DEME

2020

ANNUAL REPORT

– Sustainability journey

#DEME150



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SUSTAINABILITY STRATEGY

This chapter highlights DEME's sustainability efforts throughout the organization. It complements the Sustainability Statements, which detail compliance with the EU's Corporate Sustainability Reporting Directive (CSRD) and the European Sustainability Reporting Standards (ESRS).

At DEME, it is our ambition to fundamentally contribute to sustainable solutions for the global environmental, societal and economic challenges facing our world today. While addressing these challenges, we continually strive to improve the sustainability of our own operations. This has led to our two-dimensional strategy for sustainable performance – we aim to "Explore" and to "Excel". This strategy will help us to create sustainable value for our clients, DEME, the environment and society.

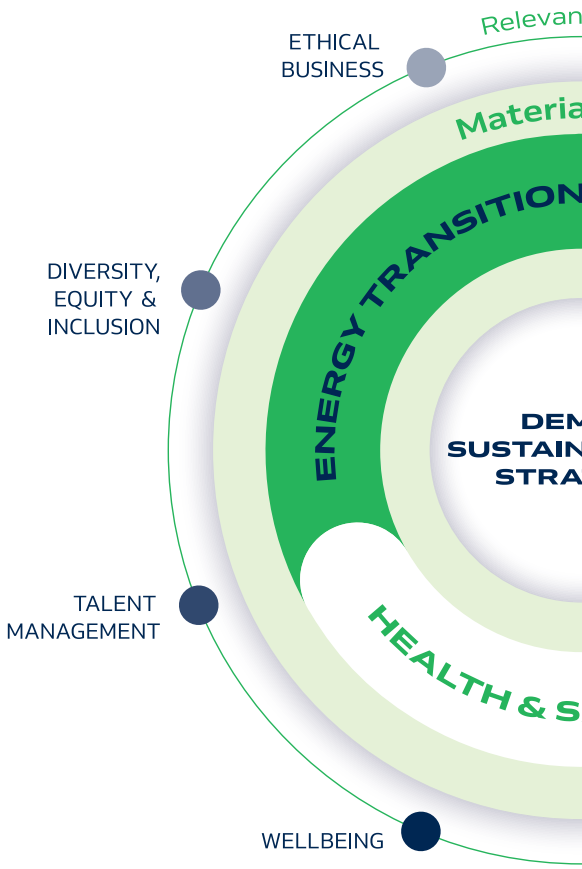
Our two-dimensional strategy for sustainable performance

1. Explore sustainable business solutions

By continuously challenging ourselves to enlarge our sustainable business portfolio where DEME can create the most impact.

2. Excel in our operations

By maintaining and strengthening a sustainable performance in our daily operations.



DEME's Sustainability Strategy is inspired by the Sustainable Development Goals (SDGs) set out by the United Nations. The selection of sustainability topics and their importance are guided by the Double Materiality Assessment (DMA), which looks at both how our activities impact the world and how environmental and social changes affect our business. This two-way view helps us identify the most important topics and align them with our strategic goals.

› In-depth information on the Double Materiality Assessment (DMA) can be found in Chapter 7. Sustainability Statements.

DEME'S MATERIAL SUSTAINABILITY TOPICS

DEME is reporting on its sustainability performance according to the CSRD and ESRS requirements.
To prioritize the issues that have the greatest impact on the environment, society, and our business, we conducted a Double Materiality Assessment (DMA). This assessment focused on the impact DEME has on the world (inside-out) and the impact the world has on DEME (outside-in).
The DMA was conducted for the first time in 2024 and has followed the structured bottom-up approach to identify, assess, and prioritize sustainability-related impacts, risks and opportunities (IROs). In 2025 DEME performed a reassessment of its DMA and concluded that identified material IROs back in 2024 have remained actual for 2025.



Energy Transition

Offshore renewable energy technologies play a significant role in reducing greenhouse gas emissions. DEME continues expanding its offshore renewable energy solutions and exploring new marine-based solutions for renewable energy production, connection and storage.

Greenhouse Gas Emissions

DEME operates in a sector with a high GHG emissions intensity contributing to climate change. The majority of DEME's GHG carbon footprint (Scope 1 and 2) is attributed to the GHG emissions produced by its vessels.

Occupational Health and Safety

DEME consistently strives to improve its safety performance and practices through ongoing evaluation and enhancement efforts and by developing a culture of prevention and continuous improvement.

› On the following pages you will find more information on how we deal with the topics GHG emissions, Occupational Health and Safety and highlight each relevant topic with a tangible best practice.

