

# Arcadis UK Inclusion Report 2022/23

Incorporating our Gender & Ethnicity Pay Gap  
reporting



# Foreword

Whether it is helping clients address critical challenges like climate change and urbanisation; or creating empathy in projects to help communities be more resilient, **our people create our success**. Innovative solutions come from **Arcadians who feel empowered to bring their best selves to work**, where their rich and diverse experiences and perspectives are celebrated. To enable this, we need to foster an environment in which our people feel valued and supported.

This is why, when we launched our global Maximizing Impact Strategy in 2020, **we made a decision to include inclusivity targets alongside our financial ones**. One of these targets – our 40% women in the workforce, 30% women in leadership – has accelerated our drive towards gender parity. Since 2021 we've made significant strides in improving representation, investment into gender focussed programmes and increased engagement and accountability across the business. In the UK we're proud of the progress we've made to reduce our gender pay gap to its lowest since reporting began in 2017.

**But we know that there is more to do. We're just at the beginning of our journey and 2023 will see us solidify our intentions in ways we haven't done before.** For the first year we're including Diversity, Equity, Inclusion and Belonging in our annual People Strategies, passing global targets to local leadership, and associating progress with leadership reward.

We're confident that these efforts will significantly contribute towards achieving greater gender parity, and **we're now looking forwards to how we can use our learning to build our maturity in relation to ethnicity**. Whilst we're leading the way amongst our clients and peers in reporting our ethnicity pay gap, we also want to continue to be an industry driving force in bringing those pay gaps down. Whilst we recognise the scale of the challenge, we're proud of the progress we've made during 2022; launching our award-winning Women of Colour programme, and the first cohort of our Global Sponsorship Programme – both focussed around increasing opportunity and building equity for our colleagues from underrepresented ethnic groups.

As I reflect on the last 12 months, I am inspired by the way in which Arcadians in the UK&I have embraced our ambitions, accepted accountability and begun the collective push to create an environment in which we are all able to thrive. **The pace has shifted, our strategies are evolving and as a result we're increasingly able to be give our best selves, not only to our clients but to each other as well.**

**Simon Bimpson**  
Country Director  
Arcadis UK and Ireland



# About this report

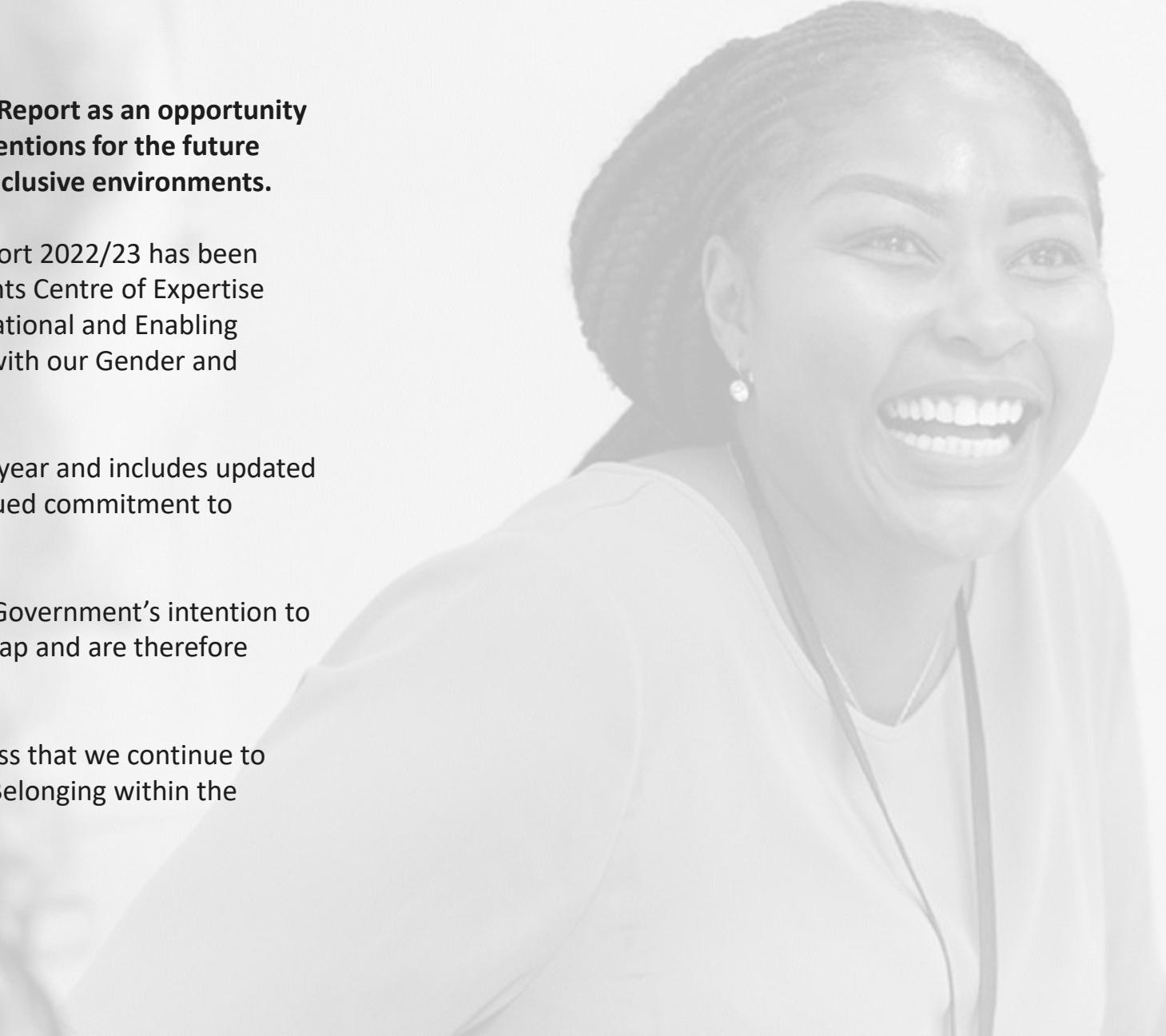
In 2022 Arcadis launched its first ever UK Inclusion Report as an opportunity for us to reflect on our achievements, share our intentions for the future and highlight the role that we all play in creating inclusive environments.

