### 2021 - 2022 SUSTAINABILITY REPORT



#### ABOUT JAN DE NUL GROUP

Jan De Nul Group is a modern and innovative company that solves complex challenges of today's society. Our talented people develop sustainable solutions that contribute to the energy transition, securing the future of the next generation.

Our expertise lies in five main activities: offshore energy, dredging and maritime construction, civil construction, environmental activities and project development. We enable the production of offshore energy and maintain the depth of waterways. We build new ports and create extra land. We realise complex infrastructure works and erect any type of building. We tackle pollution in whatever form. From design and engineering to the execution and maintenance, we unburden our clients with overall solutions that combine one, several or even all activities.







### STEP BY STEP TOWARDS SUSTAINABLE GROWTH

News flash for those who think we are all turning the tide: climate change continues to break all records. In 2022, the concentration of greenhouse gases in the atmosphere reached a historical peak, ocean waters are warmer than ever, and sea levels continue to rise as well. In short, the planet needs more action.

Just about all national and international organisations are setting themselves increasingly ambitious targets. With the European Green Deal, Europe wants to become the first climate-neutral continent, tackle resource scarcity and create prosperity for everyone.

The European Commission expects the same commitment from companies and will soon compel tens of thousands of them to report on their sustainability efforts, in full transparency and including both risks and opportunities.

The response from big companies is positive. It has been raining eloquent targets for the last two years. But how many of them are actually feasible? Wouldn't the world be better off with fewer people who 'talk the talk' and more people that 'walk the walk'?

These are questions that we regularly ask ourselves and we have learned to carve out our own path. A path that is bumpy, requires cooperation and the final destination of which is not always clear. But it is the path that we believe is the only right one.

#### SUSTAINABILITY AS RAISON D'ÊTRE

As a value-driven family business that distinguishes itself by shaping land and water in a sustainable way, we have always defended the interests of both people and their environment. Our vision sums it all up:

Jan De Nul offers unique and innovative solutions that increase the quality of life of people, connect communities and improve infrastructure throughout the world.

However, you can only create real impact if you are fully committed to must-win battles. These are the guiding principles of this sustainability report. For each battle, we indicate which opportunities we are seizing and how we are handling our impact, in line with the principles of double materiality.

#### HEADING IN THE SAME DIRECTION

The keen observer will notice that innovation runs like a thread through all the topics. Sustainable entrepreneurship makes us more innovative, and vice versa. This in turn leads to better financial performances and a better market position. The emphasis on innovation will also colour the next few years.

Our sustainability strategy is now structurally embedded in our group. You can also feel that in our workplaces, anywhere in the world. It is this vibe of widely supported sustainability efforts that perhaps best sums up the 2021-2022 period.

We look forward to building on this mindset in the coming years and will report on it in full transparency, both internally and to the outside world.

#### STEP BY STEP, WE GO FOR SUSTAINABLE GROWTH.



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www.jandenul.com

# OUR VALUES

After an introductory chapter on our sustainability vision and strategy, we will discuss in more detail how we manage our impact on ESG (Environment, Social and Governance) issues. In the chapter Environment, we will also add the opportunities that we come across.

We analyse our impact for each topic using four questions, which we link to our core values. Why do we do this? These values are not only crucial for achieving operational and financial success, but also – and perhaps especially – for doing so in a sustainable way.

In this way, we want to demonstrate that all our sustainability efforts are driven by our values. At Jan De Nul, we stress that strong values and sustainable growth are inextricably linked.

### RESPECT

#### WHY?

We care for people and for the environment in which we operate. We conceive long-term solutions offering maximum quality, safety and sustainability.

### CONNECT

#### WHO IS INVOLVED?

We work as one team. With confidence and open communication, we share our knowledge and expertise, both within our company and with our partners, subcontractors and clients.

### FPCUS WHERE DO WE STAND TODAY?

We achieve successful results by focussing on operational control and the best possible solutions for all stakeholders. We take initiative and embrace our responsibilities.



#### WHAT ARE WE AIMING FOR?

Through creativity, a practical approach and permanent innovation, we overcome challenges and build a better future.

# OUR SUSTAINABILITY STRATEGY

### OUR VISION ON SUSTAINABILITY

At Jan De Nul, we believe that sustainability is a key driver for company growth. We see it as the only right way to keep evolving. In 2019, we further developed the sustainability strategy that gives direction to the path we take to improve the sustainability of our activities.

Jan De Nul's strategy has been designed around the well-known 3 Ps: People, Planet & Profit. For Jan De Nul, embedding sustainability in its organisation also involves a continuous balancing act between environmental and social considerations on the one hand and the economic feasibility of business decisions on the other. All points in this triangle must be kept in balance to achieve the most valuable business results.

In recent years, this strategy has allowed us to set priorities and translate our ambitions into operational actions. We have also incorporated them into our Sustainability Policy 'A sustainable world starts with us'.



Jan De Nul has been participating in the construction of offshore wind farms for years and supports the renewable energy transition.

### People - 'We strive for a sustainable and inclusive work environment'

Our employees are key to our success. We invest in them by creating development opportunities within a safe and respectful work environment. We also take our responsibility by promoting our own labour and human rights standards throughout our value chain.

In recent years, Jan De Nul has set the following priorities to create this sustainable work environment:

- Health & Safety: We are committed to creating a safe work environment for all employees involved in our activities, with due attention to their physical and mental health.
- Value Chain Programme: As a global player, we recognise our responsibility to protect and promote our sustainable values throughout our value chain.
- Learning, Development & Education: We give our (future) employees good development opportunities in their work in view of their personal development and the company's sustainable growth.
- Diversity & Inclusion: The quality of our projects is guaranteed by working together in a positive, connecting and respectful way. We are committed to taking action against all forms of discrimination.



### Planet – 'We are constantly reducing our ecological footprint'

Our planet is under pressure, and we feel closely involved. We will improve our performance step by step out of respect for nature, our living environment and our public health.

In recent years, Jan De Nul has set the following priorities to reduce our ecological footprint:

- Energy, Emissions, Climate: The challenges in terms of energy consumption, emissions and climate are the perfect engine for innovation. By introducing emission-reducing measures and by promoting energy efficiency, we combat climate change and strive for better air quality.
- Circularity & Waste management: We investigate and explore how and where we can implement circular thinking and acting in our activities. From the development phase, we consider the life cycle of buildings and vessels. In this way, we strive for sustainable consumption and production. In addition, we put maximum effort into reducing the waste streams, both in our offices, on the sites and on board of our vessels. Our waste policy focuses on waste prevention, maximum reuse of waste, recovery of raw materials and recycling.
- Natural resources & Ecosystems: We remain tireless in our efforts to manage the environmental aspects of our projects. Innovative solutions should enable us to preserve and improve nature around our projects to the maximum extent possible.



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#### Profit - 'We stand for sustainable business operations'

A healthy financial situation is our starting point for pursuing sustainable business operations. We apply the highest ethical business standards and expect the same from all our stakeholders. We are committed to contributing to the development of the local communities in which we operate.

In recent years, Jan De Nul has set the following priorities to ensure sustainable business practices:

- Business ethics: We maintain the highest ethical standards, in line with all applicable laws and guidelines, and expect the same from our employees and business partners.
- Stakeholder engagement: Partnerships and joint engagements with stakeholders result in more innovation, improved risk management and an increased sphere of influence.
- Community engagement: We want to involve local communities in order to support their social, ecological and economic development.
- New market exploration: Innovation drives sustainable growth. We consider it our responsibility to look for innovative solutions to reduce the negative impact of our activities.
- Operational excellence: Jan De Nul wants to excel in its service to clients. To do so, we adapt our work processes to optimise quality, cost control and sustainability.





#### ESG

Sustainability is a particularly hot topic and an important consideration for any self-respecting company. However, it is not an exact science for which the solutions are up for grabs and the outlines are known. The expectations of society, governments, clients and other stakeholders evolve very quickly.

Our strategy evolves along with them and is constantly refined and updated to meet tomorrow's challenges.

This means that the 3 Ps are still the underlying foundation of our strategy, but that we are increasingly shifting our ambitions and related priorities towards ESG: Environment – Social – Governance. Thus, priorities are redefined and all sub-topics are addressed, always with the focus on impacts, risks and opportunities. This approach is already reflected in the structure of this report.

From an inside-out perspective, this approach has led to the establishment of a clear policy. This policy includes a number of general objectives and management decisions that Jan De Nul uses for detailed implementation and decision-making. For a number of crucial sustainability issues, we also impose these objectives and decisions on our business partners. These policy decisions are integrated, among others, in the following policies:

- Suppliers Code of Conduct
- Sustainable Procurement Policy
- Social Accountability Policy
- Bullying and Harassment Policy
- Diversity and Inclusion Policy
- Anti-slavery and Human Trafficking Statement
- Community Engagement Policy

Also for other ESG topics and sub-topics, the strategy is being translated into clear policy decisions.

From an outside-in perspective, Jan De Nul wants to help address current ESG issues. For instance, we respond to the demand for more offshore wind farms. We continuously invest in our offshore installation vessels to meet the demand for large energy transition projects. With our ground-breaking vessels, Voltaire and Les Alizés, we are building the offshore wind farms of the future and, in this way, are fully responding to sustainability opportunities. As such, our activities are fully in line with a number of environmental and, in particular, climate-related concerns in society and among our stakeholders.





#### SHAPING OUR VISION: MATERIALITY ANALY-SIS AND STAKEHOLDERS

Jan De Nul's vision of sustainability is the result of an ever-evolving analysis of what is known as dual materiality. Jan De Nul wants to focus on issues that are of material importance according to both the inside-out and outside-in perspective, or in other words, from impact and financial perspectives.

A sustainability issue is considered to be material from an impact perspective when it relates to Jan De Nul's actual or potential, positive or negative material effects on people or the environment in the short, medium and long term also, taking into account both the effects created by its own activities and those created throughout the value chain.

A sustainability issue is considered to be material from a financial perspective if it causes or may cause material financial consequences for the company. This is the case when it generates or may generate risks or opportunities that (may) have a material impact on the company's cash flows, development, performance, position, cost of capital or access to financing in the short, medium and long term.

To achieve this double materiality, stakeholder engagement is essential.

Our business activities aim to respond to the interests of groups and organisations around the world. Vice versa, stakeholders also have a fundamental impact on Jan De Nul's sustainability performance. Consultation, dialogue and cooperation with stakeholders is therefore an important area of focus. We identify their impact and interests and subsequently take this into consideration. Input from internal and external stakeholders provides insights for creating, approving and improving our sustainability policy. This input is collected and managed in various ways.

For instance, when we drafted our sustainability strategy in 2019, we had already surveyed our internal stakeholders, i.e. our employees. Over the past two years, we have been focusing on our clients, suppliers and subcontractors. In 2022, we conducted a sustainability survey among a group of clients, suppliers and subcontractors from our various divisions. This survey probed the perception of Jan De Nul's current sustainability initiatives and their expectations in terms of sustainability within Jan De Nul's operations. The results confirmed our commitment to restructuring the 3 Ps strategy towards ESG.

#### COMMUNICATING OUR VISION INTERNALLY: AWARENESS-RAISING CAMPAIGN CODE ZERO

Code Zero refers to a specific sail that is used within sailing. The sail was developed to improve the performance of advanced boats in specific weather and wind conditions, allowing the sport to excel. As a maritime company, we mirror our sustainability approach to the characteristics of Code Zero. Achieving optimal sustainable results, shifting up a gear and excelling in the targets we set ourselves.

A sustainability strategy must come to life, fit within the organisational culture and get everyone on board to achieve the pre-set ambitions. The launch of Code Zero as an **awareness-raising campaign** in 2021, marked an essential step towards this. Code Zero gives all divisions of Jan De Nul a boost to tackle the big challenges that lie ahead of us. Professionals from all our disciplines have worked intensively together in recent years, thus combining different perspectives and insights. To increase awareness, we chose to focus on four pillars within our strategically prioritised topics: emissions, accidents, waste & breaches.

- Emissions: Global climate change is threatening our way of life. By reducing our ecological footprint to an absolute minimum and setting clear goals, we want to contribute to a more sustainable world. This is not a distant goal for Jan De Nul: we fully embrace the use of bio- and other fuels, and with our ULEv vessels with extremely low emissions, we are an absolute trendsetter in our industry.
- Accidents: We continuously invest in improving safety awareness. Safety is everyone's responsibility. By maintaining operational control, we contribute to a proactive approach and prevent human suffering.
- Waste: Every year, the world's population produces two billion tonnes of waste. Jan De Nul is committed to reducing waste in every possible way. How? By looking for circular solutions and maximising the reuse of raw materials. Together, we continue to reduce our corporate waste streams.
- **Breaches:** We do not tolerate ethical, social or environmental breaches. We make this vital by identifying



potential risks and reducing them to the maximum extent possible through well-considered policies and supporting processes. Examples include our policy guidelines on labour and human rights and assessments of potential suppliers. We combine this with hands-on training of our own employees and external stakeholders.

