

Arcadis

MCA Consulting Excellence Declaration 2026

April 2026



Introductory Remarks

Credibility and external accreditation is ever more important in a world where clients need practical and problem solving grounded in reality. We are delighted to continue to offer a CMI accredited ChMC Development Programme, providing our consultants with a clear route to recognised professional development.

We have clear targets for growing our community of Chartered Management Consultants and we are pleased we continue to make significant progress.

Our 2026 plan sees us make strides digital and generative AI and how we use the tools and approaches. We are seeing real benefit in efficiency and the quality of our delivery for clients, and our junior cohort increasingly join us more equipped to operate in a digital world, as well as embracing the revolution in their approach to chartership in their own growth.

As we now continue to evolve after industry-wide changes to working practices, we operate a well-established hybrid working approach, reflecting the needs of our clients and our people, as well as meaning we can continue to innovate and capitalize on the ongoing development of digital. We maintain the unique sense of team that is key to the management consulting industry culture whilst providing the flexibility people need.

We are proud to promote broad diversity of thought, background, and educational base as a core value across the Arcadis business and our Management Consultancy team. We are committed to providing a psychologically safe space for our consultants to flourish. We will continue to display this in all that we do and in renewing our commitment to the declaration.

Our dedication to sustainable development is one of the key conduits where we can have a real meaningful impact and a core reason our consultants join us. We commit in this declaration to ensuring we operate sustainably in our organisation and with our client work. Sustainability is a part of everything we do and we will continue to improve in all aspects of our work.

Siobhan Rose

Senior Director, Business Advisory



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MCA
A **POSITIVE FORCE** FOR THE
ECONOMY AND SOCIETY



Consulting Excellence Principles

As signatories to Consulting Excellence, Arcadis commits to adopting the fourteen principles.

Ethical Behaviour

Consulting Excellence firms work with clients, partners, employees and other stakeholders in an ethical way. This means:

1. We are responsible and good citizens.
2. We conduct our business ethically.
3. We foster an ethical culture.

Client Service & Value

Consulting Excellence firms promote the highest standards of client service and value. This means:

4. We provide excellent consulting services which deliver the outcomes clients seek and need.
5. We are transparent with clients and respond to their concerns.
6. We always strive to improve the value we can deliver to our clients.

Professional Development

Consulting Excellence firms develop the capabilities of their consultants, provide career development opportunities and support the welfare of all their employees. This means:

7. We undertake training and professional development planning each year.
8. We promote strong core consulting capabilities and specialisms in our consultants and teams.
9. We support our employees' career progression, professional development and welfare.
10. We support the adoption of the Chartered Management Consultant (ChMC) Accreditation across the industry and champion its values.

Commitment To Diversity & Inclusion

Consulting Excellence firms are committed to diversity and inclusion within their workplace and workforce. This means:

11. We respect and embrace diversity and inclusion and understand the importance and positive benefit of people from different backgrounds working for our companies and our clients.
12. We recruit and retain people from a diverse talent pool and strive to build cultures where difference is valued, respected and celebrated at all levels. Furthermore, we are committed to developing diverse future leaders and ensuring their progression in the industry.
13. We support industry efforts to improve progress on diversity and inclusion, implementing best practice and monitoring the diversity of the consultancy sector workforce over time. This includes encouraging the collection of data to assess the effectiveness of D&I policies and participating in the MCA annual report.

Sustainability

Consulting Excellence firms are committed to sustainable development within their organizations and their work with clients. This means:

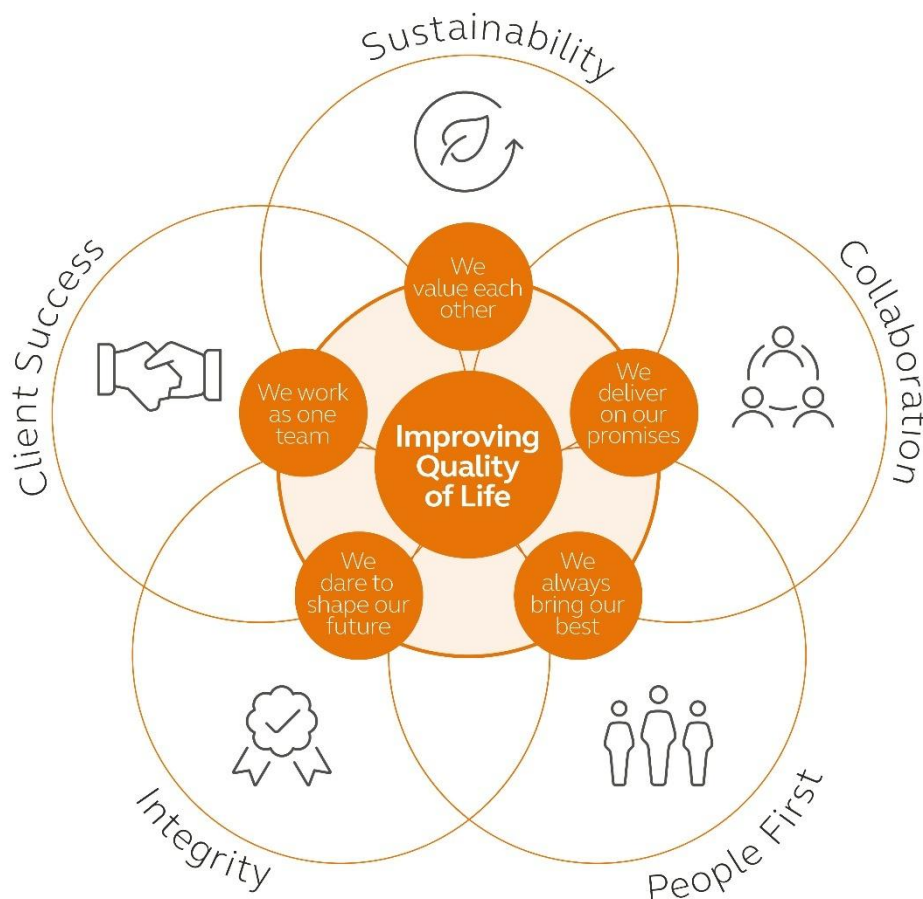
14. We commit to ensuring that our firms operate in an increasingly sustainable way and strive to ensure that sustainability is considered by our clients in our work with them.



Our Vision

Arcadis' management consulting team, Global Advisory, is committed to our strategy of accelerating a planet positive future through our impact. With our passion, our people, and the work we do with our clients, we aim to shape a more sustainable and equitable future for our planet.

This vision underpins our strategy and transcends into the work that we carry out with our clients, the way in which we conduct ourselves, and the way in which our business operates. We enable businesses to maximize their potential and deliver long lasting benefits to their customers and society. Combining deep asset expertise with digitally enabled consulting skills, we help our clients find new ways to create value and deliver superior outcomes. We are powered by our people, transitioning to a Skills Powered Organisation, ensuring the long-term resilience of our people and business through inclusive and diverse teams. Working with our clients, we have opportunities to shape the future of our world using our passion, our people and the work that we do. Guided by five core values, combined with five keystone behaviours, we are building a unique, 'One Arcadis' culture.



Our Values

Core Values

Living our Values. We have set out our commitment **Demonstrating our Behaviours** to behaviours which reinforce our values.



People First - We care for each other and create a safe and respectful working environment where our people can grow, perform and succeed.



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



Integrity - We always work to the highest professional and ethical standards and establish trust by being open, honest and responsible.



We value each other - We create an inclusive environment where everyone feels fairly treated and listened to, respecting the principles of Equality & Diversity at all times.



Client Success - We are passionate about our clients' success and bring insights, agility and innovation to co-create value.



We deliver on our promises - We do what we say we are going to do when we say we are going to do it.



Collaboration - We value the power of diversity and our global capabilities and deliver excellence by working as One Arcadis.



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.



Sustainability - We base our actions for clients and communities on environmental responsibility and social and economic advancement.



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 the best out in one other.

Our Strategy

The challenges faced by our clients know no geographic boundaries. Climate Change, Resource Scarcity, Net-Zero, and the 4th Industrial Revolution are worldwide phenomena, requiring an international response.



Arcadis' 2024-2026 strategy focuses on "Accelerating a Planet Positive Future", with three strategic focus areas: sustainable project choices; digital and human innovation; and powered by our people. In 2026, the Business Advisory team at Arcadis will continue to focus on taking these solutions to a global audience.

- **Sustainable Project Choices:** We are partnering with clients to help them accelerate their transition to planet positive projects which have a lasting impact on energy transition, nature and biodiversity, and society. We choose clients who align with the 2050 Paris goals, sharpening our business selection criteria and integrating new client methodologies and tools to quantitatively measure sustainability.
- **Digital and human innovation:** We are amplifying our ability to address our clients' needs and future-proofing our business by identifying, developing and investing in smart products and solutions. This is by solving global challenges with data-driven solutions and investing in Arcadis as a smart, trusted organization.
- **Powered by our people:** By transitioning to a Skills Powered Organization, we are ensuring the long-term resilience of our people and business while we create a future-proof organization for sustained success. For our people, this means a chance to bring their best selves to work and develop future-focused skills and rewarding careers.

We have evolved, aligned, and grown three integrated Advisory practices with complementary aims to become Global Advisory. These practices are Sustainability, Investment Advisory, and Business Advisory and have a global leadership team, based in North America, Australia, and the UK. Our global reach across twelve countries and 800 consultants brings together creative, outside the box thinkers who always aim to challenge the status quo and bring a fresh perspective to our client's challenges. Our team includes the brightest, most inquisitive minds with experience from various industries and professional services. Our collective aim is to deliver long-lasting and fundamental changes to our client's organizations as they face their many challenges.

Our UK based team has been instrumental in the creation of the Global Advisory function and is the driving force behind the implementation through 2026. Our MCA membership and commitment to the Chartered Management Consultant award has influenced and guided the design of our global function. We are extending the values of People First and quality of service across the rest of the world and embedding the MCA mindset plays a key role in our Global Advisory offer.

Ethical Behaviour

In 2024, we launched our 2024-26 global strategy and we continue to follow this through in 2026. This strategy shows a company-wide commitment to being intentional about our diversity, equity and inclusion.

We are pushing towards becoming a Skills Powered Organisation, with greater empowerment of the workforce worldwide through skill building and supporting an equitable world. Through supporting our workforce with diversity, equity and inclusion, we can continue to produce innovative work for our clients.

Our Consulting Excellence declaration tells the story of how Arcadis' Business Advisory team has adjusted to support our people and clients and continue improving quality of life.

Flexibility has been of paramount importance as our people continue to make choices for themselves in a hybrid working environment and find the best ways to conduct their professional and working lives. How we have balanced increased flexibility and applying an ethical lens to everything we do is explored in the Ethical Behaviour section. From our Shadow Board designed to promote transparency and connectivity across Business Advisory, to our People Strategy designed to build the foundations for a more diverse and inclusive future, we have found ways to maintain high standards of ethical excellence for our people and our clients.

The Chartered Management Consultant (ChMC) Award has created the opportunity for our people to have their high standards of service excellence recognised, with Arcadis supporting 31 individuals with ChMC or Associate ChMC accreditations, and 11 working towards these achievements in 2026. The Professional Development section shows how we have integrated the ChMC accreditation standards into our own internal training programs.



