Arcadis Way of Global Affinity Groups

Updated version from Global Diversity, Belonging and Human Rights (DBHR) COE, January 2023
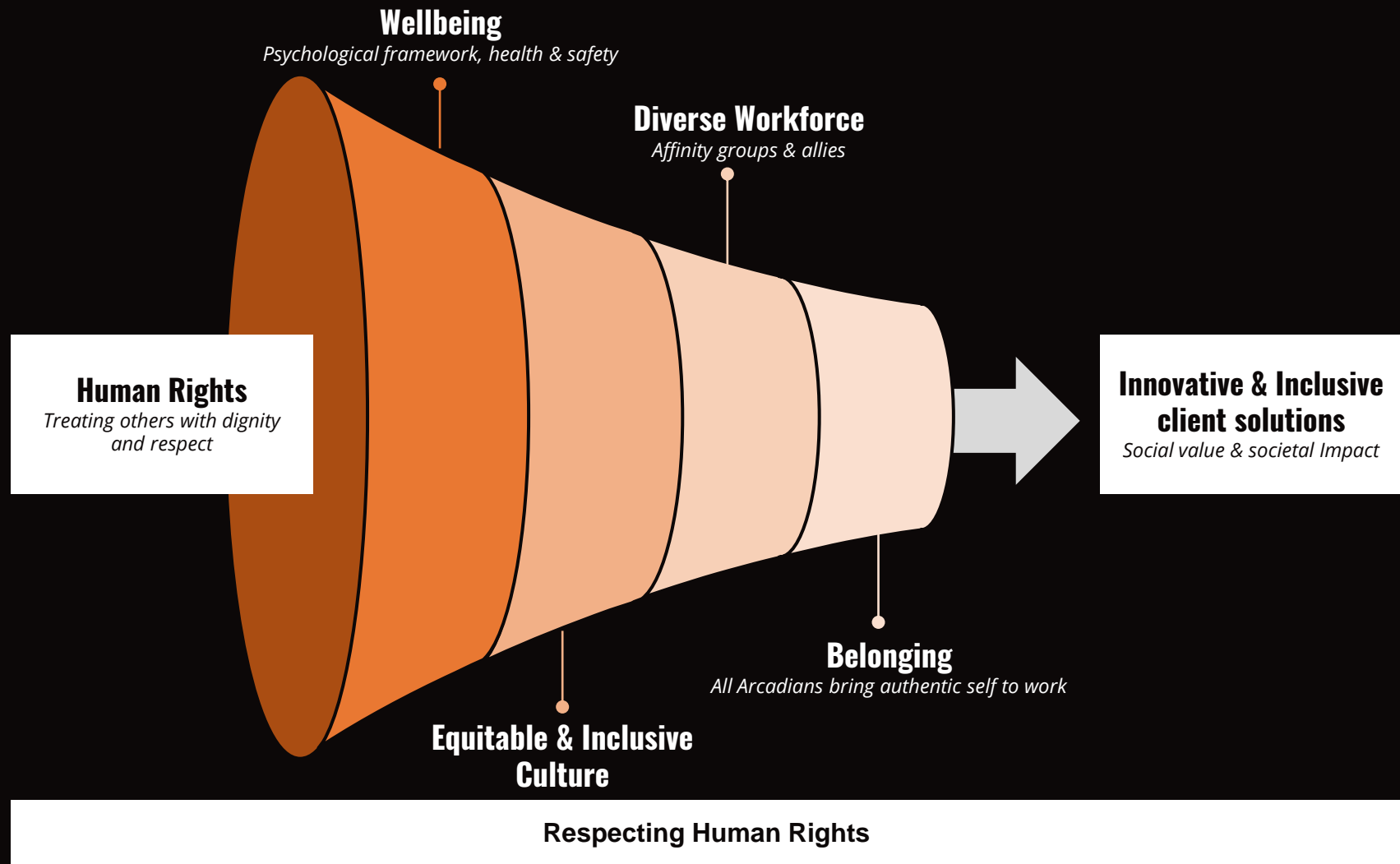
Internal Campaign

