacts of our own operations on biodiversity and ecosystems in 2022, using the Science Based Targets Network (SBTN) Step 1 assessment (specifically, the sector materiality tool). This provided insight into the key drivers of biodiversity loss for Arcadis' direct operations. Land use (by building portfolio), GHG emissions, and water use were identified as important potential drivers of biodiversity loss.

In SBTN Step 2 (also performed in 2022), water use and land use (pressures) were assessed using consumption averages in office environments (for water use), or using primary data for land use (surface area of Arcadis office locations).

To evaluate the likelihood and severity (actual) of impacts, in line with SBTN Step 2, the pressures (water and land use) and state of nature were combined to set target boundaries, resulting in the selection of sites with high relative pressure and sensitive state of nature. For water use, we applied WWF's Water Risk Filter and Aqueduct to identify water-scarce regions. For biodiversity, we used an MSA-based (Mean Species Abundance) footprint assessment to assess the relative importance of land-use impact. In 2024, we applied the WWF Biodiversity Risk Filter to further understand potential impact due to land use for protected and valuable nature, as described in E3 Water and Marine Resources.

For land use, the actual impact has been evaluated using the MSA-based footprint assessment, as described later in this section. Targets have been set and annual monitoring takes place.

In addition to the impacts identified through the SBTN process, we identified further impacts, risks, and opportunities during our double materiality assessment, conducted in accordance with the ESRS and stakeholder input.

Topic	O	R	I+	I-	VC	OO	IRO description
Climate change, Land-use change, Freshwater-use change, Sea-use change, Pollution, Biodiversity loss, and Land degradation	●					●	Increased demand for biodiversity consulting services related to: direct impact drivers of biodiversity loss; pollution prevention solutions in industrial, urban development, and construction activities; land restoration activities; biodiversity-improving design; and emerging regulations.
Biodiversity loss			●		●		Actual material positive impacts related to biodiversity and ecosystems resulting from Arcadis' consulting activities consist of: advisory activities on biodiversity protection and engineering, addressing land degradation by contributing to ecosystem restoration, soil fertility, water retention, biodiversity preservation, and erosion mitigation.
Land degradation; Biodiversity loss				●	●		Arcadis has identified potential material negative biodiversity and ecosystem impacts related to direct drivers of biodiversity loss and the extent and condition of ecosystems resulting from its involvement in projects. That is, urban development projects undertaken by Arcadis on behalf of our clients may cause habitat destruction or fragmentation, soil degradation, surface runoff and water pollution, reduced biodiversity, and disruption of ecosystems.
Land degradation; Desertification			●		●		Arcadis' consulting and engineering activities in water management and biodiversity deliver positive impacts by reducing desertification, preventing land degradation, improving soil moisture retention, and increasing vegetation. Additionally, Arcadis implements projects to mitigate biodiversity loss from industrial development, urbanization, mining, or deforestation, helping to preserve and restore ecosystems.

O Opportunity R Risk I+ Positive impact I- Negative impact VC Value chain OO Own operations

Policies related to biodiversity and ecosystems

We have a dedicated Biodiversity and Ecosystems Policy guiding our efforts to preserve and enhance biodiversity, minimize environmental impact, and support restoration across our operations and value chain. This policy provides design effectiveness by addressing material impacts and risks, aiming to protect ecosystems and foster healthier, more resilient communities. As a professional services firm, we have limited direct dependencies on biodiversity within our own operations and do not engage in land or agricultural practices.

Our Biodiversity and Ecosystems Policy aims to:

- Identify our positive and negative material impacts on biodiversity and ecosystems, including our contribution to their loss or degradation.
- Report annually to stakeholders through our Sustainability Statement on actions taken, results achieved, and efforts to prevent negative impacts, protect biodiversity, and address related risks and opportunities.
- Describe our plans and capacity to adapt our strategy and business model, which are aligned with internationally accepted biodiversity frameworks, including:
  - Respecting planetary boundaries related to biosphere integrity and land system change.
  - The vision of the Kunming-Montreal Global Biodiversity Framework (GBF) and its relevant goals and targets.
  - Relevant aspects of the EU Biodiversity Strategy for 2030.
  - Directive 2009/147/EC of the European Parliament and of the Council and Council Directive 92/43/EEC (EU Birds and Habitats Directives).
  - Directive 2008/56/EC of the European Parliament and of the Council (Marine Strategy Framework Directive).
- Outline in our sustainability statement how we manage material biodiversity and ecosystem risks, dependencies, and opportunities, including their nature, type, and extent.
- Inform stakeholders of the financial impacts on Arcadis from material biodiversity and ecosystem risks, opportunities, impacts, and dependencies over the short, medium, and long term.
- Meet disclosure requirements on biodiversity and ecosystem related impacts in our activities, products, and services, as well as on related actions directed at protecting and restoring biodiversity or ecosystems, and to apply that data to assess progress and set targets.
- Work collaboratively with clients and suppliers to identify and implement positive biodiversity and ecosystem impacts in our projects.

The Biodiversity and Ecosystems Policy covers our office-based activities worldwide, including leased spaces in shared buildings, project work for clients, and interactions with suppliers across our value chain, addressing key impacts, risks, and opportunities.

The Chief Growth Officer is the member of the Executive Leadership Team who is responsible for sustainability, including accountability for the implementation of the Biodiversity and Ecosystems Policy.

Arcadis does not have deforestation-related policies, as our operations do not materially impact forests. However, we recognize potential impacts within our value chain and will address deforestation in future considerations.