Now in its second year, the Arcadis UK Inclusion Report 2022/23 has been developed by our Diversity, Belonging & Human Rights Centre of Expertise (COE), working collaboratively across both the Operational and Enabling Functions of our business and through partnership with our Gender and Ethnicity & Heritage Affinity Groups.

The report is based on data from the 2022 calendar year and includes updated pay gap figures as well as information on our continued commitment to achieving parity in these areas.

We are proud to lead the way in supporting the UK Government's intention to request businesses to report on their ethnicity pay gap and are therefore sharing our results voluntarily for the second year.

We're pleased to be able to demonstrate the progress that we continue to make as we cement Diversity, Equity, Inclusion and Belonging within the frameworks of our business.



# Diversity, Belonging & Human Rights at Arcadis

The launch of our strategy 'Maximizing Impact' in 2020 marked our intention to future-proof our commitment to create a culture where the richly diverse experiences of Arcadians would be channeled strategically and purposefully through all we do. Our approach to human rights, wellbeing and belonging is fundamental to achieving this impact.

Our work includes three key focus areas:

1. Human Rights,
2. Wellbeing & Employee Insights and
3. Diversity, Equity, Inclusion and Belonging (DEIB).

Our impact stems across the supply chain, including suppliers, clients and most importantly our people. We have continued to deliver against our key objectives: dignity, respect & anti-discrimination; diverse recruitment, retention & progression; diversity awareness & training; and human-centricity and societal impact.

*"Lived experiences are at the heart of our Diversity, Belonging and Human Rights Strategy, and we're working to ensure that our human rights and wellbeing are respected across the work that we do – both within Arcadis and with our clients, suppliers and communities."*

*A key part of this includes driving commitment from across our strategic and operational business areas. We are all accountable for striving towards more equitable working practices and more inclusive environments"*

**Nana Berchie**  
People Director Global Diversity,  
Belonging & Human Rights



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

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



Our Diversity, Belonging & Human Rights team was established to deliver against the Non-Financial Targets identified in our Maximizing Impact Strategy.

The team is led by our People Director for Global Diversity, Belonging & Human Rights and includes:

3 Regional Diversity Directors, a Global Human Rights Director and supporting manager, a Global Wellbeing Director and a Global Program Impact Manager.

The team also oversees our 5 Global Affinity Groups (Access & Neurodiversity, Age, Ethnicity & Heritage, Gender and Pride).

# 2022 Reflections: Ambition into Strategy

## The Power of Communities

In launching five global affinity groups: **Access & Neurodiversity**, **Age Representation**, **Ethnicity & Heritage**, **Gender**, and **PRIDE** - we have created executive-sponsored forums for employees to represent their needs and lived experiences. Our intersectional approach also embeds areas such as **faith**, **veterans** & **well-being**.

Our Affinity Groups are actively curating a renewed workplace culture where we can make impactful change together by:

- **Sharing and supporting** by creating community safe spaces for Arcadians
- **Celebrating and educating** by establishing a digital resource hub, inclusive language guide, I Am Remarkable personal brand workshops and schedule of monthly webinars reaching over 20,000 Arcadians
- **Advocating for communities** by challenging bias in behaviors, processes and existing ways of working, language used in training materials and in meetings
- **Consulting and advising** by providing strategic input to leadership on decisions that affect employees and spearheading the development of global frameworks such our Social Justice Framework.

## Cultivating Wellbeing

In 2022 our **Global Wellbeing Manager** became part of the Diversity, Belonging & Human Rights COE, leading the way in establishing our new **5 Ways to Wellbeing Framework**.

The holistic wellbeing framework aims to promote and elevate the awareness and consistency around what wellbeing and psychological health and safety embodies for an Arcadian and what we should be infusing into all elements of operations.



*"As we continue to look for ways to maximize our impact as a company, we recognize the intrinsic link between social and environmental justice. Over 2022 we've been taking steps towards the goal of building an inclusive workplace that accurately reflects the communities in which we live and work and sets a strong foundation for challenging inequalities."*

## Data, Insights & Lived Experiences

Lived experiences are at the heart of our Diversity, Belonging & Human Rights strategy, and this feeds into the wider People & Culture Function as a whole. Across our teams there are a number of ways that we welcome employee insights and feedback, these include:

- **Your Voice**, our employee dialogue survey, provides Arcadians with a safe avenue to share feedback anonymously and influence actions to improve employee experiences. In September 2022 we also held our second annual **Your Voice Diversity Representation Survey** – which enables Arcadians to provide voluntary and anonymous information around their different diverse characteristics, enabling us to get a deeper understanding around how our people identify and what they need to feel included.
- Our **Affinity Group communities** enable Arcadians to share insights and experiences in more personal settings and safe spaces. Throughout the year the Affinity Groups also host global webinars and Real Talk sessions where we actively promote audience participation and engagement.