Code Zero emphasises that we embrace sustainability within all sections of Jan De Nul and does not refer to an ultimate 'zero' target. Code Zero is not a starting point for Jan De Nul either. It merely reflects, in one clear slogan, the path we embarked on years ago. Now we are shifting up a gear towards even more sustainable operations.



ULEv-vessel Tristão da Cunha at work in Ostend.

#### PROPAGATING OUR VISION THROUGHOUT THE SUPPLY CHAIN: SUSTAINABLE PROCUREMENT POLICY

Developing a sustainable procurement policy is an important part of sustainable entrepreneurship. Such a policy implies that purchasing decisions are made not only on the basis of price, quality and delivery time, but that social and environmental aspects are also assessed. We are convinced consulting and cooperating with suppliers and subcontractors is imperative for achieving our sustainability ambitions.



The original remit of the **Focus Group Value Chain Programme**, which was part of the social pillar of our sustainability policy, was to protect labour and human rights throughout our value chain. It soon became clear that this group is important for realising our global sustainability strategy. Their transversal role across our sustainability efforts has been confirmed in recent years, making them a powerful lever for our sustainable transition.

Our **Supplier Code of Conduct** and **Social Accountability Policy** have been integrated into our commercial documents. These policies summarise the corporate social responsibility rules that Jan De Nul imposes on its suppliers and subcontractors in connection with environmental, social and ethical issues.

The **Sustainable Procurement Policy** describes how Jan De Nul integrates sustainability ambitions in its procurement policy. We recognise that improving our procurement performance is a continuous process and that our suppliers are important partners in this.

We have therefore integrated sustainability into the assessment of suppliers. This due diligence checklist includes the following:

- Comprehensive pre-qualification assessment.
- Based on the outcome of the assessment and the critical nature of the delivery/service, shortlisted companies may be subject to a compliance audit (prior to entering into a contract).
- Interim supplier audits (follow-up audits) to ensure continued compliance with local legislation, specific standards or Jan De Nul's requirements.
- Compliance with our Supplier Code of Conduct and all underlying policies for our strategic supplier base.

Procurement employees have received training on sustainable and circular procurement. Based on the lessons learned from pilot projects, Jan De Nul also organised workshops in which our employees were introduced to tools that can make the procurement process more sustainable. These workshops formed the basis of developing a strategic framework for a sustainable procurement policy. In 2023, we will also link KPIs and targets to this policy.

#### ELABORATING ON OUR VISION: MANAGEMENT OF AND MEASURABLE PROGRESS IN MATERIAL SUSTAINABILITY ISSUES

This report shows that we are actively improving our material impact in terms of ESG (Environment, Social and Governance) issues. What is more, we are cashing in on several opportunities within these areas.

To make our business activities more sustainable, we will map material sustainability issues in a consolidated manner – even more so than before. This, in turn, must lead to actions that promote measurable progress. Today, this is in full swing.

It is important to note that Jan De Nul is guided in this by its stakeholders, but equally by changing regulations, including the **Corporate Sustainability Reporting Directive (CSRD)** and the **EU Taxonomy Regulation**.

Being a large company, we will report on all sustainability issues (ESG) from reporting year 2025 onwards, as required by the CSRD and the EU Taxonomy Regulation. Of course, we are already working on this today. For instance, Jan De Nul's organisation is tailored, on the one hand, to the indicators that must lead to the measurability of sustainability actions and, on the other hand, to the Key Performance Indicators (KPIs) that must reflect the priorities of Jan De Nul's strategy in terms of impact.

The aim is to compare these KPIs against well-defined targets in 2024. This approach must allow us to improve measurement of progress and report on it transparently. We already do this for our climate impact, among others, but soon we will be doing this for all ESG themes. Our commitment is systematically expanding.

In line with the EU Taxonomy Regulation, we align our activities with a calibrated classification system. This provides more clarity on which activities are "green" or "sustainable", starting with climate change mitigation and adaptation.

For the implementation of both the CSRD and the EU Taxonomy Regulation, Jan De Nul is targeting reporting year 2025. From then on, we will disclose all material issues based on measurable targets, including those that we still approach qualitatively today. All this will obviously be done for the entire group and be verified by our registered company auditor.



# GOVERNANCE

To promote the implementation of sustainability in our business activities, we have established a sustainability governance structure.

Jan De Nul's **Management**, including our board of directors, is the strategic guardian of our sustainability interests.

The **Sustainability Steering Committee** shapes the sustainability strategy within Jan De Nul and implements it through policies and concrete targets. Each steering committee member leads a specific Focus Group dedicated to specific sustainability topics and monitors their progress. In the Sustainability Steering Committee, both the managers of all Jan De Nul's operational divisions (dredging, offshore, environmental and civil) and of the supporting departments (HR, Financial Department, QHSSE and Technical Departments) are represented. The Sustainability Steering Committee reports to Management on the concrete implementation of the sustainability strategy.

Our Focus Groups have been set up to initiate and monitor concrete actions aimed at achieving measurable targets. Some Focus Groups deal with one or more sustainability topics. They translate our strategy, policy and objectives into concrete action plans and actions. By bringing together employees with different jobs, backgrounds and roles in these Focus Groups, we maximise awareness around sustainability across the company and increase support and cooperation for our sustainability strategy. Since 2022, we have been establishing an annual sustainability action plan based on objectives linked to the Focus Groups. These objectives describe the necessary steps to structurally embed our sustainability strategy within our operations. This allows us to set short-term targets for our material topics, develop monitoring systems, initiate action plans and realise progress.

The **Sustainability Coordination Team** supports and inspires the Focus Groups and monitors the progress of the sustainability strategy, policies and targets, in close consultation with the steering committee.

The **Corporate Sustainability Reporting Manager** coordinates the (preparation of future) mandatory corporate sustainability reports. This includes monitoring data collection and taking the necessary measures for the timely implementation of the CSRD & EU Taxonomy Regulation. The implementation of the CSRD is organised by the Financial Reporting Department, as the (consolidated) corporate reports will include both financial and sustainability statements.

The relevant data will be provided by colleagues based on their specific expertise.





Julie De Nul (Executive Officer), Mieke Fordeyn (Director International Division), Philip Hutse (Director Offshore Division), Dirk Van Rompaey (Manager National and International Civil Division), An Smet (Manager Environmental Department), Paul Lievens (Director Financial and Administrative Division), Christophe Leroy (DHSSE Manager), Jan Van De Velde (Director New Building)



## ACKNOWLEDGEMENTS AND AWARDS

#### VOKA SUSTAINABLE BUSINESS CHARTER

Since 2017, Jan De Nul has successfully participated in the VOKA Sustainable Business Charter. Each year, a number of actions linked to the Sustainable Development Goals (SDGs) and our sustainability strategy are assessed. This is proof and recognition of our structural efforts, for which we can count on the commitment of our colleagues, who help us on a daily basis to realise our sustainability ambitions.

#### ECOVADIS

In 2022, Jan De Nul was awarded a silver medal by EcoVadis, an international sustainability rating agency. In 2022, Jan De Nul improved its scores on the 4 ESG topics (Environment, Labour and Human rights, Ethics, and Sustainable Procurement) compared to 2021.





#### SDG CHAMPION

We use the SDGs as a compass for our sustainability strategy. In October 2022, we were internationally awarded as an SDG Champion by the United Nations and the training and research institute UNITAR. A recognition of the fact that our approach and progress fundamentally contribute to a sustainable transition and to the systemic change that is needed to achieve the 2030 Agenda for Sustainable Development.



#### SDG Champion-certificate.



# ENVIRONMENT



### CLIMATE



### POLLUTION



### WATER AND MARINE RESOURCES

6 CLEAN WATER AND SANITATION

### BIODIVERSITY



### CIRCULARITY AND RESOURCES



# CLIMATE



#### WHY?

In 2022, climate change broke all records. With greenhouse gases at their highest level ever, we are increasingly witnessing the devastating effects of global warming. To avoid making things worse, we must follow the goals of the Paris Climate Agreement, with major industrial players taking the lead. This is why Jan De Nul has decided to join the Science Based Targets initiative (SBTi), through which we define our climate ambitions and actions and have them validated.

#### WHO IS INVOLVED?

#### Projects

Jan De Nul has experience with sustainability requirements for projects and encourages its clients to set ambitious requirements. Our engineers seek tailor-made solutions and propose corresponding structures, aiming for high energy efficiency and low emissions. During the project, the project team ensures that all equipment works properly and according to client requirements.

#### Corporate

At corporate level, the Energy, Emissions & Climate Focus Group supports project management to implement the best possible climate solutions. It also invests resources in research and development. This ensures that we are up to date with the latest climate mitigation and adaptation technologies and solutions on the market. If these are not available, we develop our own solutions. Internal experts from all divisions are involved to ensure that the Climate Policy is executed in operational actions.

For example, when we design a new vessel, both Operational and Technical Divisions are closely involved in the decision to invest in energy-efficient Ultra-Low Emission vessels (ULEv), suitable for operating under the most stringent emission standards. Examples include Voltaire and Les Alizés, vessels built specifically to install the latest and future generations of offshore wind turbines. Moreover, on all our new ships, we invest in new technology to use the fuels of the future, such as methanol and biofuels.

#### Externally

- Jan De Nul has signed the pledge of the Belgian Alliance for Climate Action, a community of Belgian companies that take their climate ambitions seriously and choose the path of science-based targets.
- We are an active partner in the Powering Net Zero Pact: a partnership within the offshore wind sector to align initiatives from the value chain in an equitable transition to Net Zero.

#### WHERE DO WE STAND TODAY?

Responding to climate change involves a dual approach: both climate mitigation by reducing greenhouse gas emissions into the atmosphere, and climate adaptation by making adjustments that react to the climate change that has already been set in motion.

Jan De Nul is in the unique position to offer both climate adaptation and mitigation solutions. For instance, as a large maritime contractor, we help defend vulnerable coasts from rising sea levels. As an offshore energy contractor, we install renewable energy equipment and help communities to achieve their development goals with respect to energy transition. In this way, we help reduce emissions that lead to global warming. Jan De Nul's strategy to reduce climate impacts also encompasses its entire value chain. That is why in 2021 we introduced a Sustainable Procurement Policy for the entire Jan De Nul Group.

The carbon footprint for the entire Jan De Nul Group is verified according to the Greenhouse Gas protocol and ISO 14064, and is audited yearly via a third party verification by DNV. 2019 is the base year for the Jan De Nul Group carbon footprint. The scope 3-emissions have been calculated for all categories, in accordance with the Greenhouse gas protocol.

REENHOUSE GAS EMISSIONS IN TON CO2E FOR JAN DE NUL GROUP VERIFIED CCORDING TO ISO14064				
2019	2020	2021	2022	
Scope 1 – 933,128 Scope 2 – 5 038	Scope 1 – 770,662 Scope 2 – 2 //5/	Scope 1 – 804,737 Scope 2 – 3 493	Scope 1 – 1,238,367 Scope 2 – 3 / 57	
στομε z = 3,030	Jupe z - 2,4J4	Jupe 2 - J,47J	Scope 3 – 783,928	

Jan De Nul is a leading expert in five main activities, of which the marine and offshore works have the biggest impact on emissions. The marine and offshore vessels are the highest emitters with more than 90% share of the total carbon footprint of scope 1 and 2. Other emitters represent a much smaller portion of the total emissions, such as our heavy equipment on land (<5%), cooling agents HFC emissions (<5%), small auxiliary coastal vessels (<5%), electricity (<1%), and company cars (<1%).



Compared to the base year 2019, there is a significant decline in the year 2020, with a small rise in emissions again in 2021. Emissions reductions were achieved in these reporting years due to the increased use of renewable energy in the entire Jan De Nul Group, mainly biofuel for the marine vessels (2% in 2020 to 7% in 2021) and green electricity on land (56% in 2020 to 58% in 2021). However, the COVID-impact cannot be ignored during the reporting years 2020-2021, as it directly impacted on the fleet operational occupancy. Natural fluctuations on the project order book are normal for a contractor,

but the pandemic did have a significant impact on some projects by stopping or delaying operations in 2020 and 2021. The increase in renewable energy together with decrease of operational occupancy explains the decrease of emissions in 2020 and 2021 compared to 2019.