Actions and resources related to biodiversity and ecosystems

Own operations

Calculating our land-use-based static and dynamic footprint allows us to determine the extent to which we contribute to the drivers of biodiversity and ecosystem loss and degradation, and to take action to reduce the impacts of our own operations on biodiversity and ecosystems. Land use is an integrated part of the biodiversity footprint calculation and the biodiversity targets for Arcadis' own operations (the building portfolio). As is described in the methodology, the biodiversity footprint is calculated as a product of (1) a surface area (land use/land intake) component, and (2) a biodiversity quality component (MSA score) characterizing the land intake of Arcadis' building portfolio. This can inform action on either surface area (eg. removing paved surfaces) or the quality of the land (eg. restoration or management changes).

In 2025, we began assessing biodiversity at a subset of our office sites with over 20% green space to identify feasible, location-specific improvement actions for net biodiversity gain. Action plans for these sites will be developed in 2026. Our environmental management system is the primary process for tracking the effectiveness of our policies and actions.

Arcadis does not currently use biodiversity offsets in its own operations but will address them for value chain activities during phase-in.

Local knowledge informs our office-based biodiversity programs. We do not monitor whether this includes indigenous sources of knowledge.

Value chain

As described in our Biodiversity and Ecosystems Policy, Arcadis will conduct biodiversity and ecosystem assessments across key value chain solutions to identify actual or potential material negative or positive impacts over the short, medium, and long term. Based on these assessments, we will work collaboratively with our clients to:

- Identify and design positive biodiversity and ecosystem enhancement opportunities in clients' projects and operations, where feasible and appropriate.
- Implement measures to minimize the risk of pollution and ecosystem degradation in the way we design project solutions.
- Provide assistance in taking appropriate actions to restore or mitigate negatively impacted biodiversity and ecosystems, in consultation with relevant stakeholders and experts.

Metrics & targets related to biodiversity and ecosystems

Targets

Arcadis' biodiversity targets align with the Global Goal for Nature and the Kunming-Montreal Global Biodiversity Framework, aiming to halt and reverse nature loss by 2030. Developed with input from employees and senior leadership, these targets focus on our own operations and are outlined in our Biodiversity and Ecosystems Policy, which commits Arcadis to prevent or mitigate negative impacts and support ecosystem protection and restoration through three key targets:

1. No biodiversity net loss for all sites by 2030
2. 10% biodiversity net gain for sites with >20% green space on site by 2030
3. Compensate for our biodiversity impact related to the cumulative land-use of our buildings by 2050.

These targets involve avoiding and minimizing impacts on nature through a no net loss target across our building portfolio, as well as restoring nature through our net gain target for certain sites (those with 20% >green space). The targets are compared to the 2022 baseline, which was 65.0 MSA.ha. Our key assumption in setting these targets was that we could influence the biodiversity of our office locations even though we are leasing the spaces. For target setting of the impact in our value chain, we apply the three-year phase-in option.

Because our office portfolio changes every year (new sites, closures, or reduced leased space), we use two complementary approaches:

- **Dynamic footprint** looks only at sites that were in our portfolio both last year and this year. This shows a like-for-like comparison, unaffected by portfolio changes.
- **Static footprint** captures the impact of all sites in the current portfolio. It provides a snapshot of where we stand today and becomes the baseline for next year.

Biodiversity footprint in our own operations

First, we calculate a dynamic biodiversity footprint, looking only at sites that were part of Arcadis' building portfolio in both 2024 and 2025. This year, our dynamic footprint, based on 274 sites, totals 31.88 MSA.ha, up 0.98 MSA.ha (around 3%) from last year's static footprint of 30.90 MSA.ha. This difference mostly originates from improved accuracy in surface area data. For a limited number of sites, a reduction of the leased space resulted in a smaller footprint. However, this does not result in an overall decrease in the impact of our operations on biodiversity.

For the entire 2025 building portfolio (adding new sites, including any sites that were not part of the 2024 dataset), we calculated a new static biodiversity footprint based on the entire 2025 portfolio of 307 sites. The result, a value of 36.59 MSA.ha, will serve as the new baseline for next year's biodiversity footprint calculation.

For sites with less than 20% green space, we assume a very limited biodiversity value in an urban environment and do not perform a detailed assessment of biodiversity quality. Where there is more than 20% green space, we conduct more concrete measurements, both at the site itself and in its connection to surrounding green areas. Site-specific recommendations are included in action plans. We are currently piloting action plans at five sites. Based on the 2025 dataset, 32 sites in the Arcadis portfolio have green spaces >20% of their total surface area. We will need to confirm this number via a review of site boundaries before engaging in action plan development and proposing interventions aimed at realizing a 10% biodiversity net gain at these sites.

E5
Resource use and circular economy

Topics within E5

Waste



Limiting amounts of waste

We have identified waste as a material sub-topic within European Sustainability Reporting Standards (ESRS) E5 Resource use and circular economy.

We strive to promote sustainable practices throughout our operations, in the projects we deliver for clients, and across our value chains. Our commitment includes appropriate waste management and resource efficiency. To understand our actual and potential impacts, risks, and opportunities related to waste, we have screened our site locations and business activities. Our Environmental Management System (EMS) managers conduct waste data collection at a growing number of our locations.