GREENHOUSE GAS EMISSIONS

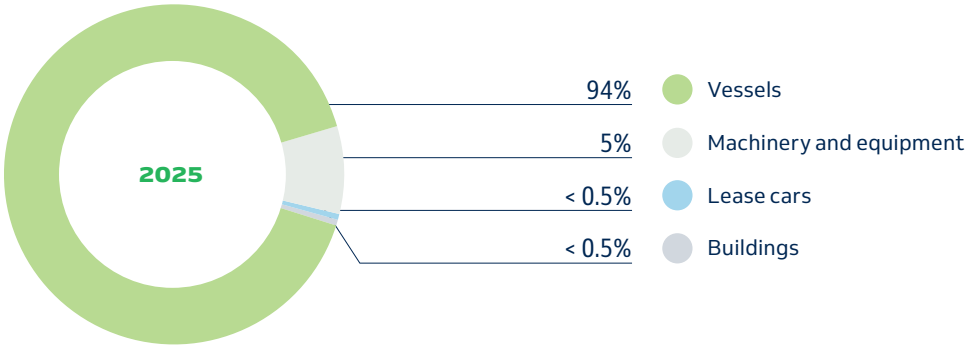
Managing greenhouse gas emissions is a key priority. DEME has set the objective to cut the GHG intensity of our operations by at least 40% per unit of work by 2030 compared to 2008 (aligned with the International Maritime Organization's GHG Strategy), and to achieve climate-neutral operations by 2050 (Scope 1 and 2). Additionally, we aim to reduce GHG emissions across our project value chains (Scope 3).

To monitor and improve our energy performance, we adhere to the ISO 50001 energy management framework, an international standard that outlines a structured approach to controlling and enhancing a company's energy efficiency. This system enables us to integrate our energy management system with our related greenhouse gas emissions management.

Under ISO 50001, we have identified five significant energy users (SEUs) within our operations: vessels, buildings, machinery and equipment, transportation of personnel, and the procurement of goods and services. Vessels account for more than 90% of the current Scope 1 and 2 emissions, making them the largest contributor to DEME's direct emissions profile and thus a critical focus.

DEME tackles this by integrating leading climate-proof technologies, focusing on energy performance and transitioning to less GHG intensive fuel types. However, the company also aims to play an active role in reducing emissions with targeted efforts directed at the other significant energy users to ensure continuous improvement across DEME.

Worldwide Greenhouse Gas Emissions: (Scope 1 & Scope 2)



The respective categories are visualized on the right and further outlined in the next pages.

› In-depth information on energy consumption and greenhouse gas emissions can be found in Chapter 7. Sustainability Statements.

DEME's five significant energy users

1. Vessels



2. Buildings



3. Machinery and equipment



4. Transport of people



5. Purchase of goods and services



1. Vessels

Towards the most efficient and flexible fleet in the sector

We have set two targets (Sustainability Statements 2.4.6.) related to greenhouse gas emission reduction, specifically targeting our fleet. These were introduced to further increase energy efficiency, to reduce greenhouse gas emission intensity, and to be able to make the switch to the use of future (net) zero carbon fuels in the long run.



Best practice

Three-pronged strategy

We have a three-pronged strategy in place to reduce the GHG emissions from our fleet. Our newly acquired wind turbine installation vessels are a perfect example of how the three aspects of the strategy work together to increase efficiency.

1. Operational

Green DRIVE is the process in DEME for increasing fuel efficiency through our operations. It is part of our continuous improvement process and philosophy to always strive to achieve operational excellence. Examples include just-in-time arrivals, eco speed sailing and anchoring, instead of using the power-hungry dynamic positioning system.

Improving operational efficiency is not only driven by the crew, but also by the innovative design of the vessels.

DEME's new wind turbine installation vessels, Norse Wind and Norse Energi have world-class efficiency levels. With a carrying capacity of 4 x 20MW turbines or 6 x 15MW turbines, they can handle the world's largest turbines. Taking advantage of economies of scale, the vessels can install more MW of renewable wind energy by transporting more equipment on a single journey compared to several smaller vessels.

2. Technical

The new vessels are furnished with the latest equipment and technology, including a massive 4.2 MWh battery pack which can handle energy peaks and provide a power reserve which requires less power from diesel engines. Zero emissions operations are even possible during low power demand. Lowering the jacks and different cranes can regenerate up to 8MW of combined power.

The hybrid system combined with variable speed engines which are IMO Tier III compliant, and a waste heat recovery system allow us to capture maximum energy from the fuel. While sailing, the permanent magnet main propulsion units cut fuel consumption by 20%, compared to a conventional shaft system. These systems all work together to avoid wasted energy and to increase overall efficiency.

3. Fuel shift

Our most recent vessels are prepared with (green) methanol-ready engines and dedicated space for equipment and storage of zero carbon fuels. This provides flexibility to adapt to future requirements of alternative low/zero emission fuels. In line with DEME's ambition to become climate neutral (Scope 1 and 2) by 2050, our newest vessels can always operate on the cleanest fuel available.

› In-depth information on reducing the GHG emissions of vessels can be found in Chapter 7. Sustainability Statements.