In 2022, we see a rise in emissions again. This is explained due to the higher occupancy of our fleet, mainly due to all projects resuming that were delayed during COVID and new large projects starting post COVID.

### CLIMATE

#### Higher sustainability ratings

Jan De Nul discloses environmental and emissions data via the Carbon Disclosure Project (CDP) on a yearly basis. Jan De Nul received a B in 2021 and 2022, which is in the management band. This is the same as the European regional B-average, and higher than the sector average of C. This score means Jan De Nul is taking coordinated actions on climate issues. Maintaining our B-score means that Jan De Nul is continuously improving its climate actions, as the CDP requirements become stricter each year.

Jan De Nul started in 2013 with the implementation of the  $CO_2$  performance ladder management system. The  $CO_2$  Performance Ladder is an instrument that helps organisations reduce their carbon emissions in the organisation, in projects and in the business sector. This management system is audited yearly by a certified body (DNV). Jan De Nul has level 5 on the  $CO_2$  Performance Ladder, the highest level possible.

#### WHAT ARE WE AIMING FOR?

#### Worldwide

Jan De Nul has aligned its climate mitigation targets with the Paris Agreements and to what is necessary according to science. To reach this objective, we have set interim Science Based Targets across all scopes and in line with the criteria of the Science Based Targets initiative (SBTi). SBTi brings together a team of experts to provide companies such as Jan De Nul with independent assessment and validation of targets. Jan De Nul commits to reduce greenhouse gas emissions across Scopes 1, 2 by 40 % by 2035, compared to the 2019 base year. This absolute target is company-wide and covers 100% of both our scope 1 and 2. Jan De Nul also commits to reduce absolute scope 3 greenhouse emissions from purchased goods and services, fuel and energy related activities 20% within the same timeframe. We have included biogenic emissions within the target boundaries, as we use renewable and low carbon fuels such as biodiesel and (bio)methanol to reduce our greenhouse gas emissions.

One of the steps that should reduce greenhouse gas emissions is the electrification of our fleet. Jan De Nul is exploring this possibility, as there are interesting opportunities for 'hybrid' vessels, enabling such vessels to operate entirely on electricity. This makes it possible to operate in densely populated or sensitive areas. However, this is currently only possible for a short time span. Full electrification of ships, although not generating emissions, is not yet a workable solution for the maritime industry due to the current battery technology limits. Our crane vessel Les Alizés recovers energy when lowering its cargo by crane and stores the electricity in batteries so that it can be used for other activities on the ship.





#### **CDP SCORE**

#### SCIENCE BASED TARGETS





Benelux

Since 2013 we have used the CO<sub>2</sub> performance ladder to reduce our climate impacts within the Benelux. Five targets and results specifically for the Benelux are explained below.

### TARGETS AND RESULTS 2021 AND 2022 BENELUX



### CLIMATE

Achieving the global climate goals requires a bold energy transition. Jan De Nul is taking a leading role in this. We do so not only by focusing on tried and tested forms of energy production and regulation such as the installation of offshore wind farms and connecting electricity grids, but also by researching new possibilities such as floating solar panels.

#### TPC (TAIWAN)

The Taiwan Power Company (TPC) awarded Jan De Nul, in a consortium with Hitachi Ltd., the contract to build a 109.2 MW wind farm off the west coast of Taiwan. The scope of work included the design, fabrication, transportation and installation of turbines and cables, as well as upgrading an onshore power station. The consortium is also responsible for the operation and maintenance of the wind farm up to 2026 or beyond. The design and construction of the 21 wind turbines, of 5.2 MW each, was challenging due to its location in a typhoon- and earthquake-prone area. Furthermore, TPC demanded that the connection to the mainland included a 300 m horizontally drilled track under local shipping traffic and an oyster farm, to avoid disrupting the local shipping traffic. We did more than that and drilled a track of 1 km to limit the potential nuisance for the local population and their activities to the maximum extent possible. Thanks to this wind farm, 110,000 families in Taiwan can now rely on green electricity.





#### MPV AQUA

Offshore wind farms also create other new opportunities. As there is guite a lot of space between the wind turbines with no through shipping traffic, this water surface could be used to install floating solar panels. Jan De Nul is participating in a pilot project, MPV Agua, to test the feasibility of this idea. Installing a solar panel at sea requires a different approach and adapted materials to withstand the harsh conditions and salt water. Still, the lab tests that we conducted led to promising results. In 2023, Jan De Nul and its partners will therefore proceed with a practical test in the North Sea to investigate how much and what specific maintenance is needed, which types of solar panels are preferred, etc. If it turns out that solar energy at sea is a useful option, we are likely to add it to our services. To give an example: if we could fill the area between offshore wind turbines with solar panels, the production capacity of that wind and solar farm would increase by as much as 50 up to 100%.



Connector at work in Taiwan.

#### CONNECTING CRETE TO MAINLAND GREECE

Until 2 years ago, the energy supply in Crete, the largest Greek island in the Mediterranean, still ran entirely on expensive, polluting and oil-fired units. The low reliability of these units contrasted sharply with very high and variable production costs and high taxes for consumers. A direct energy connection to mainland Greece would benefit the island's economic development and ensure a more reliable, affordable and sustainable power transmission. This had been the wish of Cretan people for over 25 years.

But in all these years, no one ventured crossing the Mediterranean. Installing a 135 km cable on a challenging seabed with rough rocks, in water depths of up to 1 km and with cable tensions of up to 75 tonnes? That simply seemed impossible until Jan De Nul took charge. Using the Cable-Laying Vessel Isaac Newton, we installed no less than 135 kilometres of cable at depths of up to 960 metres. A first, because never before had Jan De Nul installed a cable this deep on the seabed.

Thanks to the installation of the cable, it is now easier to connect renewable energy sources to the grid, which was not possible with the old, oil-fired units. In 2021, the new connection already delivered about 34% of the island's total electricity needs. The reduced reliance on oil-fired units also reduced greenhouse gas emissions and lowered energy production costs. To sum up, the connection has increased the reliability of the Cretan power grid, a significant benefit for tourism and overall economic activity in Crete.

Cable Laying Vessel Isaac Newton working in Crete.

## CLIMATE

Petrol prices at record highs, congestion mileage back at pre-corona levels, a serious impact on global warming: nothing seems to knock the car off its throne. Yet cities around the world are making efforts to make mobility more sustainable. Cyclists, pedestrians and public transport are at the centre of these efforts. With its civil engineering expertise, Jan De Nul supports cities to create or optimise the necessary infrastructure for sustainable mobility. We have done this in Brussels, Hasselt and Luxembourg City, where we made the Suzan Daniel Bridge, the railway bridge in Kuringen and the Pont Passerelle more accessible for sustainable, soft mobility.

#### SUZAN DANIELBRUG

Although Brussels already has an extensive and diverse public transport network, the city continues to invest in sustainable mobility. The new Suzan Daniel bridge, formerly known as the Picard Bridge, is another fine example. The bridge, which connects the Brussels North railway station and the Tour & Taxis site, is in fact only accessible to pedestrians, cyclists and public transport. The 6-metre-wide bicycle and pedestrian zone offers weaker road users a shorter, safer and easier way to cross the canal. Also for public transport, which has a completely separate section of the bridge at its disposal, the bridge creates a more logical and faster connection between the railway station district and the Tour & Taxis neighbourhoods. Jan De Nul built the Suzan Daniel bridge on behalf of the Federal Public Service Beliris.





#### SUSTAINABLE & CIRCULAR

While building the Suzan Daniel Bridge, Jan De Nul itself took a few extra sustainable initiatives. For the 120 m long and 6 m wide pedestrian and cyclist section of the bridge, we used FSC-certified azobé wood. The Forest Stewardship Council certification proves that this wood comes from responsibly managed forests.

The wood that was used for the formwork was given a new lease of life in the form of flower boxes, courtesy of the Brussels non-profit association Bûûmplanters, and another fine example of circular waste processing!

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#### **PONT PASSERELLE**

Luxembourg City is modernising its public transportation network. In addition to the construction of a tram network, the expansion and modernisation of the Pont Passerelle was also on the agenda. Right up Jan De Nul's street. We extended the Pont Passerelle with an extra bus lane, which opens up the city towards the station. We also made the bridge wider. This made room for a 4.5 m strip, giving pedestrians, cyclists and people with reduced mobility all the space they need to cross safely.

#### RAILWAY BRIDGE KURINGEN

This technical masterpiece not only includes an upgrade of the railway network, but also gives cyclists plenty of space to safely cross the Albert Canal towards the centre of Hasselt, without having to make a major detour. In this way, the city of Hasselt is expanding its bicycle network and encouraging its residents to leave their cars at home. The new railway bridge is also higher than the previous bridge, which now allows transport over the canal to go up to four containers high. This means less sailing back and forth, thus bringing down emissions. A clear win-win situation!

When building the new bridge, Jan De Nul also aimed to generate as few emissions as possible. We therefore chose to have the bulk materials delivered by ship. No less than 140,000 tonnes of soil for raising the railway embankment and 40,000 tonnes of crushed stone for constructing the railway bed reached the Limburg provincial capital by water.





Left to right: Suzan Daniel Bridge in Brussels, Pont Passerelle in Luxembourg City, and the railway bridge of Kuringen near Hasselt.

# CLIMATE

BEACH NOURISHMENT OPERATIONS ALONG THE BELGIAN COAST

The impact of climate change on our coasts cannot be underestimated. Sea levels are rising and waves and storms are increasing in force. This threatens to destroy our beaches. We therefore have to restore our beaches every year to permanently protect our coast and hinterland. One of the ways in which we do this is by beach nourishment, a soft form of coastal defence. In beach nourishment projects, we restore the beach with a natural material: sand. Thanks to the dredged sand we bring in, the beach retains its natural coastal dynamics and can break heavy wave attacks during storms by itself.

Since 2021, we have been carrying out these beach nourishment operations in a sustainable way as the equipment that we use for these dredging and earthmoving works meets the strictest sustainability standards. A world first in the sector! Knokke and Raversijde came first and in 2022 the beach in Ostend will also be restored in a sustainable manner.

#### DREDGING ON 100% BIOFUEL

The dredging vessels carrying out these works run on 100% renewable biofuel. This biofuel is a sustainable substitute for fossil diesel, made from oils derived from vegetable waste streams, and therefore not from food crops. The advantages? This sustainable fuel is sulphur-free and reduces CO<sub>2</sub> emissions by as much as 90% compared to those generated by fossil fuels. This sustainable variant also releases significantly less particulate matter into the air, as it burns much more efficiently than conventional diesel.





### NEWEST GENERATION OF BULLDOZERS ON THE BEACH

Not only at sea, but also on land we managed to keep our emissions as low as possible. We equipped our bulldozers and excavators with advanced exhaust gas filter systems that reduce the emission of nitrogen and particulate matter by at least 80%. As such, our machines comply with Europe's strictest and most recent emissions standards: the Stage V standards.



Our ULEv-vessels Sanderus and Tristão da Cunha (left) and Pedro Álvares Cabral (below) dredged the Port of Ostend using biofuel.

#### PIONEER IN THE SECTOR

Environmental criteria play an increasingly important role in the awarding of contracts. Also in Flanders. The maritime sector is taking its responsibility, with Jan De Nul acting as a pioneer. We engaged in a dialogue with the Flemish Government to change the policy in dredging contracts, by actively working towards an obligation to achieve a minimum 15% reduction in CO<sub>2</sub> emissions on 80% of maintenance dredging contracts in Flanders by 2022. The projects in Raversijde and Ostend were still pilot projects for the integration of sustainability criteria in the award criteria. Meanwhile, we are going even further: the result of our efforts is that sustainability criteria now weigh at least 15% in the assessment for 100% of all dredging contracts. In this way, we greatly encourage other companies in our sector and value chain to also take energy- and emission-reducing measures.

# POLLUTION



#### WHY?

Shipping is still a significant source of air pollution, especially near port cities. All over the world, legislators have set emission limits to regulate the emission of pollutants, such as nitrogen oxides (NOx) and particulate matters, and thus reduce air pollution. These limits have also become increasingly stringent in recent years.

As a maritime contractor, we consider it our social responsibility to make targeted efforts in terms of shipping traffic, air quality and climate protection. To stay below the emission limits, now and in the future, we continuously develop our technologies and pay attention to the prevention, monitoring, control and elimination of all kinds of pollution.

The newest generation Jan De Nul vessels:

Ultra-Low Emission vessels (ULEv).