Our activities are predominantly office-based, which means we generate limited amounts of waste in our own operations. We collect waste separately for off-site recycling, re-use, or disposal. The types of waste we manage include paper and cardboard, organic waste, plastic food containers and bottles, packaging waste, construction waste from office refurbishments, batteries, electronic waste (such as phones, computers, and monitors), office furniture and fixtures, and residual waste. We report voluntary on this, as explained in the General Disclosure chapter, reflecting our role as a responsible corporate citizen and providing transparency for clients and stakeholders while addressing the information needs of rating agencies.

In our client projects, we take steps to minimize waste. This includes reorganizing waste collection systems to improve separation and recycling or diverting waste streams for other uses.

Impacts, risks, and opportunities

Topic	O	R	I+	I-	VC	OO	IRO description
Waste	●					●	Arcadis identified one actual material opportunity in the subtopic waste. Arcadis sees a growth opportunity in assisting clients with responsible asset management to increase the circularity of materials and resources, as well as to plan for more sustainable end of life disposal.
Waste			●		●		Arcadis drives positive impact by embedding sustainability into operations and design guides, enhancing resource efficiency and performance. It also supports clients with responsible asset management, promoting material circularity and sustainable disposal to advance the circular economy.

O Opportunity R Risk I+ Positive impact I- Negative impact VC Value chain OO Own operations

Policies related to resource use and circular economy

We have a dedicated Resource Use and Circular Economy Policy focused on waste that establishes design effectiveness for waste-related impacts, risks, and opportunities in our value chain. Our policy aims to:

- Identify how we affect resource use, including resource efficiency, avoiding resource depletion, and introducing sustainable sourcing and use of renewable resources, considering both positive and negative actual or potential impacts.
- Outline how we manage material risks and opportunities related to resource use and circular economy.
- Report annually through our Sustainability Statement on actions taken to prevent or mitigate potential negative impacts from resource use, including measures to help decouple economic growth from material use, and address risks and opportunities.
- Describe to stakeholders our plans and ability to adapt our strategy and business model to circular economy principles, such as minimizing waste, maintaining the value of products and materials, and enhancing efficient use in production and consumption.
- Provide insights into the financial impacts on Arcadis in the short, medium, and long term arising from our resource use and circular economy dependencies.

Our policy specifically addresses the use of secondary (recycled) resources and sustainable sourcing. We promote procuring consumables, cleaning materials, office supplies, office furniture, IT equipment, and other materials for our offices from sources that align with circular economy principles whenever possible.

The policy applies globally to our office-based activities, including leased spaces in multi-tenant buildings with shared facilities. It also applies to our project activities for clients and to suppliers across our value chain.

The Chief Growth Officer, a member of the Executive Leadership Team, is responsible for sustainability and accountable for implementing this policy.

Actions and resources related to resource use and circular economy

Own operations

We apply key principles for responsible resource use and circular economy in our operations, targeting operational effectiveness for material impacts, risks, and opportunities.

We improve resource efficiency by:

- Conducting regular assessments to identify opportunities to reduce resource consumption and waste generation.
- Implementing measures to optimize energy, water, and material use.
- Encouraging employee awareness to enhance resource efficiency.

We commit to promoting a circular economy by:

- Procuring office materials and equipment to the extent possible from sources that honor the principles of the circular economy.

We implement effective waste management practices by:

- Reducing waste through segregation and recycling wherever feasible.
- Encouraging the responsible disposal of hazardous and non-recyclable waste.
- Collaborating with waste management providers for proper treatment and disposal.

Most of our operating companies hold ISO 14001 certification, and certificates are available on our website. The Arcadis Waste Management Policy governs waste management in our own operations. We also promote ecodesign and waste as a resource through publications, such as The Design Perspective and the Sustainability by Design guide for buildings, which emphasize waste avoidance and minimization over recycling.

Metrics & targets related to resource use and circular economy

We have not set targets for waste, and do not plan to until we complete baseline data collection activities and improve data quality throughout our value chain.

Waste in own operations

We began assessing waste from our operations globally by waste type and disposal method in 2024. We identified that the averages used to calculate the 2024 estimates were based on a small set of data. It was decided to use newly calculated averages based on more available data. In 2025, measured data for office waste was available from 100 offices. For offices not yet collecting waste data, we estimated average waste intensity using available data, prorated by full-time equivalent (FTE) employees and average office attendance in each country. Office attendance was calculated based on our annual global survey on commuting and working-from-home behavior, concluded at the end of October and with estimates for November and December.

Following our updated methodology for estimations, and the fact more data was available, we recalculated and restated the 2024 reported figures. This restatement led to a lower volume of waste for 2024. From 2024 to 2025, we noticed an increase in waste across all categories, especially in mixed recycling. We plan to continue measuring waste annually and to increase the amount of measured data available. Employees are key stakeholders for our own operations policy and play an essential role in waste reduction at Arcadis.

Waste broken down by waste disposal method

	2025	2024
Total waste generated [t]	**1,298**	**864**
Hazardous waste diverted from disposal [t]	**19**	**13**
Hazardous waste diverted from disposal due to preparation for reuse [t]	1	0
Hazardous waste diverted from disposal due to recycling [t]	7	7
Hazardous waste diverted from disposal due to other recovery operations [t]	11	6
Non-hazardous waste diverted from disposal [t]	**679**	**396**
Non-hazardous waste diverted from disposal due to preparation for reuse [t]	0	1
Non-hazardous waste diverted from disposal due to recycling [t]	600	335
Non-hazardous waste diverted from disposal due to other recovery operations [t]	11	21
Non-hazardous waste diverted from disposal due to composting [t]	67	39
Hazardous waste directed to disposal [t]	**4**	**3**
Hazardous waste directed to disposal by incineration [t]	0	0
Hazardous waste directed to disposal by landfilling [t]	0	0
Hazardous waste directed to disposal by other disposal operations [t]	4	3
Non-hazardous waste directed to disposal [t]	**596**	**452**
Non-hazardous waste directed to disposal by incineration [t]	37	52
Non-hazardous waste directed to disposal by landfilling [t]	109	42
Non-hazardous waste directed to disposal by other disposal operations [t]	451	358
Non-recycled waste [t]	**600**	**455**
Percentage of non-recycled waste [%]	**48%**	**53%**
Hazardous waste [t]	**23**	**16**