2. Buildings

Green offices and creating climate-neutral headquarters

Best practice
Transforming the DEME Campus

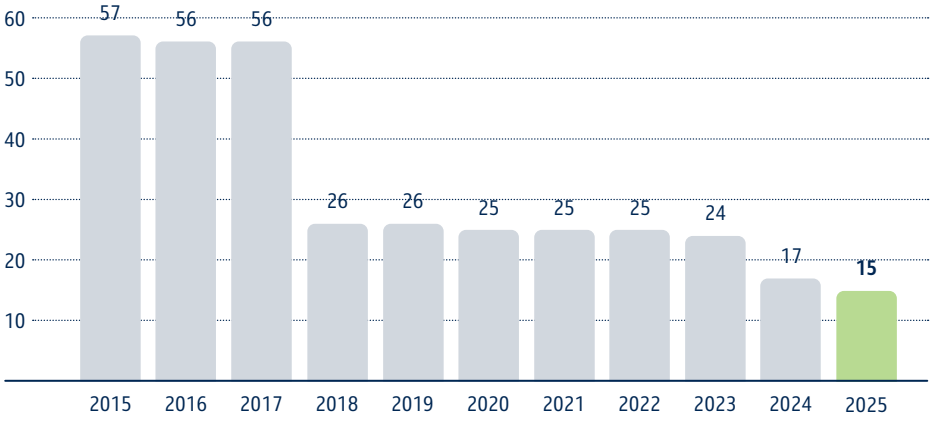
In alignment with our commitment to enhancing energy efficiency and advancing climate neutrality, our headquarters are undergoing a significant transformation. In 2025, we completed the demolition of three major office buildings, which previously accounted for approximately 40% of the total fuel consumption at HQ, and commenced construction of the new main office building.

The new facility will feature an advanced heat and cold storage system, utilizing a heat exchanger to provide cooling during summer and heating in winter by harnessing thermal energy from groundwater beneath the building. This system operates without fuel and offers greater efficiency compared to conventional methods.

While renovations are ongoing, we have contributed to a high-quality, nature-based carbon removal project, supported by an accredited partner, to offset remaining emissions associated with the headquarters in 2025. More detailed information can be found in the Sustainability Statements in section 2.4.10.

The beautiful "Maritime Park" is another key initiative which will provide green spaces, a pond and a "bicycle street". This will be an area for employees and visitors to relax and will be a car-free zone.

Progress GHG emissions reduction at DEME Campus
kgCO_2e/GJ energy used



The values will slightly differ from FY2024, as we have optimized our methodology by applying the most recent and accurate emission factors. This graph represents the direct, gross emissions of DEME Campus and does not take into account the contributions made to carbon removal projects.

› This information is to be regarded as non-material but is linked to a material topic as defined in Chapter 7. Sustainability Statements.

3. Machinery and equipment

Gradually moving to zero-emission machinery and equipment

The adoption of electric construction equipment is increasingly enabling the sector to progress towards zero emissions. However, solutions remain limited for remote sites requiring energy-intensive machinery—locations which often characterize DEME's operations.





Best practice

Electric machinery and equipment

In 2025, more than 35% of DEME Environmental's earthmoving equipment in the Netherlands was electrified, representing two large excavators and a loader. Several clients in the Netherlands are aiming for zero emission operations, but at the time of the first projects, there were no manufacturers of electric equipment. Therefore, DEME's experts and their partners had to find a sustainable solution and created the "Emission-free Network Infra" (ENI). This resulted in an initiative to convert diesel powered machinery into fully electric equipment by replacing the engines with battery packs. To operate continuously for a full working day, the largest, 40-ton excavator has a capacity of almost 800kW. This is around 10-15 x the size of an average electric car battery. The batteries on the excavators are interchangeable, reducing downtime during operations and mitigating the need to bring power to the excavator as its mobility is limited by its tracks.

In 2026, another 35-ton excavator and a 20-ton loader will join DEME's electric equipment fleet. They will be used for dike reinforcements and to remediate PFAS contamination at Schiphol Airport.

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4. Transport of people

Electrification of car fleet progressing swiftly

DEME aims to increase green mobility throughout the company. We have made significant progress in 2025 with the electrification of our car fleet.

Best practice

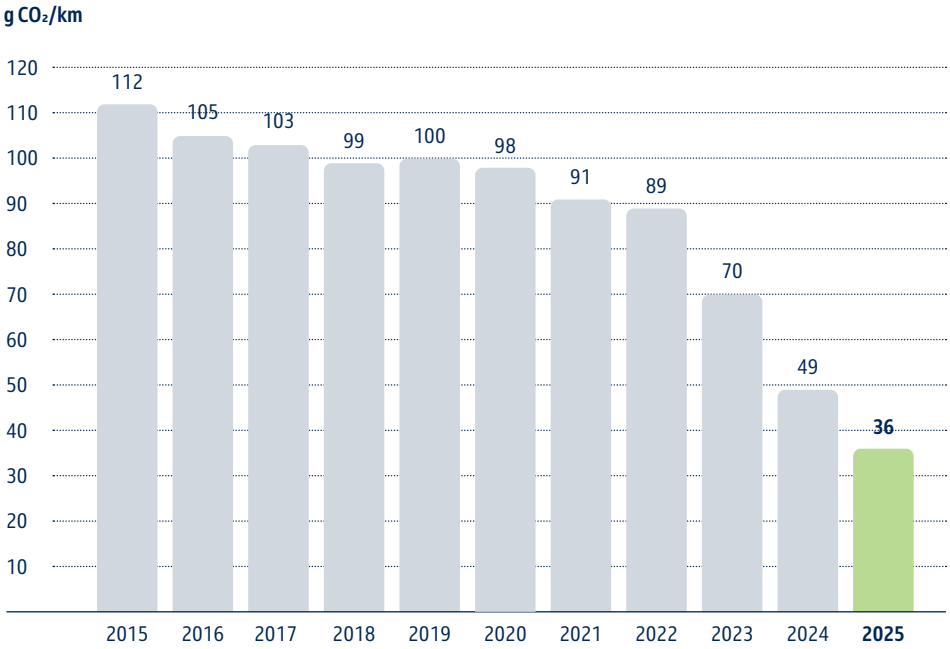
Electrification of our car fleet

In 2025, fully electric cars represent almost half of the whole car fleet in the Benelux. This has reduced the average CO_2 emissions of our lease cars to 36g CO_2/km. New car orders have to be electric which will continue to push the electric vehicle share of our car fleet.