Ethical Behaviour

From the work that we carry out for our clients, through to the way in which we conduct ourselves, our management consulting team is committed to improving quality of life. This is our vision.

1. We are responsible and good citizens

We believe that improving quality of life is about advancing social, environmental and economic prosperity at local/ community, country and global levels. This belief is the bedrock of our Social Value Impact Strategy.

We leverage our deep asset expertise to deliver projects and solutions which create value for our clients that share our desire to make positive social, economic, and environmental contributions.

We seek out opportunities to collaborate with communities to support local sustainability initiatives, address local needs, create a local economic legacy and nurture the wellbeing of community members. This is sometimes encapsulated as a specific requirement of a client commission, such as employing local people on the contract, but also originating from our employee passion to give back to the communities in which they work through a dedicated 'charity day' each year.

Shelter

For the past 15 years, Arcadis have been working with UN-Habitat on the Shelter Program which has completed more than 120 Shelter missions since 2010. Technical support is provided on sustainable urban planning, climate adaptation, flood management, mobility, environment, energy, waste management and, how to make cities more resilient in health pandemics such as COVID-19.

Teenage Cancer Trust

Arcadis' charity of choice for 2025-27 is the Teenage Cancer Trust. The Charity has a wide range of projects we support financially and also with our time, expertise, and knowledge. Teenage Cancer Trust has a geographical reach of the UK and Northern Ireland. Many sponsored events, such as the annual Arcadis bike ride from London to cities such as Paris and Amsterdam, social and other sponsored events have raised large sums of money already, coordinated by a team of Charity Ambassadors across the business.

2. We conduct our business ethically

Integrity in business

We understand the value of integrity and our clients respect our commitment to doing business in an honest and responsible way. This means maintaining the highest professional standards, proving ourselves as reliable partners to our clients and treating everyone with respect. Our Arcadis General Business Principles (AGBP) set the standards for how we work and emphasize the value of professional and personal integrity. We understand and abide by our AGBP to ensure that we conduct our business in an ethical and responsible way. Our employees are required to undertake biannual mandatory training that enables us to improve our business practices, generate open dialogue and proactively recognize issues that could undermine our integrity.

The Specific Anti-Corruption Standards (SACS) provide further guidance around the AGBP.

3. We foster an ethical culture

Ensuring all voices are heard

'People First' is one of our core values. It is a commitment that we have made to ensure that Arcadis is a place in which everyone can succeed. In essence, our behaviours and culture put our people first, where our people can bring their best to transform the world around them. This commitment relies on making sure that voices from across our business are heard. We regularly use 'pulse' surveys called 'Your Voice' for transparency and agility in how we listen and respond to our people. Your Voice provides a safe environment to share feedback with our leaders to take informed decisions on our future for a more inclusive and people-first experience.

We are transitioning to a Skills Powered Organization, ensuring the long-term resilience of our workforce. We aim to create an environment where every employee can bring their best selves to work, fostering future-focused skills and rewarding careers. Central to this approach is the cultivation of inclusive and diverse teams, reflecting our dedication to social well-being, safety, and mental health awareness.

At Arcadis, we ensure that all voices have a chance to be heard through our Global Affinity Groups – Pride, Age Representation, Ethnicity & Heritage, Access & Neurodiversity, and Gender. We are specifically aiming to increase the percentage of women at Arcadis to 40% or more by 2026. Through our Global Affinity Groups, we are encouraging a diverse perspective throughout our work, aligned with our strategy of being powered by our people.



Health, Safety & Wellbeing

Globally impactful, locally relevant

We commit to providing a healthy and safe work

environment for all our employees. Our global health and safety approach reflects a proactive risk and behaviour-based approach that integrates health, safety and wellbeing into our culture, values and the way we do business. Our dedicated Health and Safety representatives help to translate our global vision into a regional reality and foster a culture in which our people are empowered to proactively embrace health, safety and wellbeing in the workplace and beyond.

We have a range of initiatives to support our goals:

- Health, Safety and Wellbeing moments at the beginning of each meeting
- Regular Team Temp checks
- Regular Health, Safety & Wellbeing newsletter
- Wellness calendar of activities including mindfulness sessions, wellbeing shares & health and safety tips
- Focused SHEQ awareness training to raise awareness and support compliance

Making health and safety a top priority, wherever we are Our health and safety system focuses on proactive hazard recognition, risk assessments and control to prevent accidents. Our priority is to contribute to the creation of healthy and safe places for people in Arcadis and beyond to live and work in.

All employees are encouraged to report SHEQ observations via our SHEQ Management System, including reporting risky behaviours and near misses. This helps to effectively mitigate any risks and ensure a best practice approach to health and safety, wherever our people are.

To assist with hybrid working, we provide our people with financial aid to get themselves set up comfortably and safely at home.

Putting the mental health and wellbeing of our colleagues first

Stay Connected

1 in 4 people in the population suffer from mental health challenges, meaning there are people in our consulting industry who are impacted. The global health pandemic presented a threat to our people's health and wellbeing, and as we continue to facilitate hybrid ways of working, Arcadis is committed to ensuring an inclusive and supportive working environment. Stay Connected is about giving our people the platform to continue learning, growing and connecting with one another, and providing the support for those that need it.

- Guided mindfulness sessions allow our colleagues to take a moment out and practice mindfulness for improved wellbeing.
- Regular health, fitness and wellbeing sessions are hosted in our offices, including yoga and pilates classes, to encourage colleagues to practice wellness.
- Wellbeing moments provide our colleagues with reminders to take breaks, get outside and put themselves first.
- Positive Interventions aim to create positive feelings, cognitions and behaviour, and show you're not alone if you are facing challenges with your mental health and wellbeing. These are based on a range of topics from balancing work and home life, to reframing situations in your mind.
- Our Employee Assistance Programme (EAP), which is a 24/7 service that provides all Arcadians with access to a confidential helpline and website to facilitate support whenever is needed.

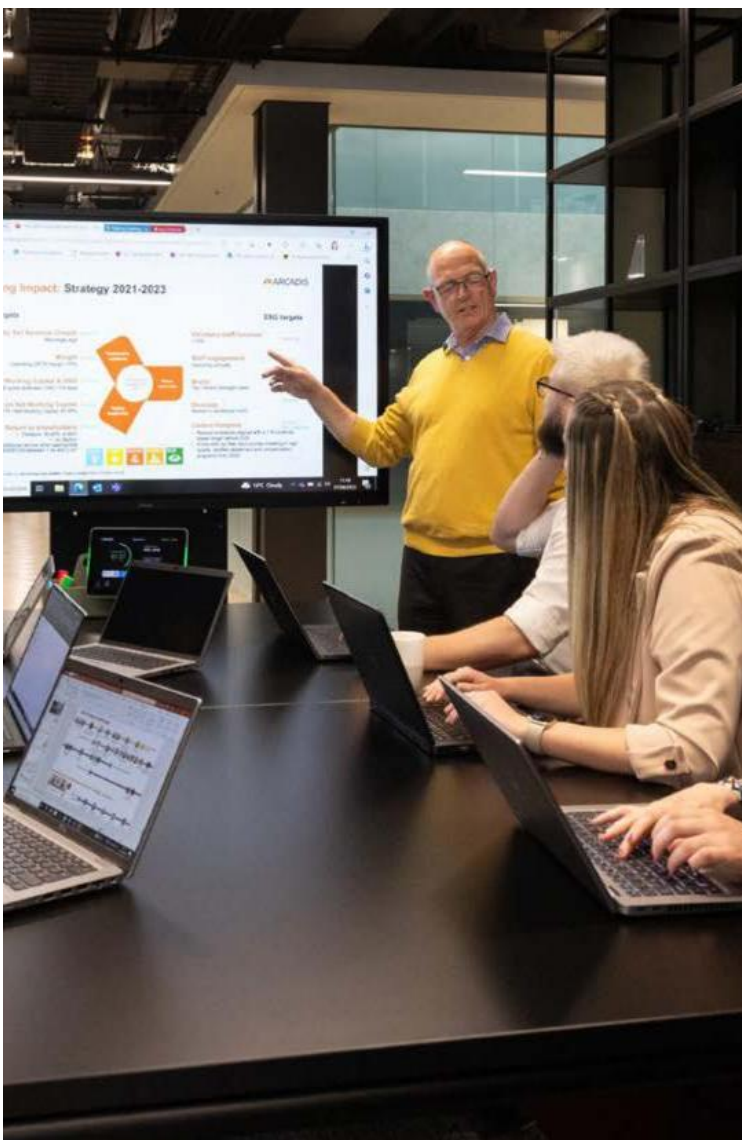
Client Service and Value

We are at the end of our 2024-2026 strategy to better align our consultancy and advisory services with our clients' rapidly evolving needs. Entitled 'Accelerating a planet positive future,' the strategy focuses on innovative and lasting solutions to ensure our clients can meet their project and business objectives.

Global and domestic political uncertainty, an increasing cost of capital, high energy costs, urgency towards decarbonization, supply chain constraints, skills shortages, the levelling up agenda and the need for 'speed to market' solutions are front of mind challenges for many of our clients, driving a greater focus on their asset and people performance.

What our new strategy means for our clients:

- **Sustainable Project Choices.** Sustainability is in our DNA, and we are committed to working in partnership with our clients to align business and project choices with the 2050 Paris goals. We will make deliberate bidding choices to reflect our values. We want to be a trusted partner to our clients, going broader and deeper across organisations to help them achieve the lasting impact and best value from projects.
- **Combining Digital and Human Innovation to Provide Greater Client Value.** We blend Arcadis' global advisory teams – business transformation and management consultancy, investment advisory, digitally enabled solutions and products, and sustainability advisory - to offer a holistic approach from the outset, combining our deep subject matter expertise with cutting edge innovation, data, and technology consultancy.
- **Powered by People.** Arcadis will continue to invest in our people by creating a Skills Powered Organization that will provide our people the skills to address future client needs. We actively empower our people to develop new skills – from energy transition consultancy expertise to digital fluency so that we are better positioned to help our clients find the optimal solution to their challenges.



4. We provide robust consulting services, rooted in our deep sector and asset knowledge, to deliver the outcomes clients seek and need.

Our Service Capabilities underpin our excellence in consulting services. These are outlined below.

Capital Program Advisory

Within Capital Program Advisory, we collaborate with clients to enhance the performance and predictability of some of the most significant infrastructure programmes in the UK and around the world, generating positive outcomes for people, planet, and profit. We leverage our deep asset knowledge, our business insight, our experience of managing large scale infrastructure investments and our proprietary tools (such as our multibillion-pound cost loaded insights engine and program maturity assessment frameworks) to enable infrastructure owners and investors to understand challenges and navigate complexity in an increasingly uncertain world. As a result, we have been able to drive up to 20% efficiency savings across sectors ranging from water, energy and telecoms to rail and aviation, whilst also supporting our clients to increasingly build sustainability and social value into their programs.