Waste broken down by waste type

	T in 2025	T in 2024
Total waste amount	**1,298**	**864**
Non-hazardous waste	**1,275**	**849**
General Office Waste	428	365
Mixed Recycling	483	191
Plastic	63	38
Paper	77	53
Cardboard	35	41
Glass	13	13
Catering Waste/Food Waste	131	110
Textiles/Clothes (PPE)	0	0
Furniture	12	8
Confidential Waste	32	28
Hard Hats	0	0
Hazardous waste	**23**	**16**
Toner Cartridges	1	1
Printer Cartridges	0	0
Electrical Equipment (WEEE)	10	8
Fluorescent Tubes	0	0
Fire Extinguishers	6	3
Oils and Greases	0	0
Sanitary Waste	2	2
CDs	1	1
Batteries	2	1
Other hazardous waste	0	0

Value chain

We have a material impact on waste in our downstream value chain through our projects in Design and Engineering, Architecture and Urbanism, Asset Management, and Environmental Services - including the subservices Water and Remediation. Measurement of waste generated in our value chain is subject to the phase-in conditions of CSRD and will be reported accordingly.

EU Taxonomy

This section is a summary of the total EU taxonomy disclosure. For reference, see the extensive explanation and the required EU Taxonomy tables in the Sustainability Statement Index.

Since 1 January 2021, Arcadis has been subject to the EU Environmental Taxonomy Regulation 2020/852, requiring annual disclosure of its economic activities to align with the EU's environmental objectives. According to the Delegated Regulation (EU) 2026/73 of 4 July 2025, amending Disclosures, Climate and Environmental Delegated Acts, a non-financial undertaking may omit assessing whether some of its economic activities are Taxonomy-eligible or Taxonomy-aligned where the cumulative turnover is below 10% of the denominator of that KPI. In 2025, we revised our approach in line with this amendment and focused on our four main Solutions that contribute 10% or more of our total revenues. 7% of total gross revenue has been reported as “not-assessed activities considered not material” in template 1. This is composed of revenues from smaller solutions never assessed related to, amongst others: architectural services, digital advisory and project and program management, as well as revenues from smaller geographies. In 2024, smaller engineering, program and project management solutions in biodiversity, climate adaptation, building energy management and data-driven services represented 5.8% of eligible revenue.

Given their limited scale and due to materiality reasons, we did not include these activities as eligible in the 2025 report.

The 2024 assessment for EU taxonomy included both eligibility (whether activities defined in the EU Taxonomy occur) and alignment (meeting the taxonomy's technical screening criteria and minimum safeguards). As reported in 2024, one of the minimum safeguards, the ongoing effectiveness tracking of our adherence to UN Global Principles on Human Rights (UNGPHR), is in several ways, already in place, but not yet in all aspects, with the result that we did not meet all alignment criteria over the year 2024. In 2025, we made progress on the adherence to UNGPHR, but the continuous tracking of the downstream part of our value chain is not yet fully in place. Given this, we paused assessing and reporting the technical screening criteria for 2025, aiming to resume these assessments in 2026. Eligibility assessments were conducted in 2025.

Arcadis emphasizes sustainability in its consultancy-focused business model, which includes Project and Program Management, Design and Engineering, and Commercial Procurement strategies. However, its consultancy services are often not recognized under the EU Taxonomy, which predominantly relates to physical implementations.

Revenues: Arcadis' activities are categorized into Solutions, and eligibility assessments were performed with core team members and Solution and project leaders. Upon re-evaluating the economic activities within our four main Solutions, we have identified a new eligible activity: Climate Change Adaptation 14.2 (Flood risk prevention and protection infrastructure). Due to the lack of available data on projects in our Water Optimization Solution from full year 2024, we do not report the detailed, restated comparative figures.

Capex and Opex: Information about the capex stemming from leases of vehicles, buildings, and our IT is centralized for all units. These are therefore assessed at the Group level and not on the Solution level. A new activity in Capex has been added following a wider interpretation of Manufacturing of electrical and electronic equipment. Opex was analyzed, but given the small size of the results, Arcadis uses the Opex exemption.

The summarized results are that 28.2% of our gross revenues and 60.2% of our Capex are eligible with EU Taxonomy activities. For more details, see the Sustainability Statement Annex.

Social information

S1 Own workforce

S2 Workers in the value chain



S1
Own workforce





Arcadis - Powered by our People

At Arcadis, we are committed to putting people first, which is consistent with our strategic focus area, "Powered by Our People." We invest in our workforce to enable us to fulfill our corporate strategy and meet our external responsibilities.

We implement our strategic vision through initiatives that enrich the wellbeing of our employees and empower our teams to deliver exceptional results for our clients. This principle guides our dedication to nurturing a supportive and empowering work environment, investing in employee growth, and fostering a culture of collaboration.

We keep our people engaged through a comprehensive approach that encompasses policies, consultation, and actions designed to support our global workforce.