DBHR Mission & Framework

The S Framework (ESG) | Our work both defines and bolsters the 'S' in ESG—covering the ways Arcadis impacts and builds relationships with Arcadians, our clients, suppliers, and the communities in which we operate

*Our **mission** is to improve quality of life by fostering an environment that is conducive to respecting human rights within our business and in the relationships with supply chain, clients and communities — contributing to solutions that meet the pressing social challenges of our time.*

*We do this by enabling people to bring their full self to work, promoting a human centred, psychologically healthy and safe environment underpinned by social justice, diversity, equity, inclusion and a culture of belonging throughout **our employee lifecycle**.*

Wellbeing
Psychological framework, health & safety

Diverse Workforce
Affinity groups & allies

Human Rights
Treating others with dignity and respect

Innovative & Inclusive client solutions
Social value & societal Impact

Equitable & Inclusive Culture

Belonging
All Arcadians bring authentic self to work

Respecting Human Rights

DBHR Objectives

To co-foster a global diversity, inclusion, belonging culture and create an engaging, effortless employee experience throughout the employee lifecycle. To do this we will:

Challenge the status quo

By developing a global DEIB strategy, underpinned by global reporting on our DEIB targets and ambitions.

Empower others to be their whole selves

By developing a global DEIB strategy, underpinned by global reporting on our DEIB targets and ambitions.

Change perception and create allyship

By developing a sustainable global cultural and behavioural change programme.

Affinity Group Framework – What is our Global Affinity Group Narrative

What do Arcadians want?

Our people want to feel **valued**, **connected** and **represented**. Our people want to be **treated with dignity and respect**. Our people want to **feel safe and well**.

As a people first business our mission is to improve quality of life by fostering an environment that is conducive to respecting human rights within our business and in the relationships with supply chain, clients and communities — contributing to solutions that meet the pressing social challenges of our time.

We do this by enabling people to bring their full self to work, promoting a human centred, psychologically healthy and safe environment underpinned by social justice, diversity, equity, inclusion and a culture of belonging throughout our employee lifecycle.
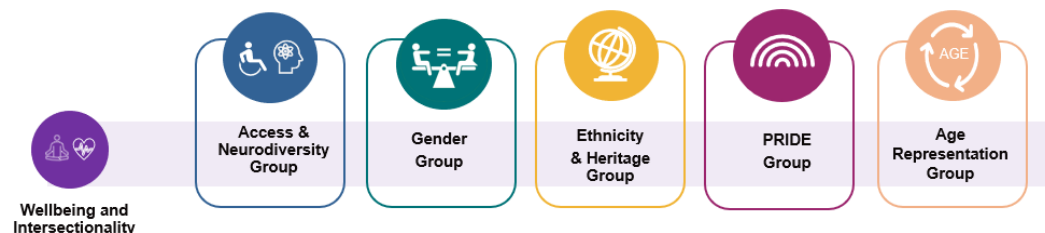
Our Global Affinity Groups are fundamental in achieving a culture where our people feel they belong by:

Arcadian lens:
- Providing a community safe space to share and support colleagues from underrepresented groups (URGs). The five groups are defined as: Access & Neurodiversity, Gender, Ethnicity & Heritage, PRIDE and Age Representation.
- Building awareness through education and celebration of these URG's.
- Providing a forum where URG's voices are heard. URG's provide qualitative insights through lived experience.

Business lens:
- AG Chair & Deputy Chair form part of the wider Diversity, Belonging and Human Rights COE.
- AG Chair and Deputy Chair are the conduit between the wider underrepresented community and leadership. They represent URGs by providing strategic business advisory and consultation, based on lived experiences, by challenging business process on areas such as diversity, equity, inclusion, and belonging.

Wellbeing and Intersectionality

Access & Neurodiversity Group

Gender Group

Ethnicity & Heritage Group

PRIDE Group

Age Representation Group

Global Affinity Group Mission Statements

Global Affinity Groups

Access & Neurodiversity

Our mission is to educate our people on both the challenges faced, and the opportunities available for those who identify as disabled or neurodivergent. We will encourage the business to embrace alternative ways of working and the benefits that come from seeing and engaging with the world in a different way. We endeavor to provide support and acceptance to our existing disabled and neurodivergent people and those who have yet to join Arcadis.