Digital Transformation

Our Digital Transformation capability supports our clients through the digital enhancement of the design, build, maintenance and operation of assets. We provide a service across the whole digital lifecycle, which drives improvements across regulatory, customer or financial objectives with a focus on customer and user centricity. We create Digital Strategies for investment, developing blueprints and roadmaps, supporting the procurement and deployment of technology, as well as the implementation of new products, solutions and insight services. Over the last year we have supported clients in reimagining the role Digital plays across Asset Management, Portfolio, Programme and Project delivery and through optimising Procurement and Supply Chain practices through optimised use of Data and Technology. We deliver improved outcomes across asset owner industries including Government, Transportation, Property & Estate Management and Utilities, amongst others. Examples of just some of the outcomes we deliver for clients include asset resilience and whole life cost reduction, supply chain performance, leaner reporting and end customer service improvements. We pride ourselves on our independence with no vested interest in any technology solutions providing a truly impartial advisory service for our clients.

Strategy & Transformation

Within Strategy & Transformational Change, we provide a targeted and outcome-focused approach to transformation through creative and agile methodologies that combine leading-edge digital tools, business intelligence and deep asset expertise. Our services support clients throughout all aspects of their transformation journeys. Our services include Change Management, Behavioural Economics, Business Case and Benefits Management, Developing High Performing Teams, Operating Model Transformation, Organizational Effectiveness, Workplace Change and Transformation Leadership. Our services are designed to be delivered in collaboration with our clients, co-creating solutions, and transferring knowledge and along the journey - ensuring desired outcomes are achieved and a sustainable lasting impact delivered. We bring experience (capability), scale (capacity) and practical tools (e.g., digital) to clients to enable accelerated transformation and embed change.

Supply Chain and Procurement

The Supply Chain and Procurement team supports clients across the built environment to create collaborative environments with their supply chains, through which they can achieve shared business outcomes, mitigate risk and drive environmental and social value. Outcomes are typically secured via innovative delivery models, commercial incentivization, cultural alignment, transformational procurement and digital enablement. In the last three years, we have influenced over £40bn of client spend. The impact that we have had with our clients has included achieving savings of up to 30%, increasing business resilience by protecting against risks and shocks through the supply chain, reducing whole life costings, increasing speed to market, improving market competition and innovation and designing and implementing sustainable supply chain strategies and initiatives to meet short and longer term ESG goals and visions.

Investment Advisory

The Investment Advisory Team advises asset owners on the development, acquisition, ongoing and disposal investment strategy associated with their investment portfolio to reduce risk and maximize returns. Our experts in the Infrastructure Investment Advisory community offer four global services: technical due diligence, infrastructure monitoring, expert advisory, and infrastructure development. Our clients span multiple infrastructure sectors, including energy and renewables, transport and utilities. This breadth of work delivered by our team can be seen in our recent projects. In the past year, we have completed a buy-side technical due diligence of a US electricity transmission system exceeding 40,000 miles, been appointed as technical advisor to complete a vendor's due diligence of a Dutch solar and wind portfolio and conducted ongoing monitoring of the construction and reports to lenders at the Silvertown Tunnel.

Asset Management Transformation

The Asset Management Transformation team, part of the UK Business Advisory and Global Business Advisory practice, focuses on enhancing clients' organisational maturity for maximum asset value. This involves better planning, workforce upskilling and data-driven decision-making for sustainable outcomes. We are management consultants with an Asset Management specialism. Our team has diverse backgrounds in engineering, technical, commercial and business fields. The team offers advice and change programs in various sectors like rail, roads, water, energy, property, defence, environment and government. Our expertise in asset management and business transformation is bolstered by collaboration with Arcadis' technical, engineering, commercial, management, investment, sustainability and product specialists.

5. We are transparent with clients and respond to their concerns

Integrity is one of our core values, and our approach on every commission is underpinned by our corporate commitment that:

- We deliver on our promises,
- We always bring our best, and,
- We work as one team.

Our Business Management System supports and enables our behaviours of transparency and responsiveness through a number of different mechanisms, including our comprehensive approach to Client Experience (CX) which we will cover the next section.

In addition to our CX approach, our 'Deliver to Results' toolkit (part of our BMS) drives transparent and consistent service delivery.

Key Principles of 'Deliver to Results'

The Deliver to Results toolkit is divided into four subphases, each is equally important to ensuring transparent and successful client delivery. The Commission Lead is the key point of ownership on all our projects and is responsible for leading the project through each of these.

Phase 1: Initiate Project

A thorough client kick-off not only ensures alignment with the client and our team, but it is also a chance to better understand the client's motivations, and what creates most value for them.

At this stage we take the opportunity to establish:

- Mutual understanding of deliverables, scope, and schedule (including health and safety, and sustainability targets).
- Discussion of key project risks and opportunities
- Agreement on ways of working and communication to insure appropriate transparency (meetings, reporting, etc.)
- Agreement on project team roles and responsibilities.
- Agreement on method and frequency of obtaining client feedback.
- And, crucially, opportunities to add or improve value.

Phase 2: Plan Project

Once we have set the initial parameters, we must ensure that our projects are planned effectively so that we continue to deliver the exceptional outcomes our clients expect from us. The Commission Lead will develop a Project Management Plan, setting out our delivery strategy. This plan sets out key information including scope, schedule, budget, quality, risks, SHE, resourcing, and billing information. This plan is shared at the internal kick-off meeting and validated with the client(s) at the external kick-off meeting, to ensure all that parties are sighted on our approach and aligned on the detail.

Phase 3: Execute and Control Project

Our Commission Lead influences and develops our teams to bridge the relationship between the client and Arcadis. We undertake monthly Project Reviews, to discuss performance, client satisfaction, change, health and safety, risks, and opportunities, to ensure that the project remains on track. These reviews are recorded on our system, and auditable. Standard Project Power BI Dashboards are used to track and monitor the financial and commercial position of the commission and provide other metrics associated with resourcing, risks, and collaboration.

Phase 4: Close Project

Once we have delivered our full scope of work, we will review our Project Management Plan and ensure that all points have been closed out correctly. This will be discussed and confirmed with the client, and feedback obtained as to our performance on the project.



6. We always strive to improve the value we can deliver to our clients

1. Our approach is underpinned by our mission, goals, values, and behaviours

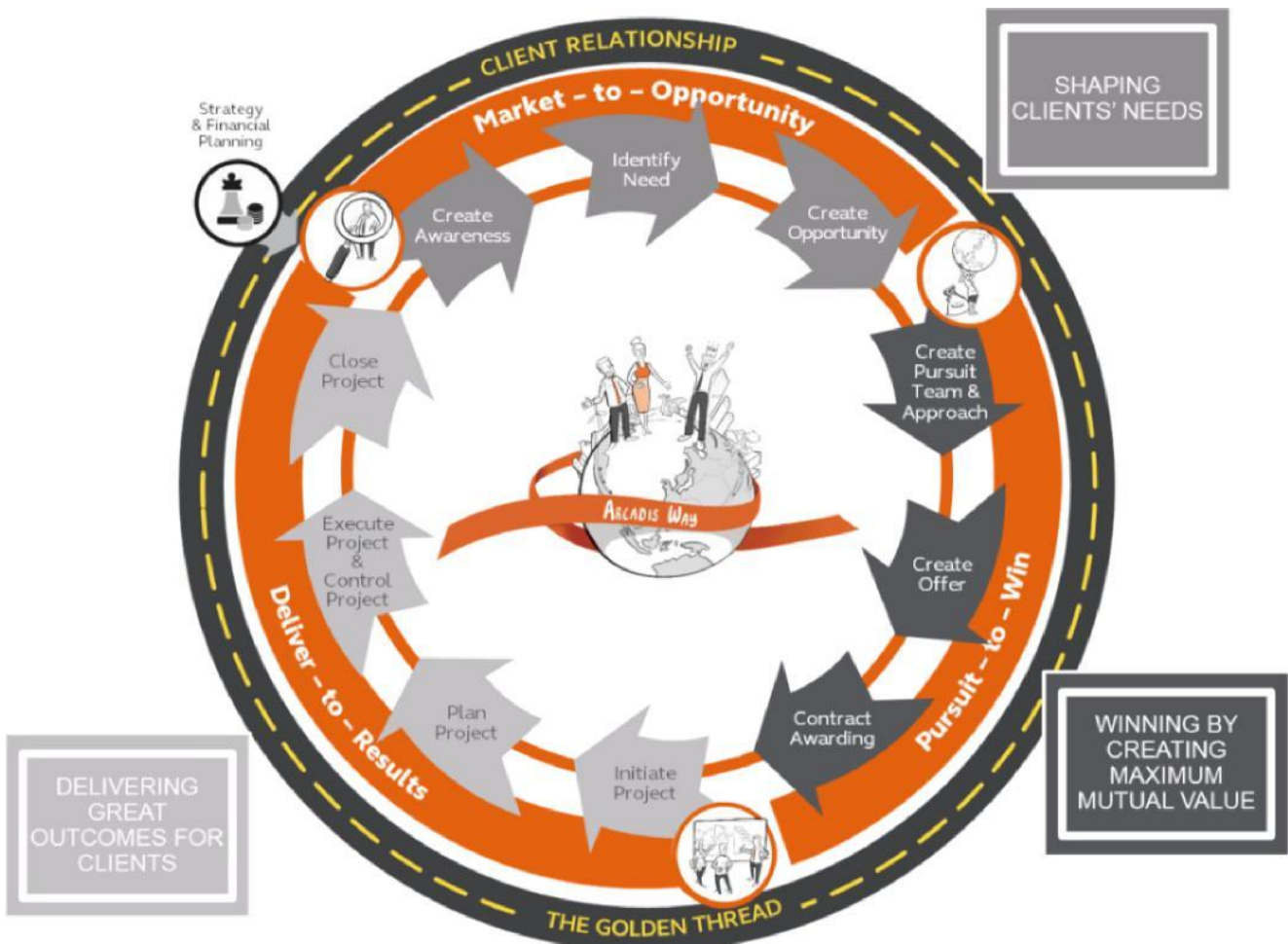
- Our mission is to *Improve the quality of life* and to *Accelerate to a planet positive future*.
- Our goals include Creating Sustainable Solutions, Delivering Exceptional Outcomes, Realising People's Potential and Enjoying the Journey, all of which instil a focus on continuous improvement.

These guiding tenets are delivered through 'The Arcadis Way.'

2. Our Business Management System (BMS) is called 'The Arcadis Way' and governs our universal way of working to drive client service and value, and continuous improvement

The Arcadis Way navigates people, behaviours, systems, and governance at all stages of engagement with our clients, from the very earliest market observations to business development discussions, through to developing propositions or proposals in response to client needs, through to the end-to-end delivery of our consultancy projects, including measuring the benefits and evidence on the return on investment and business impact for our client.

There are three distinct stages of our BMS: Market to Opportunity, Pursuit to Win and Delivery to Results, which was covered in the section above. All three have standardized tools and templates to support consistent, and best, practice.



All three stages are connected by the 'golden thread' of client experience: **CX informs everything we do.**

The Arcadis Way brings all our global regions together, allowing us to differentiate ourselves from our competitors in terms of the skills, knowledge, behaviours, and supporting systems that support quality, learning and improvement on every commission with every client.