Our DMA identified three key sub-topics under 'working conditions' and 'equal treatment and opportunities for all,' which are material to our global workforce:

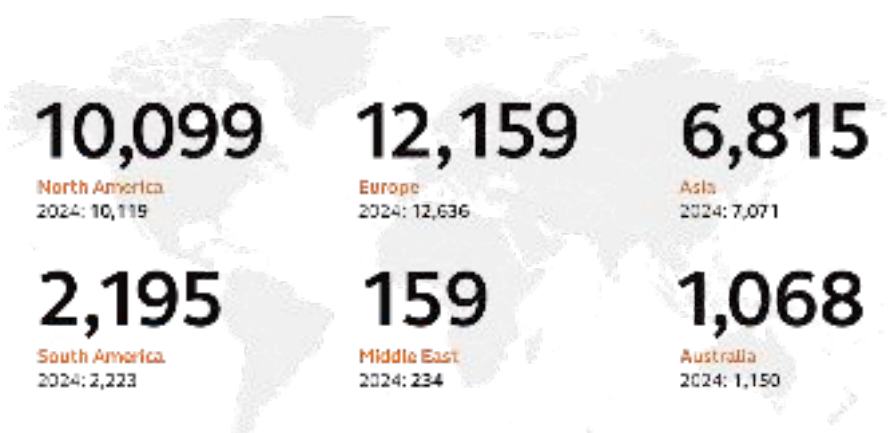
- Work-life balance
- Health and safety
- Training and skills development

Workforce composition

The tables below present a breakdown of our workforce characteristics, including both employees and non-employees. Additionally, we also provide the employee population by region.

	2025				2024			
Characteristics of workforce (Headcount)	Female	Male	Not Disclosed	Total	Female	Male	Not Disclosed	Total
Number of Employees	**12,922**	**19,231**	**342**	**32,495**	**13,138**	**20,154**	**141**	**33,433**
Number of Permanent Employees	12,455	18,582	324	31,361	12,594	19,329	136	32,059
Number of Temporary Employees	467	649	18	1,134	544	825	5	1,374
Number of Non-Employees in own workforce				**1,641**				**1,813**
Number of Non-Employees (Self employed)				1,273				1,396
Number of Non-Employees (Agency Workers)				368				417
Total Workforce				**34,136**				**35,246**

Number of employees (Headcount) per region



	2025				2024			
Country*	Female	Male	Not Disclosed	Total	Female	Male	Not Disclosed	Total
United States**	-	-	-	7,350	-	-	-	7,330
United Kingdom	1,598	3,129		4,727	2,515	2,616		5,131

* *Only the UK and US have an employee headcount that is more than 10% of our employee population.*

** *Gender breakdown not published in line with US executive order.*

General policies related to our workforce

We designed our general policies to help our workforce feel valued, respected, and empowered to succeed. These policies guide us in managing positive and negative impacts, as well as relevant risks and opportunities. These policies apply to all members of our workforce and are accessible on our intranet.

Our key policies include the following:

	Material topic(s) addressed by the policy		
Policies	Training and skills Development	Health and safety	Work life balance
Arcadis General Business Principles (AGBP)	X	X	
Seek Advice and Speak Up Policy		X	
Diversity, Equity, Inclusion, and Belonging Policy		X	
Capability Development Policy	X		
Human Rights Policy		X	
Arcadis Health and Safety Vision and Wellbeing Policy		X	X

Arcadis General Business Principles (AGBP): The AGBP reflect our commitment to comply with the laws, regulations, and culture of the countries in which we operate. The AGBP apply to business activities and form our code of conduct, guiding the behavior we expect of our own workforce when conducting business. We believe that our shared core values ensure our mission is fulfilled: People First, Client Success, Integrity, Sustainability, and Collaboration. These values are the foundation of our AGBP. Our behavior creates the integrity and compliance culture of our organization and a sustainable future.

The application of the AGBP is strengthened by a compliance management system, which is designed to ensure that our people understand the principles and act in accordance with them. Ultimate responsibility for the implementation and application of the AGBP lies with the Arcadis Executive Board and the primary responsibility with our people and management in the operating entities (first line of defense).The Compliance team is the second line of defense. It assists and supports the first line of defense by identifying and analyzing key regulatory and policy compliance risks, performing trend analyses, and mitigating compliance risks through policies, standards, procedures, and guidelines. The team also provides training and awareness, as well as periodic assessments of the effectiveness of risk-mitigating controls. For information on the monitoring of the AGBP, please refer to the Monitoring and Accountability section in the Business ethics chapter.

Arcadis Seek Advice and Speak up policy statement: This policy statement outlines the various ways to speak up that are available for our employees and our external partners. We are committed to creating and upholding a culture where our own workforce and our external partners feel comfortable, supported, and safe to raise their concerns, to seek advice, and to speak up. The ultimate responsibility for the implementation and application of this Policy Statement lies with the Arcadis Executive Board. For information on the monitoring process of the Arcadis Seek Advice and Speak up policy statement, please refer to the Integrity Line and Seek Advice and Speak Up sections in the Business ethics chapter.

Diversity, Equity, Inclusion, and Belonging Policy: In line with the Dutch Corporate Governance Code, the purpose of our global Diversity, Equity, Inclusion, and Belonging Policy (the “DEIB Policy”) is to define our company-wide commitment to diversity, equity, inclusion, and belonging. We strive to create a culture of psychological safety where our workforce feel valued and respected. This policy applies to all Arcadians and extends beyond our own workforce. We expect clients, suppliers, joint-venture partners, ecosystem partners, industry bodies, and other third parties to demonstrate the spirit of this policy, in compliance with applicable law.