Age Representation

Our mission is to promote employee well-being and inclusion irrespective of their ages and oppose ageism. An employee's knowledge and experience increase with age. And a young person with strong skills and talent should not be held back because of their age.

Ethnicity & Heritage

Our mission is to promote a culture in which racial, ethnic, and cultural diversity is embraced and we work to increase representation and retention of people from racial and ethnic minority groups at all levels of our company, particularly in leadership.

Gender

Our mission is to create an equitable environment for all of our people. An environment in which, no matter what their identity, each Arcadian, current or future, has the same access to opportunities to enable them to grow, develop and achieve their full potential.

PRIDE

Our mission is to help create a culture where LGBTIQA+ people are supported to stand out rather than to blend in, by creating a culture of empathy and respect so everyone experiences a safe and equitable environment.

Affinity Group Principles

ARCADIS

| **Communities & Allies – In country AG leads and communities** | **Business Advisory – Global AG Chairs & Deputy Chairs** |

Share & support by providing community safe spaces for all Arcadians globally

Challenge & advocate by being the voice for all underrepresented Arcadians

Celebrate & educate by building global awareness within Arcadis around our 5 global affinity groups

Consult & Advise (as requested by DBHR Directors and COEs and aligned with business strategy) based on lived experiences, by challenging business process on areas such as diversity, equity, inclusion, and belonging.

Belonging begins with diversity, equality & inclusion

Affinity Group key concepts

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Belonging

Workplace belonging is the feeling of security and support employees have, when the environment promotes respect, acceptance and inclusion of employees' identities. This allows employees to bring their authentic self to work.

Bias

Bias is a set of assumptions in favour of or against one thing, individual or group compared with another, usually in a way that is considered to be unfair. Biases can be conscious (known as explicit bias), or outside conscious awareness identified as unconscious (known as implicit bias).

Diversity

Diversity is the range of human differences, visible and non-visible, including but not limited to, race, national origin or ethnicity, gender identity, sexual orientation, marital status, age, social class, physical or mental ability, attributes, experiences, strengths, skills, perspectives, work styles, religious or ethical values system, citizenship status, veteran status, and political beliefs.

Equity

Workplace equity is the concept of providing access to opportunities or resources for all employees based on their individual needs to reach an equal outcome. To understand equity, it is important to distinguish it from equality. Equality implies that each individual or group of individuals has or needs access to the same resources or opportunities. While equity focuses on eliminating differences between groups, by removing barriers within the procedures, processes, and access to resources.

Faith

A belief with strong conviction, a firm belief in something important to an individual or group. Someone with faith has complete trust, confidence, reliance or devotion to a religion, God or a higher power or other strongly held beliefs.

Global Affinity Groups

Employee led groups based on social identity, shared characteristics, or life experiences that promote diversity, equity, inclusion and belonging and other common goals that benefit employees. These groups include the communities of allies that represent and advocate for employees.