The 340 EV charging points at the HQ and more at other offices and sites ensure a smooth transition.

Additionally, the bike lease program to encourage more people to cycle to work has proven popular, with more than 380 employees having joined the scheme. An increase of more than 50% compared to last year.

Progress on the amount of grams CO_2 emissions per kilometer for our lease cars in the Benelux



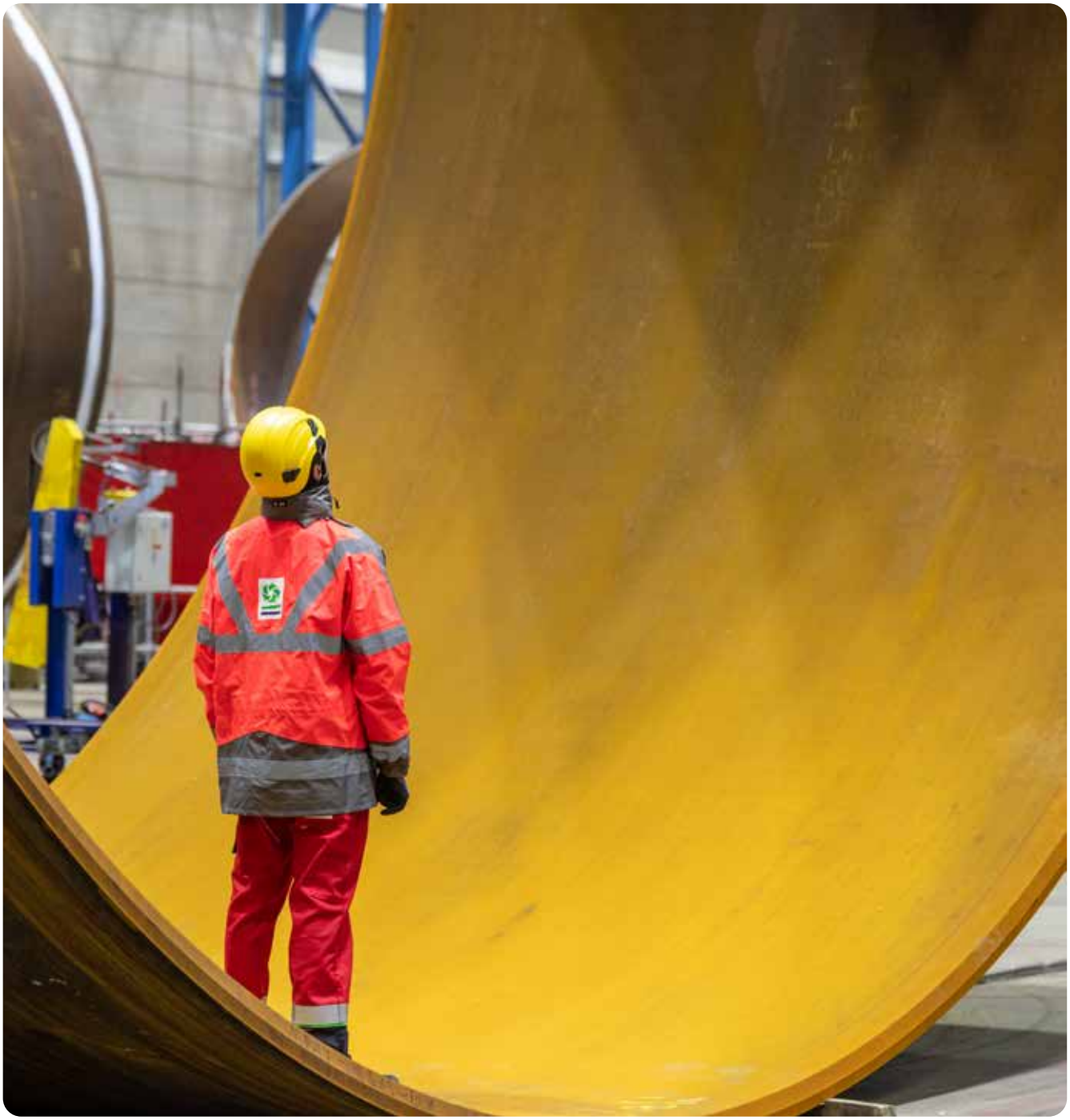
› This information is to be regarded as non-material but is linked to a material topic as defined in Chapter 7. Sustainability Statements.