Our Chief People Officer leads our DEIB approach, with ultimate accountability resting with our Executive Board. The Supervisory Board provides oversight.

In 2025, we updated the global DEIB Policy to reflect our new DEIB strategy and to comply with all applicable laws in the jurisdictions where we operate.

Human Rights Policy: This policy guides our efforts to safeguard human rights with our key stakeholders, including employees, customers, and suppliers. The policy is designed to respect the human rights of stakeholders throughout our full value chain. Consistent with the United Nations Guiding Principles (UNGPs) on Business and Human Rights, our policy affirms Arcadis’ commitment to respecting internationally recognized human rights. Specifically, it mentions respect for: the International Bill of Human Rights; the International Labour Organizations’ (ILO) Declaration on Fundamental Principles and Rights at Work and its core Conventions; and those international laws that protect groups of people who are potentially at heightened risk of vulnerability or marginalization (for example, the ILO Indigenous and Tribal Peoples Convention C169, and the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP)). Our Human Rights Policy explicitly prohibits human trafficking, forced labor, and child labor.

The policy also meets the five requirements specified by the UNGPs:

1. It has been approved at the most senior level of the business, with ultimate responsibility resting with the Executive Board.
2. It was informed by relevant human rights expertise when it was developed, in this case with the support of an external consultant and external stakeholders.
3. It details the salient human rights risks to which our workforce, business partners, and other parties may be exposed.
4. It is publicly available.
5. It is gradually embedded into internal Arcadis policies. We are further operationalizing the policy through our business procedures. The Global Human Rights Director has overall responsibility for the implementation of this policy, with the support of human rights subject matter experts.

Our Human Rights Policy informs an internal roadmap, through which we implement the policy and continue taking concrete steps to further embed respect and the promotion of human rights in our activities. We implement our Human Rights Policy by proactively identifying and assessing actual and potential human rights risks. We are integrating human rights into our management systems and taking action to address identified risks through specific programs. This includes enhancing the selection and management of our suppliers and services. Additionally, we address and remediate potential human rights infringements via our grievance mechanisms, collaborating with others when necessary to ensure these risks are managed effectively. In 2025, a series of internal workshops were initiated with the support of Shift, the leading center of expertise on the UN Guiding Principles, to develop governance KPIs to start monitoring the implementation and effectiveness of the policy.



Arcadis Health and Safety Vision and Wellbeing Policy: This policy sets out our approach to protecting the physical and psychological health, safety, and wellbeing of our workforce and stakeholders. We aim to achieve this by mitigating risks and preventing harm that could be caused by work-related activities. This policy is part of Arcadis' broader commitment to a culture of 'zero harm' and emphasizes the importance of individual behavior in achieving these goals. The policy sets minimum requirements for conducting business at Arcadis, and it is designed to be flexible enough to comply with local regulations, cultures, and customs. The health, safety, and wellbeing (HSW) tools mentioned in the HSW section, alongside the H&S and Wellbeing Management System, are the key enablers for implementing this policy. The Global Director of Health, Safety, and Wellbeing has overall responsibility for the implementation of the policy and monitors the implementation through our Occupational Safety and Health Administration (OSHA) reporting.

Capability Development Policy: At Arcadis, our people are at the core of our success. People First is one of our core values as an organization, and we are committed to investing in the personal and professional growth of all our people. We believe that developing our capabilities is essential to achieving our mission, driving innovation, and ensuring sustainable growth. Our Capability Development Policy provides a clear framework to support this focus and reflects our commitment to fostering a culture of continuous learning and improvement to build a stronger, future-focused organization. Our Chief People Officer leads the implementation of this policy and oversees our progress in this area.

General processes for enabling dialogue with own workforce

We promote open, two-way dialogue between our employees and line management. In some countries, we are required to implement formal processes that facilitate communication between management and employee representatives, such as work councils and collective labor agreements.

The table below outlines the key channels we use to engage with our workforce. These channels help us manage potential and actual impacts, risks, and opportunities related to our workforce.