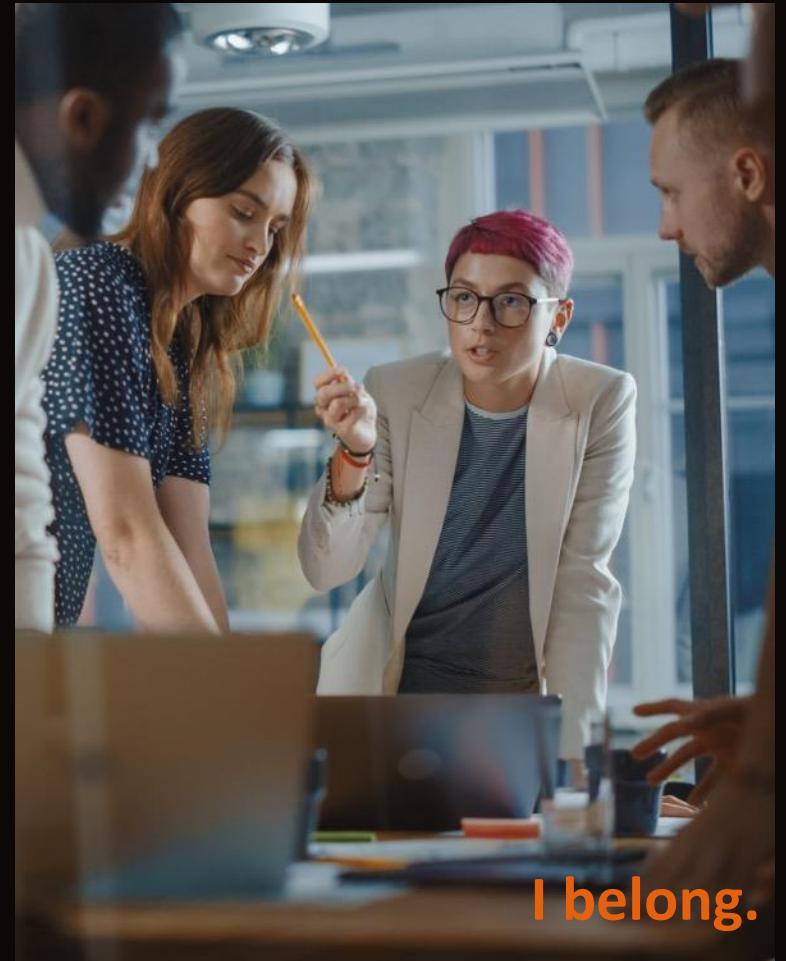


Peter Oosterveer  
Global CEO

# Arcadis UK

## 2022 Pay Gap Figures

Gender & Ethnicity



# Calculating our pay gaps: UK.gov methodology

It is important to highlight that having an aggregate pay gap for women and people from minority ethnic communities is not the same as having an equal pay gap.

The issue of pay inequity (i.e., unequal pay) is paying people differently for doing comparable work, which is illegal in the UK.

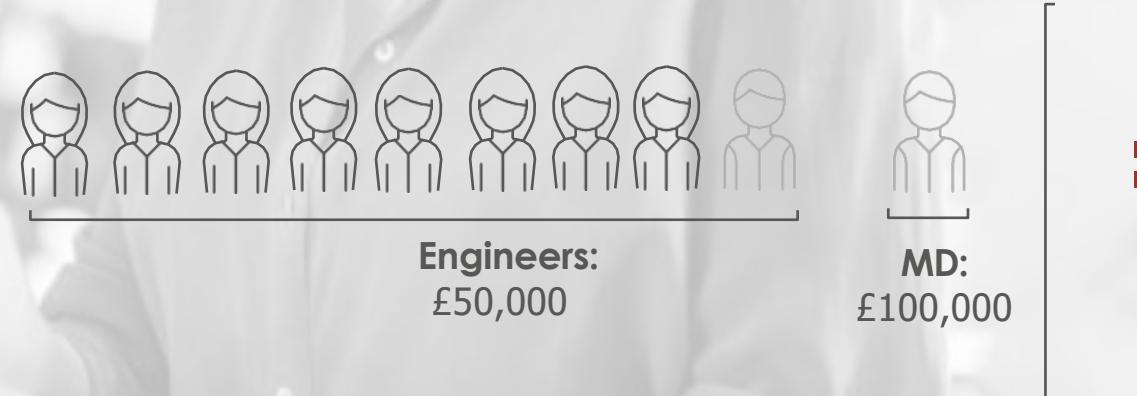
Men and women are paid equally for doing equivalent jobs across the organization and we continue to monitor this regularly to ensure that remains the case.

The gender pay gap captures the difference in the average pay between all men and all women in a workforce to enable organizations across all sectors to report performance on pay in a standardized manner for comparison purposes. Similarly, the ethnicity pay gap captures the difference in the average pay between white employees and employees from minority ethnic communities.

The data used to calculate a pay gap does not take account of the average pay between people working at the same level in a workforce. It is not therefore a comparison of pay for comparable jobs.

**This example shows how a Gender Pay gap can exist with Equal Pay (the same example can be used to illustrate the Ethnicity pay gap)**

**A legal entity employs 9 engineers and an MD.**



## **FEMALE**

Average (mean) salary:  
 $\text{£}50,000 \times 8 / 8 =$   
**£50,000**

## **MALE**

Average (mean) salary:  
 $\text{£}50,000 + \text{£}100,000 / 2 =$   
**£75,000**