5. Purchase of goods and services

Reporting on the significant emissions in our value chain

Our objective is to reduce GHG emissions across our project value chains. In 2025, we continued to gain further insights into our most significant Scope 3 emissions categories and strived for completeness in the category Purchase of goods and services.



Best practice

Close collaboration with suppliers

We developed a vision on sustainable procurement, which entails an alignment of the DEME procurement strategy with our corporate sustainability agenda, focusing on our material topics of which GHG emissions is one.

In 2023, we started engaging with our external stakeholders (suppliers), by means of a pilot with a supplier assessment tool as a potential solution for procuring in a more sustainable way and pushing our suppliers to do better, and our internal stakeholders (procurement employees) by informing them about our sustainability strategy, objectives and next steps in the pilot phase. This pilot enabled us to explore the overall maturity of our supply base in terms of sustainability practices and data availability.

In 2025, we worked on the completeness of our Scope 3 emissions data of which 60% is based on spend data.

Best practice

Integration of sustainability into our procurement processes

We developed a sustainable procurement policy which outlines our commitment to embed sustainability at the core of our procurement practices. This new policy and its associated processes were informed by ISO 20400, the international standard for sustainable procurement. This policy applies to all procurement activities within DEME companies and must be followed by all employees, and third parties acting on behalf of DEME.

It outlines the company's dedication to responsible sourcing, minimizing environmental impact, and promoting social and ethical standards throughout the supply chain, and is aligned with industry best practices and sustainability assessment frameworks. Additionally, it includes a commitment to engage with suppliers and monitor their sustainability performance by means of our supplier assessment tool, in which we managed to onboard suppliers - representing more than a quarter of our total procurement spend - in 2025.

Lastly, we focused on the development of a sustainable procurement roadmap, including initiatives centering on supplier relationship management and strategic sourcing. This includes, for example, the integration of our supplier assessment tool in supplier evaluations and including sustainability clauses into our contracts.

DEME's significant Scope 3 value chain emissions

In 2025 we improved our data collection processes for Scope 3 GHG emissions which resulted in an update of our significant Scope 3 categories. In order to increase completeness of the data, we started using a tool which allows us to upload 100% of our procurement spend converting it into Scope 3 emissions data. The conversion is based on industry classifications of the procurement spend and linked to spend-based emission factors. This approach led to more insights on the significance of other categories as well, adding Upstream transport and distribution as a new category, in addition to Purchase of goods and services, Capital goods, Upstream fuel- and energy-related activities, Business travel and Upstream leased assets.

As a further improvement for the upcoming year, we plan to increase the coverage of category 2: Capital Goods which is currently limited to newbuild and vessel conversions.

› In-depth information on reducing GHG emissions can be found in Chapter 7. Sustainability Statements.

SAFETY

DEME maintains a strong commitment to safety and continuous improvement, focusing on both risk mitigation and the recognition of successful practices.



Actions

Safety at DEME is rooted in a culture of care and knowledge sharing. Employees are encouraged to support one another and openly share operational risk management insights. Seven core aspects define DEME's Safety DNA, guiding the organization's approach to safety excellence:

- We take care of each other
- We communicate openly
- We plan our work and control the risks
- We follow the rules
- We feel safe to stop
- We take action and follow up
- We learn from our mistakes and successes

Throughout the year, several safety campaigns are launched starting with the annual "Yearly Gear Check". In 2025, DEME's Safety Week centered around "Think before you lift" with a thorough analysis of lifting-related incidents and near-misses from the previous year carried out. Employees involved in these situations shared their first-hand experiences, fostering organizational learning and prevention strategies. The outcome resulted in a record 325 "Safety Success Stories" from nearly 140 projects, highlighting achievements and improvement areas regarding lifting operations.

One of those stories is the adoption of automatic hooks which has significantly reduced risks for riggers working near suspended loads. Outstanding Success Stories were showcased during the annual Safety Moment Day, with highlights including innovations in safe access and smarter lifting practices.

Safety training is essential for preventing incidents and preparing staff to respond in all work environments. We include key safety topics in our Learning Journeys so every employee builds the necessary skills to maintain our safety standards.

