



DEME'S SUSTAINABILITY STRATEGY



# Sustainability strategy

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 customers, DEME and society.

## Our two-dimensional strategy for sustainable performance

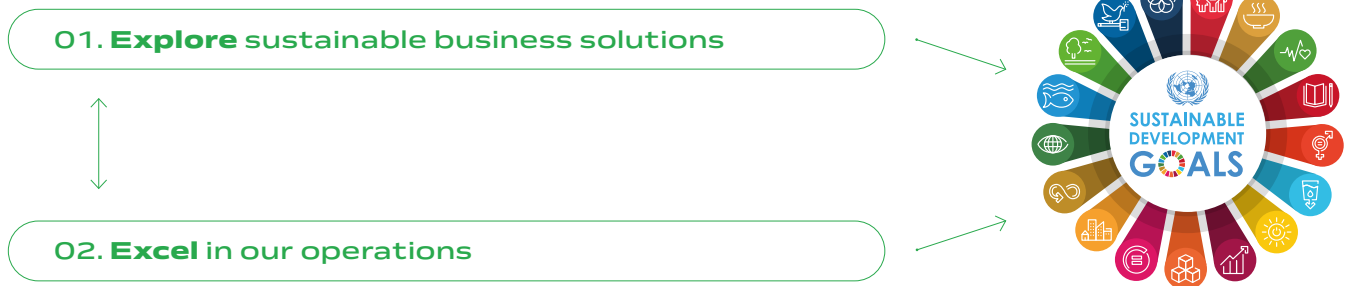
### 01. Explore sustainable business solutions

by continuously challenging ourselves to enlarge our sustainable business portfolio and to align our business decisions with the Sustainable Development Goals where DEME can create the most impact.

We refer to chapter 3 ('Segments') and to the pages regarding the EU Taxonomy in this chapter for more information on our sustainable business solutions.

### 02. Excel in our operations

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



# DEME's eight sustainability themes

DEME's eight sustainability themes are linked to the 17 UN Sustainable Development Goals (SDGs). It is undeniable that the world is facing multiple global challenges that could have a serious impact on society and the environment unless we act now. With its 17 SDGs, the UN has identified its priorities for creating a better world by 2030.

At DEME, we are fully committed to helping achieve the SDGs. These goals have helped us to understand the economic, environmental and social impact of our operations as we move towards a project portfolio with a strong sustainable focus. DEME does not contribute to all of the goals equally, instead we focus on those where we can make the most impact. We have bundled the 17 SDGs into eight sustainability themes with each of them having their own ambition.





# Materiality Matrix

**In 2023, we continued to focus on our Materiality Matrix from 2022. To ensure we prioritise the issues that have the biggest impact on our business and that matter most to our stakeholders, we conducted a materiality assessment. This materiality assessment included:**

- A review of the ESG and sustainability topics in DEME’s existing 2021 Materiality Matrix. These topics were benchmarked within our sector and compared to relevant ESG topics used by risk rating agencies
- Use of the DEME integrated Risk Matrix to define the risk category, impact and exposure
- Application of a scoring methodology to better quantify the potential impact of DEME’s ESG risks
- Compilation of the results in the updated matrix and validation of the 2022 Matrix through our governance model







We are preparing ourselves for the upcoming EU Corporate Sustainability Reporting Directive (CSRD) and in 2024 we will be reporting based on a double materiality assessment, which covers both impact materiality and financial materiality.

## DEME's Materiality Matrix



# DEME's four most material themes

DEME considers the ESG topics in the high-high quadrant of the Materiality Matrix as its most material topics.

Material ESG topics	R/O <sup>(1)</sup>	Ambition	Target	Target 2023	Performance indicators	Results			Progress	
						2023	2022	2021		
<b>Environment</b>										
 CLIMATE AND ENERGY	Energy transition	0	To expand our offshore renewable energy solutions and to explore new marine-based solutions for renewable energy production, connection and storage.			MW Installed wind turbines	712	440	2,378	
						MW Installed foundations (contributed capacity)	1,212	2,798	1,867	
						MW Beneficial ownership	144	144	144	
	Resilient infrastructure	0	To build resilient marine infrastructure, such as the construction of ports, locks, tunnels and bridges and to provide dedicated flood protection solutions and coastal protection management.				Turnover (% eligible; % aligned)	42; 33	29; 26	28; 24
CapEx (% eligible; % aligned)							49; 49	52; 52	32; 32	
OpEx (% eligible; % aligned)							0; 0	0; 0	0; 0	
Energy efficiency	0	Climate neutral operations by 2050 and improvement of energy efficiency in our operations.				kt of emitted CO <sub>2</sub> e worldwide (Scope 1 & 2 in CO <sub>2</sub> e)	734	653	833	
GHG emissions	R	To reduce greenhouse gas intensity by 40% by 2023 relative to 2008.	17% of low carbon fuels consumed (energy based) in comparison to total consumed fuels (energy based) by 2026.	Sustainability-linked loans target: ≥8%	% Low carbon fuels (energy based) versus total consumed fuels (energy based)	10.3	6.0	-		
<b>Social</b>										
 HEALTH AND WELLBEING	Safety	R	To provide a safe, secure and healthy working environment for all people involved.	To prevent any Lost Time Injuries on our vessels, projects, sites and offices worldwide.	Sustainability-linked loans target: ≤ 0.20	Worldwide Lost Time Injury Frequency Rate ('Safety Thermometer')	0.19	0.23	0.19	
<b>Governance</b>										
 SUSTAINABLE INNOVATION	Sustainable innovation	0	Enhance scientific research, upgrade technological capabilities and encourage sustainable innovation within our projects.	Sustainability integrated in each innovation campaign as part of the evaluation criteria and incorporated in the innovation stage gate process.		Number of approved innovation initiatives	12	12	14	
 ETHICAL BUSINESS	Responsible business conduct	R	Respect and protect labour rights in our organisation. Embed an ethical mindset within DEME and transparently communicate about our ethical performance.	To ensure every employee has followed frequent training courses about ethical awareness.		% DEME staff who participated in DEME's Compliance Awareness training	99	99	99	
						% DEME crew who participated in DEME's Compliance Awareness training	87	82	-	

<sup>(1)</sup> Risk/Opportunity