3. Client experience (CX): our golden thread in everything we do

We strive to create an exceptional experience for our clients – and ultimately for our clients' customers and stakeholders. Putting our client and their end-user at the heart of how we think, behave, and interact, is part of the Arcadis consultancy culture

We have a comprehensive approach to CX set out in the Arcadis Way:

- **Client Experience (CX) Program** embeds CX through a defined CX vision, strategic goals, and an enabling program.
- **Annual CX Survey** of our top 250 clients, which is run by an external provider on our behalf, to enable us to understand the experience we are giving clients in a rounded view.
- **Online CX Hub** where our consultants can access all information related to client experience: from tools such as our 'Client Care Plans', to a range of training resources, for example, our externally accredited 'Client Focus Academy'.
- **Our CX App** helps us to understand our clients' needs through the collection and measurement of feedback in a consolidated manner. There are three levels of survey accessible on our App, set out below.
 - Self-perception CX snapshot to test how we think our client is feeling about Arcadis. This is undertaken by all client-facing consultants, monthly, enabling us to quickly build data points on how we perceive the client views our performance.
 - Client Project CX survey to check how our client is feeling about our project performance. This is undertaken by Project Managers at defined points in the project lifecycles, during a face-to-face survey with our client to review Arcadis' performance on project deliverables.
 - Client Account CX Survey to test how senior client stakeholders feel about Arcadis. Undertaken by our Account Leads every six months, in a face-to-face conversation to review Arcadis' performance with client (not project specific).

- Our 'Satisfaction' questions prompt for feedback on indicators such as our responsiveness, our service delivery, our value for money, our innovation, our approach to health & safety and environment and how we support our clients' business. Centralized results enable effective analytics and live dashboard reporting on Power BI.

4. Leveraging cross-Arcadis expertise and data to benefit our clients

We have Growth Leads across all sectors. These Leads bring deep sector and technical understanding and awareness of macro challenges and opportunities. They develop a detailed account plan for each client, capturing specifics relating to each client's vision, mission, goals, objectives and macro and micro challenges, broken down into sub-classifications such as specific directorates, as appropriate. This exercise is undertaken with our Business Advisory Service Capabilities to develop compelling propositions to address the challenges that each client faces.

5. Mindset and passion

The flat structure of our operating model naturally lends itself to idea generation and diffusion, enabling co-delivery to support success and create value for our clients. At an individual level, a growth mindset underpins our approach and culture. Each member of our team seeks to question and improve in all facets of their personal and team delivery.

Examples:

We are the business advisors of choice for many natural and built asset clients, generating sustainable growth and long-term outcomes.

- In the mobility sector, we are helping transportation to be made easy, quick and comfortable for both present and future generations.
- We are transforming supply chains across the UK water and energy sectors and providing safe and secure infrastructure in the private and public sector, including financial institutions.
- Business Advisory has led the restructuring of utilities, mobility, and private companies, as well as local and central government, through driving sustainable organizational change to optimize customer experience.

Spotlight

Heathrow

Heathrow is Europe's busiest airport and one of the top-5 busiest in the world. It achieves this feat despite having a fraction of the footprint and runway capacity of airports like Amsterdam Schiphol, Tokyo Haneda or Dubai International. To enable it to compete on a global scale, Heathrow wants to expand, adding an extra runway and more terminal space. It has a £40Bn 10+ year expansion plan to enable it to handle 150m passengers per year, up from the current 83m.

Client Challenge

Heathrow's expansion ambitions pose a challenge to the procurement team and the established supply chain. The programme will increase demand on both suppliers and Heathrow by many multiples. Attempting to address this by simply increasing resources and effort is not viable.

Heathrow's Procurement Director appointed Arcadis Advisory to assist in the creation of 'Ecosystem Live', a new approach to managing suppliers and undertaking procurement in support of the £40Bn challenge.

The Solution

Ecosystem Live will make optimal use of Heathrow's existing supply chain knowledge, and add new data and information gathered from external and 3rd party sources to enrich insights and de-risk procurement.

A new platform for suppliers to register and maintain their accreditation status as a Heathrow Preferred Supplier will give faster and simpler access to both

Heathrow procurement managers and the suppliers themselves.

Alongside the new platform, the Arcadis team designed integrated business processes, organisational design and roles, all aligned to existing ways of working and team structures. We performed data and systems audits and produced strategies designed to smooth the build and integration of the new platform.

Change Management and acceptance are critical factor in introducing any new ways of working and software and we will guide the client through the complex build and launch phases of the new platform.

The Impact

Ecosystem Live introduces a new approach to accrediting suppliers and managing supplier data to streamline and simplify procurement. It will result in faster processes, smoother procurement events, better informed decisions, live information, and less administration for both Heathrow and its suppliers.

Time spent currently on administration and non-value adding activity will be redirected towards value adding work or eliminated entirely, reducing procurement cycle times by up to 30%.

Professional Development

To continue to deliver exceptional value, we have a professional development program that inspires our exceptional talent to grow and continue offering our clients outstanding quality and professionalism.

We are proud of our position as a firm with an accredited Chartered Management Consultant Award (ChMC) Program and are pleased to have supported over 20 consultants to achieve Chartered status over the period April 25/26.

We have aligned our learning and development to the ChMC competency framework. This ensures that through the experiences our consultants receive, they are progressing against the competencies.

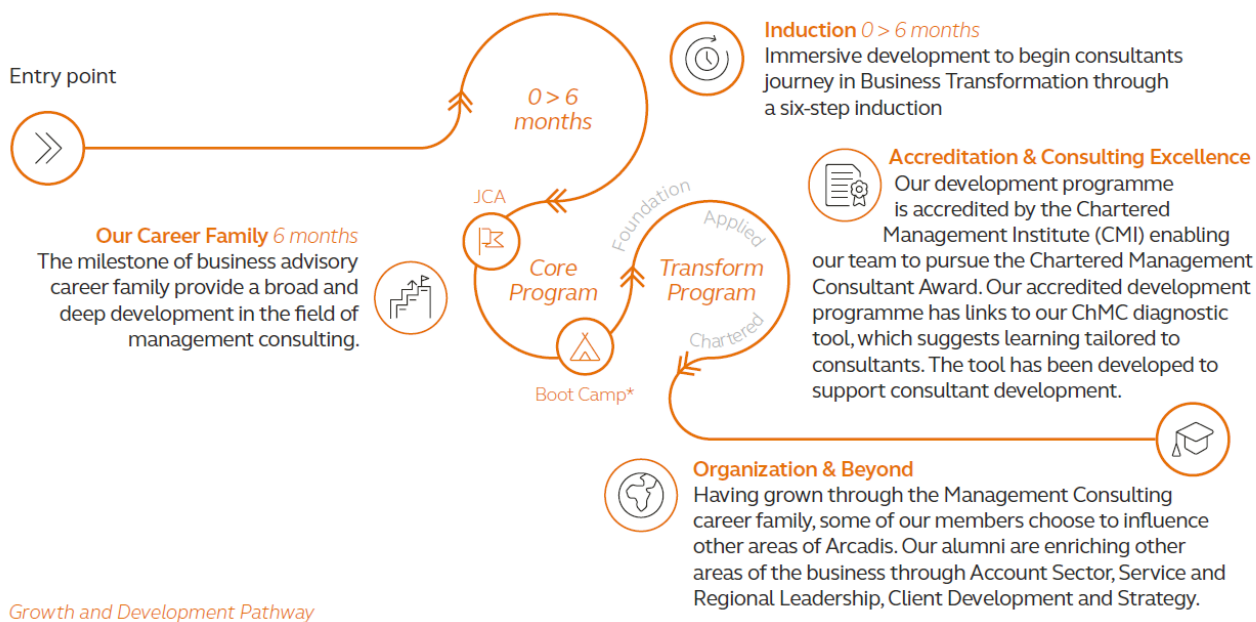
Growth and Development Pathway

Our Growth and Development Pathway, a Chartered Management Institute accredited ChMC program, supports our consultants' career path. Our vision is to create an inspiring Growth and Development Pathway for our team, supporting attraction and retention to Business Advisory UK and enabling consulting excellence.

Our Growth and Development Pathway encompasses a comprehensive six-step induction and academies that offer learning aligned to Consulting Excellence and the Chartered Management Consultant (ChMC) Competency Framework. We put our people first, creating a supportive environment in which we can thrive and deliver excellent client solutions that improve quality of life. Our established professional development offering paves the way for our people to achieve their ambitions, the opportunity to build a career that is right for them and measure their professional development.

With our growth and development initiatives aligned to the Chartered Management Consultant (ChMC) Competency Framework, we have created a continuous learning environment which supports consulting competency growth throughout our consultants' careers with Business Advisory UK. This is underpinned by various learning and development initiatives. We have evolved our learning offer to reflect more diverse and inclusive learning styles. By offering a hybrid learning environment, with classroom style learning, digital courses, online workshops and knowledge shares, we have created flexible offerings which support the professional development of our consultants.

We have built a Growth & Development pathway to bring clarity to how we grow our community.



7. We undertake training and professional development planning every year

Our philosophy is a growth mindset supported by continuous professional development. We have a range of communities – Service Capabilities, Line Management, Junior, Consulting and Senior Consulting, Commission Leadership, Mentorship and Coaching, Chartership Counsellors, Service and Sector groups that promote and provide opportunities to develop consulting competency and professionalism.

Line management community

Our Line Management community makes sure that our people continue to grow and develop. Line managers are drawn from across our community and constitute a mix of project and program managers, subject matter experts, proposition owners and experienced consultants. The community assembles for forum meetings to share observations, discuss concerns, and collaborate to identify the best path for the development of our people. The forum supports a collaborative approach, drawing on the experiences of all line managers to bring insights and solutions to the table, finding the best approaches to address challenges and identify opportunities for the development of our consultants. Our Performance Development Plans (PDPs) provide individual consultants and their line managers with clear objectives for the year end and ensure that key development areas are addressed whilst also aligning to longer-term career plans.

LMEx

Line managers can enrol in the Line Management Experience (LMEx) program to support a fluid transition from Manager to Leader, our line managers are the linchpin between strategy development and strategy execution. This virtual course equips our line managers with an array of skills, techniques and strategies to meet the changing face of line management. Also, our line managers can take advantage of LMEx Insights, a custom tool developed to gain insights on current attitude, ability and behaviour, allowing strengths areas for development to be highlighted. LMEx Live, a newsletter created for our people managers, includes information to help and support our line managers on their journey as well as connecting them to relevant strategy and transformation updates. LMEx is designed to ensure that our line management community is geared towards leading and bringing the best out of our flexible and mobile workforce in a rapidly digitalized world.

Account Leader of the Future

Orientated around supporting our Account Leader community, this series of face-to-face workshops is followed by coaching sessions in which our Account Leaders can equip themselves with the skills needed for excellent service delivery to future clients.

Performance Management

Career and development growth are formally and continuously driven through rich coaching conversations to identify aspirations, development gaps and facilitate their closure. Progress is formally evaluated bi-annually as part of our Grow, Perform, Succeed framework.

We have developed and refined a clear career framework for our consultants. Using our five-box model, we have expectations for each grade clearly outlined. Within each grade, we have set out expectations for different levels aligned to the Chartered Management Consultant (ChMC) Competency Framework through the expectations that we place on our consultants at various levels. Our consultants regularly review this, and this is formally assessed during mid-year and end-of-year reviews where feedback is collated and discussed with Line Managers. Each Line Manager grades them and presents this back to the Line Management community to ensure consistency on feedback and grading. This feedback is vital for self-development and improvement.