ULTRA-LOW

#### WHO IS INVOLVED?

To monitor and manage pollution from our operations, Jan De Nul adheres to the mandatory guidelines defined within specific management systems such as MARPOL, ISO 14001, VCA, VLAREM, etc. The day-to-day management is assigned to the environmental experts from our Quality, Health, Safety, Security and Environment (QHSSE) Department. If necessary, we also call on external expertise. The relevant procedures are also defined in our QHSSE Policy.

The Focus Group Energy, Emissions & Climate is responsible for developing policies and actions around the reduction of air pollution due to emissions from ships and construction site machinery.

#### WHERE DO WE STAND TODAY?

#### **Emissions from machines and vessels**

Our machines and vessels emit pollutants in addition to greenhouse gases. These emissions are harmful for several reasons. Nitrogen oxides have an acidifying effect on the environment and reduce biodiversity on both land and water. Particulate matter, in turn, is mainly hazardous to human and animal health. These fine dust particles are so small that they can easily enter the body through the lungs, causing and aggravating all kinds of health problems, such as respiratory problems, cardiovascular diseases and even neurological processes.

To combat these polluting emissions, we are banking on the post-treatment of our exhaust gases using our ultra-low emission technology. We apply this technology both to our ultra-low emission vessels and to our ultra-low emission machines. Thanks to this after-treatment technology, we significantly reduce the emission of nitrogen and particulate matter, as we are able to filter as much as 99% of the nanoparticles. And that is necessary, because by 2030, the European Union wants to halve the number of deaths due to air pollution.

We are also increasingly involving our clients in our clean air ambitions. And with success: the Flemish government recently awarded us the contract 'Sustainable maintenance dredging of the maritime passages to Antwerp'.



As a result, our Ultra-Low Emission vessels are now keeping the Scheldt at depth. Also under the authority of the Flemish Government, two of our ULEvs, Tristão da Cunha and Sanderus, dredged the port of Ostend in late 2022. For these works right in the centre of the densely populated city, this type of vessel was the perfect choice.

Our ULEv technology has not gone unnoticed: the 'Zeeuwse Milieufederatie', which advocates the increased use of sustainable equipment to reduce the emission of greenhouse gases, particulate matter and nitrogen oxides, is enthusiastic. It calls for using the ULEv technology on more ships.

Noise pollution is also becoming an increasingly serious problem for fauna and flora. In Taiwan, Jan De Nul built the first commercial offshore wind farm Formosa 1 (phase 2). This was later followed by the Taiwan Power Company offshore wind farm (phase 1), while works for a third wind farm were also started. During the offshore installation activities for these projects, driving piles into the seabed can cause noise pollution. Jan De Nul managed to monitor the underwater noise levels and observe marine mammals according to environmental restrictions and permits. We then reduced noise pollution by placing a sound-insulating air bubble screen all around the installation sites, thus damping underwater noise.

#### Environmental incidents

Environmental incidents linked to our operations are monitored, reported and investigated, so that the necessary corrective and preventive measures can be taken. These mainly involve oil spills. Our priority is to prevent these incidents, e.g. by scheduling preventive maintenance of our machines. We also take concrete action, e.g. by using biodegradable greases and lubricating oils that are better for the environment.

#### WHAT ARE WE AIMING FOR?

2020

Within the framework of the CO<sub>2</sub> performance ladder, a sustainability tool increasingly used within tenders, we formulated concrete objectives regarding the deployment of vessels and machines equipped with ultra-low emission technology. For instance, we want to deploy at least 85% ULEv vessels and 75% ULEv machines in the Benelux by 2030. In 2022, we already achieved a rate of 40% for ULEv vessels and 25% for ULEv machines.



Overview of environmental incidents

2020

# POLLUTION

#### REMEDIATION

Over the years, various industrial activities have had a huge impact on the environment. Often, after closing down operations, sites were abandoned as they were too polluted for launching new activities such as residential or commercial buildings. Today, people are increasingly drawing the card of revitalising such sites, but the problem remains: whatto do with the heavily contaminated soils? Jan De Nul and its daughter companies Envisan and PSR are giving contaminated sites a second lease of life, thanks to a wide range of remediation techniques. In doing so, we always look for innovative and sustainable techniques.

#### **Bio-piles**

A first example is the use of bio-piles on the site of the former Renault factory in Vilvoorde. The site suffered from severe contamination over a huge surface area. We carefully excavated the contaminated soil, paying great care not to spread the contamination even more. We first extracted the waste using filters and then treated the remaining soil through the action of micro-organisms in covered bio-piles. These break down harmful organic compounds into harmless components. The warm air released by the biological action of the bio-piles then passes through an air purification system. The captured heat is led back to the bio-piles to keep the temperature at an optimum level. In Vilvoorde, for instance, we remediated over 207,000 tonnes of contaminated soil, 95% of which could be reused for backfilling the site. By carrying out all this work on the site itself, we were able to minimise other negative effects, including emissions and unnecessary transports.





#### PFAS

More recently, an even more specific contaminant emerged: PFAS, the so-called 'forever chemicals'. We now know that PFAS affect the environment just about everywhere in the world. In some places, however, contamination is so severe that the risk to humans and nature is too great to ignore. A technique based on soil-washing is considered to be the most efficient and useful method currently available for cleaning PFAS-contaminated soils. Jan De Nul's Research & Development Department has therefore focused on optimising this technique specifically for the remediation of PFAS-containing soils. With success. The technique consists of a series of washing and separation processes. It converts on average more than 80% of the contaminated soil into coarse sand that is free of PFAS. This fraction can also be used in new civil engineering applications. The water is reused in the process, after which it is purified. Jan De Nul is constantly searching for new technologies to achieve even better results and also deploys mobile washing plants to avoid huge transport emissions.



#### GROUNDWATER TREATMENT PLANTS FILTER OUT PFAS

PFAS-contamination does not only occur in soils, groundwater also often contains (too) high concentrations. If a dewatering operation takes place, the pumped-up groundwater must be purified. To this end, Envisan developed a purification process in which PFAS can be filtered out of the water to values below the detection limit. Currently, Envisan has more than 10 mobile water purification units to extract PFAS from groundwater. Via decontamination on site using bio-piles, Jan De Nul avoided enormous transport emissions for the Renault site in Vilvoorde.

## WATER AND MARINE RESOURCES



#### WHY?

Water is essential for human, animal and plant life and an indispensable resource for the economy. It also plays a vital role in the climate regulation cycle. In short, water is life. Nevertheless, it is increasingly under threat. Rising global population, climate change and poor water management are increasing water scarcity worldwide.

That is why the United Nations declared the decade between 2018 and 2028 as the 'Water Action Decade'. The aim is to put water high on the sustainability agenda, achieve SDG 6 'Clean water and sanitation', and identify and stop the causes of water scarcity. A mid-term review of the actions already taken will be conducted at the United Nations Water Conference in 2023.

#### WHO IS INVOLVED?

The use and consumption of water is a necessity within Jan De Nul's various divisions and operations. The overarching Focus Group Natural Resources & Ecosystems collects and processes data on these activities so that we can make informed choices for a sustainable approach.

Our Quality, Health, Safety, Security & Environment (QHSSE) department follows up on general legislation and standards. It is also responsible for applying for water-related permits for projects.

#### WHERE DO WE STAND TODAY?

#### Inventory and centralisation

Water is a common feature in our activities. We take sustainable water use seriously and take concrete steps to map our impact. This enables us to set up actions that create a positive impact.

The first step towards a more sustainable water management at company level is to take stock of our water consumption and water use. Based on this, we can set future targets and action plans.

In this inventory, we classified our various activities according to the five components of the corporate water balance:

- 1. Water abstraction or extraction
- 2. Water consumption
- 3. Water discharge
- 4. Water storage
- 5. Water recycling or reuse

In the figure below, we list some examples of Jan De Nul's activities under each part of the cycle.

Due to the wide range of activities within Jan De Nul, water consumption data have so far been collected through various channels. However, centralising data in an efficient way is necessary and currently in full swing.





#### Water on board

Also on board of our vessels, we are increasingly committed to using water economically.

By using the residual heat from the engines, we can desalinate seawater and produce fresh water. This can be done through distillation in a low-pressure environment or through reverse osmosis. In both options, all organisms, both bad and good, are removed. The water then passes a mineral filter, where minerals are again added. Finally, the water is disinfected with chlorine or UV light to prevent contamination by micro-organisms.

> During a Soetaert project in Bruges in December 2022, we pumped groundwater for several days as a test. However, the pumped-up groundwater was too contaminated to be returned or discharged into surface water or the sewage system. We solved this by collecting the water with Aquadistri tanks. The water was then transported to concrete plants and used there for cleaning purposes.

 If drainage water must still be discharged, it is released in the first instance into a ditch or watercourse and only as a last resort into the sewage system.

#### Water4Ghana

Over the past few years, Jan De Nul has continued its logistic support to the non-profit organisation Water4Ghana. In the dry north of Ghana, Water4Ghana is dedicated to the planning and construction of small drinking water facilities for local communities in the rural surroundings of the city of Tamale. For this purpose, technically simple, sustainable drinking water installations are achieved, which guarantee the production of potable water. Partly thanks to our support, twelve installations have already been completed. For the installation, we use existing bored wells, from which we transport the water to the centre of the community. Fifteen different villages have already been supplied with potable water in this way. The equipment needed for developing these water treatment plants was brought to Ghana on board of our ships working on the Takoradi project. For the duration of this project, Jan De Nul continues to provide logistic support to the local population. However, we are also transferring the necessary technological know-how so that the community can eventually take charge of the maintenance of the plants itself.

#### Water in our civil and environmental works

During civil and environmental works, a lot of groundwater is being pumped, also known as drainage water. We do this to ensure the stability of the works. However, drainage water is often discharged into the sewage system or surface water. This disrupts the natural water cycle. We are taking initiatives to make these dewatering operations more sustainable, but have to take several factors into account:

- Through proper planning, we can reduce the amount of drainage water and increase efficiency.
- A second step is the reuse of drainage water. However, this reuse is never a goal in itself, nor can the dewatering operation be adapted for reusing the water. Nevertheless, reuse is always sought, e.g. by the client, local residents, etc..lt is also important to note that drainage water is not drinking water. Its quality isn't controlled.

#### WHAT ARE WE AIMING FOR?

#### Our objectives for 2023:

- Drawing up a water balance sheet of the five most water-intensive activities: water use on permanent sites, on our vessels, by our environment department Envisan, water used for making concrete and during civil activities (e.g. dewatering operations). By efficiently collecting data from our operations, we can measure progress and set long-term reduction targets.
- 2. Obtaining as complete a picture as possible of Jan De Nul's water use in 2023 so as to identify gaps in the water balance.
- 3. Rolling out various campaigns to raise awareness about water among our staff. This will not only enable colleagues to use water more sparingly in their personal lives, but also to think about water-reducing initiatives at work.

### WATER AND MARINE RESOURCES

Water and marine life are precious. More than that, seas and oceans make life on earth possible. That is why it is important that water and marine resources are protected and given the space they deserve. Due to intensive industrialisation and the disappearance of natural environments, shores are no longer properly protected against flooding. Our solution? We give pieces of land back to nature. That way, it can restore itself and become self-sufficient.

#### SCHELDT, MUD FLATS AND SALT MARSHES

Jan De Nul contributes with several projects to the Sigma Plan of the Flemish Government. The Sigma Plan has been set up to protect the environment of the Scheldt and its tributaries from flooding and to stimulate biodiversity. By converting agricultural land into tidal areas, for instance, we give nature the space it needs to restore itself to its former state. These mudflats and salt marshes will then become a safe haven for water birds and other fauna.



A first example of this is the flood plain that is being constructed by Jan De Nul, as a member of the TM COTU consortium, at the Oosterweel link. A closure dyke will be placed more inland. The area between the new dyke and the river, accounting for 44 acres, will serve as a buffer for storm tides. As a result, we will be able to relieve the Scheldt when there is an excess of water, protect the land behind it and give nature around the Scheldt more space. A win-win situation for both people and the environment. Another project is the Prosper-Hedwige polder situated at the border with the Netherlands. Here, works started in 2020 to de-polder the area and thus create a tidal area of almost 1,150 acres. The excavation works for the de-poldering project were completed at the end of 2022. The mudflats and salt marshes serve as a buffer zone for the Zeeschelde and the salty water creates vegetation with endangered plant species. The connection with the adjacent 'Verdronken Land van Saeftinghe' creates a huge area that helps protect Flanders and the Netherlands from flooding and offers protection against rising sea levels.

By turning polders into mud flats and salt marches, we protect the hinterland against floodings.



# BIODIVERSITY



#### WHY?

Biodiversity is about more than just plants and animals: it involves a combination of air, water, soil and so much more. As all elements in nature are closely interconnected, loss of biodiversity has an impact on everything, and thus also on the socio-economic development of us, humans.