Inclusion

Inclusion is an organisational effort and practice in which all employees and perspectives are culturally and socially accepted, respected, valued and welcomed regardless of their background and where all employees have access to equal opportunities or resources.
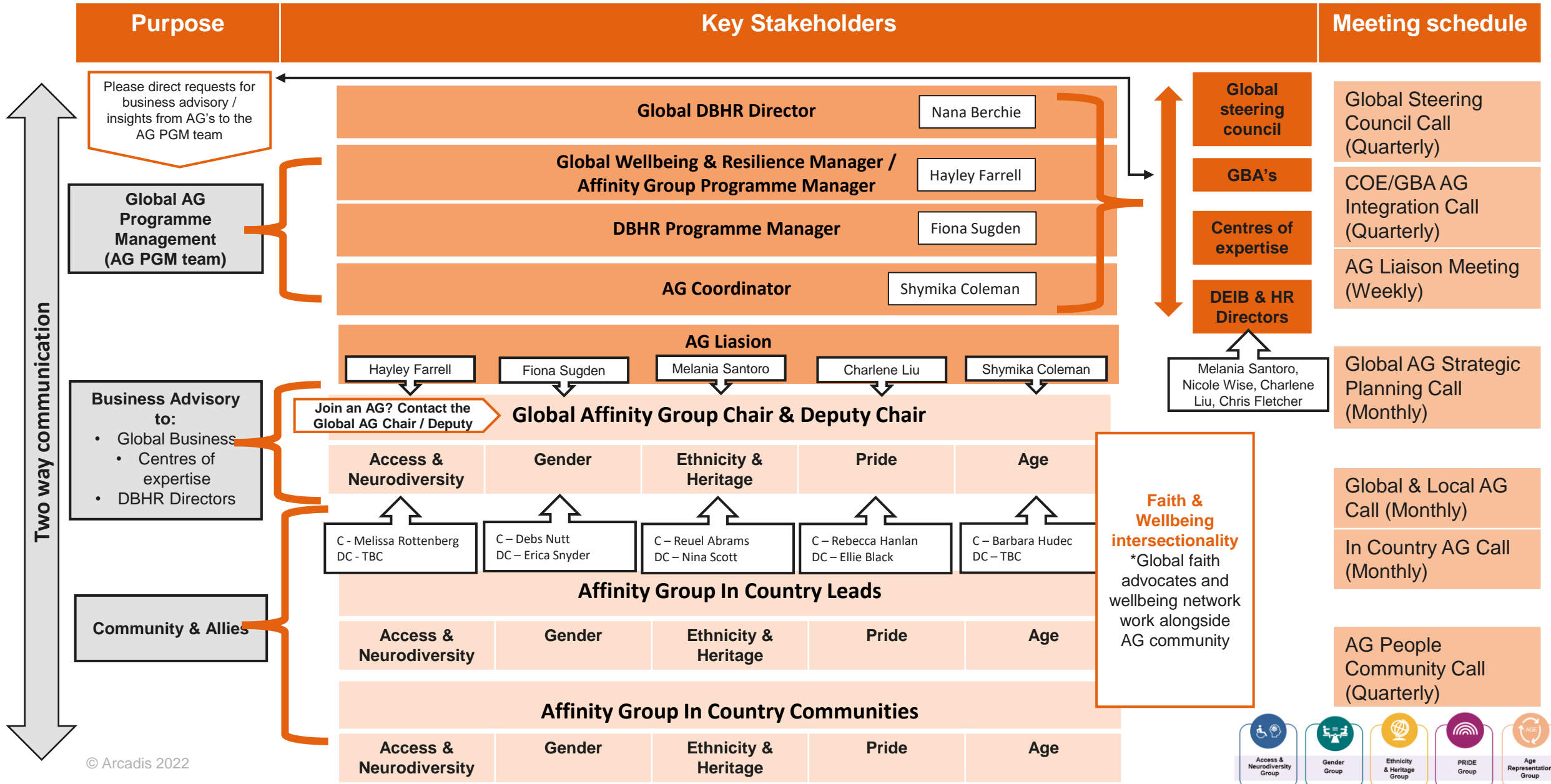
Workplace wellbeing

Improving the quality of life for all Arcadians by ensuring all employees are physically and psychologically healthy and safe at work

Structure, Role & Responsibilities- High Level

ARCADIS

Global Affinity Group Structure

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Purpose	Key Stakeholders	Meeting schedule

Please direct requests for business advisory / insights from AG's to the AG PGM team

Global DBHR Director — Nana Berchie

Global AG Programme Management (AG PGM team)

Global Wellbeing & Resilience Manager / Affinity Group Programme Manager — Hayley Farrell

DBHR Programme Manager — Fiona Sugden

AG Coordinator — Shymika Coleman

Global steering council

GBA's

Centres of expertise

DEIB & HR Directors

Melania Santoro, Nicole Wise, Charlene Liu, Chris Fletcher

AG Liasion

Hayley Farrell	Fiona Sugden	Melania Santoro	Charlene Liu	Shymika Coleman

Business Advisory to:
- Global Business
  - Centres of expertise
- DBHR Directors