GPS (Grow Perform Succeed) is a global Arcadis performance management approach underpinned by 360° feedback and goal setting. Our consultants have a GPS annual cycle to assess their performance based off goal setting, career conversations, skills and learning and a year-end summary. Putting our consultants at the centre of their development goals with a streamlined process empowering career ownership. Our process looks at Inspiring goals, Regular and meaningful conversations, Feedback Culture and Recognition of results and achievements. Using Oracle Cloud, our consultants can track how we are performing from a GPS perspective and shows how we are enabling a growth mindset culture within the team.

GPS forms the basis of our approach to career progression in Arcadis – ‘The Career Conversation’. This replaces traditional promotion methods with collaborative and meaningful discussions between employees and their line manager based on the GPS framework. This approach allows individuals to take ownership of their career through open and transparent conversations about readiness for next career steps, rather than rigid and formal promotion interviews and timelines.

8. We promote strong core consulting capabilities and specialisms in our consultants and teams

We know that our world is changing rapidly. Global megatrends - such as urbanization and mobility, sustainability and climate change, globalization and digitalization - mean the concept of consumer value has shifted. This fundamentally alters the landscape for our business, our clients and our communities. To ensure our consultants can continue to create value for our clients and the wider community, a shift is required in our thinking, approach and skillsets, moving from ‘traditional’ consulting approaches to more dynamic and digitally driven methods. After our successes achieved in 2025 with our Digital Academy, we have launched in January of 2026 our Business Advisory Water Academy.

Business Advisory Water Academy

Purpose and Objectives

This programme is designed by our business to build and sustain strong UK water sector capability across our business advisory community. Delivered at least quarterly, we aim to provide a structured yet flexible approach to upskilling on key sector topics, aligned to regulatory cycles, market developments, and client priorities.

The programme has three core objectives:

- To grow and deepen our sector knowledge in UK water, ensuring our consultants have a strong understanding of regulatory, operational, and strategic issues.
- To generate interest and enthusiasm for the water sector, particularly among colleagues who are new to the sector.
- To highlight the breadth and depth of exciting opportunities across water and wastewater, from innovation and digital transformation to capital delivery, resilience, and environmental outcomes.

Programme Structure and Approach

The training series runs on repeatable quarterly cadence, creating a continuous learning journey rather than one off sessions. Topics will span core and emerging areas of the UK water sector, combining:

- Regulatory and policy context
- Technical and operational insight
- Commercial, programme, and transformation perspectives

The sessions are engaging with a focus on learning key practical skills, using real examples, case studies, and lessons learned from recent and live work in the sector.

Inspiration, Innovation and AI – Foundation Session

The first session, attended by 40+ consultants, of the programme was intentionally focused on inspiring and engaging participants, setting the tone for open discussion and curiosity. This initial focus is on innovation, digital and AI in the water sector, exploring how new technologies are reshaping asset management, operational performance, customer services, and regulatory outcomes. Rather than purely advisory-led content, this session encourages debate on both the opportunities and challenges associated with adoption, including data readiness, organisational maturity, and risk.

Broadening Perspectives Through External Expertise

A key feature of the programme is the inclusion of speakers from non-advisory backgrounds, bringing fresh perspectives and practical insight from across the water ecosystem. This approach helps to broaden understanding beyond traditional consulting lenses and reinforces the real-world context in which our clients operate. This was demonstrated in the first session through collaboration between the UK Advisory team and the global water team, focusing on AI in water. The session showcased how global experience, technical expertise, and cross disciplinary collaboration can be applied to UK water challenges.

Long Term Value

Over time, the training programme will strengthen our collective sector capability and support the growth and confidence of our consultants. By combining inspiration, technical depth, and external perspectives, the training aims to create a sustained and engaging learning platform for the advisory community.

MCA Webinars and Events

From hosting events on a range of topics including Supply Chain, New Ways of Working, and Social Mobility, to using them as a learning platform to expand deep sector knowledge and enhance skill sets, our consultants have actively taken part in various MCA and Young MCA events and webinars. This has enriched our perspectives on industry hot topics to the benefit of our clients and the communities we work in.

The Young MCA is highly valued at Arcadis. Our team and early careers consultants value the industry insight the Young MCA provides and the opportunities to network with other consultants in our industry. At Arcadis, we are passionate about supporting early careers consultants in their career goals. Being a part of the Young MCA provides our junior consultants with access to training and insight from across the industry and sectors. We actively encourage our consultants to participate in MCA events, where they can network with peers, share knowledge, and gain valuable industry insights. We frequently facilitate shares to help new members of Arcadis understand the benefits of being part of the MCA and guide them through the process of progressing towards chartership. In the past, we have hosted Young MCA events such as 'How to propel your career to the next level', which was attended by 30 young consultants, and we look forward to hosting and supporting more Young MCA events in the future.



9. We support our employees' career progression, professional development and welfare

Business Advisory has developed initiatives to create personal development opportunities for the team by fostering a community of support and the idea that we can all learn something from each other, no matter someone's level of experience. We have also focused on expanding our knowledge on core consulting skills and key trends in the industry through project shares, career shares and discussions on academic content.

Business Advisory Bootcamp

Bootcamp is a week-long interactive training programme to equip new consultants with core consulting skills and soft skills, as well as providing a solid foundational and practical understanding of project delivery.

Delivered by experienced consultants, and with a diverse cohort of colleagues taking part, the programme helps our consultants to better understand the nuances of client engagement, problem-solving, tailoring communication styles and information presentation for different audiences, team-working and leadership, and operating in challenging stakeholder environments. Ending with a case study based on a hypothetical scenario, the training programme also allows our consultants to put in practice the skills they have learned over the course of the week and present to a panel.

Mentor Network

Our mentor community consists of a mix of volunteering consultants who are keen to share their knowledge and expertise on a more regular and structured basis with their colleagues. Mentoring relationships are an effective way for our consultants to learn new skills and expand their personal networks within the business and industry. We have developed a comprehensive mentor library which captures mentor profiles for people to connect easily with the right mentor that matches their needs. We promote a two-way form of learning where both the mentor and the mentee set clear objectives to gain mutual benefits throughout as well as the formation of reverse mentoring relationships for more experienced consultants and senior leaders. This has been particularly impactful in reinforcing a culture where everyone is treated equally, no matter their level of experience.

Junior Consultant Academy

The Junior Consultant Academy is designed for all our early career consultants including our Junior Consultants, Apprentices and Placement students and nominated colleagues from our Global Excellence Centre based in India and the Philippines. It is designed to develop core consulting skills, foster collaboration, and cultivate an inclusive community where colleagues can bring their authentic selves to work. We host training sessions in-person and virtually. Topics are varied and focused on the latest skills have included topics such as Critical Thinking and Decision Making; Building a Business Case and Benefit Management; Communication Styles and Active Listening.

Lunch and Learns

Lunch & Learns are informal knowledge shares, adopted in our daily routines, covering a diverse range of topics. They are an opportunity for our people to learn something new, share knowledge with one another, and develop presentation skills. They have encouraged professional and personal growth for all levels of our community.

Roots of Arcadis

Roots of Arcadis is a global networking platform that crosses business lines of early career consultants. It enables our early career consultants to connect across regions by facilitating monthly activities, such as meetings, lunch & learn sessions, and networking events. It also provides early career Arcadians the chance to reach their professional potential through access to funding and training opportunities that contribute to their own professional development plan.

"Roots of Arcadis (RoA) has helped me meet people around the business I wouldn't have usually met thanks to its Lunch & Learns and social events. It's also allowed me to host and fund some social events myself! However, my favourite thing about RoA is the funding I get access to each year to support my professional development the way I want. Since RoA is run by its members, I've been fortunate enough to influence others to take control of their own professional development through the Champion role I held."

Rami Bouod, Senior Consultant

Hearing from our Apprentices & Graduate Consultants

Our Management Consultancy apprenticeship scheme has grown significantly since its pilot year. We have recruited seven apprentices since our pilot year and seek to continue apprentice recruitment.

Our apprenticeship pathway has seen our apprentices progress to Junior Consultant, and then subsequently Consultant, roles. We have also had recent success at the MCA awards in the Apprentice of the Year category, as well as seeing apprentices successfully achieve Associate Chartered Management Consultant status.

Our Apprentices are exposed to core consulting from early in their apprenticeship, learning a range of skills specific to consulting, such as data analytics, business and change management. Apprentices can directly apply their academic learnings on the job, both on client projects and internal business initiatives, with a range of stakeholders.

During our pilot apprenticeship scheme, we employed two apprentices who are now both fully qualified and one of them has progressed to Principal Consultant position. Our apprentices proceed to a Junior Consultant role at the end of the scheme and are integral to our team's overall success.

Our organization has continued to champion apprenticeships as an entry route into consulting through alignment with our People & Culture framework. We have established a clear support network that spans across our team to ensure our apprentices excel academically and on the job. This network ensures apprentices are provided with tailored support during and after their apprenticeships.

We have developed our apprenticeship scheme to diversify qualifications, making the scheme more tailored to consultancy and therefore to our client's needs. Professional development whilst on the scheme is focused on chartership.

Being part of the Business Advisory team at Arcadis as a Consultant Apprentice has been my greatest opportunity. It has allowed me to gain client experience whilst learning from colleagues with varying career paths. Arcadis' Junior Consulting Academy is an amazing platform that provides junior consultants with a safe and welcoming community whilst supporting with career progression."

Noor Aburas, Apprentice Consultant

Advisory's Graduate scheme is structured to ensure graduates with diverse degrees and various backgrounds are equipped with the right learning and development tools to become a Management Consultant.

We believe it is important to have different subject interests to form a diverse workforce. Our Graduates can experience a range of projects across our service capabilities before choosing a specific capability trajectory.