**Therefore, the Mean Pay Gap in both cases is**

**33%  $(\text{£}75,000 - \text{£}50,000) / \text{£}75,000$**

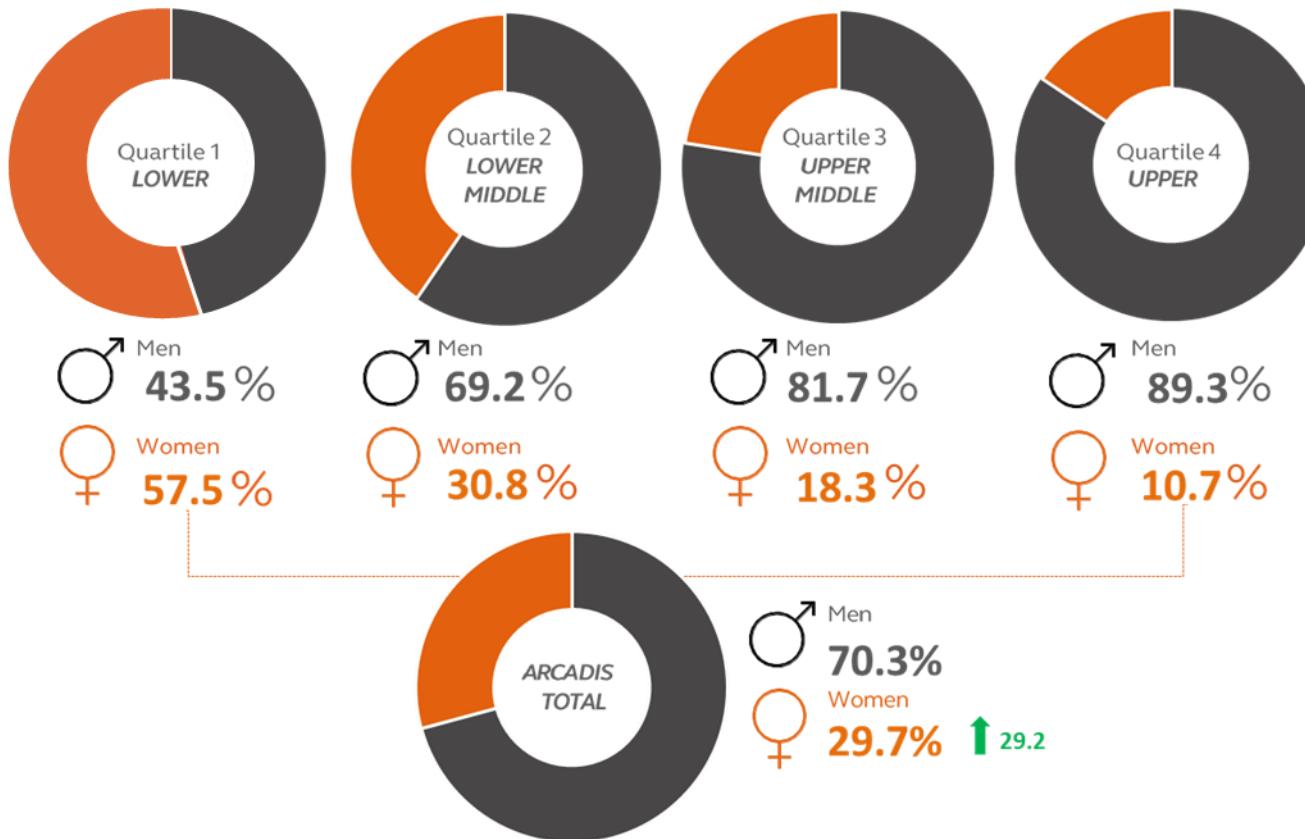
So, despite paying all the engineers equally we still see a significant pay gap

# Gender

# Gender Pay Gap

## The Quartiles

Proportion of men and women in each quartile band 2022



- Men are the majority employees in the top 3 salary quartile bands.
- Representation gap increases through the higher salary quartiles.
- Industry issue as well as an issue for Arcadis UK.
- More senior women promoted into the upper salary quartile, though not at a pace or scale that is moving the dial significantly.
- we are recruiting more early/mid careers women whose lower salaries contribute to the gender pay gap.

# Gender Pay Gap

## Our Results

### Arcadis UK Gender Pay Gap 2022

Employee Hourly Pay	Mean	Median
	<b>19.2%</b>	<b>25.3%</b>

<i>Decrease from 2021/2022</i>	<b>2.2% ▼</b>	<b>0.5% ▼</b>
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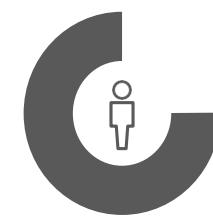
- Lowest Mean pay gap since reporting began in 2017

### Arcadis UK Gender Bonus Pay Gap 2022

Bonus	Mean	Median
	<b>20.9%</b>	<b>16.9%</b>
<i>Decrease from 2019/20</i>	<b>1.2% ▼</b>	<b>8.9% ▼</b>

- There was a drop in the percentage of Males and Females receiving a bonus compared to 2021 as Arcadis gave every employee in the UK a £20 voucher for Christmas in 2020 and this had to be reported back during the 2021 stats.

### Proportion of employees receiving Bonus 2022



Men

**75.5%**

Women

**77.4%**

# 2022 Gender Pay Gap: Reflections

*"Whilst we're proud to be able to demonstrate the impact of the work that we've done in reducing our Gender Pay Gap in the UK, we acknowledge that we're only at the start of our journey to embedding gender equity within our strategies.*

*Since we began reporting in 2017, the bulk of the drive in this area has come from the brilliant work of our UK Gender Affinity Group communities who've been carrying the messaging and leading the conversation.*

*We're extremely pleased that gender equity has now been cited as a global priority for Arcadis, and that business areas across the world, including in the UK, have begun to reflect that commitment within their own strategies.*

*We acknowledge that the foundation of our Gender Pay Gap lies in equal representation of women, particularly at senior levels, and that we've been able to make significant progress in this area.*

*Now, with the strategic backing of the UK and Global business, we're excited about the strides we can continue to make and the impact that it will have for both our people and our business."*



**Debs Nutt**  
Chair  
Global Gender Affinity Group



# Ethnicity

# Ethnicity pay gap report

**This is the second year of voluntarily reporting on our ethnicity pay gap in the UK.**

As a transparent and accountable business, it is important to us to share our ethnicity data.