In December 2022, a historic agreement was reached at the COP-15 Biodiversity Conference in Montreal to safeguard biodiversity on earth. To achieve the pre-set targets, everyone must do their part.

Our activities also have an impact on the wider environment, including the local biodiversity. Integrating biodiversity into our business activities is therefore crucial. That is why we are improving our environmental performances step by step out of respect for nature. Both during the development and execution of our projects, we use in-house expertise to protect or improve ecosystems and to use natural resources in a sustainable manner. Expertise, innovation and research are the keywords here.

#### WHO IS INVOLVED?

#### CORPORATE

At company level, the overarching Focus Group Natural Resources & Ecosystems bears responsibility for achieving sustainable progress within our business activities in terms of biodiversity. The Focus Group maintains an overview of all biodiversity-related initiatives and activities and provides the necessary support where needed.

#### PROJECTS

#### Our Marine and Environmental Department (MARED)

is involved in projects from the early design phase up to the final acceptance. Based on monitoring campaigns before, during and after the works, they make an objective assessment of the impact of our projects on fauna, flora and ecosystems. The knowledge gathered on one project often serves as a basis for the detailed design of other projects. MARED also participates in innovative research, looking for solutions to maximise conservation and, where possible, to improve the natural environment around our projects. MARED is also represented in external work groups that have been set up to design innovative and environmentally friendly solutions.

Our **Project Development and Conceptual Design** (**PDCD**) Department works on innovation on a daily basis. This department is responsible for the correct analysis of project requirements, interfaces and preconditions and works closely together with experts from various disciplines. The PDCD team converts the knowledge of these experts into new ideas and innovative solutions. This is also how PDCD developed our Nature-Based Solutions: solutions tackling environmental and social challenges by building with, to the benefit of and like nature.

Planting seagrasses in the Netherlands.

#### WHERE DO WE STAND TODAY?

#### Materiality assessment and evaluation

In 2022, we assessed the main impacts of our business activities on biodiversity so as to be able to identify our priorities. An overall materiality assessment showed that we should pay particular attention to the following risks: loss of habitat, the spreading of sediments, pollution and invasive exotic species, especially during marine activities. Many of our biggest impacts can be addressed through a variety of monitoring and/or mitigation strategies. These can avoid or minimise the extent of impacts on species and ecosystems. Examples of operational measures implemented on projects around the world include:

- Modifying the planning of project activities to reduce disturbance to fauna and flora during critical periods.
- Relocating species threatened by project operations.
- Using nature-inclusive designs and adapting infrastructure to become more habitat-friendly. For instance, choosing adapted street lighting that is less disruptive to bats.
- Applying international ship management standards to reduce pollution from emissions, waste and discharges, and to reduce invasive non-indigenous species in ballast water.
- Adaptive management based on real-time monitoring. For instance: adaptive dredging strategy based on turbidity monitoring or adapted piling strategy based on real-time noise monitoring.
- Monitoring the presence of marine mammals to prevent noise pollution or collisions with ships.
- Strong attenuation of sound waves produced when driving piles into the seabed by using adapted piling techniques and by simultaneously creating sound-insulating air bubble screens around the vessel.
- Use of silt curtains to contain the spreading of sediments through the water column.
- Deploying the Sunfish, our in-house developed trencher for intertidal areas, which has a ground pressure no higher than that of a human being and operates on biodegradable oils. The ideal machine for burying export cables in nature-sensitive areas!
- Creating new habitats or resting areas (e.g. bird and bat boxes, frog ponds, waterways and tunnels for wildlife to pass through).

#### Innovation

Together with external partners, we worked on several research projects in the 2021 – 2022 period:

- Coastbusters 2.0, the successor of the first research project Coastbusters, is working on the further development of the promising mussel reef, 2 km off the Belgian coast. Read more about Coastbusters on page 40.
- The UNITED Belgian Pilot project is part of a largescale European research project pursuing the most sustainable and optimal use of space at sea. The research focuses on nature restoration and aquaculture, combined with offshore wind energy. In 2022, this project received the Blue Innovation Swell award for innovative cooperation from the Blue Cluster.
- The project **Plant a million seagrasses (Plant ME)** investigates the role of seagrasses for the sustainable protection of vulnerable coastal areas and for limiting the impact of climate change.
- MPV Aqua (Marine floating PV and Aquaculture) is developing new concepts and conducting laboratory and field tests to take the first steps towards commercialisation of floating solar panel technology at sea. It is also exploring synergies between aquaculture and floating solar panels. This innovative collaboration was awarded the Blue Innovation Swell award from the Blue Cluster in 2021. Read more about MPV Aqua on page 22.
- **Bankbusters** aims to increase knowledge of ecosystem processes, the relevant boundary conditions and concepts for reusing dredged material. This could facilitate the restoration of eroded tidal areas and wetlands and improve local ecosystem services.

# BIODIVERSITY



In its drive to find new engineering solutions, Jan De Nul organises a biannual Innovation Challenge. By bringing together colleagues with different ideas, perspectives and backgrounds, surprising new concepts emerge. One of the resulting concepts is the **Automated Marine Mammal Detection** system. This automated detection system aims to increase the level of protection of marine mammals and reduce safety risks, costs and environmental impact. Together with external partner Seiche, we are setting up a two-month trial period to optimise the AI software.

#### **Project-based initiatives**

We are also developing several initiatives at project level:

- On the Amoras project site, the project team took the initiative to screen off a breeding pair of oystercatchers.
- On the Schelphoek beach, we created four stone reefs that soon became the natural habitat of seaweed and oysters.
- For years, Benin's coast struggled with erosion. Then Jan De Nul found a solution in nature: a 5-km underwater breakwater that acts as a coral reef, reduces the energy of waves and stabilises the coastline. As a result, the waves hit the coast with less force, reducing coastal erosion. The breakwater also provides a new habitat for marine life. Barely a year after its construction, the results were already visible. Armed with a camera, we went back to the

breakwater to monitor water quality and biodiversity. Divers collected samples of the species found on the breakwater and identified them.

- Carijoa Riisei This soft coral species also called snowflake coral – is mainly found in tropical and subtropical marine waters. It thrives in turbulent waters with strong currents. This coral catches its food by extending its tentacles.
- Leptogorgio The family of this soft coral is found in a wide area from western Europe to South Africa and from North to South America. They grow in both deep and shallow waters and are vulnerable to storms and fish.



In late May 2022, four stork chicks were born in a nature reserve situated between Dendermonde and Aalst. We lent a hand with one of our telescopic handlers, so that nature organisation 'Natuurpunt' could reach the stork chicks to ring them. In this way, we all work together to promote biodiversity in the region around our offices in Aalst.

#### WHAT ARE WE AIMING FOR?

Even when every effort is made to prevent, minimise and restore the loss of biodiversity, human activities can still have a negative impact. That is why we included the development of a company-specific policy to stop this loss of biodiversity (no net loss) and even regain biodiversity worldwide (net gain) as a long-term goal.

As a first step towards this, we mapped the material impacts and mitigating measures on biodiversity in 2022. The result of this materiality analysis forms the basis for drawing up a measurable framework in 2023, so that we can continue to monitor the progress of our efforts and policy.

In addition, we again set some short-term objectives that, in term, should enable us to develop a valuable biodiversity policy.

- Within the scope of our professional activities, we want to evaluate our research and innovation projects to focus even more strongly on the biodiversity topics that are relevant to our business.
- In 2023, we want to launch awareness-raising campaigns or organise activities for our employees. By doing so, we want to highlight the importance of biodiversity and promote awareness of it within the company.





# BIODIVERSITY

#### COASTBUSTERS

Our coastal areas are suffering from climate change. Sea levels are rising and extreme weather events such as storms and floods are becoming more frequent. More intensive human activities at sea also reduce the resilience of coastal ecosystems. For now, we protect our coast mainly with traditional solutions: beach nourishment operations, concrete sea walls and breakwaters. However, these are increasingly reaching their limits because of their limited resilience and high installation and maintenance costs. That is why we must look for sustainable alternatives. And this is where Jan De Nul is also doing its bit, as part of the ongoing research project Coastbusters 2, successor of the Coastbusters 1 project.

#### What came before: Coastbusters 1

Coastbusters 1 (2017-2020) developed three nature-inspired designs (NID), in which bio-stabilising methods were used to strengthen coastal resilience to storms and floods. More specifically, the construction of biogenic reefs was tested. These can break the energy of waves and provide a barrier to sand blown away by storms. The team tested three types of 'bio-builders': flora (eelgrass & seaweed), shellfish (mussels) and tubeworms. Each type of bio-builder has a specific biogenic structure that allows them to build a natural reef. That reef can trigger natural sedimentation and protect the foreshore from erosion. In this way, it is possible to build a sustainable, natural and efficient coastal defence.

In the end, experimental field trials with the blue mussel proved particularly promising. Project-specifically designed mussel lines were placed about 2 km offshore, off the coast of De Panne. Once the mussels have grown sufficiently, they fall onto the seabed, where they form a mussel reef. By adding additional stony structures, the mussels will get more grip and reef formation will be accelerated. Ultimately, the mussel reef will create an alternative coastal protection system and boost underwater biodiversity.

#### **Coastbusters 2**

The successful results of the Coastbusters project sharpened the ambitions. This led to the launch of Coastbusters 2.0 in 2020, with the 'Vlaams Instituut voor de Zee' (VLIZ - Flemish Institute for the Sea) as an additional partner. This follow-up project is currently continuing research on the promising mussel reef. The focus here is on scaling up the current mussel reef concept at the sheltered location and building a completely new set-up in a nearby area 5 km off the coast. That zone has harsher weather conditions and is located behind a sandbank that is more exposed to waves and currents. We have increased the number of mussel lines sixfold



Installing the 'mussel shaker'.

from 36 lines in Coastbusters 1 to 216 in Coastbusters 2. We are also optimising the offshore set-up with new bio-based, degradable and sustainable building block materials and a pioneering modular configuration. Our research partners are immersing themselves in innovative and science-based observation methods and comprehensive knowledge acquisition on the boundary conditions and ecosystem processes of the newly formed mussel reefs. This allows comparing the formation and establishment of mussel reefs at both locations.

About a year after the construction of the offshore set-ups of the Coastbusters 2 project, we again see promising results validating the proper operation of our concept. In the spring of 2021, the project team installed two bio-anchors within the project area. They then attached special buoys to them, which serve as breeding structures for the mussels. After the mussels have grown on these structures, the use of a mussel shaker causes them to fall onto and next to the bio-anchor, where they create a biogenic reef. Diving campaigns have shown that not only mussels are settling, but also other species, such as shell tube worms, crabs, anemones and starfish. Likewise, the mussel lines are getting rapidly filled with mussels and even under the lines, small mussel reefs are appearing and other species are being found, similar to what we observe at the bio-anchors.



(Re)planting the original vegetation aids the protecting of endangered flora.

#### MATINHOS (BRAZIL) - COASTAL PROTECTION

In Matinhos (Brazil), we carried out beach nourishment works in 2022. Using 3 million cubic metres of sand, we widened the beach by up to 100 metres over a length of 6.3 km. In doing so, we not only protected the area from coastal erosion, but also boosted tourism and the local economy in the region.

Before the start of the works, however, we were forced to remove the vegetation on the beach. A sensitive issue among locals, as it also involved protected species. However, after having completed the works, the vegetation was replanted, with the help of the JDN workers on site. A restinga was created, a green area between the beach and the road. Such restinga vegetation is key to the stability of the sand dunes and the protection of biodiversity.



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### CIRCULARITY AND RESOURCES



#### WHY?

Our planet's natural resources are becoming scarcer, which also poses challenges for Jan De Nul. Water, land, fossil fuels and even sand will not be available forever if we continue to do business globally as we do now. We need to extend the life of mined materials to preserve virgin materials. We need to think about techniques and innovations to reuse, recycle or – in an ideal scenario – reduce the excessive use of these materials. It is problematic that these materials are no longer available, but the pile of waste they create is even more catastrophic.

Seeing this as an opportunity rather than a threat can help us shift to a circular economy.

#### WHO IS INVOLVED?

Our quality and safety advisors are involved in waste management and are always looking for ways to optimise processes. They keep track of the rules and regulations in all the countries where we work, throughout all our divisions. By way of example, this department is also responsible for the 'Ship Garbage Management Plan', which is in line with the MARPOL conventions.

Our **Procurement Department** plays a crucial role in choosing more sustainable materials. Whether they are needed for our projects, offices or vessels, it is important that our purchasers assess the products and evaluate them in terms of circularity. Currently, we have established a Sustainable Procurement Policy to put this into practice.