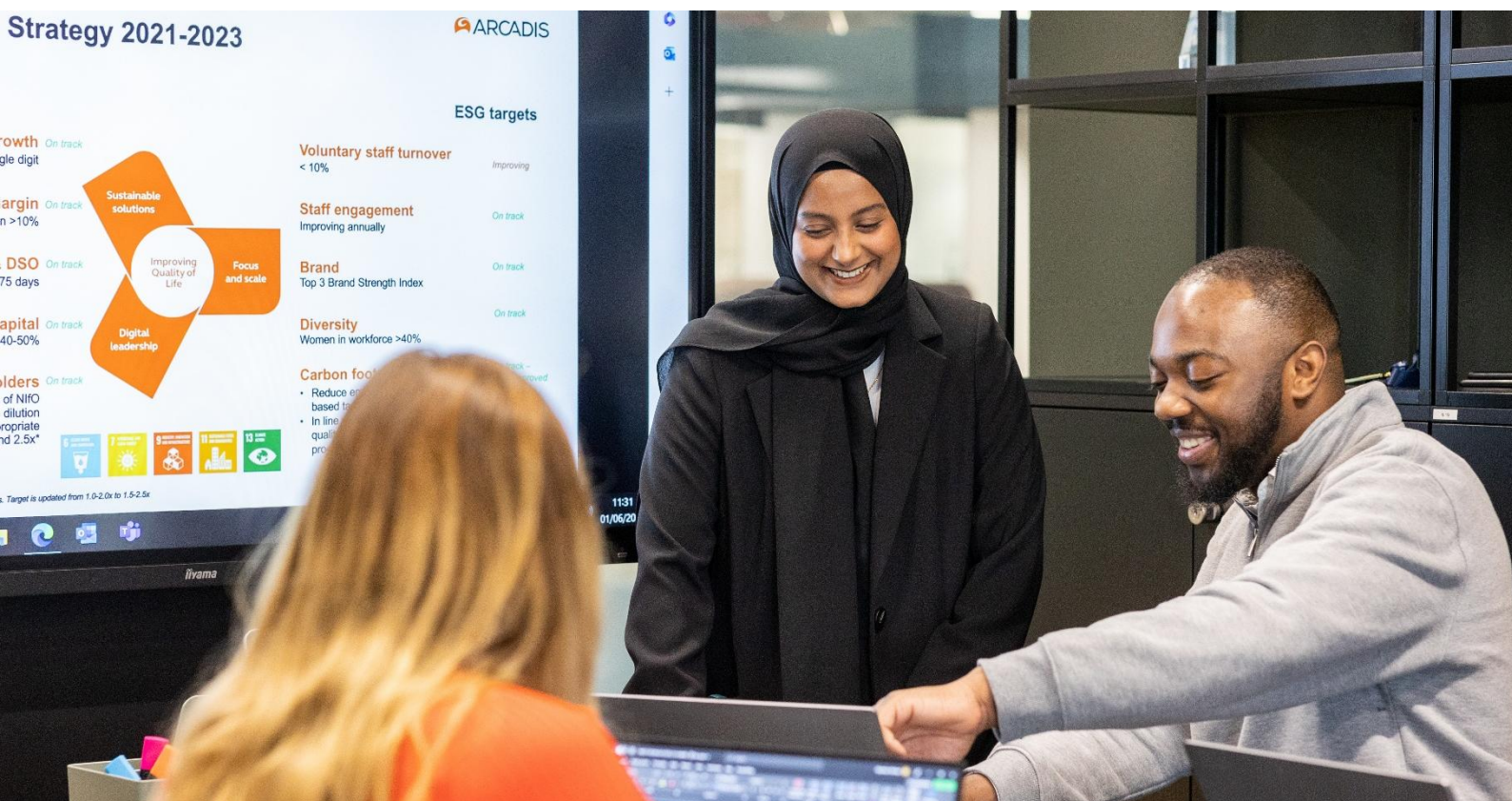
We also believe in the importance of recruiting from a variety of backgrounds, which is why we welcome university students on a year-out from their studies, to join us for a year-in-industry or for a summer internship. These Trainee Consultants join our Graduate scheme whilst they are with us, growing their consulting skills and gaining workplace experience before returning to university to complete their studies. The Graduate scheme provides a community, and learning opportunities to ensure Trainee Consultants gain maximum value from their time with Arcadis; most then rejoin us upon graduating university.

“During my time at Arcadis, the Junior Consultant Academy (JCA) has been instrumental in my professional development, providing a supportive environment to grow and collaborate. Working alongside other junior consultants has enhanced my confidence and teamwork skills, while the case study simulations have offered valuable hands-on experience in tackling real consulting challenges. These interactive sessions have deepened my understanding of strategic thinking and client-focused solutions, making my learning journey insightful and engaging. I am grateful for the opportunity to develop within such a dynamic and engaging community.

Dylan Jayatilaka, Trainee Consultant

“The Arcadis graduate scheme has been an invaluable experience that has allowed me to gain a wealth of knowledge and develop essential skills to excel in my career. Through engaging in projects and hands-on opportunities, I've learned how to contribute meaningfully and bring value to any team I work with. What truly sets the program apart is the supportive environment, where guidance, collaboration, and encouragement are always present, enabling me to grow both professionally and personally while feeling empowered to make a positive impact. I am truly appreciative of the opportunities the scheme has given me through the Junior Consultant academy and training modules which have granted me access to several learning pathways.”

Arjun Singh Kettory, Junior Consultant



10. We support the adoption of the Chartered Management Consultant (ChMC) Accreditation across the industry and champion its values

At Arcadis, we support the adoption of the Chartered Management Consultant (ChMC) Accreditation within our Business Advisory team. The ChMC Program has been embedded in the learning and development career journeys of our team, with the chartership being introduced within our early-careers training sessions. Each member of our team has equal opportunity to begin their chartership journey, with the Growth & Development (G&D) pathway embedded in our learning to help our team achieve the ChMC Award.

Spotlight

Accelerating Chartership through our Leaders in Consulting

Adopting our Senior Leadership Pathway in our Arcadis ChMC Programme has become a key part of our Employee Proposition and has accelerated the commitment from our Senior Leaders and Experts in our Advisory community to achieving the ChMC Award, leading the way for our consultants to be able to deliver higher quality services and value for our clients.

The BA ChMC Programme is our learning and development vehicle for our consultants to achieve the ChMC Award. We are proud to have received in 2025 the new accreditation to offer the Senior Leadership Pathway to our employees and successfully taken 15 candidates through the programme since November 2025. More than 75% of our current Senior Leaders in Advisory, consisting of our Associate Directors, Directors and Senior Directors, are now holding the ChMC Award.

This has allowed us to accelerate our commitment to put more consultants forward to obtain the ChMC Award. The impact of this change in strategy has seen proven in the significantly increased expressed interest and uptake from our early career consultants and more senior consultants in the ChMC On-Programme and Associate Routes to chartership, and we predict to continue to grow in 2026. We currently count 31 ChMC Awarded Consultants in our community, and 11 consultants are on their journey to obtain their chartership in 2026.

Every Consultant within the Business Advisory team who is on the ChMC Award journey can be assigned a Chartership Sponsor or Councillor who is MCMI ChMC Accredited. They provide advice, guidance and mentoring to support consultants to identify and close gaps in competency and how best to articulate their consulting experiences in the written submission and professional discussion. This has meant that we have been able to create a holistic and inclusive development model for our consultants that supports our team on their journeys towards Chartership more effectively.

Spotlight

Our Chartered Community



Abimbola Oyekoya
MCMi ChMC



Vivek Kapur
MCMi ChMC



Stuart Taylor
MCMi ChMC



Anouk Jaeger
MCMi ChMC



Olu Amodeni
MCMi ChMC



Siobhan Rose
MCMi ChMC



Charlotte Leech
MCMi ChMC



Akram Halim
MCMi ChMC



Kirsten McKelvie
MCMi ChMC



Ysabel Brown
MCMi ChMC



Bonnie Shoemakers
MCMi ChMC



Nick Jones
MCMi ChMC



Lucy Williams
MCMi ChMC



Martin Chick
MCMi ChMC



Doug Clayton
MCMi ChMC



Akio Menlove
MCMi ChMC



Dima Fadda
MCMi ChMC



Christopher Morgan
MCMi ChMC



Simon Box
MCMi ChMC



Simon Bevis
MCMi ChMC



James Beaumont
MCMi ChMC



Antony Faughnan
MCMi ChMC



Suresh Nar
MCMi ChMC



Louise Robinson
MCMi ChMC



Mathijs Van den
Bergh
MCMi ChMC



Oliver Andrews
MCMi ChMC



Tomi Ashiru-
Balogun
MCMi ChMC



Archit Bansal
MCMi ChMC



Steve Armstrong
MCMi ChMC



Haajar Sadak
Assoc. ChMC



Markel Echaniz
Assoc. ChMC



Alex Tredgett
On Prog. Route



Eme Ikpeme
Assoc. Route



Annie Garry
Assoc. Route



Kitso Dikube
On Prog. Route



Charlotte Huckle
Assoc. Route



Anya Sangha
Assoc. Route



Tobey Azizollahoff
Assoc. Route



Katie Waddilove
Assoc. Route



Rachel Warman
On Prog. Route



Georgia Arnold
Senior Leader
Route



Susan McGuerty
Senior Leader
Route

Diversity & Inclusion

At Arcadis, an integral part of our commitment to improving quality of life is creating a dynamic working environment in which individual differences are valued and celebrated. By respecting human rights and prioritising diversity and inclusion within our business and in the relationships with clients, supply chain and communities, we are striving towards solutions to meet pressing social challenges of our time.

The Changing Face of Consultancy

Our most creative and innovative solutions are generated when our people can be themselves and contribute to their full potential. We recognise that in the consulting industry and those industries where our clients operate, there is progress to be made in terms of achieving better representation. In Business Advisory, we are on a journey of greater diversity and inclusion to ensure we as individuals and as a collective have the broadest of insights and are relevant to our clients and their customers. We are doing this by constantly asking ourselves, how can we attract talent from a broader spectrum of society? How can we offer a more flexible way of working? How can we support different needs?

To create a more diverse and inclusive consulting industry, we need to convert our organizational equity goals into meaningful initiatives which we embed into our everyday working lives, proactively investing into our workforce to embrace the challenges facing our industry.

Our 2024 Consulting Excellence Declaration gives an insight into the initiatives that our team are proud to be leading on, united under the vision of driving positive change in our industry. From our Management Consulting apprentice entry route to partnering up with charities to mentor local school students, our initiatives respond to the challenge of creating a consulting environment that is truly inclusive and reflects the make-up of those in wider society that are benefiting from our solutions.

The diversity and inclusion initiatives led by our management consulting team have been complemented by progress made in our wider Arcadis business. Committed to creating an inclusive place to work where everyone can excel, Arcadis has been named as one of the Best Management Consulting Firms for 2024 by Forbes.

Additionally, In March 2024, Arcadis was named one of the top companies globally for women, according to Forbes. This reflecting the company's dedication to fostering a gender inclusive environment.

Our Diversity, Equity, Inclusion and Belonging (DEIB), Affinity Groups and Human Rights workstreams have realized tangible results, including achieving the Disability Confident accreditation and winning the best mental health initiative at the Legal & General Awards.

Diversity, Equity, Inclusion and Belonging (DEIB) are deeply embedded into our DNA and are cornerstones of our business. We are looking forward to continuing our push for change, continuing to create opportunities to improve quality of life and nurture an inclusive culture within everything we do in our business.

11. We respect and embrace diversity and inclusion and understand the importance and positive benefit of people from different backgrounds working for our companies and our clients.

Aligned with our new 2024-2026 'Powered by our people' Strategy, our ability to continue to deliver truly excellent solutions for our clients is enabled through inclusive cultures in which everyone can bring their best.

Our leading-edge Diversity, Equity, Inclusion and Belonging (DEIB) program delivers excellence in ethical behaviour by enabling everyone to be their authentic selves at work and creates a great place to work for us and our clients.

12. We recruit and retain people from a diverse talent pool and strive to build cultures where difference is valued, respected, and celebrated at all levels. Furthermore, we are committed to developing diverse future leaders and ensuring their progression in the industry.

We want to initiate fresh thinking and for our people to challenge what has gone before, ask different questions and explore new ways of working. We want to attract and retain people who dare to shape our business and communities, and inclusion is pivotal to achieving our goals.

Our new strategy is placing inclusion at the heart of our decision-making behaviours and culture. There are several concurrent initiatives, old and new, that flow out of our 2024 Powered by our People Framework.

Diversity Basics Foundation Training

Arcadis runs the Diversity Basics Foundation training as part of its commitment to fostering an inclusive workplace. This mandatory course for all staff provides a fundamental understanding of diversity, equity, inclusion and belonging (DEIB), equipping employees with the knowledge to support diversity initiatives. It explores how biases form and how societal influences shape our perspectives. By completing the training, employees are able to recognise and understand their role in fostering inclusion and learn actionable steps to create a more equitable work environment.