Channel for engagement	Description of engagement	Frequency	How the engagement informs our operations and decision making
Your Voice	Your Voice is our global employee dialogue program. It encourages a culture of feedback and shared accountability for making Arcadis a great place to work. In 2025, 84% of employees shared their thoughts on a variety of topics via our quarterly employee survey. Through Your Voice, we gain valuable feedback that helps drive meaningful action across different areas of the business, with the aim of improving the employee experience.	Quarterly (survey)	Results are released shortly after the survey closes. Managers with five or more team members who participated in the survey are able to receive results for their teams. Our senior leadership group have the responsibility for improving engagement, and feedback is actioned in their respective business units after discussing the results and setting actions with their teams. Global key actions are also set and communicated by the CPO. The CPO has ultimate responsibility for the program and reports to the Executive Leadership Team and Supervisory Board on results and outcomes.
Your Voice Wellbeing Survey	Gather insights on employee satisfaction with their health and wellbeing at the company. This survey is part of the Your Voice survey and includes questions on various topics such as work-life balance, work-related stress and the importance of employee wellbeing to senior leaders.	Annually	The results are used by the Global Wellbeing Director to identify areas for improvement and to develop initiatives that support employee wellbeing.
The Arcadis Workstyle and Workplace Survey	This survey is designed to gather insights on where and how employees prefer to work. It helps Arcadis to understand the value that different workplace settings bring to employees. The results of this survey are analyzed alongside smaller, local 'pulse' surveys to better understand country trends and needs while maintaining a global perspective.	On a two- to three-year cycle	Results are discussed at a global and country level to inform decisions about workplace design and policies so that Arcadis spaces continue to offer a great working environment for employees.
Workforce Representation Survey	Each September, we gather information voluntarily provided by employees through our internal Your Voice survey, which includes insights into engagement levels and workforce attributes. The survey may vary to comply with local laws and regulations in the many countries and jurisdictions where we operate. Where permitted, employees may voluntarily and confidentially self-identify in specific categories of personal data. These categories include ethnicity and heritage, faith and belief, sexual orientation, gender identity, physical health, mental health, neurodiverse conditions or disability, and connection to service members and veterans. We collect this information to better understand the experiences of our global workforce. Insights from participating employees help shape our diversity, equity, inclusion, and belonging (DEIB) action plans, as well as our broader affinity group initiatives.	Annually	Our global DEIB team reviews the annual survey results, aggregates the data to protect employee anonymity, and shares the findings in webinars with live question-and-answer sessions. These insights help us identify opportunities to enhance the employee experience for every member of our workforce.
European Works Council	For international initiatives involving two or more European countries, Arcadis introduced a European Works Council. We actively engage by initiating discussions with the council and providing them with information on transnational matters that have or could have a substantial impact on employees' interests across Europe. The council includes company representation from senior leaders, as well as employee representation from respective European countries.	Quarterly	In 2025, we consulted with the European Works Council on a range of topics related to our business strategy. Our discussions covered changes to facility management practices, updates to our operating model and organizational structure, and improvements to our job framework. We also reviewed adjustments to administrative processes, the optimization of office locations, and enhancements to our health, safety, and environment (HSE) systems and reporting.
Works Councils (per country)	Works Councils are representative bodies of employees. Arcadis has established a Works Council structure in the following countries: the Netherlands, Belgium, Germany, France, Italy, Romania, Poland, and Brazil. Arcadis respects the local differences in law on Works Council rights and has dedicated internal Labor Relations teams to help remain compliant and facilitate the consultation between leadership and employees.	Varies depending on the country. Can be monthly or quarterly.	The Works Councils promote open communication between management and employees, addressing workplace issues and fostering collaboration.

Arcadis' approach to human rights

Respecting human rights

Arcadis recognizes the role corporations play in society, and we understand our responsibility to respect human rights in our operations and through our business relationships. Treating people with dignity and respect is aligned with our company's core values. In the context of our projects and partnerships, this means we aim to make conscious decisions about where we work, and with whom we work. It also means that our goal is to act in ways that will contribute to a more sustainable, inclusive, and equitable world.

Due diligence

To operationalize our Human Rights Policy, Arcadis continues to conduct human rights due diligence. We recognize that this is an ongoing effort and commit to regularly assessing our practices and approaches in light of our changing world. To understand the potential and actual impacts of policies and practices on our employees, Arcadis conducts proactive and reactive due diligence.

In 2025, we focused on strengthening our Human Rights Due Diligence Framework by formalizing the Human Rights Impact Assessment (HRIA) procedure and preparing for the next HRIA cycle in 2026. This included a systematic review and closure process of the 2022 HRIA findings to ensure audit readiness and continuous improvement.

As part of our evolving human rights approach, we also use our Integrity Line to monitor and report on potential human rights concerns. In the past two years, no substantiated cases have been recorded. Please refer to the Respect at work and facilitating our workforce to speak up section in the Business Ethics chapter for more information on the Arcadis Integrity Line.

General processes to remediate negative impacts and channels for our own workforce to raise concerns

Our Human Rights Policy commits to remedy any adverse human rights impacts which Arcadis has caused or contributed to. Arcadis reacts to potential or actual impacts when they are reported through our Seek Advice and Speak Up Policy.

Fostering a respectful workplace

Creating a safe and respectful workplace is essential to fostering an environment in which our workforce feels valued and empowered to bring their authentic selves to work. We recognize that a culture free from fear, harassment, discrimination, bullying, and hostility is vital to unlocking the full potential of our people. This approach enables meaningful contributions and effective collaboration across our teams.

In 2025, we refreshed our global DEIB strategy to place greater emphasis on inclusion for employees. Our goal is to better understand the varied experiences of our workforce and further strengthen our culture of belonging by prioritizing inclusion. This shift broadens our approach by implementing best practices to increase employee engagement, participation, and collaboration at every stage of the employee experience for the workforce.

As we strive to create an environment where the workforce can succeed, we hold global diversity, equity, inclusion, and belonging (DEIB) listening sessions with our Global DEIB Director. We plan to continue engaging employees globally through listening sessions, focus groups, and open-door conversations. These discussions help us hear directly from our colleagues and shape the actions we take to build a workplace where the workforce feels valued and respected.

We also leverage our five affinity groups to drive collaboration, identify issues, discuss solutions, implement best practices, and raise awareness. These groups organize events and listening sessions at both country and global levels, with Executive Leadership Team (ELT) sponsorship.

Respect at work and facilitating our workforce to speak up

We strive to treat our workforce with dignity and respect, as outlined in our AGBP. Our DEIB Policy sets out our commitment to creating an environment where our workforce feels they belong, can thrive, and where differences are recognized and valued.

We do not tolerate harassment or discrimination based on culture, nationality, race, religion, gender, disability, association, sexual orientation, age, or any other characteristic protected by local law or international standards.