Companies are not currently required to publish Ethnicity Pay Gap reports, though the government recently consulted on the issue, with some companies voluntarily publishing data.

There is no agreed single methodology, so we have applied a simple hourly rate calculation (Annual Salary/52 weeks/weekly hours). This differs from gender pay, which requires us to use post salary-sacrifice data and involves detailed analysis of one month's payroll.

We have produced a best-fit analysis by cross-referencing ONS ethnicity categories with our in-house categories.

The fact that there is no single methodology used by all businesses voluntarily reporting, may mean that data shared here today may differ from the 'official' figures if and when we are required to report.



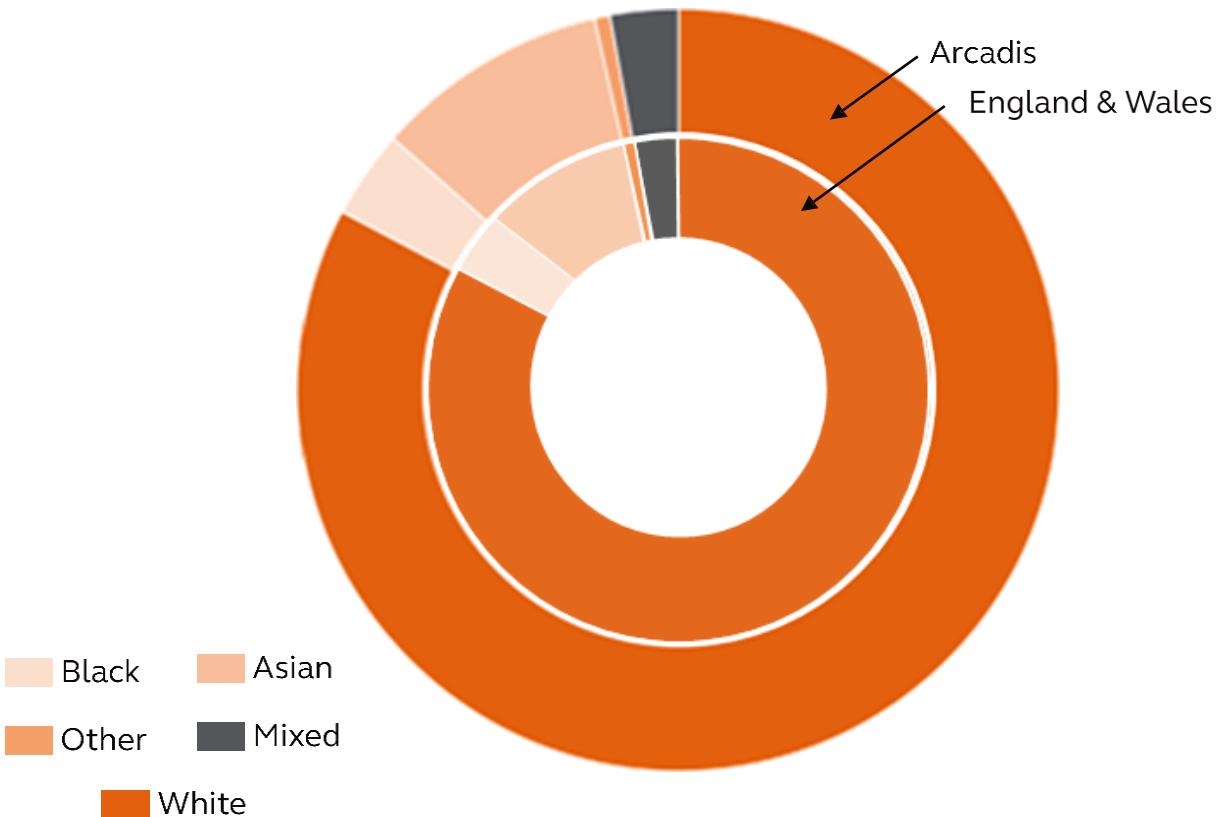
# Representing communities

We are pleased that the proportion of Arcadians from minority ethnic communities compares closely with the average working age population in England and Wales at circa 17%.

This is demonstrable of our work to date in the UK to increase representation of underrepresented ethnic groups.

Our continued commitment is to ensure that this diversity is reflected at all levels and across all job families within our business.