Women in Arcadis – Skills4

Women in Arcadis is a career development program delivered by specialist STEM diversity trainers at Skills4. The program provides a safe space for our women to reflect on their career progress and tools to continue shaping their future. This contains a blend of group workshops and individual career coaching sessions, designed to support the future leaders of our business to thrive. With our new strategy, we have an aim on increasing the percentage of women at Arcadis to 40% or more by 2026.

Global Sponsorship Programme

Arcadis' Global Sponsorship Programme is a key initiative designed to support career growth and leadership development across the organisation. This programme connects high-potential employees with senior leaders who provide guidance, advice and strategic career support. By fostering strong sponsorship relationships, Arcadis ensures diverse talent is recognised, developed and given opportunities to advance into leadership roles.

Diverse Interview Panel

As part of our continued Diversity & Inclusion objective to improve the diversity of gender and race across all consulting grades, we have introduced diverse interview panels. By doing so, we aim to reduce the impact of any unconscious bias, give the candidate a snapshot into the experience of working in our team and crucially, for us to better represent the communities in which we work.

Diversity and Inclusion Share

At Arcadis we strive to create an inclusive environment which encourages an openness to learn. With frequent Diversity and Inclusion shares and our Affinity Groups supporting program delivery, we actively facilitate important discussions surrounding faith, origins, gender, age, disability, and how to be an ally. We apply a diversity lens to our business processes and behaviour and ensure an inclusive environment for our people.

13. We support industry efforts to improve progress on diversity and inclusion, implementing best practice and monitoring the diversity of the consultancy sector workforce over time. This includes encouraging the collection of data to assess the effectiveness of D&I policies and participating in the MCA annual report.

Arcadis is committed to building a more diverse and inclusive industry. There is power in the collective and we recognize the need to create cross-industry partnerships to help deliver on this. The MCA represents a collective vehicle through which we can drive positive change and influence across multiple sectors and industries.

We have best practice and monitoring approaches in place to ensure our efforts are targeted and impactful for our people and the communities we serve.

The Inclusion Hub

Inclusion is a journey that can begin with a conversation. Arcadis' Inclusion Hub is an online toolbox designed to connect our people to tangible materials and resources to build and sustain inclusive behaviours throughout the organization. Driving confidence and capability, the hub equips our leaders of today and tomorrow to have richer conversations and actions around inclusivity.

MCA Annual Industry Report

As an MCA Member firm, Arcadis contributes insights to the MCA Annual Industry Report to ensure the voices of our people are heard and learnt from across industry. We support the MCA's goal of promoting consultancy as an attractive career destination for school leavers and graduates from diverse backgrounds.

Arcadis Data & Reporting

We look at our diversity data to understand the different backgrounds and identities that make up our business. This gives us the opportunity to understand where our strengths and weaknesses are as an organisation, and where best to target efforts to drive change.

We voluntarily partake in the Arcadis UK Inclusion Report which incorporates Gender & Ethnicity pay gap reporting. We are leading the way in supporting the UK Governments intention to request businesses to report on their ethnicity pay gap and are therefore sharing these results voluntarily.

Women of Colour Programme

Arcadis' Women of Colour Programme is a dedicated initiative aimed at empowering and advancing women of colour within our organisation. The programme provides mentorship, networking opportunities and career development support to help participants navigate challenges and build confidence throughout their personal and professional journey. This initiative strengthens the company's commitment to equity by addressing barriers to career progression and creating a supportive community.

Career Ready Programme

We know that the ambition of creating a more diverse and inclusive industry cannot be realized in isolation and cross-industry collaboration is crucial. In response, we are partnering with Career Ready to deliver a bespoke program for local school students that aim to increase social mobility. Our programme aims to support building a workforce of the future that collectively represents the communities that we deliver our solutions to. The initiative spans the entirety of our Affinity Groups, encompassing Pride, Age Representation, Ethnicity & Heritage, Access & Neurodiversity, and Gender, with a focus on creating a future workforce that promotes social mobility imperatives.

Over the years, we have reached over 150+ students. More than 50+ Business Advisory volunteers have supported activities to empower young people and give their talents a platform to flourish. We enabled this through a range of activities including participation in the mentor programme, offering bespoke masterclasses and paid internships.

The summer internships we offer through the Career Ready program also support local students in realizing their career aspirations and gaining workplace experience. These are valuable experiences that empower students from all backgrounds to have confidence in their career goals and equip them with the relevant skills to help them reach these goals.

"The most valuable thing I learnt during my internship was knowledge about apprenticeships, as I was struggling to discover what I would get into in the future."

Feedback from one of our Career Ready summer interns

"I have worked with Arcadis for over a year and they have been hugely supportive to the delivery of the program across London. They have recruited Arcadis mentors to work 1:1 with students, sourced volunteers to deliver career skills sessions and helped to set up 6 paid internships for Career Ready students over a month-long period in the summer"

Sangeeta Bhopal, Career Ready Regional Manager



Sustainability

14. We commit to ensuring that our firms operate in an increasingly sustainable way and strive to ensure that sustainability is considered by our clients in our work with them.

We are pleased that the Consulting Excellence principles reflect a strengthened commitment by members to embedding sustainability into the consulting industry. As Arcadians, we are committed to putting sustainable solutions at the heart of what we do.

Arcadis' strategy states our purpose to "accelerate a planet positive future", clearly indicating that sustainability across all its facets, sits central to our organisational purpose and the work we do with our clients.

Our active, growing community of sustainability practitioners within our team are driving sustainability initiatives, increasing our awareness, knowledge and expertise.

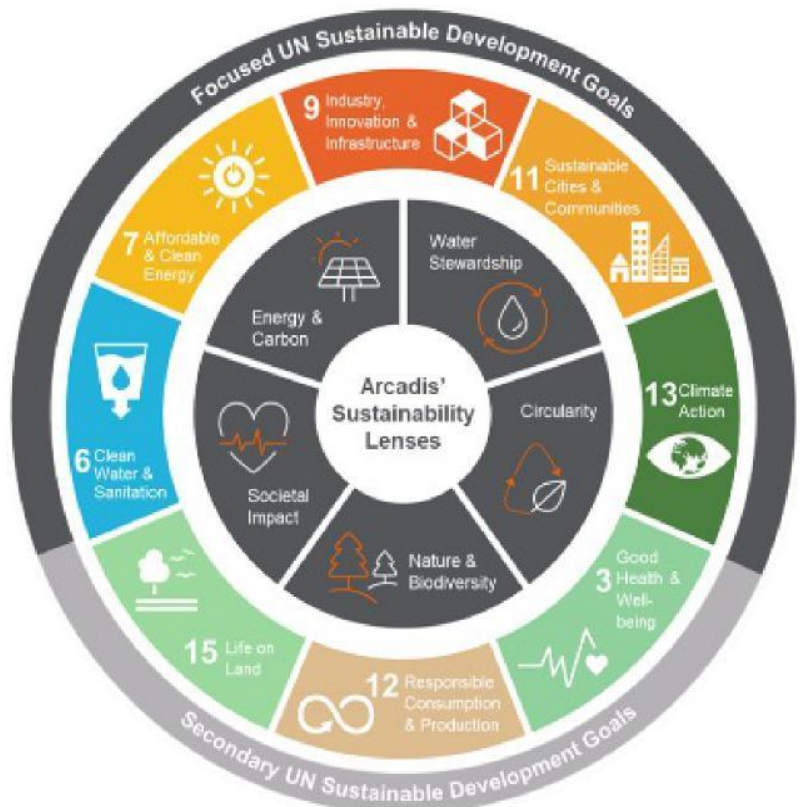
We are continuing to follow a triple-bottom line approach to create social, environmental and economic value. Through sustainable project choices, we are partnering with clients on projects that align with the 2050 Paris Agreement, maintaining our leading position with EcoVadis and Sustainalytics.

Five Sustainability Lenses

Across Arcadis we use five 'Sustainability Lenses' to embed and standardise sustainability in the projects we do. The lenses were developed in alignment with our prioritised UN Sustainable Development Goals and our global business structure. We undertake continuous stakeholder engagement to ensure our approach remains relevant and reflective of our clients' needs and priorities.

This approach pushes us to be proactively focused on providing clients with thought leadership and innovative, sustainable solutions. This continues our commitment to accelerating the transition to Net Zero by 2035.

Our Approach to Embedding Sustainability



We have structured our sustainability activity in the following four areas:



1. Helping clients achieve their sustainability goals

We provide solutions that address our clients' greatest challenges and deliver sustainable outcomes that positively impact the environment, society, and the economy. We concentrate our efforts on developing solutions that focus on energy and carbon reductions, conserving nature and biodiversity, the circular economy, and climate adaption, whilst tailoring our solutions to our client's individual sustainability goals.

2. Embedding sustainability into all our projects

We continue to review our project content and processes to add in more sustainable practices. This includes in bidding and sales; for instance, our go/no-go procedure to decide which opportunities to pursue includes an assessment of client's sustainability actions and ambitions. Additionally, our delivery approaches are increasingly focused on sustainability, from reducing our own team's carbon footprint by limiting unnecessary travel to actively encouraging clients to consider sustainability within their project scope.

3. Making our operations sustainable

We have ensured our in-person whole team meetings have a positive environmental impact. We have looked at ways for our suppliers and attendees to reduce their environmental footprint and have offset twice our estimated carbon emissions as part of our net-zero, or 'net-positive', commitments. Our Career Ready program promotes social mobility, uplifting the 'People' side of our sustainable commitments.

4. Giving our people the skills to help our clients

We invest in upskilling our people, to help us and our clients be more sustainable. Arcadis' Sustainability training modules support development, both individually and collectively. We provide team-wide shares on sustainability topics to improve our understanding and awareness of sustainability within the Management Consulting market. This empowers our people to prioritize sustainability in the solutions we offer, and to support our clients in achieving their own sustainability goals.

Building Social Impact

Arcadis has taken a conscious and proactive approach to driving our focus on social value this year. We recognise that the built environment is not a 'be all and end all', in that the existence of the built environment aims to provide value to people and societies.

A large amount of social impact work tends to occur on longer-term commissions and where a project is specifically linked with a local community. Whilst Arcadis is regularly involved in these types of commission, within our advisory business we often undertake shorter commissions that are primarily focussed on central business functions, rather than being situated within a specific community. We have worked with social impact experts across Arcadis to build an approach that increase our social impact through a three-pillar approach, shown below.