We encourage our workforce, clients, and third parties to take action if they experience or witness any violation of this policy, in line with our Seek Advice and Speak Up Policy.

Anyone – whether an employee or an external stakeholder – who wishes to remain anonymous can use our Integrity Line. The Integrity Line is available 24/7 in multiple languages by web or phone. An independent third party manages this service to help protect users from retaliation. Reports go directly to our Global Compliance Office for initial assessment and are managed confidentially, as outlined in the Compliance Charter.

Management of material topics

The policies outlined above establish boundaries for Arcadis' objectives, such as providing a healthy and safe environment for employees, setting the context for development, and maintaining a balance between work and private life.

We have selected employee engagement as our central target to help manage the material impacts, risks, and opportunities related to our material topics in 'own workforce.' We measure this via our quarterly Your Voice engagement survey, a third-party survey that facilitates employee feedback on a range of important topics – including those related to our material topics. The results of this survey enable the third-party provider to calculate Arcadis' employee Net Promoter Score (eNPS).

Arcadis' target is to remain in the top 25% of the professional services sector by 2026 for employee engagement, as measured by our eNPS. We believe that being in the top quartile of the professional services sector supports our ability to attract and retain the talent needed to deliver on our broader strategic objectives. To set this target, we reviewed yearly trends and compared the baseline through insights and benchmarks derived from the platform. Proposed target levels were then discussed with our wider senior leadership to align and gather feedback. In each quarter, engagement levels are reported to leadership teams and shared with the workforce, with key insights being provided to global subject matter experts to help with program calibration or ideas for new actions.

The Your Voice survey is administered by a third party, using a platform that allows us to benchmark against our professional services peers on engagement topics. The platform services thousands of customers across 21 different industries, including the Professional and Business Services sector. In this sector, 155 companies use the platform's services, including peer group members.

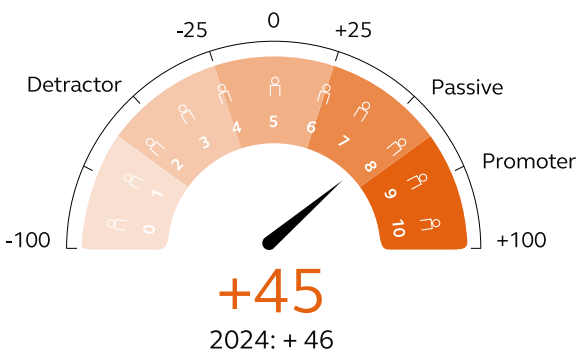
The engagement questions cover a range of areas, with questions covering our material impacts, risks, and opportunities topics. The survey reports allow leaders and managers to facilitate a dialogue with employees, set team and global actions to enhance employee engagement, and ultimately, improve productivity and retention.

In 2025, our results indicate that employees are seeking clearer career paths and stronger support to advance within our organization. To address this, we equipped managers and employees with tools and resources to enable performance development conversations focused on career progression. Using data-driven insights from the Skills Powered Organization (SPO) platform, these regular discussions aim to help employees identify learning opportunities for growth. Since the first quarter of 2025, we have seen a two-point improvement in our internal score for this area. While this increase is modest, we are performing 15 points above the industry benchmark for this engagement driver. We recognize there is further progress to make and are committed to supporting our employees as they develop their careers with us.

Metrics and targets related to own workforce

In 2025, our eNPS score was +45, with 84% of our employees participating in at least one of the quarterly surveys across the year. This steady level of engagement has propelled Arcadis into the top 10% of the professional services sector, surpassing our eNPS target of scoring in the top 25%, as measured by our platform provider.

eNPS – employee Net Promotor Score



% Promoters - % Detractors = Net Promoter Score

Material topics – key actions and metrics

On the following pages, we disclose the material IROs, actions, and metrics related to the three material sub-sub-topics.

Training and skills development

Impacts, risks, and opportunities

Topic	O	R	I+	I-	VC	OO	IRO description
Training and skills development				●		●	Neglecting employee training and development may increase turnover, hinder skill growth, limit innovation and impact personal and career advancement.
Training and skills development		●				●	Failure to upskill employees risks an outdated, less productive workforce, weakening our ability to future-proof employees and the business to stay competitive in the changing world of work.

O Opportunity R Risk I+ Positive impact I- Negative impact VC Value chain OO Own operations

At Arcadis, nurturing the skills of our employees is a core part of the “Powered by our People” strategic focus area within our business strategy. This principle also addresses negative impacts and risks associated with potentially insufficient training and development across the organization, regardless of employee groups or locations.

With our focus on skill enhancement, we aim to equip our employees to meet client needs and attract talent. The following actions are ongoing, contributing to a better equipped Arcadis workforce.

Actions related to training and skill development

Progressing to become a Skills Powered Organization

As the world of work continues to transform at pace, staying ahead requires us to proactively shape our workforce for the future. This year, we accelerated our journey to becoming a Skills Powered Organization (SPO), aiming to embed a skills-first mindset at every stage of our employee experience. By focusing on skills identification, development, and alignment, we are strengthening our ability to meet both current and future client and business needs.

In 2025 we launched ‘Gigs,’ which gives our people access to short-term, skills-based projects. Following a successful rollout in the US, Australia, UK, and GEC countries (Philippines, India, and Romania), Gigs has already connected our people to more than 4,000 hours of billable work, matching talent to opportunities that harness their unique skills. Building on this success, we are now preparing for a global rollout, further enabling our people to contribute to projects worldwide and exceed client expectations.