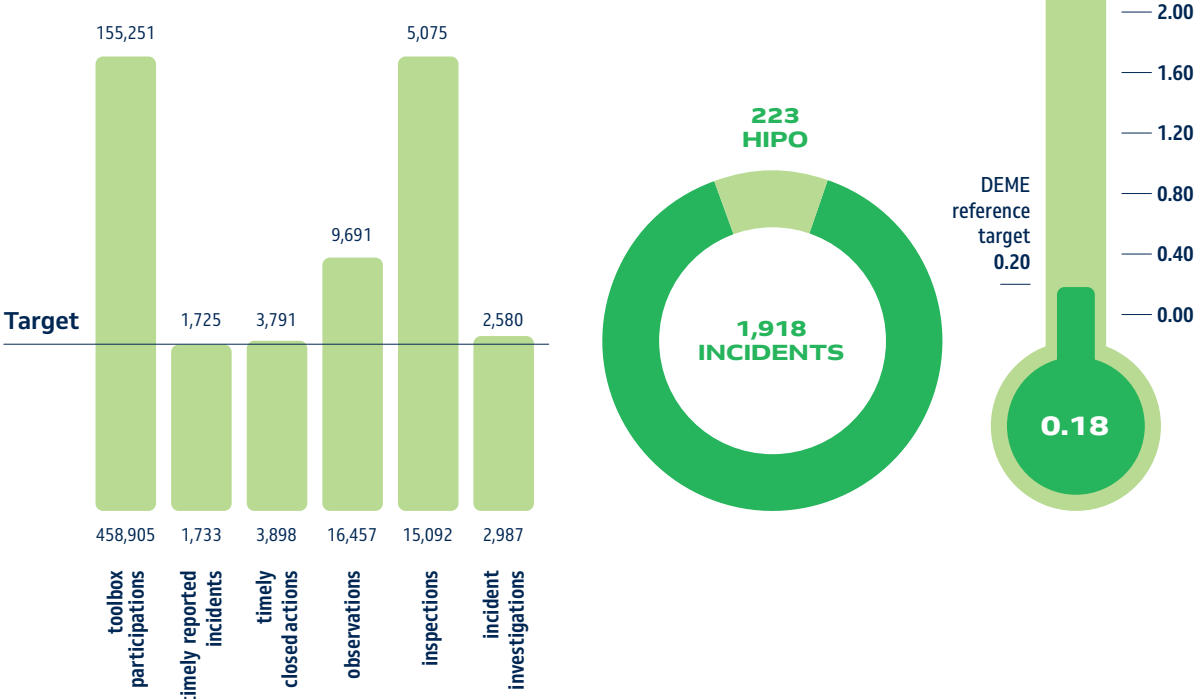
DEME ensures subcontractors and suppliers meet QHSE standards by assessing their qualifications, verifying certifications, and reviewing past performance. Specific QHSE requirements are set in contracts, and relevant plans and risk assessments are integrated before work starts. Subcontractors are required to participate in inductions, toolboxes, drills, and meetings, as well as provide proof of competence and complete site safety training. Ongoing monitoring includes inspections, mandatory safety training, and tracking KPIs in the DEME QHSE-S Dashboard. As-built documents and subcontractor performance are verified upon project completion, with annual assessments of audit results and incidents undertaken during the Management Review.

DEME monitors the effectiveness of its occupational health and safety measures through various safety indicators. These include the Worldwide Lost Time Injury Frequency Rate (LTIFR) target of 0.20 and DEME's QHSE-S Worldwide Performance Dashboard.

› In-depth information on the safety of our own workforce can be found in Chapter 7. Sustainability Statements.

DEME's QHSE-S worldwide performance dashboard

(January 1, 2025 - December 31, 2025)





For all KPIs taken up in the QHSE-S worldwide performance dashboard, except the "Safety Thermometer", the scope and boundaries differ from the CSRD scope and boundaries.

RELEVANT TOPICS

In addition to DEME's three material topics - energy transition, greenhouse gas emissions and occupational health and safety - DEME highlights other relevant topics. Although these topics are not classified as material, they are acknowledged as relevant sustainability considerations by DEME.

The three material topics are considered in more detail in Chapter 7. Sustainability Statements (audited), while some highlights from the eight other relevant topics (not audited) are presented below.



Ethical Business

DEME upholds labor rights and ethical business practices through clear guidelines on ethics and human rights. The Code of Ethics & Business Integrity emphasizes transparency, compliance, respect, fair treatment, safety, environmental protection, data privacy, and zero tolerance for corruption. These standards apply to all employees, management, and business partners, to ensure the same commitments from contractors, suppliers, and third parties. DEME also maintains a global due diligence procedure for third parties, using a risk-based methodology to screen for sanctions, bribery, and corruption risks.

Each year, all DEME employees must follow mandatory online training regarding compliance and ethical business practices. The training is updated annually to ensure the information and questions reflect the latest and most important aspects.

The training is more than sharing information, the questions put employees in real-life situations to test how they implement DEME's policies and way of working.

IRBC Agreement for Renewable Energy

In the summer of 2025, DEME Offshore signed the IRBC Agreement for Renewable Energy. By signing this agreement, we commit ourselves to making our value chain more sustainable, serving also as preparation for future due diligence obligations. We completed our first yearly maturity assessment and developed an action plan for continuous improvement. Our focus in 2025 was on implementing planned actions on responsible business conduct specific to our offshore wind projects in the Netherlands.

› This information is to be regarded as non-material; all material information can be found in Chapter 7. Sustainability Statements.

Diversity, Equity & Inclusion

At DEME, creating an inclusive workplace where everyone is treated equally, with dignity and respect, helps us attract and retain top talent from all backgrounds. In a predominantly male industry, we introduced several Women@DEME events. These range from keynote sessions and networking to workshops on influence. For one of our projects in Japan, we are developing a cultural awareness training designed to strengthen goal alignment and foster effective intercultural collaboration. We are also creating a dedicated training program on biases and intercultural collaboration. This course will explore the concept of biases, their potential risks, and their impact on decision-making. It will also highlight the connection between biases and successful intercultural collaboration. The first pilots have taken place in the course of 2025.