On a corporate level, the **Focus Group Circularity & Waste Management** supports projects in applying the best circular solutions and R&D investments. The Focus Group ensures that we are up to date with the latest developments and technologies facilitating a circular economy. This group includes internal experts from all divisions. They work together on circular solutions and analyse where synergies are possible in terms of material reuse across divisions (e.g. using soil remediated by our valorisation centres on other Jan De Nul projects).

#### WHERE DO WE STAND TODAY?

Environmental works are already a significant part of Jan De Nul, with circularity as a key driver. We aim to reduce our waste and minimise the use of resources for all our activities. We try to achieve this not only internally, but also collaborate with stakeholders for maximum results.

Jan De Nul is engaged in various sustainability groups and task forces across different sectors. We believe that maximum impact can be achieved by working together with our colleagues and want to bring in our knowledge and strengths for this purpose. A few examples are the Belgian Alliance for Sustainable Construction, the IADC Sustainability Committee and EUDA Environmental Committee.

In 2022, we renovated our recycling park at the workshops in Aalst. We optimised our waste streams, in line with all waste regulations. Currently, our Tragel site has 30 different waste streams, each marked with clear sorting instructions. After the renovation, we launched a campaign to remind all colleagues of the rules for sorting waste and to share tips about recycling and the reduction of waste.

In our Logistics Department, efforts were made to make packaging foil thinner. The new foil turned out to be at least as strong and we save more than 1.5 tonnes of plastic per year.



the internal Zero Waste programme.

Campaign image of

We no longer use plastic bubble wraps either. Instead, we pack more compact and the remaining space is filled with cardboard shreds, recovered from our Paper & Cardboard waste stream.

We also campaign on board of our vessels. In the example on the right, we emphasise that quality checks can prevent or reduce waste.



#### IN NUMBERS:

Percentage of waste recycled at our permanent site at Tragel in Aalst.

### 2020: **84%** 2021: **86%** 2022: **85%**

The most important waste streams are:

- Paper and cardboard
- Iron and steel
- Wood

#### WORLD CLEANUP DAY

Last year, Embuild, the association of Belgian construction companies, signed the Flemish Waste Charter, which aims to reduce litter by 20% by 2022. We too wanted to participate.

On 17 September, World Clean-up Day, we organised a big clean-up campaign on our civil sites all over Belgium. Employees on our construction sites and in our offices, treatment centres and warehouses all cleaned up litter in and around their workplaces.

But our international project workers also took part. Colleagues in Italy, Taiwan, Guyana, the Philippines, Dubai and Bangladesh, among others, rolled up their sleeves.

- 218 participants in Belgium
- **321** participants on international projects
- **1,930 kg** of litter cleared in Belgium
- 18,715 kg of litter cleared abroad
- 26 participating locations in Belgium
- **6** participating locations abroad

### CIRCULARITY AND RESOURCES



#### EXAMPLES OF CIRCULAR SOLUTIONS

Building Information Management (BIM) is an integrated way of working for the design, construction and management of buildings. It encourages and enables the reuse of materials and allows for more efficient recycling. We use this method on several of our construction sites, such as the site for our new office building.

We are currently working on a project that has been set up in view of donating leftover materials from Jan De Nul construction sites to vocational schools in the area. Such materials may include wooden beams, PVC pipes, bricks and insulation boards, which can be used in classes to teach specific techniques or for final student projects. To keep CO<sub>2</sub> emissions as low as possible, it is important that schools are close to construction sites.

Another circular project for construction sites focuses on leftover concrete. The concrete is poured into a mould, in the form of stackable blocks. These can be used on the same construction site or later in other projects.



### TRANSITION TO RENEWABLE RESOURCES IN OUR OFFSHORE DEPARTMENT

Offshore energy is more important than ever. The environmental impact of the materials needed for installation is significant and challenges Jan De Nul to explore new options and propose other methods to maximise reuse and reduce virgin material mining. Jan De Nul has a versatile fleet of vessels that also allows dismantling all installed equipment once they are taken out of service.

We are exploring the recycling of metal structures, such as the foundations of offshore wind turbines. This can be achieved, for instance, by cutting just below the level of the seabed or even by completely removing the foundations through liquefaction or by using a vibratory removal method and returning the material via scrap metal terminals.

We have the necessary equipment available to remove installed and buried cables at the end of their service life. This way, raw materials can be recycled and reused for new cables. MARED, our Marine and Environmental Department, assesses whether scour protection must be removed or not, as it has often become the habitat of marine life. Removing scour protection can also have a



negative impact rather than a positive result. If we decide that the scour protection must be removed, Jan De Nul has the equipment available to reclaim stones or to level the seabed. The reclaimed stones can be reused in other marine projects or on civil construction sites.

#### WHAT ARE WE AIMING FOR?

It is our ambition to reduce waste and move forward in innovative circular business models.

As an overall strategy and part of our materiality assessment related to circularity, we define the material procurement categories and waste streams, where Jan De Nul has a significant impact.

Based on these definitions of material procurement categories and waste streams, we set Key Performance Indicators (KPIs), with short- and long-term targets. These will lead to reductions in (non-recyclable) waste and the reduction of new non-renewable resources within our most commonly used materials (e.g. steel and concrete). We aim to achieve this through various initiatives, such as:

- introducing and using a digitalised version of the Garbage Record Book and Oil Record Book on board of our vessels;
- including waste management requirements in contracts (data on the amount of waste, on sorting practices and on transparency in the subsequent reuse cycles);
- encouraging suppliers to switch from virgin to circular materials (recycled content, bio-based materials, etc.);
- taking into account the "recyclability" of products, components and materials throughout the product/ project lifecycle;
- collecting more data for measuring circular impacts (life extension, warranty improvement, material identification, etc.);
- setting higher take-back policy requirements (linked to a refund and residual value calculations).



### CIRCULARITY AND RESOURCES

### PROVINCIAL GOVERNMENT BUILDING NAMUR, SUSTAINABILITY AT ITS BEST

Under the authority of the Province of Namur, Jan De Nul built the new Provincial Government Building along the banks of the Sambre. Here, the province brings together almost all its services. The new building excels in innovative solutions, because the designer, Philippe Samyn and Partners, relied heavily on nature to build in an energy-efficient and sustainable way with a minimal ecological footprint.

The building has been designed as a large village around eight rectangular patios. By covering these patios with opening conservatories, a constant supply of fresh air is created throughout the building. That fresh air is actually the outside air, which is of decent guality, and not mechanically distributed 'fresh' air. This natural ventilation is not only more economical in use and maintenance, but also in terms of investment cost, as no energy-consuming installations are needed to move and cool the air. In cold weather, ventilation is supplied through static vents at the top of windows and through convectors in the floor. This air is then extracted by natural draught through the necessary chimneys. In summer temperatures, there is free cooling of the granito floors through openings at the windows along the patios. So the building is ventilated entirely naturally, with a minimal ecological footprint as well.

Also for other techniques, we are fully committed to renewable energy. We generate energy using photovoltaic cells and have installed a geothermal heat pump that partly runs on recovered rainwater. To this end, the rainwater is led to a drainage basin and re-injected into the ground via natural percolation. In this way, the groundwater table is nourished and the water can also be used to supply heat to the building through the geothermal system.



We choose to repurpose valuable sites, such as Malt in Mechelen.

#### PSR, A SUSTAINABLE SECOND LIFE FOR FOR-Gotten Sites

Jan De Nul's subsidiary, PSR (Partner in Sustainable Reconversion), develops sustainable living and working spaces that meet the needs of today and tomorrow. In doing so, however, it does not carve out new open space, but instead focuses on the redevelopment of brownfields and former industrial sites, with the aim of giving these forgotten spaces back to the community. Two of these sites can be found in Mechelen and Rijmenam.

#### MALT

In Mechelen's station district, the project MALT breathes new life into the old Inofer and Trap sites. Both adjoining sites historically formed one whole, housing the old malt-house "Malterie Vandermolen". MALT is now creating a green and open living environment with residential and office areas. One of these office areas is the heritage building Socaré. The integration and reactivation of the Socaré building is fully in line with PSR's ambition to protect valuable relics from our industrial past by giving them an active role in the present.

For the realisation of MALT, PSR is specifically focussing on several concrete sustainability aspects. For instance, no fossil fuels will be used for heating and cooling the buildings. Instead, we will use geothermal energy, heat pumps and solar panels. The office buildings will also be BREAAM-certified. The 'BREAAM Excellent Certification' is a globally recognised method for assessing and certifying a sustainably built environment.



The provincial government building in Namur combines several different ecological techniques.



#### DIJLEDONK

In Rijmenam, alongside the Dijle, PSR is giving a new lease of life to the iconic Meurop site. The Dijledonk project is creating space for green, sustainable living, working and leisure activities. Almost 80% of the area remains open area and accommodates a large park consisting of private and public gardens, flowerbeds and several paved squares. Living and working are interwoven here thanks to a sophisticated mix of villas, houses, high-quality flats with shared spaces, offices and neighbourhood support facilities for young families, starting entrepreneurs and local retailers.

Also in Dijledonk, sustainability and circularity are paramount. The ambition is to make the project Nearly Energy Neutral, but ideally we will go for full carbon neutrality. Thus, there will be no room for fossil fuels in Dijledonk. Instead, we will work with a project-specific district heating system managed by an Energy Service Company. As for the buildings, we will retain the solid structure of the main building, which will be the basis for a renovation project towards the original volume of the building, which saw two of its five floors go up in smoke in a fire. From the buildings that will disappear, we aim to recover as many materials as possible to maximise circularity.

#### MAX PARTNER OF MATERIALS PASSPORT MADASTER

Many materials that we use to build are finite and their production has an impact on the environment. Reasons enough to focus on circular solutions and the reuse of materials throughout a project's life cycle! A materials passport that establishes from the early design phase, which materials a building or construction project consists of, helps in this respect. Madaster, developed by the Dutch-German architect and circular thinker Thomas Rau, is such a materials passport. It facilitates the registration, organisation, documentation, storage and exchange of data on all materials, components and products used in the (built) environment. So, if a building ever needs to be dismantled, we will know exactly what materials it contains and how we can reuse them.

In 2021, Madaster was also launched in Belgium. With this, the construction and real estate sector now has a concrete tool and platform to map the materials used and encourage their reuse. After the launch of Madaster Belgium, PSR-Jan De Nul Group immediately joined as a MAX partner, a clear signal of its involvement in and commitment to the circular building economy.



"The sector is asking for more circular building solutions and Madaster offers a concrete tool to get started on this. It fully aligns with the sustainable and socially responsible business practices within Jan De Nul Group."

**Julie De Pauw,** Development Manager Real Estate at PSR-Jan De Nul Group



Dijledonk site.

# SOCIAL

OUR PEOPLE

IMPACTED COMMUNITIES

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### OUR PEOPLE DIVERSITY & INCLUSION



#### WHY?

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Jan De Nul wants to be a company that reflects the world around us and create a work environment where all employees can thrive and be themselves. We are convinced that such a work environment is beneficial for both our company and the people who work there. We believe that nurturing diversity within our teams leads us to producing more creative and innovative solutions to challenges, thanks to the different sources of inspiration and broader perspectives within inclusive teams.

#### WHO IS INVOLVED?

The **HR Department** monitors compliance with existing guidelines and standards. It ensures proactive awareness-raising and is dedicated to creating a respectful and diverse work environment. Several colleagues from different company departments and levels are part of the Focus Group Diversity and Inclusion. They focus on creating a more diverse and inclusive environment.

#### WHERE DO WE STAND TODAY?

In our Diversity and Inclusion Policy, Jan De Nul describes the actions and guidelines that are taken for an inclusive work environment and how these are embedded in our processes and procedures.

Through this policy, we aim to ensure equality, fairness and respect for all employees. We are committed to taking action against and avoid all forms of illegal discrimination. This includes: salary and benefits, working conditions, handling of complaints and discipline, requests for flexible working hours, training, etc. Our workforce is hugely diverse, with as many as 92 nationalities on board. To avoid a growing gap between managers and employees when it comes to perspectives and experiences, we have taken several steps. One of the initiatives that we took in this respect was reverse monitoring, a process in which junior profiles engaged in dialogue with senior profiles about existing obstacles in terms of diversity and inclusion. Together with other actions, including workshops on diversity, this resulted in our Diversity and Inclusion Policy. Last year, too, we organised several activities tackling this issue.



♀ 764 ♂ 6,447



Regardless of their nationality, our people work together: one team, one plan!