Workforce Ethnicity Profile: Arcadis and Britain



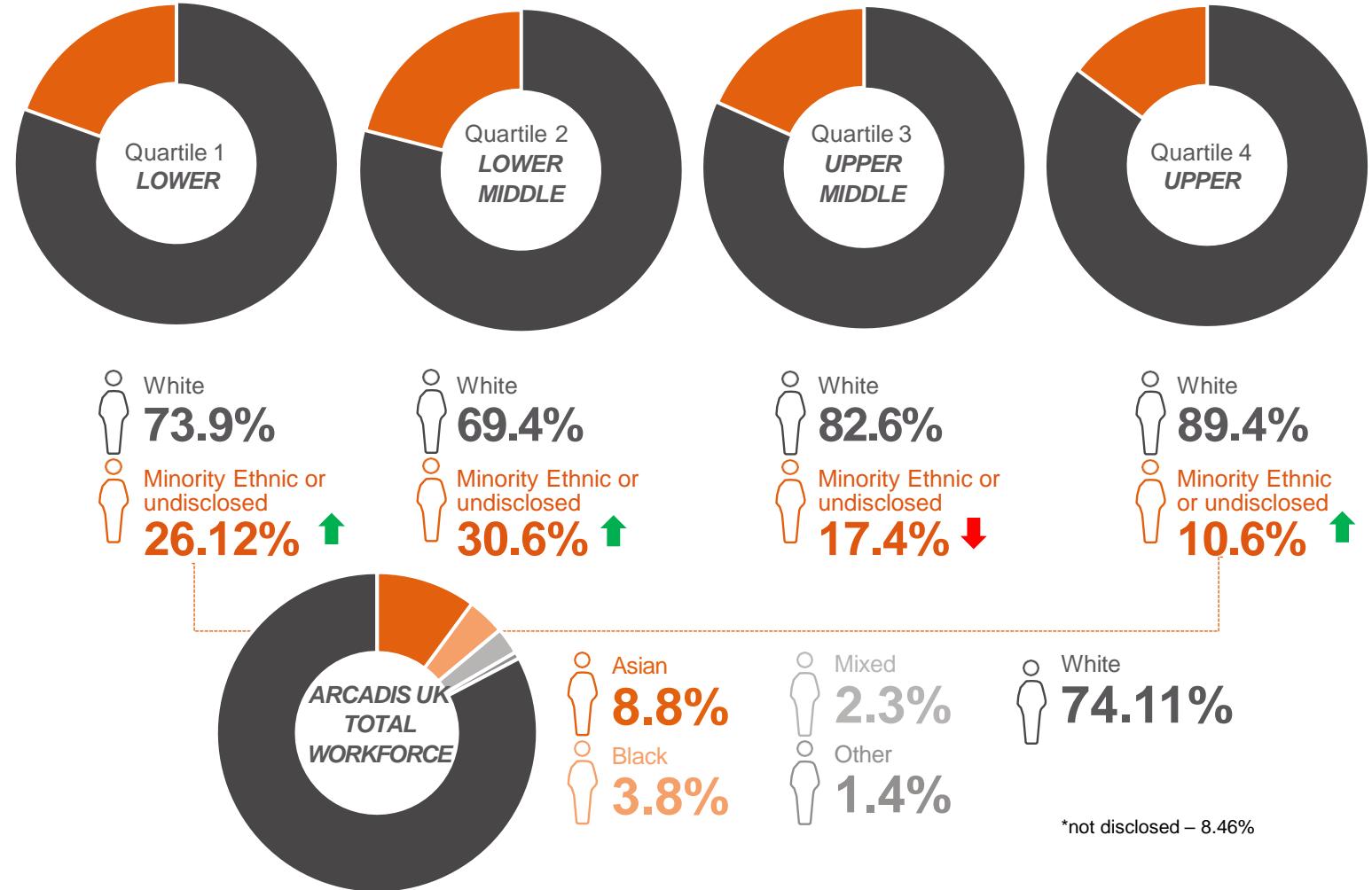
*The data for England and Wales is taken from Census 2021 (Accessed March 2023 - Employment - GOV.UK Ethnicity facts and figures (ethnicity-facts-figures.service.gov.uk)*

# Ethnicity Pay Gap

## The Quartiles

Colleagues from minority ethnic communities are more likely to sit in the lower salary quartiles in our business, so while overall we have a relatively diverse workforce from a minority ethnic perspective, there is more we need to do to ensure diversity across salary quartiles.

Hypotheses on why this is include: legacy decision making systems; recruitment and selection strategies; and implementation and unconscious biases of decision makers. The impact is the perceived lack of fair opportunity to progress among our colleagues from minority ethnic communities.



# Ethnicity pay gap: Our results

## Arcadis UK Ethnicity Pay Gap 2022

	Mean	Median
Employee Hourly Pay	<b>15.5%</b>	<b>15.3%</b>
Change from 2021	<b>3.9%</b>  <small>Increase in yr</small>	<b>5.4%</b>  <small>Increase in yr</small>
Asian	<b>12.6%</b>	<b>12.2%</b>
Black	<b>14.9%</b>	<b>15.6%</b>
Mixed	<b>17.5%</b>	<b>16.1%</b>
Other	<b>16.9%</b>	<b>17.5%</b>

## Arcadis UK Ethnicity Bonus Gap 2022

Employee Hourly Pay	Mean	Median
	<b>48.6%</b>	<b>33.5%</b>
• Asian	<b>43.2%</b>	<b>24.2%</b>
• Black	<b>37.4%</b>	<b>39.4%</b>
• Mixed	<b>53.7%</b>	<b>30.9%</b>
• Other	<b>60.2%</b>	<b>39.4%</b>

Proportion of people receiving a bonus 2022

Asian	Black	Mixed	Other
<b>69.6 %</b>	<b>60.9 %</b>	<b>79.4 %</b>	<b>61.7 %</b>

# 2022 Ethnicity Pay Gap: Reflections

*“Although we acknowledge that we are in the early stages of our reporting maturity in this area, we are disappointed that our ethnicity pay gap figures have widened since last year.*

*Having reviewed our representation statistics, we understand this is due to a reduction in Arcadians from minority ethnic backgrounds at senior leadership levels, and a doubling in the percentage of Arcadians choosing not to disclose their ethnicity.*

*Our commitment to change the race ratio begins with transparency and data analysis to support targeted interventions and embed ethnic equity within our strategies. It will not be easy, but we are confident that we can change the dial with this strategic focus over 2023 and beyond.*

*This will include tackling systemic barriers to recruitment and progression, and we are excited to be rolling out a number of key initiatives to support this in the coming year, including our flagship Women of Colour programme. Critically, we also need to hold leaders to account for not only the diversity within their teams but also team member satisfaction, feedback and lived experiences.”*



**Reuel Abrams**

Chair  
Global Ethnicity & Heritage Affinity Group

# Arcadis UK

## Building an inclusive future

2023 and beyond...



I belong.