Join an AG? Contact the Global AG Chair / Deputy

Global Affinity Group Chair & Deputy Chair

Access & Neurodiversity	Gender	Ethnicity & Heritage	Pride	Age
C - Melissa Rottenberg DC - TBC	C – Debs Nutt DC – Erica Snyder	C – Reuel Abrams DC – Nina Scott	C – Rebecca Hanlan DC – Ellie Black	C – Barbara Hudec DC – TBC

Faith & Wellbeing intersectionality
*Global faith advocates and wellbeing network work alongside AG community

Affinity Group In Country Leads

Access & Neurodiversity	Gender	Ethnicity & Heritage	Pride	Age

Community & Allies

Affinity Group In Country Communities

Access & Neurodiversity	Gender	Ethnicity & Heritage	Pride	Age

Two way communication

Meeting schedule:

Global Steering Council Call (Quarterly)

COE/GBA AG Integration Call (Quarterly)

AG Liaison Meeting (Weekly)

Global AG Strategic Planning Call (Monthly)

Global & Local AG Call (Monthly)

In Country AG Call (Monthly)

AG People Community Call (Quarterly)

Access & Neurodiversity Group | Gender Group | Ethnicity & Heritage Group | PRIDE Group | Age Representation Group

Roles & Responsibilities

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Role	Responsibilities
Global Affinity Group Programme Management Team	• Global DBHR Director • Global wellbeing & resilience manager / affinity group programme manager • DBHR programme manager • AG Coordinator
Global Affinity Group Chair & Deputy Chair	• Providing a forum where underrepresented groups (URGs) provide strategic business advisory and consultation through lived experience and are a conduit between the wider underrepresented community and leadership, challenging business process on areas such as diversity, equity, inclusion, and belonging.
Affinity Group In Country Leads	• Increase in country participation in affinity group networks • Provide a community safe space to share and support colleagues from URG's. • Building awareness through education and celebration of URG's.
Affinity Group In Country Communities	• Provide a community safe space to share and support colleagues from URG's. • Building awareness through education and celebration of URG's.
Affinity Group Liaison	As a member of the Global DBHR team, the liaison acts as the strategic interface between their specific AG and the wider DBHR Team. They seek advisory and consultation from the AG Chair & Deputy as and when required by the DBHR directors / COEs and provide support for AG networks and allyship when requested.
Global steering council	• Instrumental in establishing global DBHR strategy. Reviews impact of diversity, belonging, & human rights interventions • Reviews diversity, belonging, & human rights reporting globally and provides overall governance/accountability framework • Comprised of representation from across the business (levels, ages, regions, genders etc.).
Centres of expertise	• Consult with and seek advisory support from affinity groups to proving strategic input into global COE initiatives ensuring they are inclusive, diverse and equitable.
DBHR Directors	• Consult with and seek advisory support from affinity groups chairs and deputy chairs to proving strategic input into DBHR strategy, policies and procedures to ensure they meet the diverse needs of URG's across Arcadis.
GBA Directors	• Advocate for Affinity Groups, participate as an ally and encourage leaders and colleagues to take part. • Ensure GBA strategy is inclusive, diverse and equitable • Be an active Mentor and/ or Sponsor at least 1 from URGs (Global Sponsorship Program, Mentor Connect) or be an active global Affinity Group ally/member (attend sessions, sponsor top global webinar, sponsor local events, etc.) • Actively share upcoming opportunities with Global AG communities

Measuring the impact of our Global Affinity Groups

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Affinity Group measurable priorities for 2023

Our AG's will provide community safe spaces & Celebrate & educate by building global awareness within Arcadis around our 5 global affinity groups

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Affinity group membership	Communication & Awareness	Accessible digital resources
• Increase global awareness of AG's and membership • Regular in country networking events	• Develop inclusion/wellbeing moments hub on the global intranet • Further develop AG intranet and available resources	• Increase attendance and awareness through global webinars • Increase intersectionality awareness

Support Us…

- *Engage*

  with our groups

- *Advocate*

  for involvement

- *Amplify*

  our messages

- *Access*

  our resources

Share your feedback

…on our purpose

… as sponsors

…and how we can work together.