#### Speed date 100x100, A Seat at the Table

Julie De Nul, CEO, participated on Valentine's Day 2022 in a speed date organised by VOKA and A Seat at the Table. In this project, 100 student entrepreneurs got the chance to talk with top managers and politicians. Most of them have foreign roots and are highly motivated to make it in the business world.

#### **Cooperation with MAAAT**

We also take inclusion into account when subcontracting. For instance, we engaged sheltered workshop MAAAT for several packaging assignments. We will continue this cooperation in 2023, as it is an enriching and rewarding experience for both companies.

#### WHAT ARE WE AIMING FOR?

We defined several objectives for 2023 to establish long-term goals, roll out structural initiatives and achieve the objectives of our policy:

- This year, we are building a dashboard with clear person-related indicators linked to the Jan De Nul structure and our activities. By using accurate data, we measure progress towards our long-term goals.
- We also organise training in diversity and inclusion issues. Based on the jobs of various colleagues, different training courses are being developed and offered. These serve to create awareness and provide tools to achieve a diverse and inclusive work environment in different functions.

### MAAAT at work for the end of year presents.



## OUR PEOPLE SAFETY & HEALTH



#### WHY?

Jan De Nul's activities are situated in very challenging sectors. Consequently, the work we carry out often involves risks. The health and safety of everyone actively involved in these activities or those impacted by them has always been a top priority for us. That is why we make every effort to create a safe work environment for all our employees, the employees of our subcontractors and everyone involved in a project. Not only do we always adhere to the applicable legislation, we do more than that. We implement management systems and good practices and provide the necessary infrastructure, training and equipment to achieve the highest standards..

#### WHO IS INVOLVED?

Health and safety concerns all employees and is therefore a priority at all levels of our company. For instance, management is actively involved in defining the Health and Safety Policy. This policy is translated on a daily basis to the work floor, our sites and ships by our internal Quality, Health, Safety, Security and Environment (QHSSE) Department, which has more than 100 employees. They define, manage and monitor the implementation of quality, safety and environmental management systems. The QHSSE Department consists of prevention advisors (level 1 & 2) and NEBOSH-advisors. Our management system is ISO 9001-, 14001- and 45001-, as well as SCCand SSIP- (Safety Schemes in Procurement) certified. Furthermore, our systems are also in line with maritime regulations: International Safety Management Code (ISM), International Ship and Port Facility Safety Code (ISPS) and Maritime Labour Convention (MLC).

The QHSSE Department also provides various safety and health training courses (toolbox meetings, inductions, e-learning, VCA training, etc.), in cooperation with our JDN Academy.

Within Jan De Nul, the following entities are also actively involved in safety and health issues:

- A designated committee giving employees the opportunity to have an active say in the safety, health and well-being at work policy.
- External agency for prevention and protection at work: Mensura
- Company doctor
- Several confidential mediators, both internal and external, to whom employees can turn to for psychosocial support.

#### WHERE DO WE STAND TODAY?

#### General

We are constantly improving our safety processes. We do this on the basis of the input that we receive from:

- Lessons learnt, which are submitted after the completion of projects or activities
- Findings
- Feedback (e.g. complaints)
- Incidents
- Our internally developed software application iRep is used by all our employees to report, manage and follow up incidents. Besides reporting and managing incidents, iRep also allows us to retrieve historical data, easily share incident information between relevant individuals and parties and identify lessons learnt.



Each day on a vessel or site starts with a toolbox-meeting. This input allows us to continuously question our processes and formulate improvement proposals. Where useful, these are also standardised within our operations.

#### Incident data

MARINE STATISTICS: COVERS ALL VESSELS ON ACTIVE PROJECTS					
YEAR	MAN HOURS	FREQUENCY RATE*	SEVERITY**		
2017	12,097,122	1.24	0.049		
2018	11,517,711	0.35	0.038		
2019	14,058,521	0.64	0.032		
2020	13,511,540	0.52	0.031		
2021	11,047,779	0.63	0.015		
2022	16,434,786	0.55	0.024		

OFFSHORE STATISTICS: COVERS ALL ACTIVE OFFSHORE PROJECTS					
YEAR	MAN HOURS	FREQUENCY RATE*	SEVERITY**		
2017	2,156,807	0.46	0.009		
2018	2,646,202	0.00	0.000		
2019	3,075,091	0.33	0.022		
2020	2,619,560	0.00	0.000		
2021	4,012,999	0.00	0.000		
2022	4,766,376	0.00	0.000		

#### CIVIL ACTIVITIES: COVERS ALL ACTIVE CIVIL SITES

YEAR	MAN HOURS	FREQUENCY RATE*	SEVERITY**
2017	2,002,843	10.98	0.392
2018	2,070,727	13.52	0.508
2019	2,211,692	12.21	0.269
2020	2,269,967	7.93	0.236
2021	2,216,903	5.41	0.136
2022	2,404,072	6.66	0.301

#### ENVIRONMENTAL STATISTICS: COVERS ALL ACTIVE ENVIRONMENTAL SITES

YEARMAN HOURSFREQUENCY RATE*SEVERITY**2017160,40818.700.2492018148,39220.220.6942019134,90814.820.1702020158,99825.161.1062021139,71421,470.8372022118,7158.420.152				
2017160,40818.700.2492018148,39220.220.6942019134,90814.820.1702020158,99825.161.1062021139,71421,470.8372022118,7158.420.152	YEAR	MAN HOURS	FREQUENCY RATE*	SEVERITY**
2018     148,392     20.22     0.694       2019     134,908     14.82     0.170       2020     158,998     25.16     1.106       2021     139,714     21,47     0.837       2022     118,715     8.42     0.152	2017	160,408	18.70	0.249
2019134,90814.820.1702020158,99825.161.1062021139,71421,470.8372022118,7158.420.152	2018	148,392	20.22	0.694
2020     158,998     25.16     1.106       2021     139,714     21,47     0.837       2022     118,715     8.42     0.152	2019	134,908	14.82	0.170
2021     139,714     21,47     0.837       2022     118,715     8.42     0.152	2020	158,998	25.16	1.106
2022 118,715 8.42 0.152	2021	139,714	21,47	0.837
	2022	118,715	8.42	0.152

\*Lost time incidents per 1,000,000 hours worked \*\*Number of lost days per 1000 working hours

## OUR PEOPLE SAFETY & HEALTH



#### **Best practices**

- Safety Focus Day: At the end of 2021, we conducted an organisational culture survey among our operational employees within the Civil and Environmental Works Benelux division. Based on the results, we drew up an action plan. Two of the defined action points are increasing management involvement and improving communication with the sites. In response to the findings, management decided to set up a Safety Focus Day. The idea is that the management of the Civil and Environmental Works divisions visit sites four times a year, accompanied by an employee of our QHSSE Department, where they will discuss the safety performance and opportunities for improvement with employees. Every year, the QHSSE Department prepares the content and organisation of the Safety Focus Day.
- Operational Control Meetings: during these cross-departmental consultation moments, we analyse recurring dangerous situations and/or serious incidents and formulate improvements in terms of technology and training.
- We use e-learning so that we can reach all colleagues worldwide. Online HSE induction is mandatory for all employees.
- With our internal wellbeing programme FIT (Food, In Balance, Training), we bring sports, leisure activities, healthy food and a healthy mental balance to our employees. A selection of our activities in 2021-2022:
  - Yoga sessions

- Cooking workshops and picnic month
- Spring and autumn walks
- Session "Mental health We re-boost your energy"
- Sports morning and Start to Run
- Workshop "Space in your home, peace in your mind" and "Learn to say no" with Nele Colle
- In 2022, our offshore operations were reassessed by the NCI within the scope of the Safety Culture Ladder.
  We renewed our Step 4 (Proactive) certification with flying colours.

 In 2021, we received the Safety Award from the International Association of Dredging Companies (IADC), which recognises outstanding safety achievements. With this award, IADC aims to encourage the industry to continue looking for operational improvements to make the sector even safer. We won the award with our bollard step, an initiative of crew members of our workboat DN46 to increase safety during maritime transfers. The bollard step has a modular and adaptable design that can be applied to the entire fleet.





#### WHAT ARE WE AIMING FOR?

In 2023, we want to continue our efforts to raise awareness about safety and environment issues among management and employees through training. The aim is to keep the average number of training hours concerning Health, Safety, Environment (HSE) topics above 8h per person. We also continue our efforts to reduce the number and severity of incidents.

EUR workforce	2017	2018	2019	2020	2021	2022
	3991	4083	4207	4053	4036	4282
AVERAGE N° OF HSE TRAINING HOURS (INCL. HSE) P.P.	19.7	20.9	19.8	14.4	15.6	20.8
AVERAGE N° OF HSE TRAINING HOURS P.P.	6.7	6.4	8.5	7.9	8.3	7.2



We organised workshops about healthy cooking for the FIT programme.

### OUR PEOPLE DEVELOPMENT & TRAINING



#### WHY?

At Jan De Nul, the skills of our people are essential to our business. Keeping all employees up to date with the relevant training, skills and knowledge ensures smooth operations. This is why we encourage talent and create a culture of lifelong learning.

#### WHO IS INVOLVED?

JDN Academy is a team of coaches who are responsible for the smooth preparation, elaboration, organisation and follow-up of a wide range of training courses. This team is part of our HR Department.

A network of trainers and programme supervisors throughout the company ensures high-quality courses on job-related technical skills and abilities. They work closely together with JDN Academy to ensure consistency and alignment throughout the company. We are proud that more than 90% of our coaches are in-house specialists who can inspire both starting and more experienced employees with their own JDN experience and expertise. The focus is on strengthening competence, in line with the company's ambitions and with the employees' individual needs and interests. In this way, JDN Academy helps to prepare everyone for the challenges of the future. This is how we remain successful and innovative as a company.

#### WHERE DO WE STAND TODAY?

Every starter at JDN follows a training curriculum tailored to his or her specific function. This onboarding programme consists of a combination of classroom training and digital learning and offers a solid foundation for a successful start. Further and continuous training is possible thanks to specific learning tracks for different divisions. Realistic training sessions on simulators ensure the best possible learning experience. We have simulators for almost every type of vessel in our fleet and for our heavy equipment. This allows vessel and machine operators to train specifically according to their particular needs and experience.

#### INNOVATION LEADS TO NEW EXPERIENCES

With two of the world's most innovative offshore vessels joining our fleet, Jack-up Vessel Voltaire and Heavy Lift Vessel Les Alizés, a combined task force from our Operations, Technical, QHSSE and Crewing Departments was set up to prepare our personnel and crew for these pioneering vessels in the industry. The challenges are great, but the dedication of our team is even stronger.

Jan De Nul is the first to commission a new type of offshore crane simulator. Our offshore crew will be able to practise and simulate complex crane operations to successfully complete their assignments on the world's largest crane vessel Les Alizés.

In a joint ICT and JDN Academy project, the My Learning platform was rolled out throughout the fleet, allowing our 3,000 crew members to brush up on their learning about our policies and ship techniques. Learning from a distance, literally, on every continent in the world!

> Innovative Heavy Lift Vessel Les Alizés spotted by our Cable Installation Vessel Isaac Newton.

A competence matrix and thorough analysis of our training courses ensure a systematic learning approach at Jan De Nul. We link specific training courses to each job title. This fits within the broader competence framework and forms the basis for managers and employees to define their individual training needs.

All employees have access to My Learning, a user-friendly learning management platform where they can consult and request training courses. My Learning also provides the opportunity to strengthen the core competences. We adopt a blended learning approach with classroom training, e-learning and on-the-job training to ensure maximum impact.

As a company, we work hard to support and train our future talents: we organise company visits, launch internship programmes and supervise master's theses and specific external training programmes.

#### WHAT ARE WE AIMING FOR?

JDN Academy's mission statement is: 'We make learning obvious for everyone'. Our goal is that everyone, every employee and every manager, believes in the value and importance of training and actively participates in our programme. We also focus on the accessibility and clarity of our training offer, on the professional development of management and employees and on upholding and improving the quality of every JDN Academy training course.



#### **FUTURE TALENTS**

We have developed teaching materials for 10- to 14-year-olds on one of our main activities: renewable energy. This package enables our employees to teach in a school in their region. The lesson is about how a wind turbine is built, how electricity is brought to land, but also about the people who help realise such a project and the jobs they do. Our aim is to create more awareness among young people about renewable energy sources and to get them excited about science and technology. 24 colleagues already jumped on board and we reached more than 2,000 pupils in the 2021-2022 period. Most of the classes took place in Belgium, but we also had a pilot project in Taiwan. For 2023, we want to focus on international projects and reach 500 pupils in at least five different countries.