# 2023: Leadership Reflections

*What are we doing differently in 2023? This year we're not just implementing yet another programme – for the first time we genuinely have accountability from our leadership teams.*

*Leaders are actively involved in strategic workstreams, and Arcadians are now making the connection between diversity and better business.*



**Mac Alghita**  
GBA Director – Mobility  
Arcadis UK&I

*We recognise that the 'fix' isn't an easy one. The breadth of our work reaches across our talent pipelines and into our relationships with partners and communities.*

*We can all make an impact here - whether that's through strategic interventions, actions and decisions or choosing to invest our own time in mentoring and coaching our future leaders.*



**Sian Whittaker**  
GBA Director – Resilience  
Arcadis UK&I

# Arcadian Experiences: Create a legacy

## Our Commitment

In the UK we are over 4,300 brilliant, individual Arcadians who make us strong, resilient, and innovative because of our diversity.

At Arcadis, we want everybody to feel that their voice matters. Whatever your role as an Arcadian, we want to empower our people to make their mark, on their career, our colleagues and clients who are dedicated to improving quality of life.

To support Arcadians in creating that legacy, we know that we need to foster environments that enable us all to thrive. This includes celebrating the many diverse perspectives and experiences of our colleagues, facilitating communities and safe spaces to share insights and build awareness, and increasing access to equitable opportunities.

Within Arcadis we want all of our people to feel supported in being their authentic selves at work. We want to demonstrate that we're prioritising our commitments to listen and act, in our journey to a culture that fosters inclusivity and banishes discrimination.

## I Belong

In January 2023 we launched our **I Belong** campaign, to help us demonstrate how we're applying this commitment through the voices of our people. **I Belong** embodies what it means to feel included and empowered within Arcadis; it's a concept about Arcadians, for Arcadians. It's a demonstration of our culture and a celebration of the people who create it.

Through **I Belong** we're elevating each others' lived experiences - creating a space that celebrates our diversity and unique perspectives, enhances inclusion and profiles challenges.

*I Belong represents a feeling that for so long has been a luxury. As a woman in the construction industry, arriving at sites without even the basics of a bathroom for me, it isn't always a feeling that I've been able to share.*

*That's why I Belong is essential. Uplifting voices different to our own, reflecting on their messages, using that learning to drive towards equity in everything we do.*

*I Belong isn't just another performative statement, it is a part of a culture that I feel extremely proud to represent.*

**Fiona Sugden**  
Global Diversity, Belonging &  
Human Rights Program Impact  
Manager



# Focused Forums: Women of Colour Programme

At Arcadis we're committed to creating an environment in which everyone is able to thrive. We're doing this by providing safe spaces to share, listen and learn from our rich and diverse lived experiences and through facilitating equitable access to opportunities for all.

To do this it's important to understand the role that intersectionality plays in the experiences of Arcadians. Intersectionality is the phrase used to acknowledge that our characteristics and experiences are often made up of many different layers. For members of under-represented groups these layers can determine the different ways in which we experience unconscious bias and discrimination.

Our Women of Colour programme demonstrates our recognition that the women of colour within our business experience significant levels of bias and challenge. Through the programme we've heard first-hand about how these experiences continue to affect Arcadians from within the community. As a result, we've created a taskforce to continue to work to improve the experiences of women of colour within Arcadis.

We recognise from research and through the insights and experiences that employees have shared, that women of colour don't tend to have access to the organic networks and communities that are more readily available to other employee groups. Therefore, the aim of Arcadis' Women of Colour (WoC) programme is to improve the employee experiences of women of colour in our business and increase access to equitable opportunities. Collectively we have identified four workstreams that will help us deliver on this aim:

## WoC Forums

The WoC forums will form a network of WoC across all levels of our business. They are designed to:

- Support increased access to opportunities and career conversations
- Improve wellbeing and psychological safety
- Serve as a channel to raise concerns and access suitable remediation

## WoC Role Models

One of the key objectives identified within the programme is to increase the visibility of our Women of Colour within Arcadis. To do this, we've launched our Women of Colour role modelling initiative. The purpose of this initiative is to give visibility to inspiring WoC leaders and role models who can share their experience, particularly their career progression journey and promotion paths to leadership roles for others to learn from.

## Remedy Ecosystem & Advocacy guidelines

Our Remedy Ecosystem and Advocacy Guidelines are strategic and tactical plans that we're developing alongside our forums and wider business initiatives.

*The Women of Colour programme is a brave and exciting programme which, if we get it right, has the potential to unlock talent and materially enhance who we are, how we operate and the value we add to our clients, our people and society.*

*It has been my honour to witness the growth in Arcadians who recognise that they are empowered, and this programme helps us achieve that*

**Tonye Adenusi**

UK Lead - Ethnicity & Heritage Affinity Group & Women of Colour Taskforce Lead



# 2023: Leadership Reflections

*Primarily we all need to acknowledge that Diversity, Equity, Inclusion and Belonging isn't just an issue for those that are members of under-represented communities – it's an 'everyone-problem'.*

*We all have a responsibility to play an active, visible and agitating role to shift the status quo and unpick long-held norms and assumptions. Leadership is required from right across the organization to create the right environment.*



**Tom Morgan**  
GBA Director – Places  
Arcadis UK&I

*We can't continuously improve our environments and cultures without continuously improving ourselves. To be successful and make real, sustainable change, we need to reflect on our own cultural competence as leaders.*

*To do this we can commit to identifying our individual biases and knowledge gaps and taking ownership for educating ourselves. Through building our own awareness, we are better equipped as we drive strategic conversations and decisions towards our inclusive visions."*



**Katrina Stevens**  
GBA People Director – Intelligence Global

# Equitable Opportunities: Global Sponsorship Programme

**Sponsorship is a relationship in which influential leaders use their political and organisational savviness to advocate for, and support individuals' growth opportunities. Research and insights tell us that sponsorship tends to occur less organically for members of under-represented groups and women and so we're working to bridge the gap and create more opportunities for all.**

In 2023 Our Diversity, Belonging and Human Rights (DBHR) Community of Excellence (COE) and Talent & Leadership COE are launching the Arcadis Global Sponsorship Program in partnership with leadership consultancy Serendis. This program will run throughout 2023 and has opened with our first cohort of 80 pairs (sponsor with sponsee).