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Talent Management

At DEME, our strength lies in the expertise and commitment of our people. By investing in their growth, wellbeing, and engagement, we ensure we can deliver complex projects safely and effectively. It also helps us stay innovative and resilient in a fast-changing world. Simply put, when we take care of our talent, we secure our future. With the help of our employer branding campaigns such as our digital "Where Next?" experience and international career days, DEME recruited 500 colleagues worldwide in 2025.

Joining DEME is just the start of the journey where employees are given agency to steer their career. To facilitate internal mobility, DEME has multiple "Learning Journeys" focusing on technical expertise, leadership development, tender and project management, and digital and data proficiency. Our Leadership Learning Journey focuses on leadership development with in-depth milestone training programs throughout careers, starting at leading oneself to leading others and leading the business. Through the yearly performance reviews and other processes, all employees get the chance to shape their career path and move vertically and horizontally within DEME.

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Sustainable Innovation

Sustainability and innovation go hand in hand at DEME. We encourage sustainable innovation through intrapreneurship and partnerships with universities and research institutions.

Fostering bottom-up innovation with the Diver campaign

Through the internal Innovation Diver campaign, employees submitted numerous improvement ideas based on addressing different challenges including sustainability related ones. Of those ideas, 41 were selected for implementation.
One of these enhances our soil washing process, increasing soil reuse and significantly reducing landfill waste.

Close collaboration with universities

In a collaborative research initiative (the Chair), DEME has joined forces with Ghent University focusing on "Nature-based Solutions for Resilient Coasts" to advance research of coastal protection approaches that use natural systems rather than traditional concrete structures. The Chair aims to create a practical guide for engineers and authorities to support the implementation of solutions that both protect coastlines from rising sea levels, restore or enhance natural ecosystems and avoid the release of large amounts of CO_2 from cement production.



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Wellbeing at DEME: Putting People First

At DEME, we understand that our greatest strength lies in our people. In 2025, we reinforced this belief by expanding initiatives that prioritize mental, emotional, and physical wellbeing. Central to this effort is our Employee Assistance Program (EAP), which offers confidential, round-the-clock support for employees and their families. Whether facing personal challenges or seeking guidance, the EAP ensures help is always accessible.

We also continued to invest in programs such as Energy@DEME that encourages employees to take proactive steps towards healthier lifestyles, whether through fitness activities, using mental health resources, or practical tools for managing stress. These initiatives are designed to create an environment where everyone feels supported, valued, and empowered to thrive.

Recognizing the importance of mental resilience, we introduced targeted sessions and resources for managers and teams, fostering open conversations and building a culture of care. Our goal is simple: to ensure every colleague has the tools and support needed to maintain wellbeing in a fast-paced, demanding industry.



› This information is to be regarded as non-material; all material information can be found in Chapter 7. Sustainability Statements.

Local communities

In 2025, we once again proved our commitment to engage and build collaborative relationships and care for the communities where we work.

Youth empowerment in Costa Rica

In Costa Rica, our dredging project extended beyond its technical objectives to prioritize education and youth empowerment. By delivering marine education workshops and practical learning experiences, DEME team members equipped local youngsters with the essential skills and knowledge to steward their marine environments. This initiative not only fostered environmental awareness but also paved the way for the next generation of leaders in coastal conservation.



› This information is to be regarded as non-material; all material information can be found in Chapter 7. Sustainability Statements.



Waste & resource management

Every project lasting longer than three months at DEME needs to submit one Green Initiative per year. In 2025, 39 initiatives were submitted to reduce waste and limit the use of natural resources. From reusing concrete from demolitions to using rainwater or seawater instead of treated water. On the IJmuiden Ver project we are installing low carbon sheet piles using 100% recycled material certified by an Environmental Product Declaration (EPD). Compared to traditional sheet piles, more than 3,000 tons of CO_2 are avoided on this project.

DEME Environmental's business model aims at offering solutions such as soil remediation, the redevelopment of brownfield sites and sediment and process water treatment to accelerate the shift towards a circular economy. Since the start of our activities, 6,720 hectares of polluted land have been remediated and in 2025, 1.8 million tons of sediment was taken to our soil recycling centers for processing.

› This information is to be regarded as non-material; all material information can be found in Chapter 7. Sustainability Statements.



Natural Capital

Conducting works across the globe, DEME's activities interact with marine ecosystems and can cause local and temporary disturbances to marine fauna. To ensure full compliance and minimize environmental impact, our approach integrates legal and client requirements into every stage of project execution. A project-specific environmental risk assessment is performed, combining DEME's standard environmental QHSE aspects with environmental impacts and mitigation measures. These measures and compliance requirements are distilled in an operational Contractor's Environmental Management Plan (CEMP). Additionally, large projects conduct an Environmental and Social Impact Assessment (ESIA) study before DEME is involved which feeds into the aforementioned process. This process ensures legal compliance and proactively manages environmental risks, protecting biodiversity and maintaining water quality during the project.

Nature based Solutions (NbS) are currently presented as an effective operational option to enhance biodiversity and deliver resilience in our marine works projects. Not only to minimize environmental harm but to create and deliver positive opportunities in coastal biogenic reef or estuarine wetland restoration.