## IMPACTED COMMUNITIES



#### WHY?

All over the world, our activities have an impact on the environment, both socially, environmentally and economically. We therefore closely monitor these socio-economic effects. Naturally, our projects also bring us into contact with many different communities and cultures. In these contacts, we focus on inclusiveness and transparent communication. This enables us to support the values of the local community, identify their needs and take them into account. We also pay close attention to cooperation with the local community and offer local businesses and employees the opportunity to participate in our projects. In this way, we create added value for the project region and the local community.

#### WHO IS INVOLVED?

>

Our Focus Group Community Engagement establishes the outlines in terms of community engagement on our project sites. As an umbrella body, the group works on a structural framework that defines how we want to express our community engagement on our project sites. The guiding principle here is that we always want to contribute positively to the social, economic and ecological situation at the project locations.

At these locations, it is the local project team's turn. They take stock of the needs and opportunities of the communities involved throughout the various phases of the project. Based on this, the team sets up concrete actions and provides feedback to the Focus Group.

#### WHERE DO WE STAND TODAY?

In 2022, we published our Community Engagement Policy. In it, we set two goals. Firstly, we commit to maintaining good working relationships with all persons living or working near our project sites. Secondly, we always aim for positive, harmonious and sustainable relationships with local communities.

We make this more concrete using the following roadmap:

#### Identify:

We identify the local stakeholders so that we can inform them about the works that may affect their daily lives.

We identify how we can contribute to the local economy.

#### Investigate:

We investigate the socio-economic impact of a project to evaluate its potential impact on the local community.

#### Inform:

We inform the local community, giving them balanced, concise and objective information. We help them to understand the issues, alternatives, opportunities and/ or solutions.

#### Involve:

We involve the local community in our works and set up sustainable partnerships. This is how we contribute to the local economy.



#### MARINE WORKS - GUYANA

Near Georgetown (Guyana), we are currently building a new shore base and easy access road. To bring the project to a successful conclusion, we are actively involving the neighbourhood and its residents. To this end, we are setting up various initiatives and activities:

- We pay special attention to the fishermen working in the dredging area. Besides regular meetings with a community official, both a complaints mechanism and a compensation procedure (if necessary) are active.
- We help people living (illegally) within the road works area with the preparation of the necessary documents and their relocation.
- Following the construction of a new road leading to the shore base, we set up a road safety campaign for children aged between 5 and 16.
- We drew up a Local Content Plan, aiming to maximise recruitment and procurement within the project region.
- We want to employ 139 local workers. To this end, we organise job days and attend national fairs.
- We organise training days for potential employees. For instance, a "Health, Safety & Environment awareness" training (16h) has already been scheduled, as well as a first aid training.

#### MARINE WORKS - BRAZIL

In Matinhos, we are revitalising the coastline. As this location is a popular surfing spot, we were aware of the importance of a good relationship and clear communication with the community. We therefore installed several cameras along the 6.3-kilometre work area, so that all interested parties could monitor the works 24/7.

We also partnered with the YouTube channel "Fala JC", which publishes a two-weekly video on the progress of the works. Thanks to these videos, we reach a large local audience and can explain our various on-site activities in a simple and educational way.

Still in Matinhos, we donated food parcels, personal hygiene products and cleaning products to the local NGO *Rede solidária*.

#### MARINE WORKS – GHANA

For nine years (2013-2022), Jan De Nul has carried out works at the port of Takoradi in Ghana. Such a long-term assignment gives us the opportunity to actively involve the local community in the project. By recruiting local workers, training and evaluating them. And by using local suppliers, so that the local economy also gets a boost from our presence. The following figures give a good picture of our impact on the local community:



local suppliers or subcontractors, out of a total of 349.

° 2,095

total number of local workers employed between 2013 and 2022.

。 450 🔅

highest number of local workers employed at the same time.

。 392 <sup>(1)</sup>

local workers who attended the "Heavy equipment operator" training course.

Local workers were mainly trained and employed as welders, machine operators, dumper drivers, security guards, mechanics, electricians, supervisors and helpers. Several colleagues went through a good growth process and were rewarded for it with promotion within JDN Ghana Ltd., including Catharina Korantemaa Odame. Right out of school, she was appointed Supervisor of

# IMPACTED COMMUNITIES

one of the stone transport pontoons. She later advanced to Batching Plant Operator and Assistant QAQC Advisor.

Jan De Nul also engaged with the local community in Takoradi in other ways. In autumn 2021, together with the Takoradi Metropolitan Health Management Team, we provided testing and vaccination opportunities in the fight against COVID. This revealed the need for support in building a pharmacy and laboratory for the maternity unit. Jan De Nul repaired a defect in the concrete foundation, executed the brickwork and concrete beam structures, tiled the floor and painted the entire building.

#### MARINE WORKS - MOZAMBIQUE

Jan De Nul has been carrying out dredging works in Mozambique for several years, more specifically in Maputo and Palma. Palma is situated in the Cabo Delgado province, where a fierce conflict has been raging for some years now. Thousands of families have already fled the region. Jan De Nul donated food parcels, wash bowls and blankets. Thanks to VAMOZ, a local voluntary organisation, all our donations came to good use.

#### MARINE WORKS - BANGLADESH

In Bangladesh, we are carrying out capital and maintenance dredging works for Payra port. May 2021 would mark the end of the Ramadan festival "Eid Al Fitr". However, the second COVID-wave and the ongoing lockdown prevented many residents from attending the festivities. Jan De Nul therefore donated festive food parcels, which were distributed to underprivileged families in two adjacent villages: Tia Khali and Eit Bariya.

#### OFFSHORE WORKS - TAIWAN

Our project team in Taiwan organised a run as fundraiser event for a colleague suffering from the chronic muscle disease ALS. On 10 December 2021, 78 enthusiastic colleagues gathered at the running track with only one





### "My time at Jan De Nul was very enriching for my career".

Catharina Korantemaa Odame, Supervisor

goal: to run or walk as many laps as possible for two hours. For each lap they did, they would raise money paid by 105 sponsors. In the end, our colleagues ran 712 km and raised 9,400 euros for the local ALS foundation.

#### **OFFSHORE WORKS – THE NETHERLANDS**

Our cable installation works for the Hollandse Kust (north) and (west Alpha) project on and around the beach of Wijk aan Zee had a great impact on the local community. In the year leading up to the start of the works, our Stakeholder Manager already paid regular visits to establish contacts with the various stakeholders and inform them about our works through information sessions. Based on these meetings, the main complaints and concerns of the stakeholders were listed and, in close cooperation with our client TenneT, we set up various actions and initiatives to inform and involve residents and stakeholders in the project.

- Wijk aan Zee is a popular seaside town, with a long row of beach houses adorning the beach. Water sports enthusiasts are also very active there. Many of our actions were therefore aimed at beachgoers and water sports enthusiasts:
  - We set up an experience centre on the beach, where visitors were informed about our works and could watch the works live from the roof.
  - We interrupted our works on the beach during busy summer days.

- We distributed flyers and placed information boards informing beachgoers and water sports enthusiasts about our works and how to walk and exercise safely near our worksite.
- We rented some local beach houses ourselves that could not be let to tourists due to our works.
- We made a financial contribution to the barbecue for the 40th anniversary of the Surfcats water sports club and also donated a JDN container to them.
- During the kitesurfing event HoektotHelder, we distributed protein bars to participants.

To reduce the impact on the village centre, we created an alternative route for mobilising our equipment and materials. For travels between work sites, our colleagues preferred bicycles to cars.

- We participated in 'Dag van de Bouw' (Open Construction Site Day), explaining the project and our machines and handing out JDN goodies.
- On Easter Sunday, we handed out Easter eggs to beachgoers at our experience centre.

#### PSR - DIJLEDONK

In Rijmenam, our subsidiary PSR is currently redeveloping the old industrial site of furniture company Meurop (read more on p.47). With the Dijledonk project, we are not only breathing new life into a forgotten site, we are also seizing the opportunity to bring the local community together. For this, we went a bit further than the traditional information channels, such as a website, social media or newsletters. For instance, we organised "information walks". During these walks, we guided visitors along the most important locations on the site and explained the redevelopment plans. We also published the Dijledonk Newspaper for nearly 5,000 local residents. We paid special attention to the cultural heritage on the site and organised several events in the process:

- Participation in Heritage Day 2021
- Exhibition 'Meurop out of the closet' featuring old Meurop furniture in the original building
- Reunion of 70 former employees of the factory: their stories were compiled into a book and theatre play
- Theatre play 'Meurop' written by local writer Fien Leysen

#### WHAT ARE WE AIMING FOR?

For 2023, we have defined three concrete goals.

- We want to familiarise our project sites with the content of the Community Engagement Policy so that it can be actively applied. Furthermore, we want to inspire our projects with great examples of Community Engagement and encourage them to set up similar initiatives on their project as well. In addition, we want to engage in active communication about our projects with local communities.
- 2. We want to map our local employment and spending, define what exactly "local spending" is for us and set up a corresponding measurement tool in cooperation with company auditors and purchasers.
- 3. We want to roll out the school package that we developed, "How does renewable energy get into your classroom?", abroad. The aim is to offer this school package to 500 students who are living close to at least five project sites abroad. Dubai and Morocco are already jumping on the bandwagon.



# GOVERNANCE

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# **BUSINESS CONDUCT**



#### WHY?

Our position as a global player allows Jan De Nul to be a role model in responsible and reliable entrepreneurship. We attach great importance to compliance and integrity and maintain the highest possible standards in line with all applicable laws and guidelines. In addition, we invest heavily in ethical behaviour and a culture of compliance, even – and perhaps even more – in countries that do not have a common cultural heritage and might pose challenges in terms of ethical business practices.

#### WHO IS INVOLVED?

#### Everyone is involved.

The Jan De Nul Code of Conduct must be applied by all Jan De Nul employees, directors and partners. Compliance is mandatory across all Jan De Nul entities.

The Supplier Code of Conduct must be adhered to by suppliers and subcontractors of all Jan De Nul entities.

The **Focus Group Business Ethics** is responsible for monitoring and coordinating compliance and for reviewing and updating the policies related to our business conduct and business ethics.

Our Compliance Officers regularly monitor compliance with our policies.

#### WHERE DO WE STAND TODAY?

Jan De Nul manages its operations on the basis of sound corporate values. We actively accept our social responsibility and strive for ethical business practices throughout the company. All our business ethics-related programmes are regularly reviewed and updated when necessary to ensure that we comply at all times with the changing environment and with the applicable legislation and regulations. We communicate transparently about our Code of Conduct and our Supplier Code of Conduct, the cornerstones of our business ethics programme, which are published on our website.

Apart from these two policy statements, we have several other policies related to business ethics, including (but not limited to) Sustainable Business Policy and Anti-Slavery & Human Trafficking Statement.

Compliance with our Code of Conduct and Supplier Code of Conduct is implemented through e-learning for employees and through a screening procedure (pre-contract and during execution) for suppliers, subcontractors and business partners, which is included in our Due Diligence Procedure. This procedure for suppliers, subcontractors and business partners is currently being revised to align it even more with our Sustainable Procurement Policy.



- **85.5%** of all Jan De Nul staff around the world has already followed our Code of Conduct e-learning module, and more will follow.
- **100%** of our clients, subcontractors and business partners must sign and comply with our Code of Conduct. We conduct compliance audits during project execution.
- We systematically screen our clients, subcontractors and business partners. These screenings include compliance and sanction investigations.
- There is zero tolerance for modern slavery, as aligned in our Anti-Slavery & Human Trafficking Statement.

#### WHAT ARE WE AIMING FOR?

- We make sure that our employees and crew can follow the training on the Code of Conduct, even if a different approach is needed because they do not always have easy access to the e-learning platform due to circumstances at sea or on site. A specific training programme has been set up for every new Jan De Nul employee, which always includes training on the Code of Conduct.
- We continue to develop, monitor and implement our compliance programme. Following the successful launch of the Code of Conduct e-learning module, Jan De Nul is working stepby-step on the key rules of conduct included in the Code of Conduct. Additional behaviour policies (e.g. for the protection of whistleblowers) are being drawn up and we are providing online training programmes to create awareness.

OBJECTIVE	MEASURING UNIT	TARGET
Compliance with our ethical business practices through formal training on Code of Conduct for staff.	Percentage of staff that has completed the Code of Conduct e-learning module.	> 90% of all members of staff
Compliance with our ethical business practices through formal training on Code of Conduct for crew and workers.	Percentage of crew and workers that has completed the Code of Conduct e-learning module.	> 80% of all crew and workers

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For more information, please contact: sustainability@jandenul.com

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