Although this program is open to applications from all Arcadians within job-levels 6-9, we are encouraging applications from under-represented ethnic groups to participate and benefit from targeted sponsorship that will, in turn, ensure equity across the company in growth opportunities. This will also help us to create an organization that truly represents the ethnically diverse societies that we operate in.

# Operational Accountability: Strategic Intervention

**Diversity, Equity, Inclusion and Belonging (DEIB) is cited as a strategic priority within the 2023 People Plans of each of our UK operational Business Areas. Gender & Ethnicity are both identified as focus areas, with specific commitments, objectives and activities attached dependent on existing performance and operational context.**

## Equitable working practices

As we expand and move our business into our global operating model, we're working to ensure that our people policies and practices evolve equitably alongside. In carrying out benchmarking and salary reviews we're committed to using market data on gender and ethnicity and we're also creating greater parity and awareness around our pay ranges and pay structures.

## Investing in our talent pipelines

Across our UK Business Areas, leaders are supporting greater recruitment and promotion process transparency, proactively managing talent mapping, and investing time in development plans, coaching & sponsorship. Our Resilience UK Director Sian Whittaker is committed to ensuring gender balanced promotions panels, personally sitting on all senior leadership level interviews.

## Advocate and Amplify

Leadership visibility is fundamental in embedding inclusive and equitable cultures. This includes leaders actively facilitating DEIB conversations both across their teams and with our clients. Across the UK our leaders are ensuring that DEIB messages are proactively amplified through promoting initiatives, prioritising DEIB on strategic agendas, advocating for team involvement in our Affinity Groups and communities and taking part in events, panels and webinars themselves.

## Programme Spotlight: PARR (Parity, Awareness, Recruitment, Retention, Returners)

Having been trialed within our Mobility UK business area during 2022, and subsequently adopted by Places UK in 2023, PARRR takes a programmatic approach to diversity, aimed around increasing representation of women, reducing gender pay gaps and ultimately achieving gender equity. The programme consists of active workstreams associated with Parity, Awareness, Recruitment, Retention and Returners, each with Senior Leader sponsorship driving accountability, and delivery teams consisting of a diverse mix of Arcadians. Through PARRR we're turning our ambitions into strategy, sharing our intention and delivering against our commitments.

# Outside/In: Clients, Partnerships & Communities

It's important to recognise that we're all learning and continually improving in relation to Diversity, Equity, Inclusion and Belonging in the workplace and our communities. To support this, we're proactively partnering with our clients and other organisations to contribute towards our understanding, collaborate in meeting our collective objectives and celebrate in our shared successes.

## Partners and Memberships

### UN Guiding Principles

We have chosen to align our company's operations with the UN Guiding Principles on Business and Human Rights (UNGPs) and their Sustainable Development Goals (including Goal 5 - Gender Equality).

### UN Global compact

Arcadis has been a member of the United Nations Global Compact (UNGC) since 2009. Our operations and strategy reflect the UNGC principles, and our membership to UNGC is a statement of our commitment and our ambition to be a leader in both equity and sustainability.

### World Business Council For Sustainable Development

Arcadis is a proud member of the World Business Council for Sustainable Development (WBCSD), a global, CEO-led organization of around 200 leading businesses, accelerating the transition to a more sustainable and equitable world.

### 10,000 Black Interns

We are proud of our ongoing commitment to participate with 10,000 Black Interns – a UK charity established to improve access to opportunities for youngsters from under-represented ethnic groups. The charity are transforming the horizons of young Black talent with paid internships across 25+ sectors, and we are extremely excited to have welcomed our first cohort in to the UK business.

## Awards & Recognition

### Forbes World's Top Female-Friendly Companies 2023 (Gender)

We are proud to feature as one of the Forbes 2023 World's Top Female-Friendly Companies, based on equity such as competitive pay, opportunities for career advancement, flexible working arrangements, and more.

### Financial Times Diversity Leaders 2023 (Gender)

We are ranked in the Financial Times 2023 list of Europe's Diversity Leaders, based on independent surveys of employees and our commitment to Diversity, Belonging & Human Rights.

### UK Affinity Group Awards

➤ [Irum Malik](#), Head of Technical Advisory and Social Value for Mobility in the UK&I, scooped 'The Outstanding Woman in Professional Services' award at the 16th annual PRECIOUS Awards for her role in driving the diversity, inclusion, equality and belonging agenda, by creating the Arcadis Women of Colour initiative.

➤ [Reuel Abrams](#), Senior Programme Director, was **Diversity Champion** winner at the BPIC Awards 2022.

➤ The **Women of the Future Awards** for Real Estate, Infrastructure and Construction, was won this year by [Emily Clarkson](#). Alongside Emily, [Tej Barde](#) was highly commended in the category.

➤ 2023 **Women in Construction & Engineering Awards** Finalists – [11 Arcadians](#) across 8 categories.



## Useful Information

Prospective employees wanting to know more about life at Arcadis should visit the careers section of our website.

[Careers at Arcadis | Arcadis job opportunities](#)

### Authorized Signatory

I confirm that the data reported is accurate.

A handwritten signature in black ink, appearing to read "Martin Eves".

**Martin Eves**

People Services Director, Arcadis UK and Ireland

Note: all figures are for Arcadis UK employees only, as at the "snapshot" date of January 2023