The Venice Lagoon in Italy is a vulnerable ecosystem, facing significant risks from sediment depletion and subsidence. In collaboration with the NGO We are here Venice, DEME is conducting a pilot in the Lagoon to restore eroded salt marshes into resilient, functioning marshlands using dredged sediments.

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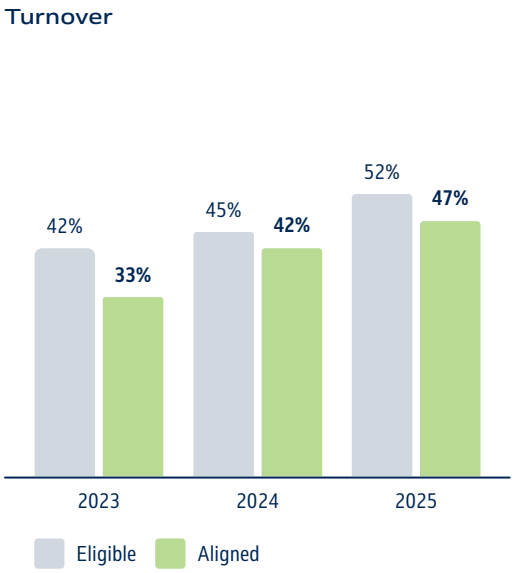
EU TAXONOMY

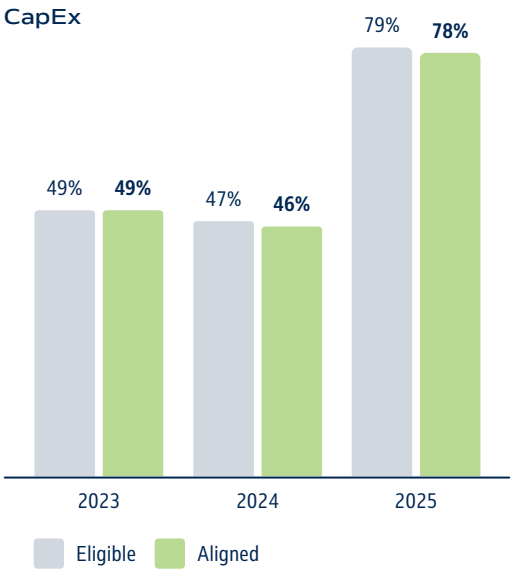
The EU Taxonomy is a classification system establishing a list of environmentally sustainable economic activities with the goal of scaling up sustainable investments. DEME is proud to have a large part of its turnover and CapEx aligned with the EU Taxonomy.

The EU Taxonomy defines and sets the criteria for activities to be considered eligible and aligned. Eligible activities can become aligned activities when they meet stringent criteria to assess their contribution to one of the six objectives and do not significantly harm the other environmental objectives. This assessment is conducted on DEME's turnover, CapEx and OpEx. Due to the Taxonomy definition of OpEx and DEME's business model, OpEx is deemed immaterial according to the Taxonomy definition. Reference is made to Chapter 7. Sustainability Statements for a more detailed explanation.

DEME has 47% of its turnover and 78% of its CapEx aligned. Offshore wind, rail infrastructure, remediation of contaminated sites, soil and sediment recycling,and, as of 2025, flood risk prevention and protection infrastructure have contributed to our eligible and aligned KPIs. These results show that DEME has heavily invested in contributing to a more sustainable future and will keep doing so.

In the graph below we provide a high-level overview of DEME's group performance on the main EU Taxonomy metrics.





CERTIFICATES AND ESG RATINGS

Certificates

DEME meets international and local legal regulations, but it always aims to operate at higher standards than only fulfilling the mandatory requirements. DEME holds an ISO Group Certificate including more than 50 entities. The percentages shown below indicate what portion of DEME Group's total 2025 turnover is generated by certified ISO entities.

ISO 9001 **95.8%** (Quality Management Systems)
ISO 14001 **95.2%** (Environmental Management Systems)
ISO 45001 **95.2%** (Occupational Health and Safety Management Systems)
ISO 50001 **93.7%** (Energy Management Systems)

Additionally, local certificates are in place, such as:
— CO_2 Performance Ladder
— SHE Checklist for Contractors (SCC)

Environmental, social, and corporate governance (ESG) ratings

DEME's sustainability performance has been assessed by multiple ESG analysts.
The ESG ratings indicate the sustainability performance of a company based on publicly available information.
The latest update of the ESG ratings can be found on the DEME website.

	Rating scale	Rating score 2025	Rating score 2024	Rating score 2023	Sector ranking/ average 2025
CDP[1]	(D < A)	B	B	B	B
EcoVadis [2]	(0 < 100)	Bronze (66) (DO) Bronze (64) (DE)	Silver (66)	Silver (66)	76th percentile (DO) 77th percentile (DE)
Sustainalytics	(100 < 0)	34.3 High exposure Average Mngt	33.4 High exposure Strong Mngt	31.8 High exposure Strong Mngt	98 out of 328 (Construction & Engineering)
MSCI	(CCC < AAA)	A	A	A	A

(1) The scope is limited to the activities of the Offshore Energy segment.
(2) The scope is limited to the activities of the Offshore Energy segment and the Environmental segment.


DEME