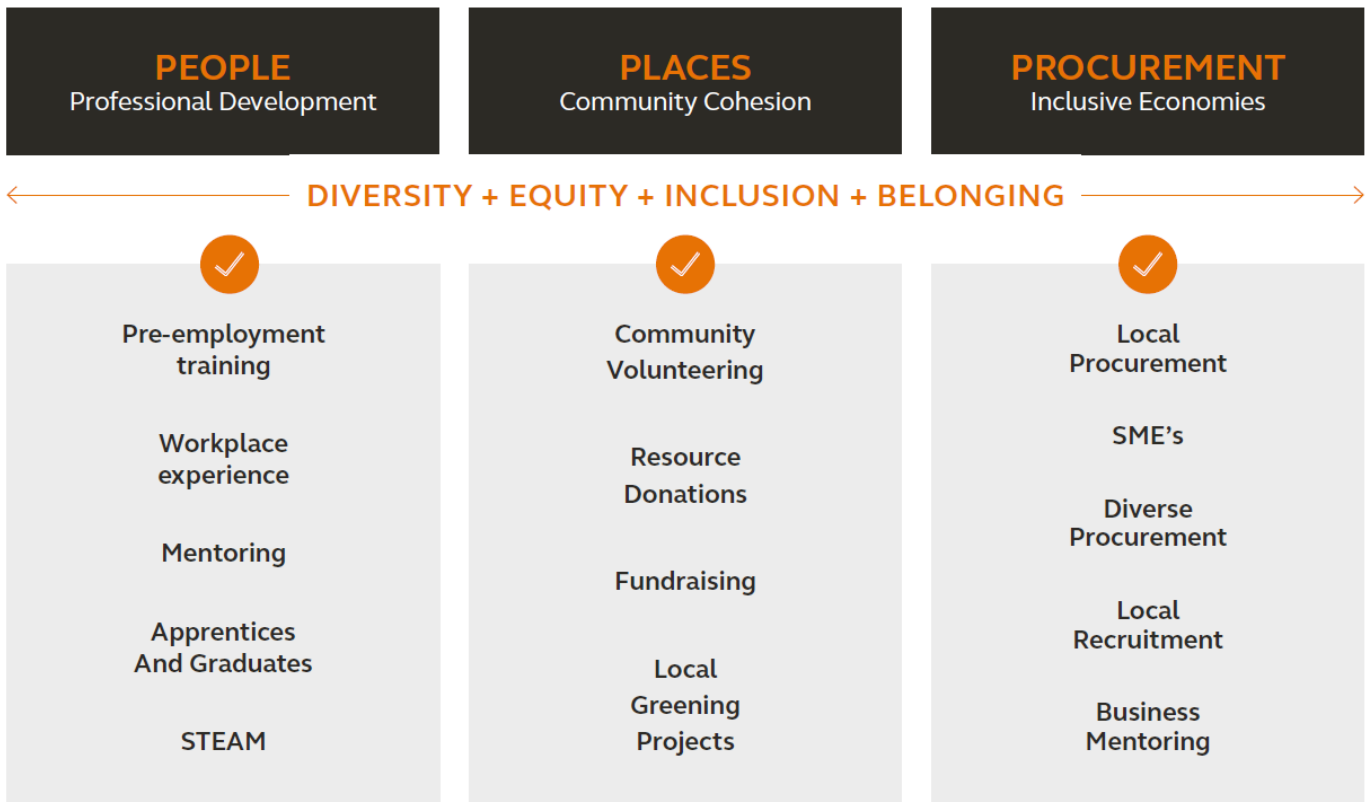
We are also developing a series of Social Value Blueprints for each of our capability teams, to bring greater definition on how to integrate social value across the work we do with our clients and make it clearer to all our team members the role they have in supporting the delivery of social value for our clients and their stakeholders.

Taking a Social Value Focus on Procurement

One of the key pillars being developed is around how procurement can influence social value.

The introduction of the UK Government's Procurement Act 2023 reinforces the importance of embedding Social Value considerations into public procurement processes. At Arcadis, we recognise the transformative potential of this legislation and aim to actively support our clients in navigating these changes. Within Business Advisory, our Procurement & Supply Chain team provides tailored guidance to help clients align their procurement strategies with the new regulations and unlock the benefits of a more sustainable, resilient, and diverse supply chain.

One of the key advances within the Act is the shift from the Most Economically Advantageous Tender (MEAT) to the Most Advantageous Tender (MAT), broadening the definition of 'value'. This change enables public sector buyers to further prioritise sustainability, social value, and resilience in their decision-making. Arcadis aims to work with clients to leverage this shift, empowering smaller suppliers and SMEs to compete based on expertise, innovation, and service quality. By incorporating diverse suppliers into their procurement processes, our clients can enhance supply chain resilience, foster innovation, and drive meaningful social and environmental outcomes.



Another interesting change is the introduction of the Competitive Flexible Procedure, which allows contracting authorities to design procurement processes tailored to project needs. This flexibility can be used to help reduce barriers to entry for SMEs and VCSEs, enabling diverse suppliers to showcase value in areas such as sustainability, quality, and innovation. At Arcadis, we look to help clients maximise the benefits of these new procedures, demonstrating how sustainable procurement practices can strengthen supply chain diversity and resilience while achieving social value objectives.

By embedding sustainability and social value into procurement practices, Arcadis continues to support clients in driving impactful change and contributing to a fairer, more sustainable future.

Industry Recognised Sustainability Credentials

Arcadis' priority SDGs:



1. Arcadis recently maintained a Platinum rating by EcoVadis for 2023 for the third year in a row. EcoVadis is an independent sustainability rating agency. This puts us in the top 1% in our industry, as well as in the top 1% overall of the 90,000 companies assessed worldwide by EcoVadis in 2023.
2. Arcadis provided a 334-page Carbon Disclosure Project document detailing our commitment to carbon reduction.
3. Sustainalytics provides environmental, social and governance (ESG) ratings, which are designed to help investors identify and understand companies' financially material ESG risks at both the security and portfolio levels. Arcadis has come out with the lowest risk of all 264 surveyed companies assessed.
4. By 2030, we aim to have reduced our greenhouse gas emissions to operate in line with 1.5°C science-based targets.



By 2035, we have committed to achieving net zero across our value chain. Our near-term objectives include reducing absolute scope 1 and market-based scope 2 GHG emissions of 70% by 2026 from a 2019 base year (2024 progress: -66%) and reducing absolute scope 3 GHG emissions of 45% by 2029 from a 2019 base year (2024 progress: -6%). This continues to be a key part of our upskilling approach around sustainable solutions.

Sustain Abilities

Arcadis, as a global leader in design and consultancy for natural and built assets, recognises the urgent need to address sustainability challenges, particularly in the face of the manmade climate crisis. In response to increasing client demands and the evolving sustainability landscape, Arcadis, through our Lovinklaan Foundation, have developed the 'Sustain Abilities' learning series in 2023. This series aims to equip all 30,000+ Arcadians with the knowledge, skills and understanding necessary to integrate sustainability into their work and align it with our sustainable project choices.

The purpose of the Series: Sustain Abilities is designed to align with our 2024-2026 strategy in prioritising sustainable project choices. It serves as a comprehensive training program that empowers employees to proactively contribute to sustainable outcomes in every project internally and externally. By providing a common language and understanding of sustainability, the modules within the course ensure consistent practices across Arcadis, supporting our commitment to environmental stewardship, social impact, and circular economy principles.

1. Engaging with client and stakeholders: Equipped with the latest thinking on sustainability, Arcadians can effectively engage with clients demonstrating Arcadis' commitment to sustainable practices and delivering value added solutions.
2. Enhancing professional development: By acquiring sustainability skills, knowledge, Arcadians can increase their professional growth and expand their capabilities in a globally essential field.
3. The modules empower all Arcadians to integrate sustainability considerations into their work internally and with clients, ensuring that every project aligns with Arcadis' sustainable project choices to contribute to a better future.

Modules shown below cover a range of topics, providing employees with a comprehensive understanding of sustainability and its practical application.

1. What is sustainability: Starting point for basic terminology & concepts around sustainability
2. Arcadis' Sustainability Strategy: Familiarisation with Arcadis' sustainability ambitions with clients
3. Understanding (Y)our Impact: Understand the impact we can create for stakeholders on projects
4. Greenwashing Risks & Lessons: Focus on unethical practices of greenwashing & how to avoid it
5. Applying Sustainability in Projects: Embedding sustainability in our projects

6a. Understanding the Carbon Challenge: Explaining the causes of greenhouse gas emissions

6b. Applying Sustainability in Projects: Overlooking various decarbonisation strategies & showing them implemented in a project

Our Sustain Abilities module is a crucial component of Arcadis' efforts to upskill its workforce in sustainability. By providing a centralised and easily accessible platform for training, the module ensures all Arcadians have the opportunity to invest their own development and understanding of sustainability. Providing employees with their own necessary tools, knowledge, and resources to integrate sustainability into their work and contribute to sustainable project choices. Arcadis aims to continue to foster a culture of sustainability and empower its employees to make a positive impact on the global climate crisis.

Sustainability Working Group

In Business Advisory, we have a Sustainability Working Group that are constantly looking for ways to further our sustainability progress. This group is responsible not only for working to ensure our team operates as sustainably as possible but are seeking to further embed sustainability into our client work. By raising awareness and knowledge of sustainability within the team, the Working Group is equipping every Business Advisory member with the skills to discuss a client's sustainability needs and ambitions and work collaboratively with them to progress these. We also collaborate with the wider Arcadis business, for instance our Sustainability Advisory team, to maximize the sustainability benefits we can offer clients. Through a combination of upskilling our team and drawing on the knowledge and expertise across Arcadis, we are actively looking to grow our sustainability offerings, both on current client accounts and in new opportunities.



Closing Remarks

Our 2026 Consulting Excellence declaration showcases how our UK Business Advisory team are continuing to deliver sustainable solutions for our clients, at the same time as evolving and embedding our advisory capabilities across our wider Arcadis services and across our Global Business Areas. We are driven by our determination to make a positive impact across the globe, for generations to come.



As an organisation that has the breadth of capability across Arcadis, we have recognised the opportunity to leverage the deep, technical and sector specific knowledge and capability we hold across our business. By integrating consulting excellence within our UK Business Advisory team with this technical expertise, we provide our clients with more joined-up solutions that not only deliver robust technical outcomes but also support clients to transform and achieve best value through implementation.

Through our Skills Powered organisation, we continue to focus on developing the services, solutions and capabilities that meet the demands and expectations for a planet positive future. We have invested across Arcadis in developing the skills, knowledge and experience across Social Value, Emerging Technologies, Artificial Intelligence and many other evolving areas.

We see Social Value as underpinning many of the key societal and cultural changes that are imperative to creating a fairer and more inclusive environment for all. In 2025, we have invested in Social Value training and capability development across our organisation to ensure we can embed Social Value at the heart of both what we do and how we support our clients.

We have made huge strides to better understand how Artificial Intelligence (AI) can be best used and implemented ethically and responsibly to make a positive impact for both Arcadis and our clients. We have invested in AI training across our business for all our people so we can provide a consistent approach and understanding in how we continue to evolve our AI advisory capability and our solutions.

Our UK Business Advisory team have put the Chartered Management Consultant (ChMC) Award at the centre of our commitment to consulting excellence and to provide a benchmark of quality and trust, signifying our commitment to providing highly trained consultants who value ethics and professionalism highly and are seen as trusted advisors. Each month we continue to support our team members through the chartership process and we are proud that the number of accredited team members is growing at pace.

Finally, we remain extremely proud of the inclusive and open culture within our team, where every voice is welcomed. We will continue to invest in our people and provide a safe, supportive workplace that enables them to deliver consulting excellence for our clients.

John Cook, Operations Director

About Arcadis

Arcadis is the world's leading company delivering intelligence-driven sustainable design, engineering, and consultancy solutions for natural and built assets. We are more than 36,000 architects, data analysts, designers, engineers, project planners, water management and sustainability experts, all driven by our passion for improving quality of life.

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